

RNC STATE PARTY STRATEGIES

# **FINANCE GUIDE FOR COUNTY PARTIES**

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Appendix



# KEY TERMS

**Acquisition** - The number of first-time donors you've acquired within a given time frame. Synonyms include prospecting.

**Appeal** - The way in which an organization asks for financial support from its donors. An appeal can be made through several forms including mail, telemarketing, and digital. Synonyms include campaign.

**Attrition** - The percentage rate at which something is lost or reduced over a period of time, often referred to as the loss of donors who give.

**Average Gift** - The average donation amount of all the donations made by donors for a specific appeal or over a specific amount of time.

**Donor Database** - Software solution used by professionals to provide insights into your supporters' engagement, track key fundraising metrics, store contact information, and measure success. Synonyms include CRM (Customer Resource Management).

**Digital Marketing** - Marketing that utilizes Internet and online based digital technologies such as desktop computers and mobile phones to promote donor giving. This includes online ads via Facebook, Paid Search, and Email fundraising.

**Direct Mail** - Form of fundraising that relies on printed materials and the postal service to deliver appeals directly to consumers.

**Direct Marketing** - Fundraising that is done by reaching out directly to the donor often through mail, telephone, or online rather than going through retailers. Synonyms include Small Dollar Fundraising.

**Donor** - A person who makes a financial contribution to an organization.

**FEC Guidelines** - Guidelines by the Federal Election Committee that include federal fundraising limits to Individuals, Campaign Committees, PACs, and political parties. Federal fundraising guidelines can be found at <https://www.fec.gov/help-candidates-and-committees/candidate-taking-receipts/contribution-limits/>.

**Fulfillment** - Completion of a committed gift, often referenced in telemarketing.

**Fundraising** - The seeking of financial support, primarily through donations, for a charity, cause, or other enterprise.

**Gross** - All fundraising revenue without any deductions or cost considered.

**Hard Ask** - A direct request for a donation. An example of hard ask language is "Please make a donation of \$25 today."



**Joint Fundraising Committee (JFC)** - Joint Fundraising Committees can be created by two or more candidates, PACs, or party committees to share the costs of fundraising and split the proceeds. Participants in the JFC can't take any more money from a donor than they could if the money was given directly, but this vehicle allows a donor to write one very large check. JFC's can be a resource for county parties as "trickle down" giving where a donor gives first to a candidate and then additional giving goes to the county party. JFC's can be helpful for major donors as you are only making one ask of an individual and providing them a set guideline on how they should donate to candidates and the party.

**Lapsed Donor** - An individual who hasn't given to an organization in more than 12 months.

**Lifetime Value (LTV)** - The value, in dollars, of a donor giving over their full period of giving. Often referenced as to the average lifetime value of all donors.

**Major Donor** - A donor who contributes that is higher in value-the exact value is determined by an individual program. Generally, major donor fundraising begins at donations of a \$1,000.

**Multi-Channel Donor** - A donor who makes a gift through multiple channels of giving. For example, through mail and telephone or online and SMS.

**Net** - The amount of revenue raised after cost are taken into account. The formula for net is  $\text{Gross} - \text{Cost} = \text{Net}$ .

**Penetration Rate** - A common definition used in telemarketing which refers to the number of individuals reached within a list of phone numbers. For example, if there is a list of 13,000 individuals and they were able to reach 2,000 individuals the penetration rate would be 15%.

**Prospecting** - Utilizing marketing channels and peer-to-peer relationships to obtain new donors.

**Monthly Giving** - A type of giving that happens on a monthly recurring basis. Synonyms include recurring giving.

**Response Rate** - The number of donations made in relation to the number of individuals contacted.

**Retention Rate** - The rate in which donors give in a consecutive period of time, often evaluated year to year.

**Return on Investment (ROI)** - The calculation of donations received compared to every dollar spent. The calculation for ROI is percentage after the donation received is divided by cost.



**Reporting** - Needed filings to FEC and appropriate state entities regarding contributions made to a committee.

**SMS (Short Messaging Service)** - A service that is used to send text messages to mobile phones, often to solicit donations.

**Soft Ask** - An indirect request for a donation. An example of a soft ask is an acknowledgment that is sent to a donor that includes a return envelope but does not request a donation.

**Surrogate** - An individual of status that does an activity (makes phone calls, attends events, etc.) on behalf of the party.

**Telemarketing** - The marketing of donations by means of telephone calls to potential donors.

**WinRed** - An online processing platform used for credit card processing and merchandise sales.



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# **WHY FUNDRAISING MATTERS**



**Fundraising** is defined as “the seeking of financial support for a charity, cause, or other enterprise.” In the political environment, finance is often the term used for an individual, department, or practice associated with fundraising.

The act of political fundraising goes as far back as the election of Andrew Jackson and has become an effective and necessary means of helping gain election wins for both an individual and party.

### **Helps achieve the mission:**

The number one reason fundraising is essential is that it helps organizations achieve their mission. The financial gains achieved through fundraising can be used for events, staffing, travel, and anything and everything in between that is necessary for a county party's success. The more support raised from donors, the more an organization is capable of accomplishing.

### **Brings people into the cause:**

Not only can fundraising be helpful in achieving the overarching mission of an organization but it can also help with growing recognition for a cause. Fundraising is often done through means of mass marketing which can reach hundreds, if not thousands, of people in a short amount of time. While not the primary goal of fundraising, the act of fundraising can inform individuals of the mission and activities of an organization.

### **Keeps individuals engaged:**

Donating helps individuals feel as though they are part of the causes they care about. By participating in fundraising activities, you give an individual a means in which they can “voice” their support for a cause. Likewise, it is a great way to further engage volunteers, grassroots activist, and party leaders.





