GOPAC

MONEY

A Step-By-Step Guide to Raise the Necessary Capital for Your Winning Campaign

122 C Street, NW, Suite 505 Washington, DC 20001

Phone: 202-464-5170 Fax: 202-464-5177

Email: info@gopac.org

www.GOPAC.org

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Published by GOPAC, Inc. 122 C Street, NW Suite 505 Washington DC 20001 202.464.5170 www.gopac.org

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INTRODUCTION

"First, call upon all of those you know will give something, next, apply to those you are uncertain whether they will give or not; and finally those who you are sure will give nothing, for in some of these you may be mistaken".

- Benjamin Franklin

These forty-three words hold as true today as when they were first spoken over two centuries ago. No matter how thoroughly you and your advisors have thought through and planned your campaign, your efforts will be for naught if you are unable to raise the necessary funds to implement your plan.

This manual is designed to provide a step-by-step guide for the campaign novice and the political veteran alike on how to establish and stick to a realistic campaign budget, and just as important, how to raise the money to meet your budgetary needs.

The suggestions in this manual represent well-tested methods of successful campaign fundraising. From your first campaign for school board to your re-election campaign for Governor, "MONEY" will provide useful information gained through first hand experience by experts who have worked on everything from local campaigns to national presidential races. Whether your budget calls for \$5,000 or \$5,000,000, the examples provided are universal in their application.

Now, let's go get your campaign some MONEY!

The first step in building your campaign's finance plan is to create a realistic budget or "roadmap." You must be honest with yourself and your advisors. If you think that a mailer will cost \$2,500, don't underestimate the cost just for the sake of keeping your budget numbers down. In most cases, the exact opposite is often best – overestimate your costs. Then you can be pleasantly surprised if there is any money left over.

Once in the thick of your campaign, time always seems to run short. You will need to rush certain purchases, and before you know it, you will have gone over-budget and your entire campaign plan will be compromised. *Remember*, it is always better to overestimate.

Here are five steps to creating a realistic and effective campaign budget:

1) Know the Law

2) Before beginning your campaign you must take the time to familiarize yourself with the campaign finance laws governing your election and create a system for ensuring compliance with the law. Chapter 8: Complying with the Law is very important. Your campaign will need to know the answers to these and other questions: Are there limits on the amount an individual may contribute to your campaign? Can political action committees (PACs) or corporations support your efforts? You must have the answers to these questions before beginning your finance plan. The organizational time you spend before you begin your effort will save your campaign from the legal and public relations headaches associated with campaign finance missteps. We have also noted throughout this manual the key legal requirements to assist you with your campaign finance compliance efforts.

2) Scope of Your Campaign

Consider the scope of the campaign. How many votes will be necessary to win? This number can be determined by studying similar previous elections in your area. If this is a small local election, can you run the entire campaign on volunteer support or will paid staff be necessary? If it is a larger campaign, at what point will you need to have paid staff? Remember, it is always better to over-budget and overestimate the financial resources your campaign needs than to underestimate and come up short on the first Tuesday in November.

3) Available Resources

Knowing the financial resources available to your campaign is a critical component in creating your budget. History is full of examples of candidates who outspent their opponents by 2-to-1 margins and still came up short on Election Day. Having the biggest budget does not ensure victory. Having an effective, well-researched finance plan is the key. Know what other winning candidates have raised and spent for similar races in your area, and plan accordingly.

4) Delivering Your Message

Your campaign's largest expenditure will be for message delivery. In order to build a realistic budget and to raise the necessary funds to reach your goal, you will need to decide early on how best to deliver your message. In smaller media markets, TV buys may be a good use of campaign funds, whereas a school board candidate running for office in California would have to spend the entire campaign budget to air one thirty-second commercial. Contact your local television station and inquire about advertising rates for political candidates and ask if they offer free time for candidate statements. Cable channels are also a cost effective method for targeting your message to a specific group for a significantly reduced cost. Many radio stations offer free time to candidates, and paid radio advertisements can often be just as effective as television at a far reduced cost. Finally, once you have tallied the number of voters and households you must reach to be successful, decide how many pieces of paid mail you will be sending to each. A good rule of thumb in the direct mail campaign is that even the cheapest political mail will cost your campaign about fifty cents per piece.

COMPLIANCE TIP:

Be sure you are aware of all required disclaimers which must appear on your campaign's solicitations and materials. See Chapter 8 for examples.

5) Miscellaneous Expenses

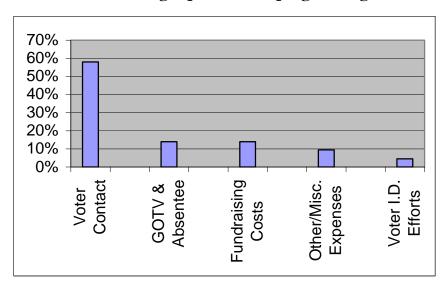
Despite the best planning, every campaign will have unexpected expenses. Planning for these budgetary surprises can make the difference between victory and defeat on Election Day. An increase in absentee voting may impact your absentee-chase budget, or office supplies may be more expensive than anticipated. Whatever the case, going beyond your original budget estimate is no reason to panic as long as you have planned and budgeted for the contingencies.

Following these five steps will put your campaign on the right path to a successful finance effort. On the following two pages you will find a "blueprint" for an effective and realistic budget. While districts vary in geographical size and number of voters, the proportional breakdowns on the amount of money to spend on different aspects of a campaign are universal.

When budgeting, assume that you will need to spend a minimum of \$10 per vote in order to win. The next step is to research your district's *current* **voter universe**, (the number of voters your campaign believes will participate in your election based on current raw data.) For example, if your state has five million people with 100 state representative districts, that's 50,000 men, women and children per district. Assuming that at least twenty percent of those 50,000 people will be under eighteen years old and, therefore, ineligible to vote, your campaign has an **eligible voter universe** of 40,000 people. In this age of motor voter and issue-oriented registration drives, about eighty percent of your 40,000 eligible voter universe will be registered voters. That's a **registered voter universe** of 32,000 people.

History has shown that even in a high turnout presidential election, no more than roughly half of all **eligible** voters will vote in a state legislative race. Therefore, only 20,000 of those 32,000

registered voters (your **likely voter universe**) will actually cast a vote in your election, meaning you will need only 50% +1 or 10,001 votes to win. Again, assuming \$10 per vote, your campaign budget will call for roughly \$100,000.



