



Legislative Capital:

A Guide for State Association Political Action Committees

This guide was developed by the American Speech-Language-Hearing Association (ASHA) to assist state speech-language-hearing associations with the process of starting and maintaining a political action committee (PAC). Please consult your local secretary of state, election commission office, and/or attorney about your state campaign finance laws. For questions regarding ASHA-PAC, ASHA's federal political action committee, please contact ASHA's Director of Political Advocacy by phone at 800-498-2071, ext. 5613, or by e-mail at PAC@asha.org.

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Introduction

State associations representing speech-language pathologists and audiologists offer a wide range of services to their members. One of their most important functions is providing information on advocacy at the state and local levels. Seventeen state speech-language-hearing associations¹ have already started PACs, recognizing the fact that successful legislative work combines lobbying, grassroots advocacy, and political support.

A political action committee is a group that seeks to advance its interests by raising money to contribute to a political candidate or campaign. With state associations facing huge budget problems, states find themselves with more needs and fewer resources. This has persuaded more state-level associations to become politically active. From hiring lobbyists to creating PACs, state affiliated associations find that they must keep up with local regulations that will immediately affect their members. Just as ASHA-PAC provides a vehicle for members to contribute to federal candidates, the state association PACs provides a cost-effective way to contribute to state and local candidates.

Deciding to Start a State PAC

Every state allows associations to start an organization to raise money for candidates. Some states can call them political action committees. Others are known as non-candidate committees.

Determine If It Is the Right Thing for Your State Association

If you're thinking about starting a PAC, you need to ask yourself a few important questions:

1. Do we need a PAC?

Some associations feel that they can conduct legislative business without the use of a PAC. Doing so is certainly possible, but PACs can provide an added benefit to a legislative program that includes the grassroots efforts of the membership.

2. Will association members support the decision of having a PAC?

Most likely, you have more than a few members who will question the reason behind having a PAC. It involves the controversial mix of money and politics and many people don't even understand what a PAC does. Make sure everyone involved with the process understands the pros and cons of having a PAC.

3. How can the PAC be managed?

A PAC board helps frame the choices that can be made surrounding the board structure and operating procedures of the state PAC. Some of these choices include determining how many people the PAC board will comprise, identifying the responsibilities of the PAC board members, and deciding how they will be appointed or elected, as well as the length of their term. Consider a PAC board representing a cross section of members as well as organizational divisions and locations.

¹ Official count as of March 2008.

The Benefits of Having a State PAC

If you're still struggling with the decision of whether to have a state PAC, here are some benefits to having one. Having a state PAC:

- **Provides another way to support your legislative champion**

Your legislative champion is valuable to you and your association, especially if he or she is able to continue in that role in your state assembly. Providing financial support through PAC contributions helps keep your legislative champion in office.

- **Gives your members a way to participate in the political process**

People who contribute to a PAC have made a political decision to get involved with the issues they care about the most. An active, involved membership is a key part of state association success.

- **Adds substance to your association by the power of 1 versus 100**

Depending on the state, individuals and organizations are usually limited on how much they can contribute to a political candidate. By developing a state PAC, you will be able to increase contributions to candidates who support your issues.

- **Raises the profile of the state association**

Legislators stand up and take notice when your state association has a PAC. Besides the funding mechanism, a PAC shows that you are committed to participating in the political process.

So You've Decided to Start a State PAC

You've weighed the benefits and costs. You've done the research and the answer is clear: You need a PAC!

Taking the Initial Steps Forward

1. Read through this manual to develop a general knowledge of PACs.
2. Visit your local secretary of state office or Web site. The secretary of state usually has jurisdiction over campaigns and elections. Here you will find in-depth information on contribution limits and reporting requirements, and the forms you'll need to start your PAC. Most likely you will need to file a Statement of Organization.
3. Establish a timeline for implementation. Ideally, you should start your PAC before an election year so you can build support for the PAC and raise funds.

Laying a Secure Foundation

Building a PAC is a lot like building a house—without a strong foundation, erecting the structure will be very difficult and lead to instability over time. A solid and efficient organizational structure gives you the ability to move beyond the administration of the PAC and build a dynamic program involving a significant portion of your state association's members. Some key organizational functions that serve as the building blocks of PACs include the development of a mission statement and goals, bylaws, and the make-up of the PAC board/committee itself.