# ROLES AND RESPONSIBILITIES

**Chairman:** The Chairman should use all necessary resources in order to stay informed and up to date on the financial environment of the party. The chair is the most important asset when it comes to Major Donor fundraising. It is recommended that they make the largest financial asks unless there is another person within the organization that has a stronger relationship with the individual being asked.

**Compliance Officer:** A compliance officer is essential in making sure the means in which a party is fundraising is both ethical and legal. Compliance officers should be aware of the all legal requirements parties need to adhere to when fundraising and provide guidance when necessary. It is recommended that a compliance officer or legal counsel looks at all newly drafted fundraising materials. A compliance officer can either be a hired staff member or an outsourced vendor. Compliance officers should assist with reporting to the FEC and state entities regarding donations that have been made to the Party.

**Finance Committee:** A Finance Committee is a volunteer committee formed within a party system that focuses on helping raise funds. A Finance Committee is a great asset to help identify potential donors. Also, the individuals that are part of the Finance Committee are helpful in hosting or recruiting others for in-home fundraising events. A Finance Committee can take a lot of human capital to keep on track and focused. If a Finance Committee is something your party anticipates utilizing, it is recommended that there is a dedicated staff member to help facilitate the needs of the committee.



# **TYPES OF FUNDRAISING**

There are many ways that a party can raise money. However, the number one rule is that individuals must be asked to donate!

It is recommended that a party have a diverse revenue stream using more than one method of fundraising to reach the goals that are built out in the finance plan.

**Major Donors:** Individuals who give or have the capacity to give a large donation. The amount that a major donor is recognized is dependent on the party. Generally, major donor fundraising begins at donations of at least \$1,000.

Major Donors can be a great net revenue stream, however, bringing in a donation from a major donor often requires much more relationship building than other ways of raising money. It is essential that whoever is making the ask for a major donation is prepped before approaching the individual they are asking.

**Donor Research:** Can be done for both prospective and current major donors. When doing research confirm an individual has the means to make a large donation. Previous giving behavior to other campaigns or organizations is a key indicator of the donor's philanthropic desires, but property value, overall wealth, and business evaluations can also assist in understanding what potential an individual may have to give.

Another important part in donor research is understanding any changes that have occurred in a donor's life. A quick Google search can help avoid a lot of awkwardness during calls or meetings. If information is available it is best practice have a good understanding of an individual's current business status, family relationships, community or political involvement, and other philanthropic activity.

See **Appendix A** for an example of a donor briefing.

**Giving Levels:** To assist in making an ask for a donation it is recommended that the party develop levels of giving. Levels should have a tier of set benefits. Often giving benefits are tied to event attendance, meetings with the Chairman, or opportunity to meet with surrogates.

Having a one or two-page document that outlines the giving levels can be used as a visual during meetings with potential donors and should be sent with follow-up materials.

See **Appendix B** for an example of a giving level and benefits.

**Making the Ask:** Once all the needed research is done and meeting materials are prepped, the Chairman, or another appropriate individual, can make the ask for a major donation. It is recommended that a meeting or call is set up to make an ask, rather than doing a "cold call" in which no advance is given.



Be prepared with multiple asks when sitting down with a donor. A donor may not be willing to give the initial amount or to the initial project presented but it doesn't mean they aren't willing to give at all or participate in the future.

Use the donor meeting or call as an opportunity to listen to what the donor wants or cares about and gain information about future opportunities to partner with that individual. In making an ask it is good to use the 70/30 rule, listen 70% of the time and talk 30% of the time.

Another rule of thumb is to follow the 3-1 rule. For every 1 time a donor has been contacted it is important to touch base with them 3 times dedicated to relationship building. For example, former Michigan Republican Party Chairman Bobby Schostak would do check-in calls, forward articles, email congratulations for anniversaries, send Christmas cards, and extend event invitations, in addition to making a request for a donation from a major donor.

At the point the donor has made the decision to attend a meeting or join a call they already are anticipating a request for support. Remember that making a financial contribution is helping a donor accomplish their goals. They WANT to give. However, they need to be shown that what the Party wants to achieve will assist their desires as a donor.

**Utilizing Connections:** An important part of Major Donor fundraising is to use the connections that are available. It may be worth identifying if the party should set up a Finance Committee. If the party has a finance committee, they can be a great place to help identify prospective Major Donors. Connections within current donors can also be a good resource for peer-to-peer solicitations. In this form of fundraising, a current donor of the Republican Party asks individuals they know to donate to the organization. Often individuals will give purely because of the relationship the donor asking has with them. Note, after a donation is made by an individual that gave through a peer-to-peer ask it is important that the party builds a relationship independently of that connection.

**Events:** Fundraising events have many benefits. They can help raise funds, thank donors, and provide a platform for messaging. Events can be a great opportunity to energize the base and bring new individuals into the fold.

While there are many upsides to events, they also take a lot of time to plan and a lot of money. It is important to have a well-organized and thought out event.

There are many different types of events- when evaluating the best form to have, make sure to keep in mind the ideal size of attendance and the cost per an attendee for the venue.

Good questions to ask when preparing an event is if it can be tiered, if it can be annualized, or if you can piggyback on other events. Tiered events provide multiple layers to the same event, where the price of attendance changes based on what parts of the event an individual attends. Annual events happen yearly and can help prime the donor to give during a set period of year. Annual events also help build anticipation and can be added to the calendar relatively far in advance.





Piggybacking often occurs when a surrogate is in the area for another meeting. If this happens this is a good opportunity to see if an event can be added to a surrogate's travel in order to assist the party. The types of events covered in this guidebook is only a small sample of a plethora of event formats.

See [Appendix C](#) for examples on types of events that have been hosted by past parties.

**Gala:** A gala is generally the most formal type of an event a party can have. This type of event includes a formal sit-down dinner at a high-end venue. A keynote speaker often addresses the attendees during dinner.