Dividing Up The Campaign Budget

Breakdown

Fundraising Costs: \$14,000

The rule of thumb here is to never pay more than a **maximum** of 15% per dollar raised on actual fundraising expenses. This should include any fee charged by a professional fundraiser, as well as the expenses incurred during the events. Here is a sample breakdown of a \$14,000 finance budget:

•	P.O. Box to receive donations:	\$200.00
•	BRE (Postage) account for pre-paid postage return mailers	\$500.00
•	Campaign stationary/invitations	\$2,500.00
•	Campaign envelopes and remittance envelopes	\$3,000.00
•	Postage	\$5,000.00
•	Events (food, location rental, consultant/party planner fee)	\$2,500.00
	Your Host Committee, which will be covered in later chapters, sh	nould
	cover most, if not all, of your event costs, if allowed by law.	
	T 1 4	#200 00

• List acquisition \$300.00 **\$14,000.00**

Voter ID: \$4,500

When you devise your election strategy, you will need to create a likely voter universe. GOPAC has an entire program available on GOTV (Get-Out-The-Vote) and likely voter targeting techniques so we will not fully delve into this science now. Suffice it to say, if as discussed earlier you will need approximately 10,000 votes to win, you should target your efforts to reach roughly 10,000 *households*. These efforts will allow you to target households with more than one high propensity Republican voter, thus allowing you to hit two birds with one stone. Again, this

is very detailed work and requires a lot of early attention. This \$4,500 will be used to purchase voter lists and to possibly hire a consultant to give your campaign a "lay of the electoral land" and to poll likely voters to discern their likely intent to either support or oppose your campaign. *Note: Much of this work can be carried out by volunteers.*

Voter Contact: \$58,000

Voter contact deals with all expenditures aimed at introducing you or your positions to the voters. Here is a sample breakdown of a Voter Contact budget:

	1	
•	Direct mail pieces (minimum of 3 to your targeted list)	\$27,500.00
•	Brochures/walk pieces and door hangers	\$5,000.00
•	Print media (newspaper/community newsletter advertisements)	\$3,000.00
•	Yard signs, bumper stickers, billboards	\$4,000.00
•	Radio/Cable TV production and placement	\$16,000.00
•	Paid phone bank callers and "door knockers"	\$2,500.00
		\$58,000.00

GOTV/Absentee Program: \$14,000

A well-run GOTV (get-out-the-vote) program can make or break a challenger campaign. Studies have shown that a successfully implemented GOTV operation can increase a candidate's vote by nearly 10%. GOPAC has designed a complete program for implementing an effective GOTV effort, and it is available free via www.gopac.com.

Other/Misc. Expenses: \$9,500

Remembering that the "devil is in the details", it is crucial to budget for the unexpected expenses that any political campaign will encounter. Here are a few sample expenses that you may not have considered when building your budget:

•	Filing and/or petition fees	\$1,000.00
•	Computer software, website design and hosting	\$2,500.00
•	Rallies and election night party	\$1,000.00
•	Volunteer expense reimbursement	\$1,500.00
•	Voter outreach/neighborhood coffees etc.	\$1,000.00
•	Extra Phone Lines, candidate incurred costs, food	\$2,500.00
		\$9,500.00

Developing a realistic campaign budget is the first piece of your finance effort. The second piece is raising the funds necessary to implement your plan. Money has been called the "Mother's Milk Of Politics" and rightly so - your campaign will not survive without it.

Finance Committees – Recruiting And Retaining Your Finance Team

The purpose of a campaign's Finance Committee is to recruit new and unlikely donors, thus extending the financial reach of the candidate. Properly structured, a good campaign Finance Committee operates much like a sales force by convincing donors to invest in your message and candidacy.

As with any board or corporation, your Finance Committee will need a Chairman and a Treasurer. The Finance Chairman's purpose is to raise money to benefit the candidate and to assist in covering the campaign's financial needs. When selecting a Chairman, you should choose someone who has access to groups of people who would be assets to your campaign. For example, a good Finance Chairman may be a leader in a particular industry or have ties to various coalitions and, thus, be able to tap into funds and contributors that you might not otherwise access.

With this in mind, here are a few tips to selecting a successful Finance Chairman:

- The Finance Chairman should be a proven successful fundraiser. An excellent candidate for this position might have served as a fundraising chair for the state party, a nonprofit or a former campaign. Your Chairman might be new to the political fundraising world but might have a background in charity drives, thus becoming familiar with the often-uncomfortable task of asking for money.
- The Chairman's contacts and resources should complement those of the campaign. For example, if the candidate does not have strong ties to the construction industry, the former President of the Associated General Contractors in your state would be a good potential Finance Chairman if contracting plays a large role in your district or state.
- The most important qualification to consider when choosing a Finance Chairman is whether that person has the time to make a personal commitment to your campaign. It is not unreasonable to expect the Chairman to spend one or two hours a day, one or two days a week, making phone calls and sending personal letters to raise campaign funds. Be wary of choosing someone who is well known without giving consideration to his or her availability and commitment.

With your Finance Chairman in place the campaign is ready to select the committee. When you start prospecting for Finance Committee members you should take into consideration three main categories: regional leaders, business leaders and local association leaders. *A list of suggested committee members can be found in the Appendix*.

As these local leaders commit to your campaign, you must specify clear expectations of each member. Depending on the size of your district and your campaign's budget, a typical check list of responsibilities should include the following:

¹ The Treasurer's duties are described in Chapter 8.

- Each member should contribute the maximum (for both the primary and general election) allowed in your state for your race. If no contribution limits exist, you should specify a significant contribution expectation. Generous financial support from your finance committee not only shows the breadth of support for your campaign, it will also help your finance committee members to sign up friends and colleagues by demonstrating that they have already made a personal and financial commitment to you.
- Each member should raise a specified, minimum amount of money.
- Each member should produce and mail out a letter to his/her personal friends asking for a contribution to the campaign. The member should then follow-up with a phone call. Be sure to check with your local elections official because some states consider the mailing of a fundraising letter to be an "in-kind" contribution that must be reported if your finance committee members pay for the mailing themselves.
- Each member should agree to host an event in his/her home. The member should put together a host committee, asking 5-10 additional friends (who have not contributed) to assist in hosting. Both the member and the 5-10 additional friends should be listed on the invitation as members of a host committee. In later chapters we will take a closer look at some tips to a successful fundraising event.

