The difference between a successful leader and others is not strength, not knowledge, but will power.

- Vincent T. Lombardi

Key Points

- Governance
- Transparency & Accountability
- Fundraising
- Financial Management
- Human Resources
- Evaluation
Governance Standards

Each PAC Board should…

• Actively set policy and ensure that the PAC has adequate resources to carry out its mission;

• Provide direct oversight and direction for the staff executive and be responsible for evaluating his/her performance; and

• Evaluate its own effectiveness as a governing body, and as a representative of the association in upholding the interests served by the PAC.
Governance Practices

Among the top trade PACs...

• 78% of associations have written roles and responsibilities for the PAC Board members.

• 74% of PAC Boards assist directly in raising funds
Planning Standards

Each PAC should…

• Have a plan that sets the overall direction, activities and strategies the committee employs to fulfill its mission.

• Incorporate input from constituents in its plan to successfully position the PAC to achieve its goals.
Among the top trade PACs…

• 74% of PACs have a written mission statement.

• 69% maintain strategic goals and objectives for their PAC.

• 57% have a written, annual plan of action for fundraising and participation.
Transparency & Accountability Standards

Each PAC should...

• Have an ethical obligation to its constituents to conduct its activities with accountability and transparency.

• Regularly and openly convey information to constituents about its mission, activities, accomplishments and decision-making processes.

• Make information easily accessible to its donors and should create external visibility among membership to create trust in the organization.
Transparency & Accountability Practices

Among the top trade PACs…

• 97% provide information regarding the PAC’s mission, activities, accomplishments and decision-making to members.

• 65% issue an annual PAC report, with 80% making the report available to all members.

• 65% of PACs maintain specific standards of practice for fundraising efforts.
Fundraising Standards

Each PAC should...

• Be conducted according to the highest ethical standards with regard to solicitation, receipt, recording, reporting and use of funds.

• Adopt clear policies for fundraising activities to ensure responsible use of funds and open, transparent communication with contributors and other constituents.
Among the top trade PACs…

- 15% is the average participation rate among members.
- $633 is the average individual contribution amount.
- $0.44 is the average cost per dollar raised.
- 70% use dues billing to raise funds.
- Peer solicitation is the most effective method to raise major donor contributions.
Fundraising Practices

Among the top trade PACs…

• 70% have donor clubs and/or giving levels for PAC contributors.

• 87% send every donor a thank-you letter.

• 51% provide public recognition to donors in the form of pins, ribbons, and ads.

• The most effective PAC communications tools include:
  — 91% Email
  — 70% Newsletters
  — 65% Group Meetings
  — 52% Brochures
  — 48% Annual Reports
Fundraising Practices

Among the top trade PACs...

Fundraising activities implemented by PACs include:
- 95% Dues Billing
- 78% One-on-one Solicitation
- 74% Email Solicitation
- 52% Special Events
- 52% Membership Drives
- 22% Direct Mail

The following methods are used to identify potential PAC donors:
- 70% Online Communications
- 39% Donor Recommendations
- 22% Direct Mail
- 22% Regional Recruitment Events
Financial Management Standards

Each PAC should

• Act as responsible stewards in managing financial resources;

• Comply with all legal requirements;

• Adhere to sound accounting principles that produce reliable financial information, ensure fiscal responsibility and build trust;

• Use financial resources to accomplish its mission in an effective and efficient manner, and

• Establish clear policies and practices to regularly monitor how funds are used.
Financial Management Practices

Among the top trade PACs…

• 100% of PACs maintain clear policies and accounting practices to regularly monitor the use of funds.

• 78% administer receiving, caging, depositing and recording of PAC contributions internally, while 22% outsource these accounting functions.

• 48% prepare, review and approve FEC and state ethics reports internally, while 52% outsource these reporting and filing functions.
Human Resource Standards

Each PAC should...

• Make effective use of the energy, time and talents of its employees and volunteers;

• Exercise fair and equitable practices that attract and retain qualified volunteers and employees, and

• Establish specific policies and practices for employees, volunteers and other constituents so they can effectively work together to advance the organization’s mission.
Human Resource Practices

Among the top trade PACs…

• 1.8 is the average number of staff dedicated to the PAC.

• 41 is the mean age of a PAC professional.

• 83% of PAC professionals have fewer than 10 years of experience. Of those, 39% have worked 3 years or less.

• 48% of PAC professionals are Republican, 40% Democrat and 12% Independent.
Evaluation Standards

Each PAC should…

• Assess the impact of its actions and act upon this information;

• Regularly measure performance against a clear set of goals and objectives, such as revenue and participation;

• Share this information and use it to continually improve the quality of processes, programs and activities.
Evaluation Practices

Among the top trade PACs…

- **8% of PACs assess the impact of actions annually.**

- **The metrics to assess annual impact include:**
  - 100% Funds Raised
  - 94% Number of Donors
  - 83% Growth Over Prior Cycles
  - 50% Per Capita Contribution Growth
  - 17% Other
  - 11% Cost to Fundraise
Does your PAC meet the challenge?
Thank You

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