For a gala, the best way to raise funds is to provide table sponsorships. Sponsorships are a great place to engage Finance Committee members, major donors and, if allowed, corporations.

A gala also tends to be the most expensive type of event. Make sure when planning a gala that the cost per person is factored into the overall ticket cost.

Galas can easily be built out into tiered programs. If a surrogate is attending an event, photo opportunities and meet and greets can be utilized as a donor thank-you or provided as an additional sponsorship level.

**Cocktail Reception:** Cocktail receptions are informal gatherings and the schedule should allow time for donors and sponsors to mingle. Generally, either beer and wine or an open bar, as well as light hors d'oeuvres, are provided.

Cocktail receptions are best hosted at restaurants or larger event spaces with an open floor plan. The Chairman may want to give short welcome or thank you remarks during the reception. Cocktail receptions can be added before galas or larger events to create a tiered event.

**Roundtable:** Roundtable events are events with limited capacity that are often meant to facilitate discussion with a guest speaker. Attendance should be kept to a maximum of 15-20 guests with tables built out in a U or square or hollow square shape. A program for roundtable events usually includes a short introduction from the Chairman, comments from the guest speaker, and open Q&A.

The best way to utilize roundtable events is to build them in as a major donor benefit or use it as an opportunity to open the door to a major donor prospect. Roundtables are an easy way to piggyback off surrogates who may be in the region for other purposes as they require much less preparation.

Top-tier Major Donors are often most attracted to roundtables since they provide an intimate opportunity for discussion with a VIP and are viewed as more exclusive than other types of events or tiers of an event. When planning a roundtable, be mindful of the guest speaker as he/she may appeal to your top donors' interests.



**In-Home Events:** In-home events can be relatively inexpensive and easy to manage from the party perspective. An in-home event requires a relationship with an individual that is willing to host an event on behalf of the party. This type of event can be a great way to involve Finance Committee members or other engaged donors.

It should be requested at the onset to have the host reach out to their network to recruit attendees and assist in building relationships with prospective donors. Likewise, in-home events can be held throughout the county to provide outreach to donors in regions the party may not be able to connect with very often.

In-home events can either have a cost to attend or be utilized as an opportunity to pitch a major donor program.

The FEC provides an in-home exemption for the host. For example, costs for invitations and for food and beverages served at the event are not considered contributions if they remain under certain limits. These expenses on behalf of a candidate are limited to \$1,000 per election; expenses on behalf of a political party committee are limited to \$2,000 per year. Any amount spent in excess of the limits is a contribution, whether by personal check or in-kind, to the candidate or party committee.

**Grassroots Events:** Grassroots events are broad in scale and usually have a relatively inexpensive entry fee, if any at all. These events are held at venues that can host larger crowds and include a lineup of speakers.

Grassroots events are a great opportunity to rally the base and engage donors that give through direct marketing streams. They can also be a great opportunity to obtain email and telephone numbers to use for future fundraising activities.

A downside to grassroots events is the cost to host an event is relatively expensive making the net financial gain from the event relatively low.

**Themed Events:** Themed events incorporate a broad range of events that are focused on a particular issue or activity. Examples of this may include Clay Shooting Outings and Golf Tournaments. A great example of a themed event is New Hampshire Republican Party First in the Nation (FITN) Event. FITN brings in surrogates from all over the country to promote the beginning of the election. The event provides both sponsorship opportunities and individual tickets.

Themed events can help build attendance but often have a high per head costs with low return on investment.

**Direct Response:** Direct Response is important to an organization because it brings in the largest number of donors and rounds out the fundraising activities to help balance the overall financial portfolio of an organization. Direct Response donors also provide a starting place for research to identify potential major donors.





When building out a direct response plan it is important to think about how campaigns build on each other. Leading with a direct mail piece and then “chasing” with telemarketing and digital fundraising tends to work best. Cannibalizing programs by fundraising through multiple channels at the same time can suppress overall response and limit the success of each individual fundraising campaign.

**Texting:** Similarly to email asks, texting should also be utilized in a regular cadence with a greater number of soft asks than hard asks.

**Digital Fundraising:** Digital Fundraising includes any fundraising that occurs through an online channel but most often comes in the form of email fundraising. Additional fundraising activity can occur through social media ads, search ads, and organic giving through a web page.

Not every email that comes from an organization should be a request for money. The recommended cadence is four emails a week with one email having a hard ask, one with a soft ask, and two emails that are not focused on content without an ask for a donation.

Digital fundraising can also include merchandise sales. WinRed allows you to easily sell different products on your webpage. While merchandise sales can be very successful, it is important to work with a graphic or creative designer to make sure the product looks correct.

See **Appendix D** for an example of a merchandise sale from WinRed.

**Recurring Giving:** It is good to investigate opportunities to create a recurring giving program. Each party will need to determine if state regulations allow for recurring giving. Most programs happen on a monthly basis and a donor is charged the same amount each month through a credit card.

Recurring giving provides a consistent revenue base for the party when done correctly. A great example of a successful program is the South Carolina Republican Party. Their recurring monthly giving program, The Elephant Club, grew from 13 members in 2017 to 941 members currently. They bring in nearly \$13,000 a month from the program. In order to boost sign-ups for the recurring giving program, they host an annual event that only Elephant Club members can attend.

See **Appendix E** for an example of a reoccurring giving program.



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# **PHASE 1: CREATING A FINANCE PLAN**

One of the most important places to begin running a successful fundraising program is to build out a finance plan. A finance plan is a tool to help create long-term financial goals and build out metrics in which to evaluate the fundraising capabilities of the organization. A plan should be comprehensive and encompass all methods anticipated to be used in fundraising.

