

# LEADER'S GUIDE

AND

# OFFICER TRAINING MANUAL



*Revised 2009*



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# About the NFRW

## Mission Statement

The National Federation of Republican Women is America's foremost political organization, bringing together women to positively impact the direction of our nation. We come together as a collective force advancing the power of women through political access and participation.

Our mission is to see women from all age groups and walks of life as key players at the political table on national, state, and local issues.

## Who We Are

- **NFRW is the largest women's partisan political organization in the country.**  
The National Federation of Republican Women is a national grassroots political organization composed of 1,800 local clubs and approximately 90,000 members in 50 states, the District of Columbia, Guam, Puerto Rico and the Virgin Islands.
- **NFRW is self-supporting.**  
Approximately 1/3 of NFRW's operating budget comes from membership dues and club service charges. Another 1/3 comes from major donor programs such as the Capitol Regents and the Regents. The final 1/3 is raised through direct mail solicitation.
- **NFRW has two basic membership levels.**  
*Membership at the Local Level* – NFRW has state federations with many local clubs in towns and cities across the U.S. and its territories. It is a great network and a good way to meet other women who are interested in politics. Dues at the local level vary.

*Membership at the National Level* – Those who wish to keep abreast of issues affecting women at the national level can join NFRW as National Associate Members for \$50.00 per year. To become a National Associate Member send a check for \$50.00 payable to:

National Federation of Republican Women  
124 N. Alfred Street  
Alexandria, VA 22314

- **NFRW recruits, educates, trains, supports and elects Republicans.**  
NFRW concentrates its efforts in the areas of education, communication, legislative action, candidate recruitment, campaigning, and fundraising.



## NFRW Emblem

The seal of the National Federation of Republican Women is the American Eagle, king of birds, holding a quill pen and standing guard over our most treasured tool of democracy - the ballot box. Adopted at the biennial convention in 1944, it portrays the Federation's interest in the protection and integrity of our electoral process. The American Eagle is adopted from the great seal of the United States. The quill is symbolic of the power of words, especially as contained in the Declaration of Independence and the Constitution of the United States.



## Our History

Republican women's clubs have existed for over 100 years. They were originally inspired by the Republican Platform of 1872, which said: "The Republican Party is mindful of its obligation to the loyal women of America for their noble devotion to the cause of Freedom." With that, Republican women's clubs were off and running. The oldest club on record was founded in Salt Lake City in the late 1800s.

Under the direction of Miss Marion E. Martin, then Assistant Chair of the Republican National Committee and National Committeewoman for Maine, and with the encouragement of RNC Chair John D. M. Hamilton an organizational meeting took place in Chicago on November 4, 1937. Thirty-eight women members of the Republican National Committee met to discuss the "desirability" of federating.

The National Federation of Republican Women was founded at a conference held at the Palmer House in Chicago, September 23-24, 1938. The delegates adopted rules for governing the establishment of a National Federation of Women's Republican Clubs, to promote education along political lines and to encourage the following purposes:

*"To foster and encourage loyalty to the Republican Party and the ideals for which it stands; to foster cooperation between independent groups and the regular party organization, which are working for the same objectives, namely sound government; to promote interchange of ideas and experiences of various clubs to the end that the policies which have proven particularly effective in one state may be adopted in another; and to encourage a national attitude and approach to the problems facing the Republican Party."*



The organization was originally known as the National Federation of Women's Republican Clubs of America (NFWRC). The name was changed in January 1953, to the National Federation of Republican Women (NFRW).



# **Duties of Officers**

## **Introduction**

In the NFRW, all state federations and local clubs are organized along similar principles. Consequently, the duties and responsibilities of officers are similar at the state and local levels. The descriptions and duties outlined below apply to officers serving a state federation as well as a local club. Where there are differences among duties and responsibilities at the state and local level, they have been noted.

## **President**

The President is the guiding force that makes an organization successful in all its endeavors. The President is the CEO of a state federation, *not* the dictator.