Because your finance committee members will provide the financial capital necessary for your campaign, it is critical to keep them motivated by making them feel appreciated, involved and, ultimately, relied upon. You can motivate your Finance Committee in three (3) simple ways:

- Keep them in the loop fax important political news and press releases about your campaign.
- Recognize finance committee members who have been successful in producing financial results. The campaign should keep records detailing how much money each member has raised and how close they are to reaching their goal. This information can be included in an internal newsletter or report that is distributed to the finance team.
- Most important, thank each finance committee member regularly! Keep in regular contact with these "investors" and share with them the good (and the bad) developments of your campaign.

It All Starts With a List

In the fundraising world there are generally two ways to raise money, either through direct mail solicitations or through fundraising events. In either case, as with most aspects of your campaign, your fundraising plan starts with a list.

If this is your first campaign, the odds are that you do not already have a solid list of potential financial supporters. Don't worry. At some point, every successful office holder started out where you are today. When beginning your fundraising efforts, it is helpful to remember that most political donors will fall within three groups:



- Your personal list of supporters
- Community groups
- Republican organizations, friendly businesses, associations & PACs

The first group to consider is your personal list of supporters, including your personal rolodex of business associates, co-workers, neighbors, family and friends. Many candidates are hesitant to reach out to personal friends and family for financial support. However, these are the people who know you best, and they will be one of your most important sources of both financial and moral support throughout your public life. Even if they give you only \$10, they can help you by reaching out to their friends and business associates. It's like a chain letter; one \$10 check may lead to 100 more \$10 checks.

The second piece of your fundraising list involves local community and neighborhood groups such as your local neighborhood and professional associations, communities of faith, and parent groups. In many cases, you can obtain a mailing list for these groups by simply making the request. In other instances you may need to purchase the list or reimburse a group for mailing to their list on your behalf.

The third piece of your fundraising list, and often the most monetarily productive, is the Republican-friendly donor, business and PAC component. These donors have an established practice of financially supporting other Republican candidates in your area. Your local Republican officeholders should have on hand a fairly organized donor list that will have the donor contact information. In most cases, your fellow Republicans will either share the information with you or offer to mail a solicitation letter to their supporters on your behalf.

Many state and local election boards also keep detailed public records of campaign donation histories that can be used to build an effective Republican donor list. Again, as with most issues concerning campaign finance, it is important to know and understand the law regarding solicitation and list building. In addition many elected Republican state and federal officeholders make contributions to the campaigns of local candidates. They understand the importance of local government and of having strong Republicans elected at every level. Including a list of

every elected Republican in the state is a helpful and often financially rewarding step to take in building your fundraising list.

GOPAC has also compiled a list of Republican-friendly political action committees, which can be found in the Appendix of this manual along with a few helpful hints on where to begin your donor prospecting.

A cautionary note regarding fundraising lists: Federal election law seeks to protect the privacy of individual contributors to political committees and campaigns that report to the Federal Election Commission. Names and addresses of individual contributors provided on these disclosure reports may not be sold or used for any commercial purpose. Such lists may not be used to solicit any type of contribution or donation, such as for political or charitable contributions. Any person who violates this law is subject to civil or criminal penalties. To enforce this provision, the FEC permits reporting committees to "salt" each report with up to ten fictitious names. Most state election laws have provisions similar to the FEC prohibition regarding their state campaign finance reports.

The Lesson Here: Be careful and know the law with regard to every step of your finance effort.

Having completed your campaign's "prospects" list, you are now ready to begin raising the money that will lead your campaign to success on Election Day.

In beginning your donor solicitations it is important to remember that you do not want the first piece of mail that your friends and supporters receive about your campaign to be solely a fundraising request. Often a personal note to friends and neighbors sharing with them your decision to seek elective office and your hope to have their support can be an effective introduction to your fundraising efforts.

Candidates have at their disposal two methods for raising campaign contributions: direct mail solicitations and fundraising events.

Direct mail is usually the least time consuming method of fundraising for a campaign and a candidate. Transversely, fundraising events can often be more time consuming and tend to arrive with significantly higher overhead costs. However, both have their benefits.

While direct mail is quick and relatively inexpensive, it is often seen as impersonal. Fundraising events, on the other hand, provide the candidate with a positive public relations event and the donors with an opportunity to meet the candidate in person.

Because both options require dramatically different organization, each will be reviewed in-depth. Chapters 4 and 5 will focus on your direct mail effort, while in Chapters 6 and 7 a complete guide to successful large and small fundraising events can be found.

When discussing direct mail fundraising, there two different types of solicitations available.

- 1) Candidate Solicitations
- 2) Third Party Solicitations

The first direct mail request from your campaign should come directly from you to your in-house fundraising list. Again, this effort can even be incorporated into your initial letter to friends and family as discussed earlier. On the following page you will find a sample letter illustrating this technique.

Sample Letter

Joseph L. Riley

For State House Seat #5

March 1, 200

Mr./Mrs. GOPAC 122 C Street, NW # 505 Washington, DC 20001 Dear First Name,

For the past twenty-two years that my family and I have had the privilege of living in our wonderful community. We have had the opportunity to work alongside good folks like you to help our schools achieve higher standards of success, to make our neighborhoods safer, and to make our parks and recreation areas cleaner and more accessible to all.

We have had many successes. Last year when the community came together to celebrate the opening of our newest neighborhood park on Jefferson Street, we all witnessed firsthand the power of a united community. The residents of State House Seat #5 understand the importance of community activism and of responsible government. We have a long and proud history of sending fiscally conservative, locally attuned representatives to the State Capital, and, in keeping with this tradition, I would like to ask for your support to succeed our current Representative upon his retirement from office this year.

When Representative Jones announced last month that he would retire from office, I decided to place myself before the voters and to ask for their confidence, their support, and their votes in September's State House elections. This election is not just about who will be elected; in fact, it is a referendum on the direction our community wishes to chart for the future. With your help and support I will take our shared message of educational reform and tax reduction to the capital and will continue the legacy of strong, principled leadership that we have come to expect.

I have enclosed a few copies of my campaign brochure and contribution remittance envelopes for your review. I would greatly appreciate your support in sharing these with your friends and colleagues who agree with our optimistic vision, not only for State House Seat 5, but for our great State as a whole.