*It is recommended to build out a finance plan for every year or two-year election cycle.*

**Historical Data:** To start a finance plan, first look at the historical fundraising data that is available. Historical data should create a benchmark in what is achievable for the fundraising plan. This would include all areas in which fundraising has previously occurred. Data can come in the form of financial statements, annual reports, FEC filings, budget summaries, and any other documentation that would have information on previous revenue raised.

**File Analysis:** A file analysis is a great way to understand the current strengths and weaknesses in a party's fundraising portfolio.

It is recommended when doing a file analysis that the following information is obtained:

- Number of small donors and major donors on file
- Attrition rate for low dollar donors
- Average lifetime value of a donor
  - Average gift
  - Average number of gifts before no longer donating
- How many multi-channel vs single channel donors?
  - Channel(s) donors are using
- General demographic data
  - Gender
  - Age
- How many recurring monthly donors (if applicable)

See **Appendix H** for an example of a file analysis.

**Goals and Objectives:** To build a finance plan first outline goals and objectives for fundraising. Each area of fundraising should have its own goals and objectives built out.

Fundraising goals should be attainable and in line with previous achievements to ensure the party's expenses can be covered.

Goals and objectives should also include a timeline of when major milestones should occur.



**Case for Support:** A statement explaining what the party does, why it's important and, most importantly, why people should financially support the party. To begin building out a case of support, evaluate important upcoming elections and highlight key policy battles. Based on that evaluation, then create a narrative explaining the problems the county faces and how supporting the party will solve those problems.

See **Appendix G** for an example of a case for support.

**Budget:** Every finance plan should include a budget. The budget includes both the anticipated amount that will be raised and the expenses that the organization will incur from fundraising activities.

See **Appendix G** for an example of a budget.

**Cashflow:** The cashflow takes the budget and breaks it out based on when revenue will come into the organization. Often cashflow is broken out on a monthly basis per program. Timing of events and fundraising initiatives will impact when revenue will be realized, and this should be taken into consideration when building the cashflow.

See **Appendix H** for an example of a cashflow document.



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## **PHASE 2: BEGIN TO FUNDRAISE**

➤ When first starting to raise money for an organization it is recommended to have the following established before beginning:

- A donor database, preferably outside of Excel, that can track giving and communications with a donor. Having a database will help with future analysis as well as help with FEC reporting and donor briefings.
- A credit card processor is important to make giving easy by allowing donors to give easily online. WinRed is one resource available to Republican affiliated candidates and county parties that can process credit card donations.
- Knowledge about giving limits statewide. While it is the donor's responsibility to know what they donate each year, to whom, and if they have reached giving limits it is helpful to know what they can donate when building an ask for major donors. A compliance officer, legal counsel, a party treasurer, or a hired accountant should be able to help provide this information.

➤ Once a finance plan with goals are built out and core resources are established there are a few areas to start fundraising that take limited human resources while also providing a good return on investment.

- Events – Household events are a good place to start with for event fundraising because it takes minimal organization by the party. The host should be a person close to the party that has connections with individuals that could be potential donors to the party. These gatherings tend to be smaller in number but good at cultivating Major Donor prospects.
- Major Donor – A county party can start by setting up calls with previous Major Donors or donors who made large donations to recent Republican candidates or committees. Leading up to calls and visits, the Chairperson, or surrogate who will be requesting a donation should do research on recent giving to the state party, federal campaigns, and statewide campaigns to build a starting ask for everyone that will be called. During the call or visit it is important to utilize the case for support that was developed in the fundraising plan.





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## **PHASE 3: BUILD ON THE BASICS**



➤ After working on email fundraising, household events, and calling or meeting with top tier donors, the party can begin to broaden the ways in which they seek donations from individuals. The following ways of fundraising often require a bit more investment in time and finances and may require more individuals, either staff or contractors, to help execute.

- **Digital Fundraising** – If the state allows it, having a monthly recurring program can provide a steady cash flow each month. South Carolina’s Elephant program is a good platform to use as an example- **Appendix G** lays out the giving levels and recognition.
- **Events** – Annual events can be a great next step in event fundraising. Annual events help bring in consistent funding and can become an occasion that donors look forward to each year.

An annual event should be larger in nature, often starting with at least 100 attendees but can grow to over 1,000 depending on the event, hype, and the cost of attendance. The venue should reflect the size of the attendance, but annual events are often hosted at hotels and reception halls, sometimes even at the same place each year. Host committees can be utilized for recognition purposes and to help assist with inviting guests. Also, if the event includes dinner, selling tables can provide major giving and corporate fundraising opportunities.

It is good to secure a high-profile guest speaker for the event to boost attendance. Depending on the availability of the speaker, tiering the event with a cocktail reception, roundtable, or photo line can allow the party to thank Major Donors or provide a way to build multiple ticket prices for the event.

- **Major Donor** – Once previous Major Donors and large donors to Republican campaigns have been contacted, reaching out to warm leads is a great next step. These individuals may be identified by looking at current small dollar donor lists for individuals with the capacity to give, non-profit event host committees, business journals, local newspaper articles, etc. Warm leads may need more time to cultivate a relationship before they give to the party but can help broaden major giving.

In addition to looking for major donors in more obscure places, a donor program should be built out with multiple levels of giving, each with their own benefits. After the levels and benefits have been identified, creating folders or pamphlets with giving information can be used as “leave behinds” for donor visits.



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# **PHASE 4: OPTIMIZE FUNDRAISING**

➤ When a well-rounded fundraising program has been created the final stage is to fine tune and enhance the fundraising activities that are occurring. Optimizing often includes investing in the short-term for long-term financial gains.