Mission Statement and Goals

The PAC's mission statement and goals must adequately and succinctly communicate to the members of the state speech-language-hearing association why the PAC exists and what it accomplishes on their behalf. The more the PAC's mission and goals are tied to your state association's mission, the better.

Bylaws

Though not always legally required, PAC bylaws govern how a state PAC board is organized and should guide the PAC's basic operations. Beyond that, solid internal controls and administrative procedures should be put into place. Be sure that your PAC has its checks and balances in place to ensure there is no misconduct. Also, make certain to have a contingency plan in case there is a vacancy.

PAC Board/Committee

The Association's executive committee should appoint/elect the members who will serve on the PAC. To ensure the goals of the association are expressed, one member of your PAC board/committee should be a member of the association's executive committee. A plethora of choices can be made surrounding board structure. For example, consider the following:

- **PAC Officers:** State law almost always requires PACs to file periodic reports with the state election body, disclosing all financial activity. Most state election regulations require that all state PACs have a treasurer who is personally responsible for the financial activity of the PAC. Depending on how your PAC is administered, the treasurer will either prepare and file all financial reports or simply review and sign off. Regardless, the treasurer's job is to ensure that their PAC is in compliance with all state and local campaign finance laws.

In addition to the treasurer, most state PACs appoint/elect an assistant treasurer, a chair, and a secretary. It is generally recommended that state presidents, executive staff, and hired lobbyists not serve as PAC chairs.

- **Operating Policies:** The PAC should adopt a firm set of operating policies to best achieve the PAC's mission. Such guidelines should be adhered to uniformly, with regard for "special exceptions." These policies should, at minimum, address such issues as debt retirement contributions, leadership PAC support, and primary versus general election support.
- **Restricted Class:** A membership association may solicit its individual members at any time.
- **Candidate Contribution Guidelines:** An effective PAC is a good steward of its donors' contributions. Uniform contribution criteria should be adhered to when determining how and to which candidates the PAC's contributions are allocated.
- **Administration:** State executives or lobbyists should only serve in an ex-officio capacity, acting as an important resource to board members. A very good role for state executive staff or lobbyists is to act as the PAC manager, or the person

who is responsible for the day-to-day operations of the PAC. This person often provides the political advice, ensures that the board holds regular meetings, makes certain that solicitations are conducted and contributions are made and delivered. They may also help complete and file required reports.

- **Activity Report Filings:** State PACs are typically required to file periodic reports with the state election commission, disclosing all financial activity. At least two individuals with the organization should be properly trained to submit such filings in a timely manner. You need to know what the frequency of those filings is and whether there are any state taxes involved.

Review a State Speech-Language-Hearing Association's PAC Bylaws

The following is a sample of PAC bylaws developed by the Alaska Speech-Language-Hearing Association.

Sample PAC Bylaws

Courtesy of the

Alaska Speech-Language-Hearing Association Political Action Committee

Alaska Speech-Language-Hearing Association Political Action Committee hereinafter is referred to as the AkSHA-PAC or Committee. The Alaska Speech-Language-Hearing Association hereinafter is referred to as the Association or AkSHA.

The AkSHA-PAC is a non-profit, non-partisan, voluntary committee of speech-language pathologists and audiologists in Alaska. The AkSHA-PAC operates as a separate entity of the Alaska Speech-Language-Hearing Association, which may defray costs and expenses incurred in the establishment of the AkSHA-PAC.

The purposes of the AkSHA-PAC are:

To raise monies and provide a financial vehicle to impact the laws and regulations that affects the professions of speech-language pathology and audiology due to the decisions of legislators and regulatory bodies.

To encourage speech-language pathologists and audiologists to understand governmental procedures and the public issues acted upon by officials that affect the professions and those they serve.

To promote the interests of the professions and those they serve by facilitating the participation of speech-language pathologists and audiologists in the political process.

To do all of the above in order to promote public policies that result in accessible and appropriate services in the areas of education and health care, in the training and maintenance of qualified personnel to deliver these services, and in research that leads to more effective and quality services and benefits to persons with communication disorders.