Please feel free to call me with any questions or advice you may have during the coming months of our campaign. You can also find updated information on our website at www.*JosephRiley.com*.

Thank you again for your friendship and support.

Most sincerely,

Joseph Riley

www.JosephRiley.com

111 Jones Street, Box #10 • Springfield • Phone: 555-1212 • Fax: 555-1212 • Email: Joseph@JosephRiley.com
Paid for by Joseph Riley For State House

This first solicitation letter is what you might call the "soft sell." Rather than solely asking the recipient for a financial contribution, you are sharing with them your plans to seek elective office. At the same time you are providing them a way to give support and asking them to share the information with people who might be interested. Remember, people like to be asked to be involved in your campaign. When people donate, they have a sense of ownership in your campaign, which, if properly nurtured, will lead to additional future support for your efforts.

Depending on the size of your campaign, you or your staff will want to follow up with a phone call to as many of these letter recipients as possible. Fundraising letters have a way of getting placed on the bottom of the stack in most homes and a polite reminder is always a good call.

If there is one area where you are likely to become the most discouraged, it will be with your fundraising success. You will no doubt hear the word "no" more times during your fundraising efforts than you have in your entire life. Don't get discouraged. The rule of thumb here is that if your campaign can get just a 10% positive return rate, your efforts were a success.

If just one out of ten of your phone calls nets a donation, you have done your job. That means that you must be prepared for nine out of ten people to say "no" to you and then be able to cheerfully move on to your next call.

This can often be a very difficult thing to ask of a candidate. From Presidential and Congressional candidates to city council and school board candidates, history has shown that the most successful candidates are those who are comfortable asking for financial support and who are equally comfortable with whatever the response will be.



Remember:

If just one out of ten of your phone calls nets your campaign a donation, you have done your job

A Little (Fundraising) Help From Your Friends: Third Party Mail Solicitations

In the previous chapter we covered the essential ingredients for a successful first solicitation letter. While it is an extremely effective method, it is by no means the only, or perhaps even the best, tool in your direct mail operation.

In addition to fundraising requests directly from the candidate, third party requests can be as successful, if not more so, in raising campaign funds.

If this is your first time running for office and you have not had the opportunity to adequately introduce yourself to your local donor community, third party letters can be the better vehicle for gaining the credibility and acceptance within these circles. In many cases, letters from your local member of congress or state legislator can help not only to provide financial support to your effort, but also to lend the credibility of the elected official to your campaign.

When preparing your third party solicitation, target your fundraising letters to individuals who will respond positively not only to your candidacy, but to the person or group that is sending out the letter on your behalf. For instance, if a legislator who is associated with a particularly divisive issue signs a letter on your behalf, you should not send that letter to folks who opposed the legislator's position on the issue.

Often the most effective way to utilize the recognition and popularity of the people or groups who will be signing the letter is to send the fundraising request to *their* donor list(s). State legislators or members of congress who support your campaign may offer to solicit their donor base on your behalf. In some cases the law may require your campaign to reimburse the third party for the use of their list and for all mailing costs, but the potential financial rewards will likely far outweigh any costs. Remember, as with every detail involved with your campaign finance plan, it is important to know the law.

On the following page you will find a sample third party solicitation letter from a member of the United States Congress in support of a candidate for the State Legislature. As mentioned earlier, this letter will ideally be sent out to your internal donor list as well as to the internal donor list of the Member of Congress.



United States Congressman John Doe

March 20, 200

Mr./Mrs. GOPAC 122 C Street, NW, #505 Washington, D.C., 20001

Dear First Name,

I hope this letter finds you well as we finally begin to dig out from the long Winter and look with anticipation to the coming Spring. As a friend and longtime supporter of my public efforts, I have sent this note to urge your strong support for Kathryn Dowdy's candidacy for the Michigan State Senate.

I am supporting Kathryn because of her tireless dedication to the values and principles that have made our community a place we are all proud to call home.

I believe that sending Kathryn Dowdy to the State Capital will continue the much needed work of rebuilding our neighborhood schools and strengthening teacher accountability at the state level and it is for these reasons that I have offered my whole hearted endorsement of her candidacy.

Kathryn Dowdy's support for an across the board tax cut for all of Michigan's tax payers will be critical to re-invigorating the State's economy and stands in clear contrast to her opponent's views on the subject - he has voted to raise taxes three times since his election.

I hope you will join with me in supporting Kathryn as she begins the work of taking her message to the voters in the coming weeks. I have enclosed a contribution envelope with this letter and hope that you will join me in giving her your most generous consideration.

Thank you for your past friendship and support and please feel free to contact me with any questions you may have. You may also look up the campaign on the world-wide-web at www.KDowdyforSenate.com.

All the very best,

Not printed at tax payer expense

This letter was tailored to introduce the candidate both to the Congressman's donor base and to his voting constituency. This is a very effective method to raise money and increase your name identification by "piggy-backing" on the reputation of and voter's familiarity with the letter signer.

6

Your direct mail fundraising plan will be the least time consuming effort you undertake during your campaign fundraising activities. However, with the increasing demand on the donor community, you must differentiate your campaign and your fundraising requests from the myriad of other frequent solicitations to your fatigued donor base.

Providing donors with the opportunity to meet the candidate, either during a dinner or cocktail reception or a local neighborhood coffee, can often be the extra incentive that donor needs to write that check that will help assure your victory. Whether you are planning a high-dollar event with a major headliner guest or a \$25 a person neighborhood coffee, the fundamental steps for a successful event are the same. This chapter provides a brief outline for a successful high-dollar fundraiser. Chapter 7 will focus on low dollar/neighborhood events.

The first step for a successful high-dollar fundraiser is the design of the invitation. The invitation is the "hook" that will get the attention and, hopefully, the participation of your donor community. Catchy themes or recognized headliner guests are effective tools used by many successful fundraisers. As previously mentioned, Host Committees also provide a positive impact. Donors like to see on the invitation the names of those who are supporting your campaign. Much like third-party solicitation letters, Host Committee Members add credibility to your campaign. The decision to hold either a high-dollar event or a low-cost neighborhood coffee will depend in large part on your finance plan and on the people you will be inviting. In this manual's Appendix are several generic examples of actual fundraising invitations used by Republican candidates during the past few years.

In planning your campaign fundraiser there are essentially six steps for maximizing your financial return and minimizing the campaign's planning time.