- **Direct Marketing** – At this point county parties should investigate or expand opportunities to rent and exchange fundraising lists. Vendors for mail, telemarketing, and digital can assist with obtaining these lists. Using rented or exchange list allows the organization to target like-minded individuals that may not already be a donor. This does take a financial investment and should be accounted for in the fundraising budget.

In email, lists should start being segmented based on donor behavior and issues of interest. Instead of every email going to every donor, specific emails go to groups that highlight what is most important to them. Also, targeted petitions on Facebook or other social media platforms that captures emails can help grow the email list.

Doing an annual analysis of the file can help target areas of weakness. Retention rate, multi-channel, and multi-gift donors can be good metrics to start tracking. To enhance these areas, it often takes a more sophisticated fundraising program that should be built by this phase.

- **Events** – Adding to already planned events is the best way to grow event fundraising. Events planned throughout the state can help with providing opportunities to touch base with donors. Look at opportunities to provide roundtable discussions when surrogates might be traveling through the state and build out opportunities to thank major and corporate donors by inviting them to special events.

Multi-day events can also be added to the calendar. For instance, the Michigan Republican Party hosts the Mackinac Republican Leadership Conference every other year. This event lasts several days and includes panel discussions, lunch/dinner speakers, straw polls, and cocktail receptions. There are single ticket, sponsorship, and thank you opportunities built in throughout the event. Events like these take months of planning with multiple staff but can bring in a lot of revenue for the organization.

- **Major Donor** – Host committees are an option that can be added to a sophisticated Major Donor program. Host committees are a group of individuals that are assigned to assist with building relationships and fundraising for the organization. Host committees are also a great way to acknowledge and extend the work being done with Major Donors who are committed to the party's cause and want to be more involved. The committee should be made up of self-starters who are willing to host events, make fundraising calls, and meet with potential donors.



Host committees can take a lot of wrangling- if it is something that party is interested in, they should plan to have a staff member dedicated to the oversight of the committee. Due to the staff needed to manage the committee, it is best utilized by organizations that have already exhausted other means of major donor fundraising.

Do not forget to engage in regular donor maintenance activities, such as check-in calls, emails, party updates, etc., throughout the year. Regular communication, with no hard ask, will go a long way in keeping your donors engaged and hopefully giving annually.



# APPENDIX



## Appendix A:

### Phone call with Michael Scott 3:30PM | May 18, 2018

**Name:** Michael Scott  
**Title:** CEO  
**Employer:** Dunder Mifflin  
**City, State:** Scranton, PA  
**Spouse:** Holly  
**DOB:** 3/15/1960

#### Contact Information

**Phone Numbers:** (717) 234-4901  
**Email:** mscott@dundermifflin.com

**ASK:** \$10,000



#### Michael Scott Bio:

Michael Scott became CEO of Dunder Mifflin on November 1, 2016. Immediately prior to becoming CEO, he served as President and Chief Operating Officer with responsibility for leading and running the company's global businesses. Scott has been with the company his entire career. He joined Dunder Mifflin in 1994 as a sales representative. In 2005, he was named regional co-manager. He was named regional manager, in 2007 and in 2014 became Senior Vice President of Printing and Communications. Scott serves on the Board of Directors of the American Forest & Paper Association. He holds a Bachelor of Science degree in marketing from the University of Pennsylvania.

#### Dunder Mifflin Bio:

Dunder Mifflin is a micro-cap regional paper and office-supply distributor with an emphasis on servicing small-business clients.

#### Political Background:

Michael and Holly both vote Republican. They live in CD 17 with Rep. Mathew Cartwright (D), SD 22 with Sen. John Blake (D), and LD 113 with Rep. Marty Flynn (D).

#### Past Communication:

06-15-2017 Notes: PA GOP Chairman cold-called Michael to ask him to sponsor fundraiser with Donald J Trump Jr on 06-30-2017. Michael is a huge supporter of Donald Trump and believes his policies will positively impact Pennsylvania businesses. Michael is a big proponent of tax reform, and supports Donald Trump's proposed plan.

06-30-2017 Notes: PA GOP Chairman met Michael and his wife Holly at Donald Trump Jr fundraiser.

03-15-2018 Notes: PA GOP Chairman left a message for Michael wishing him a Happy Birthday.

#### PAGOP Contribution History:

Republican Party of Pennsylvania (R)	06-25-2017	\$10,000.00
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#### State Contribution History:

Aument for Senate	03-31-2018	\$5,000.00
Friends of Jake Corman	04-30-2018	\$10,000.00
Scarnati for Senate	10-25-2017	\$2,500.00
Friends of Jake Corman	02-17-2017	\$10,000.00
Turzai for Representative	10-17-2016	\$5,000.00

#### Federal Contribution History:

Kelly, Mike (R)	03-31-2018	\$2,700.00
Rothfus, Keith J (R)	03-30-2018	\$2,700.00
American Forest & Paper Association	03-30-2018	\$5,000.00
Toomey, Pat (R)	08-02-2016	\$10,400.00
Ryan, Paul (R)	05-16-2016	\$5,400.00
American Forest & Paper Association	05-06-2016	\$10,000.00
Trump, Donald (R)	03-25-2016	\$5,400.00
Rubio, Marco (R)	10-16-2016	\$5,400.00
American Forest & Paper Association	08-25-2016	\$5,000.00



### Michigan Republican Party's (MRP) 2019-2020 Membership Benefits



#### **MAJOR DONOR PROGRAMS**

##### **LEADERSHIP COUNCIL - \$100,000 AND UP OVER THE CYCLE (\$50,000 PER YEAR)**

###### **Priority Seating at All MRP Functions**

At all MRP events throughout the year, you will be right in the center of the action having front row seats to see everything taking place and being able to hear the speeches being presented.

###### **Conference Call Series**

You will be invited to participate in periodic conference calls with our candidates and elected officials. The call will give you an opportunity to hear updates on where they stand on certain issues, and the plans they wish to implement moving forward. You will also have a chance to ask them any questions you may have.