Contributions:

The AkSHA-PAC may solicit and collect contributions from members of the Association or other individuals as allowed by the State of Alaska, IRS or other Federal Agency. Contributions to the AkSHA-PAC will be voluntary. Fundraising activities will be permitted as long as the purpose of the fundraising is clearly stated prior to and during the activity and is visible on all promotional information.

All contributions to the AkSHA-PAC shall be held in an account separate from the funds of the Association. All contributions shall be used as expenditures to carry out the purposes of the AkSHA-PAC and for no other purpose, including administration of the AkSHA-PAC Governing Board.

Policies and decisions concerning political expenditures or distribution of any contributions shall be the responsibility of the AkSHA-PAC Governing Board. No expenditure shall be made at a time when there is a vacancy in either the office of the Chair or Treasurer of the AkSHA-PAC Governing Board.

AkSHA-PAC Membership:

Anyone who contributes to the AkSHA-PAC is, by virtue of that contribution, a member of the Committee. Members will receive acknowledgement of their contribution and news of the Committee's activities.

AkSHA-PAC Governing Board:

A. Duties and Responsibilities. The AkSHA-PAC shall be governed by a Governing Board that shall have the general responsibility for carrying out the policies and activities of the Committee, advocating for participation by members of the Association in the Committee, assuring consistency with Association policies, and assuring compliance with state and federal laws and regulations. The Board shall develop guiding principles for the expenditures of AkSHA-PAC funds, including the selection of candidates for public office to receive contributions. The Board shall retrospectively review all political contributions to ensure compliance with the guiding principles and all state and federal regulations. The Treasurer and Chair of AkSHA-PAC must approve all political contributions or expenditures. The membership will be notified of all political contributions or expenditures made by and on behalf of the AkSHA-PAC. Financial updates will be provided to the membership via the Association website and in each edition of the VOICE (official newsletter of the Association).

B. Composition. The Board shall have five members, consisting of a member of the AkSHA Executive Board to be appointed by the President and shall serve as liaison between the Executive Board and the AkSHA-PAC Board; one member of the general public who is neither a member of the Association nor of the professions; and three voting members of the Association. Members should be selected who are active and experienced in federal/state legislation and political advocacy, with priority given to individuals who participate in AkSHA grassroots activities and AkSHA-PAC. Every effort shall be made to ensure that the Board adequately represents the professions and a variety of work settings.

C. Selection and Terms. Members of the AkSHA-PAC Governing Board shall be chosen by majority vote of the AkSHA Executive Board. The AkSHA Executive Board shall also designate the Chair of the AkSHA-PAC Board. The Executive Board shall define the terms of Board Members who are also members of the AkSHA Executive Board at the time of appointment. No more than three (3) Board members shall be sitting members of AkSHA's Executive-Board. Initially, the public member and two other members shall be chosen for 1-year terms, with the remainder to be chosen for 2-year terms. Board members' terms shall commence on January 1 of the year of their appointment and shall expire on December 31 of the last year of their appointment. Board member terms shall be for 2 years (or 3- to be determined), except for the initial terms specified above. PAC Board members shall not serve more than 2 consecutive terms.

Members of AkSHA may submit a letter of interest and resume with qualifications to the Executive Board of the Association to be considered for a position on the AkSHA-PAC Governing Board. Letters of interest and resumes may be retained for up to three years for consideration in future vacancies.

D. Removal and Vacancies. Members of the AkSHA-PAC Board may be removed by a majority vote of the AkSHA Executive Board or a majority vote of the AKSHA general membership at any time for any reason or without cause. If a vacancy occurs as a result of removal, resignation, or for any other reason, a replacement shall be chosen by the Executive Board at the earliest possible time and shall serve for the remainder of the term. Replacements must be chosen from among the same group from which the former Director was chosen.

E. Chair. The Chair shall be the presiding officer of the Committee. The Chair shall convene the annual meeting and any special meetings of the Board and shall preside at such meetings. The Board will also choose an Assistant Chair who will become Chair immediately should that position become vacant.