1) Pick a Date, Time and Location and Organize Your Host Committee

Host Committee members should be elected, business, party and community leaders in your area. In most cases, depending on the size of the activity, you will want to ask your Host Committee members to commit to a certain level of support for the event, either in direct financial contributions or in committing to sell a pre-set number of tickets. It may also be possible for your campaign to find an event Chairman who will commit to underwriting all of the food and beverage costs associated with the activity. Both the Chairman and the Committee members will serve to greatly reduce your overhead and increase your bottom line financial situation while at the same time saving your candidate's time for other campaign efforts.

2) Compliance Issues for Events

Be aware of any restrictions regarding who can host fundraisers and the types of restrictions on what resources your Host can provide. Some states prohibit certain

corporations or persons who have financial interests in particular industries from contributing to campaigns for certain offices. In states which prohibit corporate contributions, you must be certain that your Host is not spending corporate funds to host your event.

3) Design your invitation and prepare your mailing list

Picking a theme for your dinner or reception can be a fun way to attract donors to your event. Remember, fundraisers are not just about money. They are about public relations and showing that your campaign can turn out a crowd. An evening wine tasting at a local vineyard, a picnic at a county fair, a Cinco de Mayo fiesta, or a St. Patrick's Day corned beef and cabbage feast can all be easily produced themed events for your fundraiser. It is important to mail your invitation and reply device to your list at least one month before the date of the event. Using fax and email invites are also cost effective and time saving ways to announce your fundraiser.

4) Event preparation

Whether you are holding a party at the home of a supporter or in the grand ballroom of a hotel, remember that the devil is usually in the details. To be successful, your event must be well organized. If you are serving food, have you ordered enough? If you are providing a cash bar or a hosted bar have you provided for enough drinks, both alcoholic and non-alcoholic? Will you require guests to check in, and if so, do you have the necessary volunteer staff to provide for a smooth process? All of these details should be assigned to a campaign staff person with experience in putting on successful events. Depending on the size of your event, you might consider hiring a professional caterer and event planner.

5) Follow up

Sending an invitation is only the first step in announcing your event. You must also follow up with those whom you have invited. We all lead busy lives, and a simple reminder and polite push is often needed. You should conduct a complete round of calls to your entire donor list within one week of mailing the invitations. Then make follow-up calls to committed attendees to ensure an accurate guest count. Also, be sure to offer call lists to your Host Committee. Many times they do not make calls simply because they did not know they were supposed to or because they did not know whom to call.

6) Collecting the money

It is important to remember that while a fundraising event is a public relations activity, it is first and foremost a finance activity. Your campaign should try to collect most, if not all, of the contributions from those who have RSVP'd prior to the actual event. This will not only provide for a smoother fundraiser, it will also ensure that you get the money that has been committed. A good rule to follow is to try and collect at least 75% of the confirmed attendees' donations in advance. For lower dollar events like neighborhood coffees and ice cream socials, the focus is more on the outreach and initial donor contacts; thus, your collection efforts will not be as strictly enforced.

7) Information for Reporting Purposes

Be sure that you know what information you must capture from donors and attendees for purposes of filing your campaign finance reports. Include that information on their response cards or envelopes or have a system for collecting the information at the door.

8) Thank you

Thanking your donors, both in person at your event and with a follow-up letter, may well be the most important action you will take in building an ongoing fundraising base. In all likelihood you will be asking these donors to support you again, either during this campaign or during your hoped-for re-election effort. The most likely donor is the donor who has already given you money. They feel a sense of ownership, of having directly helped you in your efforts. Your campaign's success in soliciting these good people in the future will depend a great deal upon how positive an experience they had when they donated to you the first time. A polite and timely "thank you" note is always a good step to building your political relationship.

The size of your campaign effort and the money you will need to raise will dictate the actions necessary to achieve your goal. While the preceding eight points were offered as a general outline, Chapter 7 will offer detailed guidelines for successful small-dollar fundraising events.

If your campaign needs to raise hundreds of thousands of dollars, you should consider hiring a professional fundraiser and event planner for your events. In every state you can find professional Republican fundraisers that will not only organize your efforts, but in many cases have access to donor lists that you may otherwise not be able to obtain.

GOPAC's Washington D.C. office can help your campaign find a professional fundraiser in your area should if you are unable to locate one near you.

Organizing A Small Donor Fundraiser

As all good politicians know, politics is about people. The same is true for fundraising, particularly small dollar fundraising, where you can expect the average contribution to range from \$5 - \$100. As a result, candidates rely on the masses to show up for their fundraisers in order to raise extensive amounts of money.

These low-dollar events can serve a two-fold purpose:

- 1) They can give your campaign a financial boost by raising a significant amount of money.
- 2) They can give your campaign a political boost by having massive numbers of people in attendance.

Even for low-dollar events, you should follow the same basic guidelines that apply to all fundraising events.

A successful small town event requires committed Hosts, just as with a major donor event. When looking for small town event Hosts consider contacting your grassroots field representatives (i.e. County Chairman) or known Republican leaders of the community who have been underutilized. You should reserve members of your Finance Committee for high dollar events as discussed earlier.

Like any political event, it is important that the Hosts do all (or at least most) of the heavy work and actual selling of the event. In other words, they should take care of the details and provide you with a list of anywhere from 15 to 100+ contacts who should be invited.

Send invitations to every name your Host has provided. In addition, invite all of your donors in that area. Sending complimentary invitations to your donors who have already given the maximum is an easy and *cost-effective* way to say "thank you" for their previous support.

Although it may be tempting to rely on word-of-mouth for low dollar fundraising events, don't do it. Sending a personal invitation is a sure way to boost attendance because it makes people feel important. Your campaign can save money by producing invitations and reply cards inhouse. Ask a volunteer to design the invitation and print it in the office on white card stock. In addition, you should consider sending an **event reminder postcard**. A sample small town fundraising invitation and reply device is included in the Appendix of this manual.

Start your small town event planning with a financial goal. For the general invitation, consider listing the cost as simply **your most generous contribution**. Again, remember that your target audience will probably contribute less than \$100 each – the magic is in the masses. You do not want to scare potential small town donors away by asking for more than their pocketbooks can handle. However, on the enclosed reply device give them options – including the option to become an event sponsor.

If you have a very limited amount of time to both raise a substantial amount of money and ensure your message is reaching targeted groups, consider organizing a tour. Many candidates, particularly those who live in smaller towns, have organized bus or truck tours designed to reach large groups of people.