###### **Regional Roundtables**

Throughout the year MRP will be holding regional roundtable events to discuss our upcoming projects and visions moving forward. Roundtables will include special guests and question and answer sessions. These events will be held around the state and as a Michigan Board member you are invited to attend these exclusive events as our guest.

###### **Mackinac Conference Speaker Receptions and Forums**

At the Mackinac Conference, you will have an opportunity to meet our notable conference speakers and network with them during private receptions and forums for our members. Events are geared for our business and political leaders to discuss pertinent issues and solutions.

###### **MRP Gala**

Two VIP reception tickets to one of the MRP Gala's, our biggest fundraising events of the cycle. The events are attended by many elected officials and donors.

###### **Donor Retreat Days**

Join Republican Party leadership for exclusive updates from various organizations that partner with the Michigan Republican Party to support our efforts in Michigan to elect Republicans. Retreat Days will take place throughout the cycle in various locations around the State.

###### **MRP Gala**

Four VIP tickets to the MRP Galas, our biggest fundraising events of the year. The events are attended by many elected officials and donors.

*Continued from previous page*

###### **MRP Roundtable Series**

Participate in our MRP roundtable series with local and national officials on various issues related to the economy, jobs, and much more. Here you will be able to voice your opinions and provide feedback to key leaders on the issues.

###### **Holiday Thank You Reception**

Join us for a Holiday reception thanking you for your continued support.

Paid for by the Michigan Republican Party with regulated funds.  
Not authorized by any candidate or candidate's committee.  
520 Seymour Street, Lansing, MI 48933







**The Alaska Republican Party**  
*cordially invites you to the*  
**UNITY GALA**

*with special guest*  
***The Honorable David Bernhardt***

**Friday, December 6<sup>th</sup>**  
**———— 6:30 PM ————**

**Dena'ina Civic & Convention Center**  
**600 W. 7<sup>th</sup> Ave, Anchorage, AK**

Information on tickets, VIP and Sponsorships  
can be found at

**[AlaskaGOP.net/arp-unity-gala](http://AlaskaGOP.net/arp-unity-gala)**

*Hon. David Bernhardt is a special guest for this event. His participation  
is not a solicitation of funds.*

Paid for by the Alaska Republican Party. Not authorized  
by any candidate or candidate's committee. [www.alaskagop.net](http://www.alaskagop.net)



THE NEW HAMPSHIRE REPUBLICAN STATE COMMITTEE

Jeanie Forrester, Chair  
Wayne MacDonald, Vice Chair

Juliana Bergeron, Finance Committee Chair & National Committeewoman  
Stephen Duprey, National Committeeman



RSVP to the 2017 Spring to Victory Dinner by using the enclosed card  
and return envelope or going online to [www.nh.gop](http://www.nh.gop)  
For further information, contact Mike Swetz at 603-225-9341 or by email at [Mike@NHGOP.org](mailto:Mike@NHGOP.org).

10 Water Street, Concord, NH 03301  
Telephone: 603-225-9341 • Fax: 603-225-7498 • [www.nh.gop](http://www.nh.gop)

Paid for by The NH Republican State Committee [www.nh.gop](http://www.nh.gop). Not paid for by any candidate or candidate committee.

THE NEW HAMPSHIRE  
REPUBLICAN STATE COMMITTEE'S

2017 SPRING TO  
VICTORY DINNER

with  
Special Guest  
**Kellyanne Conway**

Former Presidential campaign manager,  
strategist, pollster, and President and CEO of  
The Polling Company Inc./Woman Tread.

*Please join Republicans from across the state  
in Making NH RED Again!*

HONORARY  
DINNER CHAIRS:

Governor Chris Sununu  
Senate President Chuck Morse  
Speaker of the House Shawn Jasper  
NHGOP Chair Jeanie Forrester

*We are pleased to be honoring*  
Our Statewide Norris Cotton  
Award Winners

And  
The Meldrim Thomson, Jr.  
'Principle Above Politics'  
Award Winner

Ms. Conway is a special guest for this event.  
Her participation in the event is not a solicitation  
of funds.

2017 SPRING TO  
VICTORY DINNER

with Special Guest  
**Kellyanne Conway**

Thursday, May 18, 2017  
The Radisson Nashua Hotel  
11 Tara Blvd, Nashua, NH

5:30pm Social and VIP Reception  
6:30pm Dinner

\$150 per guest - \$1,500 per table (10 seats)  
\$125 for Crossroads Circle Members  
\$500 per guest for VIP Reception (includes dinner)


RSVP by May 12th

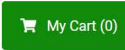
Sponsorships are available


*Business & Active*



## Appendix D:

All CAGOP





### Stop Voting for Liberals Bumper Sticker

7.5"x3.75" (Set of 2)

\$8.00

- Made in USA
- White vinyl, rear adhesive
- Set of 2
- 7.5" x 3.75"

Select Quantity

+ Add to Cart

## Appendix E:

### ★ South Carolina ★ REPUBLICAN PARTY

Since its formation over 50 years ago, the Elephant Club has been the base of our party's financial support to get the job done. This group of dedicated Republicans form an inner circle within the SCGOP and are the bedrock of our party's base of financial support and make it possible to accomplish our mission.

### How Are Elephant Club Dues Spent?

Winning is about preparation. That means identifying and training more activists, registering voters, implementing new technologies, communicating our message and getting the resources in place so that we're ready for the next election. It means making sure that our supporters get to the polls on Election Day.

Every dollar invested in the Elephant Club stays right here in South Carolina and benefits ALL Republican candidates up and down the ballot.