**Duties** – At both the state and local level, the president should:

- Know the bylaws of the National Federation, the state federation and (in the case of local club presidents) the local club. Ensure that the organization functions in accordance with bylaws and standing rules.
- Preside at all meetings and ensure that meetings are conducted in accordance with parliamentary procedure.
- Appoint the parliamentarian and all standing and special committees except the nominating committee in accordance with state or club bylaws.
- It is recommended that the president serve as an ex-officio member of all committees except the Nominating Committee. However, the organization's bylaws must so stipulate. The president is not counted in the quorum of a committee.
- Perform any and all other duties as specified in the state or local club bylaws.

### **The President as the Presiding Officer:**

1. Prepares an agenda in advance of all meetings.
2. Votes only to break a tie in a roll call vote.
3. Votes in a written ballot and can break a tie in a ballot vote.



4. May not debate an issue from the chair, but may explain something in detail for the full understanding of the members so they are clear on the subject being discussed.
5. When motions become involved by the addition of an amendment or many amendments, the president recaps the parliamentary action so that members will understand what an "Aye" or "Nay" vote will produce. Long or complicated motions should be provided in writing to the president/chair.
6. Should remain impartial at all times.
7. Should have a basic knowledge of parliamentary procedure giving her confidence and authority in presiding.
8. Is responsible for the actions and performance of the state federation or local club.

### **The President Carrying Out Federation Policies**

Through the years, certain policies have proven to be beneficial to the smooth running of state federations and local clubs. We will take these policy statements one by one and discuss the "why" of each.

#### ***Endorsement of Candidates***

Either the state federation or the local club may adopt bylaws or a policy not allowing the state federation and/or its president or the local club and/or its president to endorse a candidate in a primary. Such bylaws or policies shall not be considered in conflict with the NFRW Bylaws. If restrictions are placed on the state president or local club president as to endorsing, said president may not use NFRW affiliation or official stationery to support or endorse a candidate without approval of the state or local club in compliance with the state or local club bylaws.

#### ***States & Local Clubs are not Fundraisers for the Party***

Each state and local club has the primary responsibility to raise sufficient money each year to guarantee the programs, goals and proper obligations of the organization. While the state or local club's first obligation financially is to support its own needs, NFRW affiliates do cooperate on a completely volunteer basis with activities sponsored by the official Republican Party organization. No candidate or Party organization has a legal or valid right to demand financial aid from a state or local club. They may ask, but the decision to accommodate the request rests solely with the state or local club.



***It is Imperative that States and clubs be aware of and comply fully with applicable Federal and state election laws.***

***Federated States and Local Clubs Do Not Give their Membership Lists to Any Other Organization or Non-Member.***

If a state or local club is asked to distribute outside material to its membership, and it agrees to do so, the state or local club Board of Directors should approve the contents. The organization or individual wishing to have the material sent should pay the postage. This procedure includes Republican candidates and office-holders as well. States and local clubs have an obligation to their members to keep their membership lists confidential and to assure their members that in joining, they will not be subject to pressure or demands outside the organization.

### **Materials to be used at State or Local Club Meetings**

These should have the approval of the state's or club's elected officers before being circulated, displayed or sold.

Our states and local clubs should not be used as a platform to promote other groups. The Federation is a partisan political organization with political education and the election of Republican candidates as its primary objectives. This policy includes:

- Circulation of petitions
- Resolutions
- Books for sale
- Literature unrelated to the local club's or state's activities
- Literature for all candidates before the primaries. (If there were two or more candidates running for the same office, displaying literature for only one would constitute endorsement.)

### **Federation Membership is open to any Registered Republican Woman**

However, loyalty to the Federation, to the Republican Party and to Republican candidates is an obligation of membership. A breach of loyalty to this commitment, in which a member changes her allegiance to an opposition party for any purpose, would forfeit her eligibility for membership. Should she later wish to re-instate her membership in a NFRW affiliate, the affiliate has the option of whether or not to accept dues and grant membership. In states that do not register voters by party, potential members should be considered based on their commitment to the Republican ideals and issues.



## **Vice Presidents**

Vice presidents, in their order, perform the duties of the president in her absence or inability to serve. Vice presidents should be chosen who are prepared to act for the president in an emergency, and to take her place when necessary.

In accordance with state or local club bylaws, more than one vice president may be elected. Vice presidents may also be assigned specific duties if so specified in the bylaws.