SAMPLE TOUR SCHEDULE

Note: Each fundraising event is followed by an opportunity to speak to a targeted group

- An early morning pancake breakfast at a local community college ~ \$10 Afterwards the candidate can take the opportunity to speak to college students regarding the importance of youth involvement in politics.
- A mid-morning stop at the local Republican headquarters.

 Encourage parents to bring their kids, or contact a local school and invite elementary school classes. After you speak to the parents, take the opportunity to speak to the school children regarding civic responsibility. Be sure to invite the local newspaper.
- A noon picnic in the Town Square or local park ~ \$10

 Afterwards the candidate can take the opportunity to stop by local businesses and introduce him/herself to the owners/employees.
- A cookout at a local farm or county fairgrounds ~ \$15 \$20

 Plan on covering two very specific issues. Ask your supporters to invite local groups who may be interested in the topic (i.e. if you are discussing Agriculture...invite the Farm Bureau). Afterwards take the opportunity to network with various interest groups.
- An early evening informal dinner at a friend's home ~ \$35 \$50

 Personally invite individuals who you would like to join your campaign team. Afterwards take the opportunity to recruit guests for your larger donor programs or as members of your finance committee.

Small town events are designed to be informal, enjoyable and yet still informative for all of the participants. By planning low dollar fundraisers you are giving individuals who may not be able to contribute large amounts an opportunity to feel that they are involved in your campaign and have made a difference. And, assuming an average attendance of at least fifty folks per event, your campaign will not only gain fantastic public relations points but will be able raise over \$4,000 in one day!

Complying With the Law

It is important to remember that politics is a highly regulated business. Just as you wouldn't go into any business without knowing the legal restrictions governing the industry, neither should you begin a campaign until you have created a system for complying with the campaign finance laws.

1) Gathering Information About the Law

Most states have enacted not only campaign finance laws but also financial disclosure laws for candidates. When you are developing your campaign plan, you should contact the office which oversees both of these types of filings and request their candidate packets. These may or may not be the same agency, but it shouldn't be hard to find the correct supervisory authority. Most publish instruction pamphlets along with the forms and the calendar for filing, etc.

Some jurisdictions require a financial disclosure statement to be filed at the same time your candidate papers are filed. Be sure you obtain the forms in sufficient time to gather and report *accurately* the required information, including getting professional assistance from a CPA or attorney if necessary.

2) Appointing the Treasurer

The Treasurer of your campaign is *very* important, and you should make certain that the person who is to be your treasurer understands the responsibilities and can make the time commitment that the job demands. The treasurer has to keep track of the contributions, making sure that no contributions over the legal limits or from prohibited sources are deposited into your campaign account; make deposits and pay bills, keeping track of your campaign expenditures; reconcile your campaign account with your campaign reports; timely prepare, sign and file your campaign finance reports; and be VERY familiar with the laws and regulations governing the finances of your campaign. Too many candidates have found themselves in trouble with state regulatory agencies because of mistakes made by their campaign treasurers, but the first mistake was the candidates' failure to select the right treasurers. Don't let that be YOUR mistake. After obtaining reporting and filing information from the appropriate agency, spend an afternoon with your treasurer devising a system that will ensure compliance with the law.

3) Creating the Compliance Calendar

You, your treasurer and your campaign manager should put all important compliance dates on the master campaign calendar before the campaign even begins. That way, you will have the dates in mind well in advance as reporting periods and filing dates approach. There is **no** excuse for late filing or sloppy reporting! It can cost you legally and politically. This is one part of your campaign you can control – and you should do exactly that.

4) Tracking Receipts / Expenditures; Creating Reports

There are a myriad of issues related to tracking and reporting receipts and expenditures. Here are just a few matters to think about in advance:

- Capturing Information. Your reporting requirements are dictated by state law. In order to file accurate reports, you will need to maintain records of certain information which is to be included in the reports for both contributions and expenditures. Your treasurer must be familiar with the reporting requirements in order to create a system for capturing and maintaining the pertinent information.
- **Aggregate contributions.** Contribution limits are normally established on either a calendar year or a per election basis. Donors who give contributions more than once must have records kept which allow the treasurer to report the contributions when they reach a certain aggregate level, as well as to trigger a refund of a contribution if it puts the donor over the limit. These are system issues which should be implemented early to avoid problems later on.
- Expenditure categories. States have varying laws governing the reporting of expenditures. Some states require that every expenditure be reported in one of several categories; others provide more latitude. The important thing is to have a system for keeping track of the expenses in such a way as to make the report preparation as simple and accurate as possible.
- **Proper use of campaign funds.** It is important to know whether your state permits you as a candidate to use campaign funds for living or other expenses during your campaign. Some states permit that; others don't. If it is permitted, you must pay taxes on the income, so keep records. Be aware of the permissible and prohibited uses of campaign funds and the reporting requirements for all permissible uses.
- In-kind contributions. Be aware of the rules governing receipt and reporting of 'in-kind' contributions. These expenditures can include such things as food for an event, free or discounted office space, free or discounted copies or the use of telephone banks.
- Loans, debts and other issues. Every state is different. Be sure you know what the campaign can and can't do with respect to borrowing funds and how those types of transactions are treated for reporting purposes.
- Campaign credit cards; credit cards used by volunteers and staff. Will you have campaign credit cards or a reimbursement system for expenses incurred by volunteers and staff? How does your state require such transactions to be handled? Note: There are numerous stories of campaigns going horribly over-budget due to poor tracking of credit card expenditures. Be sure that only a select few on your campaign have access and permission to use your credit card account.

- Unopposed in a primary. If you are fortunate enough not to have a primary, how does that impact your contribution limits and your reporting responsibilities? If you don't know, **ASK**.
- **Joint contributions.** Be sure you know how to treat husband/wife contributions, contributions from minor children, contributions from partners in a partnership, etc. These are wrinkles that can become problematic if not handled correctly.
- Cash. Know what your state law allows /prohibits with regard to cash, cash receipts at events, etc. and how that must be handled and reported. Find out how mass contributions (i.e. pass the hat at a rally or picnic) should be reported.

5) Funds Deposit Requirements

If there is a deadline for depositing checks within a certain number of days after receipt, make sure your system is in place to make it happen. You don't want to have to return funds simply because someone forgot to deposit the money within the required time.