★ ★ ★

### How To Join The Club

Joining is easy! Simply fill out and return the attached membership form, or sign up online at: <https://sc.gop/ElephantClub>.

★ ★ ★

### ELEPHANT CLUB Membership Levels

 **Bronze Elephant**  
☐ \$10 per month or ☐ \$120 per year  
▶ Email updates  
▶ Exclusive Club decal for your car  
▶ SCGOP Pocket Platform

 **Silver Elephant**  
☐ \$20 per month or ☐ \$240 per year  
▶ All Bronze Level benefits  
▶ One Silver Elephant Gala ticket  
▶ Exclusive SCGOP Member lapel pin  
▶ Discounted convention registration  
▶ Inclusion of your name in the annual Silver Elephant Gala program

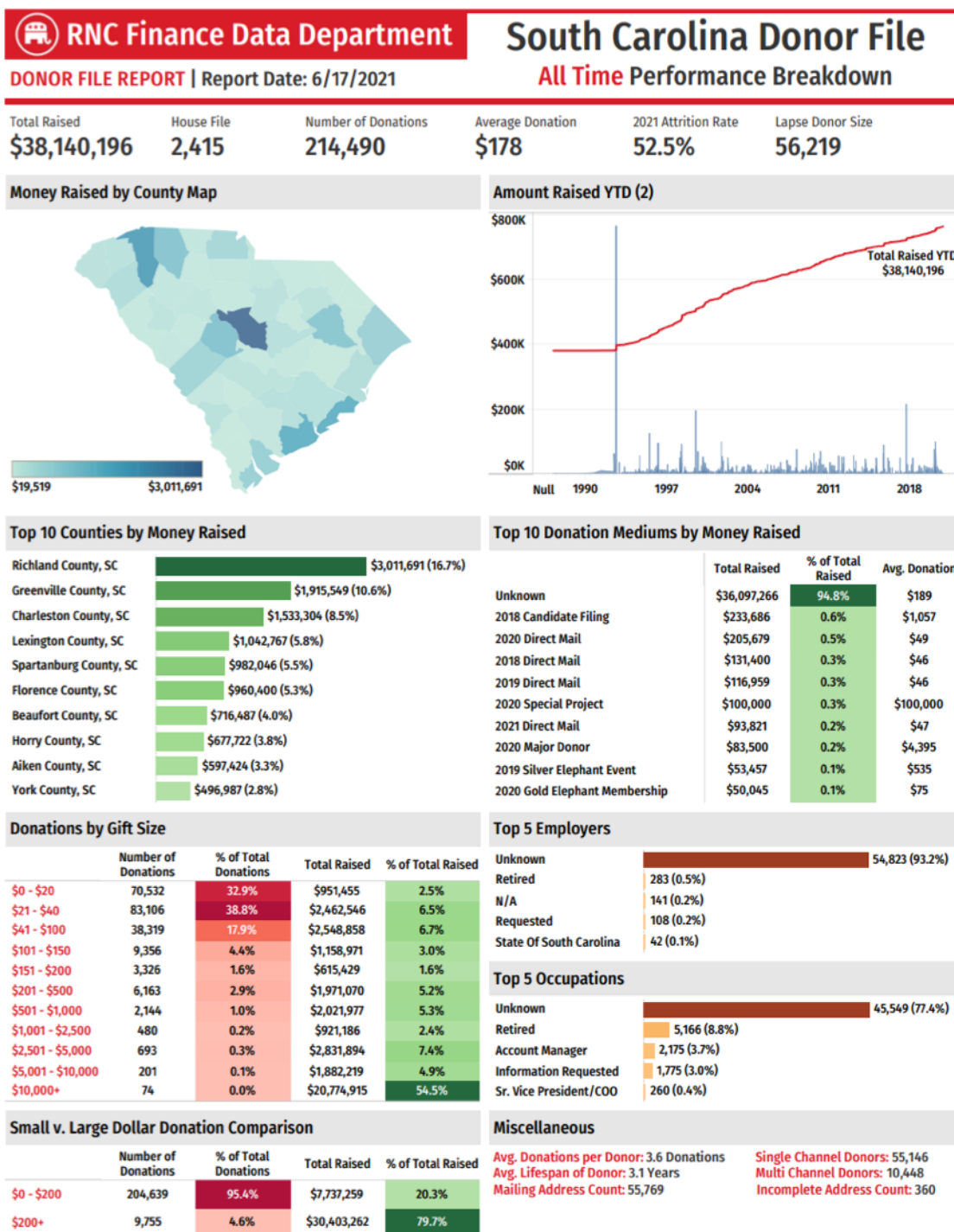
 **Gold Elephant**  
☐ \$40 per month or ☐ \$480 per year  
▶ All Silver Level benefits  
▶ Two Silver Elephant Gala and VIP reception tickets  
▶ One ticket for the State Convention Pre-Reception on May 1<sup>st</sup>  
▶ Quarterly conference calls with State Chairman & special guests

 **Chairman's Circle**  
☐ \$80 per month or ☐ \$960 per year  
▶ All Gold Level benefits  
▶ Two Silver Elephant Gala VIP reception tickets  
▶ 1 photo w/Silver Elephant guest speaker  
▶ Two tickets for the State Convention Pre-Reception on May 1<sup>st</sup>  
▶ One SCGOP Legislative Reception ticket  
▶ Annual report to Club members





## Appendix F:



## Appendix G:

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### OR GOP Finance Plan Jul 2017-Dec 2017

#### Summary

##### **Major Donor Goals:**

Elephant Club- \$18,000

Eagles Club- \$10,000

Chairs Club- \$10,000

##### **Event Goals:**

Burgess Event- \$10,000 Gross/\$7,500 Net

Zinke Event- \$50,000 Gross/\$40,000 Net

##### **Caucus Gifts:**

Remaining Legislative Members- \$10,000

##### **Direct Response:**

Gross Revenue: \$125,416

Net Revenue: \$51,074

**Total Gross: \$233,416**

**Total Net: \$146,574**

A brief description of each program follows.