F. Treasurer. The Treasurer is responsible for all contributions made to and expenditures made by the AkSHA-PAC. The Treasurer is responsible for filing all reports with the Election Commission and the Internal Revenue Service as required by law; for maintaining records and accounts of Committee activities; for recording all contributions made to the Committee and for depositing all contributions in a separate account as required by law; for collecting and disbursing funds in accordance with this governing document, the policies of the Board, and federal/state law; and for performing such other duties as may be assigned by the Board or required by an Assistant Treasurer who was Treasurer in case of vacancy or absence in that position.

Meetings:

The annual meeting of the AkSHA-PAC Board shall be held in conjunction with the annual AKSHA convention at such a time as may be determined by the Board. Special meetings of the Board shall be called by the Chair with the concurrence of two other members of the Board or upon written request of a majority of Board members. Four Board members shall constitute a quorum necessary for conducting activities of the Board.

Annual Audit and Report:

There shall be an annual financial audit of the Committee's books and records by an independent accounting firm selected by the AkSHA-PAC Board. The AkSHA-PAC shall adhere to the investment policies and financial operations practice of AkSHA. An annual report of the activities of the AkSHA-PAC shall be made to the Executive Board and shall be available to the members of the Association.

Dissolution:

The Committee may be dissolved by a majority vote of the Association's Executive Board. In the event of such dissolution, all funds contained in the AkSHA-PAC depository, after payment of all lawful obligations, shall be disbursed to political committees, candidates, the Association Scholarship Fund or a charitable non-profit organization at the discretion of the Executive Board.

If You Build It, They Will Come

The PAC is official. Now you need to raise the infrastructure and get individuals to support the PAC.

Raising the Roof: Creating Your State PAC's Infrastructure Through Communications

Understanding the role of the PAC—how it is run and how contributions are given—will give your members confidence that their participation is the right thing. The only way to create a well-educated membership is through effective and frequent communications.

Develop and execute a communications plan prior to any solicitation. Such a plan will accomplish the following:

- demonstrate the need for your PAC
- educate your PAC members about the political landscape and issues facing your organization
- outline specific roles for both your state association and its members
- energize support for political activity
- answer many questions before they are asked

Brochure

A brochure is a great way to present information on your PAC. Whether you're addressing your association's national conference or educating your rank and file, the brochure can serve as a handy thumbnail sketch of your PAC.

Web Site

A PAC Web site can be a cost-effective tool for promoting the work of your PAC. Using their Web sites, state associations can highlight legislative victories while collecting contributions from members. In many instances, PAC Web sites are password protected to make sure only their members can have access. Below are links to some examples of state PAC Web sites.

Oklahoma State Employees Association PAC – www.oseapac.org/

University City (North Carolina) PAC – www.u-pac.org/

Washington State Hotel and Lodging Association PAC –
www.wshla.com/government/pac.php

E-mail

Let's face it, we're drowning in e-mail. Americans on average receive about 40 e-mails per day between work and home. Despite this, e-mail is a simple, cost-effective way to reach out to your PAC contributors. A simple message from your PAC chair or state association president can be a cost-effective tool for encouraging members to give. However, e-mails should be sent sparingly to prevent overkill.

Newsletters

While many of your members may prefer e-mail communications—especially if you may have some time-sensitive issues to address—some may only want information mailed to them. Make use of venues such as informational articles in your state association’s newsletter or consider developing a PAC newsletter. Don’t limit yourself. Political trivia, crosswords, or even cartoons are innovative ways to educate your members about the PAC and the state’s advocacy and political initiatives.

Special Meetings and Events

Motivate and educate individuals in your restricted class through special meetings or events featuring political speakers, elected officials, or candidates. This adds a personal touch and is a value-added activity.

These tools are the key to communicating your message. Furthermore, your brochure and PAC Web site are centerpieces to your future fundraising efforts. By opening the doors of communication, you begin to familiarize your members with the PAC and educate them regarding the dynamics of your political advocacy efforts.

Welcome to Our House: Inviting Contributors to Your State PAC

You have raised the infrastructure for a successful PAC. Now it’s time to develop and implement a strategic plan involving a blend of solicitation approaches to grow your state PAC. Carefully analyze the culture of your state association and identify some fundraising approaches that might work best.