## **Secretaries**

### ***Recording Secretary***

The Recording Secretary is the recording officer of the state or local club and the custodian of its records, except those specifically assigned to others, such as the treasurer's books.

**Duties** – At both the state and local level, the recording secretary should:

1. Keep a record of all the proceedings of the organization – usually called the minutes. (A tape recording can be a great benefit in preparing the minutes, but a transcription of it should never be used as the minutes themselves.)
2. Keep on file all committee reports. The secretary should record the date they were received and what further action was taken.
3. Keep the organization's official membership roll and to call the roll when required.
4. Make the minutes and records available to members upon request at a reasonable time and place.
5. Notify officers, members and delegates of their election or appointment, furnish committees with whatever documents are required for the performance of their duties and have on hand at each meeting a list of all existing committees and the members.
6. Furnish delegates with credentials.
7. Sign all certified copies of acts of the group, unless otherwise specified in the bylaws.
8. Maintain record books in which the bylaws, special rules of order, standing rules and minutes are entered, with any amendments to these documents properly recorded and have the current record book on hand at every meeting.



9. Send out to the membership a notice of each meeting and conduct the general correspondence of the organization, insofar as this duty is not assigned to another office or committee in the bylaws.
10. Prior to each meeting, prepare an agenda or an order of business in conjunction with the presiding officer. The agenda should show, in their exact order and under correct headings, all matters known in advance that are due to come up.
11. In the absence of the president and vice president(s), call the meeting to order and preside until the immediate election of a chair pro tempore.
12. Perform any and all other duties specified in the state or local club bylaws.

### **Corresponding Secretary**

**Duties** – The corresponding secretary should:

1. Notify members of all regular and special meetings and handle the general correspondence of the state or local club as directed by the president or executive committee. The corresponding secretary should serve as the custodian of the personal record book, stationery and other related supplies.
2. Read correspondence as requested by the president at a business meeting, and perform other duties as requested or required by the bylaws.
3. Compose and send correspondence, including thank you notes, as directed by president and/or bylaws. The corresponding secretary should also make phone calls as requested and order stationery or other necessary supplies as needed.
4. Inform NFRW of the name and addresses of the new president and executive committee following elections.

### **Treasurer**

The bylaws of a state federation or local club should outline the financial procedures and policy. Therefore, the duties of the treasurer will vary in different states or clubs. Below are some common practices for treasurers.

**Duties:** In most cases, the treasurer should:

1. Be the sole custodian of all funds belonging to the state federation or local club.



- She banks the money when received, disburses it with approval and accounts for it. Whether the sums are large or small, the records MUST be in order.
  - The treasurer's books must be accurate and up to date. The books should be balanced each month and checked against the bank statement to ensure that no errors appear.
  - She must be prompt in remitting funds, in balancing the bank statement and in making reports.
2. The treasurer's report should be a part of every business meeting and part of the official minutes. The report presented at each meeting, is read for information only and is not approved by the membership. The treasurer's records should be audited annually. An audit may be accomplished by an auditing committee of the organization unless its bylaws require a professional audit. The financial condition of the organization becomes official when members of the organization have accepted the auditor's report.
  3. The books and records of the treasurer are *a/ways* audited before a new treasurer takes over.
    - The adoption of the auditor's or committee's report indicates the financial records are correct.
    - The bylaws should state when and by whom an audit/review is to be made.
  4. About a month before a new treasurer takes office, she should begin working with the current treasurer to make the necessary transition as well as contact the bank and complete the required signature cards, making certain necessary signatures of the authorized officers (usually president, secretary and treasurer) are recorded by the bank before checks are written.
    - Arrangements should be made at the bank to have the bank statements sent to the treasurer's home.
    - Two (2) of the three (3) names required by the bank signature cards should be on every check. Counter signing by the president (or secretary in her absence) is a safeguard used to protect both federation and treasurer in emergency situations.
    - Banking is done in the name of the club, not an individual.
    - The state federation or club name should appear on the checks, but NO address. If the bank should require an address, c/o the treasurer's address, but a limited number of checks should be printed at a time.
  5. The treasurer and membership chair should coordinate to keep membership records and dues accurate and balanced.