6) Disclaimers

Most states have specific requirements for disclosing that the materials or solicitation are from your campaign. You should make certain that you have the language required by your state law, including the name of certain persons which the law may require, such as: "Paid for by Citizens for Elizabeth Smith 2002, John Doe, Treasurer." In addition, the IRS requires that all solicitations for funds include the following language: "Contributions are not deductible for federal income tax purposes." Check with your CPA to find out if there is any tax benefit for political contributions to your campaign under STATE tax law, and include the appropriate language allowed by law.

7) Online fundraising

As we move into an age of Internet campaigning, remember that the rules for fundraising *offline* apply to *online* fundraising as well. Some states are more advanced than others in terms of allowing online fundraising. There are a number of legal compliance issues to keep in mind. Disclaimers and other legal requirements apply to solicitations on your web site.

8 Basic Finance Questions You Should Be Able To Answer From The First Day Of Your Campaign

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- 1) What is the maximum an individual can contribute for the Primary and Ge neral Election?
- 2) What are the contribution rules for spouses and children?
- 3) May the children of a contributor also make contributions?
- 4) Can you accept cash contributions? *Note: Do not accept anonymous contributions.*
- 5) What is the maximum that you may take from a single P AC?
- 6) Is there a maximum aggregate (total amount) of PAC money that you can a ccept?
- 7) Does the PAC have to be registered within your state?
- 8) Are you able to accept corporate contributions? Are there any restrictions on the *types* of corporations that can give?

This chapter was designed to provide a *general* outline of considerations for your compliance and reporting system and to convince you that a system must be in place to keep track of the contributions and expenditures, donor sources and limits, prohibitions and reporting. While it may seem overwhelming, once a good compliance system is in place, you and your campaign manager can worry about running a good campaign – and your treasurer can keep track of what needs to be done to keep your campaign in full compliance with the law. Keep in mind that your state may require all expenditures to be approved by the treasurer, in which case, you will have to include your treasurer in all decisions involving expenditures. In any case it is prudent to coordinate decisions on expenditures with the treasurer.

A few final thoughts on soliciting campaign contributions.

- Do not solicit or accept contributions on government property.
- Do not promise a job or benefit in an exchange for a contribution.
- Do not take primary election contributions after the primary date (many states have different rules for debt collection etc., check with your elections official).
- Do not take contributions from foreign nationals.
- All checks should be made payable to the campaign committee, and should be sent to the address or post office box for receipt and prompt processing of campaign contributions.

CONCLUSION

A final note about fundraising. For political campaigns of the 21st Century, the world-wide-web will continue to provide new ways for candidates and campaigns to raise awareness about their efforts and assist in collecting funds to support their cause. There are several reliable companies around the country that provide online assistance for campaigns to raise money in a secure and extremely cost-effective manner. Even if you choose not to offer an instant online contribution method, your campaign can include a printable fundraising form on your website that donors can print off and mail back to you.

As the use of the Internet becomes more and more wide spread, it will become increasingly important for your campaign to be on the cutting edge and to utilize all of the new tools that will be at your disposal. Whether you are simply providing a list of upcoming events with a phone number to call for RSVP, or your campaign decides to implement an all-out online finance effort, you will need to have a presence on the World-Wide-Web. This is truly becoming a necessity and not just the "neat gimmick" it once was. GOPAC's Washington, D.C. office will happily assist Internet-challenged campaigns move into this new and exciting campaign arena.

Remember, keep your chin up, get used to the word "no", and raise that money that will get you and your campaign across the finish line!



Final Thought:

Keep your chin up, don't get discouraged and remember to thank your donors every chance you get — They are the lifeblood of your campaign!

Recruiting The Finance Committee

Regional Leaders

Include recognized leaders from large cities, counties and small towns. Do not limit your efforts to either the area that the candidate calls home or a well-known financial center. Examples of a well-balanced Finance Committee may include:

- A former, popular Republican Mayor from a small town in your district.
- A bank president from the largest city in your district.
- An affluent husband/wife team who live in the suburbs and are involved in a variety of organizations.

Business Leaders

Your prospective business leader list should be very large. When asking business leaders to become 'part of the team', point out that you have various levels of involvement. If they do not have the time to commit, then propose to them that they join the maximum donor program. Examples of prospective business leaders include:

- Small business owners in your state
- C.E.O.'s of large corporations headquartered in your state
- Board Chairman of Fortune 500 companies headquartered in your state
- The largest banks and Real Estate agencies in your state
- Various healthcare and insurance providers

Local Association Leaders

In addition, you should consider leaders of local associations including:

- American Medical Association
- American Dental Association
- National Association of Realtors
- National Association of Homebuilders
- Associated General Contractors
- Associated Builders and Contractors
- National Automobile Dealers Association
- Accountants, Bar Associations, Engineers and Farmers



The larger the net you throw in building your finance team, the more fish you will catch when you begin your fundraising!

Preparing Your PAC (Political Action Committee) Kits²

There are six (6) simple steps to successful PAC solicitation. At first glance you may think that the following pages include too much information and require too much work. Remember, PACs are looking for campaigns that have proven themselves to be both viable and competitive. A successful candidate should have the following information compiled early on in his/her campaign.

If your campaign agrees with a particular PAC's mission enough to want contributions from that group, then you should trust the PAC enough to supply them with enough information to make a well-informed decision. However, remember that every questionnaire you fill out and every interview you take part in could become public record and be used against you in the campaign.

In the following appendix are samples of the following pieces of your PAC Kit:

- 1) Introductory Letter to PAC
- 2) Campaign Summary
 - a) Reported Election Information
 - b) Campaign Information
- 3) Candidate Biographical Data
- 4) Opposition Biographical Data
- 5) Campaign Update -- You should consider sending an update every 2-3 weeks. The more updates you send the more likely you will be to receive a contribution.
- 6) Know Contribution Limits



In the 2000 Election Cycle, PACs raised and contributed over half a billion dollars towards Federal, State & Local campaigns and party organizations.

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² Political action committees may not be significant in a state which authorizes direct corporate contributions to candidates.

PAC KIT STEP 1 - INTRODUCTORY LETTER TO PAC

Jonathan A. Jackson For Texas Senate

Mr. GOPAC 122 C Street, NW #505 Washington, DC 20001

Dear GOPAC Representative (insert name of finance staff),

As you may know, I have announced my plans to run for the Texas Senate seat being vacated by Senator Ronnie Walker. We kicked off the campaign on January 15th and have been hard at work since.