Methods That Have Worked

Below are some methods many of your colleagues have used to successfully promote and advance their PACs while raising money.

Peer-to-Peer Solicitations

Implementing a peer solicitation program has proven to be the most effective solicitation technique for growing PACs. The concept of identifying those who will not only contribute financially to the PAC, but also help spread the gospel is an effective approach. Such a program trains selected members to serve as PAC liaisons so they can educate their fellow members about the PAC and in turn seek contributions to the PAC from them. While it does require more financial and human resources, as well as time, it produces significant long-term results, because members are more knowledgeable about the value of the PAC and more motivated to contribute to its success.

Such a program could be implemented geographically or by work setting to ensure the most members are included in this effort. Peer solicitations can be targeted in small groups or one-on-one settings. Keep in mind that preparing to launch a solid peer-to-peer campaign may take approximately 2 months, and the campaign typically lasts about 6–8 weeks.

Dues Check Off

One of the easiest ways to collect PAC contributions is by using your annual dues notice. A *positive check off* involves having members add the contribution as part of their fees. A *negative check off* includes the amount and requires the member to remove it. Most campaign experts recommend a positive check-off.

When using the check off, always offer a number of choices for contributions up to the limit. Since PAC contributions are voluntary, all contributions should be noted as suggestions. If required, include a disclaimer to explain what can and cannot be accepted and whether deciding against a contribution will affect your membership standing.

E-mail Solicitations

E-solicitations have become widely used over the past 5 years as a PAC fundraising technique. Generally, e-mail communications are sent to state association members, directing them to a PAC Web site for more information and to enroll online.

Although very efficient and cost-effective, this technique can fail if it is not executed creatively. Sending one e-mail letter to your members won't be very effective. E-mail solicitations can easily produce a response rate under 5% when implemented without creative concepts and themes, targeted messages, and multiple media. Consider sending multiple e-mail messages over a period of time and implement additional techniques to convey your message. Consider supplementing the electronic request with direct mail, voice mail, personal contacts, contests, and prize giveaways.

Direct Mail

New state PACs most often rely on direct mail to generate participation. They quickly discover that this is not the most effective route. Sending a PAC brochure and other communications via direct mail, however, is an excellent way to increase understanding and raise awareness of the PAC. It should be considered as part of a blend of solicitation techniques used.

Annual Meetings

State associations should take advantage of their annual meetings to solicit funds while promoting their PACs. In most instances, this is the largest gathering of state members. Your annual meeting also provides a great opportunity to thank your donors with a special event. Motivational presentations by outside speakers are an effective and efficient way to promote the PAC at a state association annual meeting.

Fundraiser Events

One of the best ways to get members to buy into a PAC is by holding fundraising events on behalf of a candidate (particularly while they are in office and running for reelection). Having your state PAC host receptions or small dinners at a home or restaurant where attendees each contribute to a specific candidate at a predetermined level is a great way to raise awareness and increase exposure for both the candidate and the state association. Please make sure that you are aware of and comply with all applicable local and state laws concerning any expenses to underwrite these activities and limits on annual contributions.

Sweepstakes or Raffles

Giving away prizes is also frequently used in combination with PAC solicitations to heighten interest in the campaign. If you decide to give away prizes, make sure that you comply with all applicable local and state laws concerning these activities.

Recognition Gifts

Such items can be offered to all contributors and especially to those who give at a recommended guideline level or at an incentive club level. Again, make sure that you comply with all applicable local and state laws concerning such recognitions. A number of states follow the Federal Election Commission's (FEC) "one-third rule" requiring the PAC to raise 3 times the value of the prize or recognition.

Show Me the Money!

Once you build a coffer of PAC money, you can begin the process of deciding who you will contribute to. However, before you decide who will receive your PAC contributions, you should know how that money can be distributed. Many state PACs are limited by how much they can give, when they can give, and even where the contribution can be accepted. Here's where knowing your state's campaign finance laws comes into play.