### **Talking Points for Major Donors**

- One Party Rule is not healthy for any state.
- We need to make **incremental** changes to take back some of the power from the Democrats
- At this point, the Dems have so much power and have become so embolden they are abusing their authority. As a result we are seeing policies that hurt Oregon families and businesses such as :
  - o Son of 97 Gross Receipts Tax
  - o Senate Bill 494- End of Life Medical Directive Bill
  - o 6 Weeks Paid Family Leave and Predictable Scheduling
  - o Our failing schools, OR is 47<sup>th</sup> in the nation for school performance yet we have one of the highest tax rates in the country for education. What are we paying for?
- The regulations are out of control- in Oregon we have 30 special classes of people, the 2<sup>nd</sup> highest in the country. At this point, the trial lawyers are **have** been put in a position to loom over businesses with constant threats of lawsuits.
- At this point, there is an increasing sense that businesses cannot survive in Oregon and as a result businesses are shuttering their doors and leaving- as they leave they take good jobs with them and as a result our young people have to leave to find jobs- separating families and causing people to have to raise their children in other parts of the country.
- **It's time to make Oregon more business friendly and bring our kids and grandkids home**
- Currently, the State House has 35 Dems and 25 Republicans. If we can flip 3 State House Seats and change the balance to 32/28 we can fundamentally transform the power in the house.
- **This shift would mean the Dems would lack the votes they need for the 3/5 majority to pass a revenue or tax policy.**
- This type of incremental change can be the start to move Oregon back in the right direction.
- **2018 is the right year to make this change:**
  - o The GOP can typically pick up seats in mid-term elections
  - o We have momentum coming off of the 2016 election cycle
    - The first presidential election cycle in 40 years we did not lose any house seats
    - And successfully picked up a seat in the state senate
    - First time in 28 years we elected a Republican to a statewide office by electing Dennis Richardson Secretary of State



## Appendix H:

Direct Mail House File												
Date	Appeal	Universe	Response Rate	Ave Gift	Gross Revenue	Cost	Net Revenue					
15-Aug	3rd Renewal/ 1st Special Appeal	3,000	3%	\$45.00	\$4,050.00	\$2,040.00	\$2,010.00					
1-Oct	4th Renewal/2nd Special Appeal	3,200	4%	\$45.00	\$5,040.00	\$1,920.00	\$3,120.00					
25-Nov	2018 Printers Proof	3,500	3%	\$40.00	\$4,200.00	\$1,925.00	\$2,275.00					
Total		9,700			\$11,290.00	\$5,885.00	\$7,405.00					
Direct Mail Prospecting												
Date	Appeal	Universe	Response Rate	Ave Gift	Gross Revenue	Cost	Net Revenue	New Donors				
15-Aug	Prospect 4	7,500	1.4%	\$45.00	\$4,725.00	\$5,250.00	(\$525.00)	105				
1-Oct	Prospect 5	7,500	1.4%	\$45.00	\$4,725.00	\$5,250.00	(\$525.00)	105				
25-Nov	Printers Proof	2,500	1.4%	\$40.00	\$1,350.00	\$1,375.00	(\$25.00)	34				
Total		17,500			\$10,800.00	\$11,875.00	(\$1,075.00)	244				
Telemarketing House File												
Date	Appeal	Universe	Contact Rate	Contacts	Pledge Rate	Ave Gift	\$ Pledged	Fulfillment Rate	Gross Revenue	Cost	Net Revenue	
10-Jul	House File Appeal	3,000	55%	1,650	18%	\$38.00	\$11,286.00	65%	\$7,335.90	\$4,042.50	\$3,293.40	
31-Aug	House File Appeal	4,000	55%	2,200	18%	\$37.00	\$14,245.00	65%	\$9,259.25	\$5,390.00	\$3,869.25	
23-Oct	House File Appeal	5,000	55%	2,750	18%	\$37.50	\$18,046.88	65%	\$11,730.47	\$6,737.50	\$4,992.97	
Total		12,000		6,600			\$43,578		\$28,326	\$16,170	\$12,156	
Telemarketing Prospecting												
Date	Appeal	Universe	Contact Rate	Contacts	Pledge Rate	Ave Gift	\$ Pledged	Fulfillment Rate	Gross Revenue	Cost	Net Revenue	New Donors
10-Jul	Prospect List	10,000	50%	5,000	8%	\$35.00	\$14,000.00	55%	\$7,700.00	\$7,700.00	\$0.00	220
31-Aug	Prospect List	10,000	50%	5,000	8%	\$35.00	\$14,000.00	55%	\$7,700.00	\$7,700.00	\$0.00	220
20-Sep	Prospect List	10,000	50%	5,000	8%	\$35.00	\$14,000.00	55%	\$7,700.00	\$7,700.00	\$0.00	220
23-Oct	Prospect List	10,000	50%	5,000	8%	\$35.00	\$14,000.00	55%	\$7,700.00	\$7,700.00	\$0.00	220
27-Nov	Prospect List	10,000	50%	5,000	8%	\$35.00	\$14,000.00	55%	\$7,700.00	\$7,700.00	\$0.00	220
Total		50,000		25,000			\$70,000		\$38,500	\$38,500	\$0	1,100
Digital Fundraising												
Goal of 2 Emails/Week (Less Holiday Weeks)		\$1,500/Week Gross	Cost	Net Revenue								
23 Weeks			\$34,500.00	\$1,912.00	\$32,588.00							
Total Gross Revenue		\$125,418										
Total Net Revenue		\$51,074										
Total New Donors		1,344										