Serving in the Texas House has been a great honor for me. I have worked hard to support fiscal responsibility, government reform and an overhaul of the Texas education system. We are a conservative and independent state with great resources, and I hope to continue my service to the citizens of Texas in the Senate.

After serving two terms in the Texas House, I found that the Democrats in Austin are out of touch with the wishes of the people. Many Texans believe that Texas is on the wrong track. I believe that we can do something to turn these disturbing trends around, and that is why I have chosen to seek the 23rd State Senate Seat.

There are many common sense solutions to the problems facing Texas today, from improving education and strengthening families to cutting taxes and working to attract good paying jobs. I am running because I want to ensure that our government lives under the same laws that it imposes on individuals, making life easier for all Texans.

GOPAC has been instrumental in assisting me during past campaigns. Whether your contribution is financial support, political training, or gracious words about our effort to others who can help, your early efforts will play an instrumental role in our success.

Thank you for your consideration. If you have questions or suggestions, or would like a complete copy of my campaign plan, please do not hesitate to call, or look our campaign up on the World Wide Web at www.electjjackson.com. I look forward to hearing from you and hope that I can count on your support.

Most sincerely,

Jonathan Jackson

P.S. I have enclosed a few donation remit envelopes should you be able to financially support our campaign. Please share the extras with your friends and colleagues who share our optimistic vision for Texas' future!

Not printed at taxpayer expense. Paid for by Jonathan Jackson For State Senate.

Candidate's Full Name Seat Sought

PAC KIT STEP 2 - CAMPAIGN SUMMARY

District # – Open/Challenge/Defend (choose) Seat

	Reported Election Information
Candidate Committee:	
Campaign Identification #:	
Campaign Address:	
Candidate's phone number: Campaign phone & fax numb	per:
Treasurer: Treasurer's phone number	
Primary Election:	Date:
General Election:	Date:
	Campaign Information
General Consultant:	
Polling Consultant:	
Media Consultant:	
Finance Chairman:	
Finance Director:	
	a or Finance Consultant/Director please contact GOPAC – we can extensive training and back-up in both areas.**

PAC KIT STEP 3 - CANDIDATE BIOGRAPHICAL DATA

DATE OF BIRTH:

EDUCATION: Graduate Work

Undergraduate Work

High school

PROFESSIONAL

EXPERIENCE: Work experience

POLITICAL

EXPERIENCE: Positions held

PUBLICATIONS: Books, magazine and newspaper articles

MEMBERSHIPS:

POSITIVES: Voted to cut taxes, perfect voting record, etc.

STEP 4 - OPPONENT BIOGRAPHICAL DATA

DATE OF BIRTH:

EDUCATION: Graduate Work

Undergraduate Work

High school

PROFESSIONAL

EXPERIENCE: Work experience

POLITICAL

EXPERIENCE: Positions held

PUBLICATIONS: Books, magazine and newspaper articles

MEMBERSHIPS:

NEGATIVES: Voted to raise taxes, missed votes, criminal record, etc.

PAC KIT STEP 4 - CAMPAIGN UPDATE

MEMORANDUM

TO: PAC NAME and CONTACT NAME

FROM: CANDIDATE OR CAMPAIGN STAFF MEMBER

DATE:

RE: CAMPAIGN UPDATE

CANDIDATE:

- A. Include candidate's most recent activity
- B. Include all of the cities and counties the candidate has recently visited

FUNDRAISING:

- A. Include what the candidate has raised in the last six months (last year)
- B. Include what the opposition has raised
- C. Include what you expect you will need to win the election

CAMPAIGN TEAM:

A. Highlight recent staff activity

PRESS:

A. Attach any recent articles

ENDORSEMENTS:

A. Include recent endorsements

GRASSROOTS:

A. Include recent organizational efforts

NEXT UPDATE:

A. Include a date when the PAC can expect the next update

Sample Invitations

Sample Bus/Truck Tour Invite



Inside Upper Flap

H	Host Committee	2
		-
Name	Name	Name
	FOLD	
V	ou are invited to jo	in
	ou are invited to je	·111
Ou	r next State Sena	tor
St	tephen Brownbac	ek
As he bri	ings his Bus tour t	o (town)
	an Evening Recep	
At the	home of (Host's I	Name)
	6701 Briarwood Rd.	
October 23rd	l from 5:30 p.m. u	ntil 7:00 p.m.
Kindly RSVP by Oct. 15		Cost: \$50 per couple
Phone Number & Contact Name		Cost. 450 per couple

Reply Card (Note: also send a reply envelope)

Employer: Occupation: Paid for by Stephen Brownback for State Senate. Contributions are not deductible as contributions for federal income tax purposes. Corporate and foreign national contributions are not permitted. Not printed at government expense.	En P fc
(P):(F):Email:	P
Address: City: State: Zip:	Æ
Name(s):	ž
I am unable to attend but wish to support Stephen Brownback. I am enclosing \$	
Yes, I will attend the event. I am enclosing \$ to support Stephen Brownback.	
Yes, I will sponsor the event. I am enclosing \$100 to support Stephen Brownback .	
Yes, I will sponsor the tour. I am enclosing \$500 to support Stephen Brownback.	
Stephen Brownback for State Senate P.O. Box 1111 Capitol, State Phone Number	

Inside Bottom Flap



Chairman David Dreier

Cordially Invites You To Join Him For A

Gala Dinner

Honoring Our Next State Senator

The Honorable John Doe



Friday, January 19, 200_ Cocktails at 6:00 p.m. ~ Dinner at 7:00 p.m.

The _____Hotel, Grand Dining Room, 112, Johnson Street, Springfield

Kindly RSVP By January 12, 200_ 122 C Street, NW #505, Washington, DC 20001 Office: 202-484-2282 Fax: 202-783-3306 \$500 per person \$5,000 per Co-Host (table of 10)

		<u>Rep</u>	<u>ly Form</u>	
	a Co-Host for the Gala agree to fulfill a commi	11 0		ed please find my check for tickets a table).
Yes, I will be each. Guests		supporting John D	oe. Enclosed pleas	e find my check for tickets at \$500
1)		2)		3)
-/				/
I am unable to	attend but wish to sup	port John Doe. I	am enclosing \$	
I am unable to	·	•		
I am unable to Donor Information Name(s):	o <u>n</u>		Address:	<u>.</u>