Defining Operational Guidelines

Now that you have a grasp of what your limits are, you can decide who will receive a contribution. A PAC board is beneficial in helping make the decision to contribute on behalf of the association. The board should include state association leadership. However, even a committee will need some type of guidelines to keep the group focused. Below are sample guidelines committees can use to determine who will receive a contribution.

Sample Operational Guidelines

The following are sample guidelines used by ASHA's federal Political Action Committee

The following guidelines, as approved by the ASHA-PAC Board of Directors, will be used to determine who will receive a contribution from ASHA-PAC. The guidelines will be periodically reviewed in conjunction with the committee's strategic planning and governing bylaws to set the overall direction for raising and distributing funds to candidates for office.

The selection process for contributions to federal congressional candidates should be based on the following factors:

- members of key jurisdictional committees
- members in leadership positions
- champions or potential champions of legislation
- members in competitive races

1. Greater emphasis should be given to contributing the maximum amount in direct contributions allowed by law.
2. Dedicated funds will be set aside to participate in open seat and challenger races.
3. Emphasis will be placed on smaller fundraising events (15 participants or less) in order to receive face time with the legislator and key staff.

How ASHA-PAC Can Work With Your State Association PAC

ASHA-PAC can work with state PACs by providing advice and recommendations on administration and infrastructure, as well as financial contributions.

An example of how ASHA-PAC provided financial contributions occurred in 2000. In the midst of the 2000 Congressional campaign, the California Speech-Language-Hearing Association (CSHA) contacted ASHA-PAC to ask for a contribution for three state assembly members running for Congress. These members were advocates for our issues on the state level looking to make an impact on the federal level. After consultation, ASHA-PAC made contributions to those legislators, providing a greater impact for the state association.

Helpful Hints and Tips

1. The PAC should maintain separate banking accounts from the association.
2. The political action committee should develop a strategic plan that will govern their activities for the next few years. The plan should contain fundraising goals.
3. Political action committee meetings should be open to the members of your state association.
4. There should be a report from the PAC at every state association meeting.
5. Use fun activities to draw attention to the PAC such as raffles, silent auctions, and dinners.
6. Acknowledge your largest contributors publicly at PAC events.

Conclusion

Starting and maintaining a PAC can be a worthwhile activity for your state association. It takes a little patience, hard work, and determination to convince members that supporting the PAC will help the association's legislative agenda. However, in the end, a balanced, well maintained political action committee will go a long way in helping your association thrive on the local level.

Resources for State PACs

Below is a list of online resources to help you start and/or manage your PAC.

National Conference of State Legislatures
NCSL provides a wealth of information on issues at the state level. They also maintain information on campaign finance in the states.

www.ncsl.org

Federal Election Commission's Campaign Finance Law 2002: A Comprehensive Summary of State Campaign Finance Laws

This page has a series of links to sections of the book broken down by state.

www.fec.gov/pubrec/cfi/cfl02/cfl02.shtml

Alabama's Secretary of State, Election Division
Filing Guidelines for PACs

www.sos.state.al.us/election/cfi/glpac2002.htm

Alaska Public Offices Commission
FAQs About PACs

www.state.ak.us/apoc/faqpac.htm

Arizona Secretary of State, Campaign Finance Division

www.azsos.gov/cfs/

California Secretary of State, Political Reform Division

www.ss.ca.gov/prd/prd.htm

Colorado Secretary of State, Elections Center

www.elections.colorado.gov/DDefault.aspx?tid=85

Connecticut State Elections Enforcement Commission

www.ct.gov/seec/site/default.asp

Delaware Department of Elections, Campaign Finance

<http://elections.delaware.gov/information/campaignfinance/campaignfinance.shtml>

District of Columbia, Office of Campaign Finance

Review the campaign finance guide, section 3 on Political Organizations

www.ocf.dc.gov/index.shtml

Florida Department of State's Division of Elections

Includes the Florida Campaign Finance Database and links to additional information

<http://election.dos.state.fl.us/campfin/cfindb.shtml>

Georgia Secretary of State, Elections Division

www.sos.state.ga.us/elections/default.htm

State of Hawaii, Office of Elections
www.hawaii.gov/elections/

Idaho Secretary of State's Election Division, Campaign Finance
www.idsos.state.id.us/elect/finance.htm