- A membership file containing the name, address, home and work telephone numbers and e-mail address of each member, and the date dues were paid, and date of per capita payment (to either state or NFRW) should be kept by the treasurer. This is the master file. It should be in alphabetical order, preferably in a computer spreadsheet or database (Excel or Access are recommended).
  - The treasurer should keep the membership chair informed of additions, changes or drops in the list.
  - Dues and fees are payable according to NFRW and state bylaws and regulations.
  - The treasurer issues membership cards upon payment of dues, unless otherwise specified in the bylaws.
  - Inform NFRW of the name and addresses of the new president and executive committee following elections.
6. Each local club is responsible for paying its NFRW dues and service charge to the state federation. Each state federation is responsible for paying club dues and service charges to the NFRW. The state treasurer forwards directly to the NFRW the amount of per capita dues and club service charge specified.
  7. The treasurer should be a member of the budget and finance committee(s).
  8. The treasurer preserves all records pertaining to the office of the treasurer and delivers them to her successor. A transition meeting would be helpful to the new treasurer.
  9. The treasurer should keep a procedure book containing up-to-date copies of the budget, bylaws, reports given and any other information concerning duties of the treasurer.
  10. For large clubs or those with substantial monies going through their organization, it is recommended the treasurer be bonded.
  11. Procedures for submitting dues, service charge and membership lists to state federation and/or NFRW should be followed.
  12. The treasurer is responsible for preparing and filing all forms IRS, FEC, state and local forms required by law. If there is doubt as to what is required, it is suggested that the services of a professional CPA be obtained to assure compliance with the law.



## **IRS Reporting and Record Keeping for NFRW<sup>1</sup>**

One of the basic responsibilities of the local club or state federation treasurer is the maintenance of the books. They are responsible for making and recording all deposits and withdrawals from the accounts. They also issue meeting reports as to the balances on hand. However, the treasurer needs to be aware of the following information regarding IRS and FEC reporting and recordkeeping. These rules have changed substantially over the past two years and will continue to evolve. If you have any question or concerns please contact the NFRW or one of the agencies listed at the end of this section.

### **Form SS-4**

All state federations and local clubs must file for a Federal Tax ID number known as the Employer Identification Number (EIN). All political organizations must have their own EIN even if they do not have any employees. Due to the tax consequences, **do not** use your personal social security number. You may fill it out online and be granted a number immediately or simply fill out the SS-4 form, sign it, and return it to the IRS. **Without such a form, a state federation or club will not be able to establish a checking account.** The form asks you why you want an EIN number and you should state for banking purposes. This number will be valid for the life of your organization. **At no time should the state federation or club use a social security number for the organization's business.**

**A club, state federation, or ancillary group cannot use the NFRW tax ID number.**

### **Basic Taxation Information**

**Generally, political organizations like NFRW clubs and federations are exempt from federal income tax for most purposes, but not on investment or business income or on any gain from the sale of an asset. Contributions to the organization are not deductible.**

### ***Types of Club Income which are Non-Taxable***

A club or federation does not have to apply to the IRS for exempt status as a political organization (unless it meets the new reporting standards beginning on page 3) and automatically qualifies for exemptions on the following types of income:

- A contribution of money or other property.
- Membership dues, fees, or assessments received from club members.
- Proceeds from a political fundraising or entertainment event.

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<sup>1</sup> This report was compiled by NFRW Finance Director Christine Oster from the Internal Revenue Service, Mike Lerche CPA, Williams & Jensen NFRW FEC Attorney, and Peacock, Condem, Anderson & Co. CPA.

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- Proceeds from conducting bingo games (if bingo is not a commercial activity in the state and does not violate local or state law).
- Proceeds from the sale of political campaign materials.

***Some Specific Examples of Non-Taxable Income (“Exempt-Function Income”):***

- Proceeds received from sporadic political breakfasts, dinners, receptions, picnics, and dances.
- Proceeds from the sale of political items such as memorabilia, bumper stickers, campaign buttons, posters, hats, shirts, stationery, jewelry, or cookbooks. (The sale must be closely related to another political activity, such as distribution of political literature or organization of voters, and cannot be in the regular course of a trade or business.)