Illinois State Board of Elections, Campaign Disclosure
www.elections.state.il.us/CampaignDisclosure/welcome.aspx

Indiana Secretary of State, Election Division, Campaign Finance
2007 Campaign Finance Manual
www.in.gov/sos/elections/pdfs/CFA_Manual.pdf

Iowa Ethics and Campaign Disclosure Board
www.iowa.gov/ethics/index.htm

Kentucky Registry of Election Finance
<http://kref.ky.gov/>

Louisiana Secretary of State, Election Division
www.sec.state.la.us/elections/elections-index.htm#Campaign

Maine Department of the Secretary of State, Governmental Ethics and Election Practices
www.maine.gov/ethics/pacs/index.htm

Maryland State Board of Elections, Campaign Finance
Chapter 5 of the *Summary Guide on Candidacy and Campaign Finance Laws* covers formation and registration of state PACs.
www.elections.state.md.us/summary_guide/sg_05.html -

Massachusetts Office of Campaign and Political Finance
www.state.ma.us/ocpf/

Michigan Department of State, Bureau of Elections
Manual for PACs operating in the state of Michigan.
www.michigan.gov/documents/CFR_Independent_PAC_Committee_Manual_21854_7.pdf

Office of the Minnesota Secretary of State, 2006 Campaign Manual
www.sos.state.mn.us/docs/campaign_manual_04.pdf

Mississippi Secretary of State, Campaign Finance
www.sos.state.ms.us/elections/CampFinc/

Missouri Secretary of State, Elections Division
www.sos.mo.gov/elections/

Nebraska Secretary of State, Elections
www.sos.state.ne.us/elec/

Nevada Secretary of State, Election Division
General information on PACs in Nevada
<http://sos.state.nv.us/elections/party/pac.asp>

New Hampshire Secretary of State, Political Expenditures and Contributions
www.state.nh.us/sos/political%20page.htm

State of New Jersey, Department of State, Division of Elections
www.state.nj.us/lps/elections/electionshome.html

New Mexico Secretary of State, Bureau of Elections
www.sos.state.nm.us/displayContent.asp?id=112

North Carolina State Board of Elections, Campaign Finance
www.sboe.state.nc.us/NCSBE/cf/campaign_finance.asp

North Dakota Secretary of State, Campaign Disclosure
www.nd.gov/sos/campfinance/

Ohio Secretary of State, Campaign Finance
www.sos.state.oh.us/sos/campaignfinance/campaignFinance.aspx?Section=116

Oklahoma State Election Board
www.state.ok.us/~elections/ - Very little information on PACs

Oregon Secretary of State, Elections Division, Campaign Finance
www.sos.state.or.us/elections/other.info/ce.htm

Pennsylvania Bureau of Commissions, Elections, and Legislation
www.dos.state.pa.us/bcel/site/default.asp - PAC information found under the Campaign Finance section.

Rhode Island Board of Elections, Campaign Finance
www.elections.ri.gov/CampFinance/cfmain.htm

South Carolina State Election Commission
www.scvotes.org/

South Dakota Secretary of State, Elections Information
www.sdsos.gov/electionsvoteregistration/campaignfinance.shtm

Tennessee Registry of Election Finance
www.state.tn.us/tref/pacs/pacs.htm

Texas Ethics Commission
www.ethics.state.tx.us/

State of Utah Elections Office
<http://elections.utah.gov/>

Vermont Secretary of State, Elections: Candidates, Parties & PACs
<http://vermont-elections.org/elections1/candidates.html>

Virginia State Board of Elections – Information on PACs
www.sbe.virginia.gov/cms/Campaign_Finance_Disclosure/Information/Political_Committees/Information_Political_Action_Committees.html

Washington Secretary of State, Elections
www.secstate.wa.gov/elections/

West Virginia Secretary of State, Elections Division
www.wvsos.com/elections/candidates/electionpages.htm#Finance

Wisconsin Government Accountability Board, Elections Division
<http://elections.state.wi.us/section.asp?linkid=325&locid=47>

Wyoming Secretary of State, Election Administration
<http://soswy.state.wy.us/election/pac.htm>