***What is Taxable Income?***

Taxable income generally includes income that is not directly related to the organization’s political activities and would include income in the regular course of trade or business. Examples of taxable income are interest, dividends, rents, and capital gains. Therefore, some club’s income may be taxable, and if so, a club would be taxed on its net non-exempt income as if it were a corporation. However, a club is not subject to tax and need not file a return unless its taxable income exceeds its allowable deductions by more than the \$100.00 specific deduction.

Political organizations must report any gain on property contributed to it and later sold. Such gain (which is the difference between the sale proceeds received and the fair market value on the date the property was contributed) is considered taxable income.

There is also no federal income tax deduction available for donations by an individual to an NFRW club or federation.

Please check with your state or local tax authority as to additional regulations. Most states follow federal guidelines in regulating income tax. Generally, where there is a federal tax liability, there is also a state income tax liability.



### Is Income Received for Political Work by Federation Members Taxable?

While this doesn't generally apply to NFRW it is good to note:

Political workers must report on their tax returns any compensation they receive. Technically speaking, even reimbursements for personal expenses, such as travel, are reportable income. Wages paid to political employees (club or federation staff members) are subject to withholding of income tax, Social Security, and FICA and FUTA taxes. Employers must provide such employees with W-2 forms by January 31<sup>st</sup> of each year. In addition to these federal tax requirements, a political organization may have various employer obligations at the local or state level. Therefore, clubs and state federations should become familiar with such laws in your area.

## Internal Revenue Reporting and the New Laws

### 527 Organizations

#### *Who is covered by the new law?*

*The new law affects most 527 organizations, so named because they were exempt from income tax under section 527 of the Internal Revenue Code. Virtually all political organizations are 527 organizations.*

**That being said most NFRW clubs DO NOT have to file these forms as they do not meet the income thresholds, however, it is good to know the rules.**

The IRS provides for several types of tax-exempt groups, including public charities, trade associations, business leagues, and foundations. Section 527 of the IRS Code defines yet another type of tax-exempt organization known as a political organization. This includes principal campaign committees, newsletter funds of elected officials and candidates, and separate segregated funds established by exempt organizations (such as a trade association) for political purposes. The most common type of Section 527 political organization is what is commonly referred to as a political action committee, or PAC. PACs are often organized to contribute directly to candidates for federal office and, as such, are required to register with the Federal Election Commission and report their receipts and disbursements. The amount an individual can contribute to this type of registered PAC is limited to \$5,000 per year, and corporate contributions are prohibited.

An organization that does not contribute to federal candidates, or that does not otherwise advocate the election or defeat of specific federal candidates, is also considered a Section 527 organization if it carries on "non-federal" political activities. Non-federal activities include issue advocacy, get-out-the vote drives, and other similar types of activities that do not advocate any specific candidate's election or defeat. These 527 organizations are NOT required to register with the FEC, and there are no limits on the amount an individual may contribute to this type of organization. In addition, corporate contributions may be accepted and are also unlimited. Contributions, however, are not tax deductible.



Basically, the following filing requirements apply to those political organizations that wish to be tax exempt political organizations and receive or expect to receive \$25,000 or more in gross receipts in any taxable year. Nearly all association-related political organizations will fall under the classifications below.

- **FEC political committees, state or local candidate committees, or state or local committees of a political party**
- **Qualified state or local political organizations (NFRW is NOT a QSLPO)**
- **Caucuses or associations of state or local officials**
- **Any other political organization, including federal, state, and local political organizations\***

**\*This is the category that the NFRW, State FRW, and Clubs are in.**

#### ***What has changed and why?***

*In the past, unless a political organization fell under the rules of the Federal Election Campaign Act (FECA) by making contributions to candidates for federal office, it did not have to disclose any information to the IRS or the public about its contributors or political expenditures. Certain segments of the public became concerned with the rapid growth of these organizations and perceived abuses of the political disclosure system, such as when funds were used for so-called “issue ads” that obviously favored a particular candidate during an election.*

Beginning July 1, 2000, political committees that are **NOT** required to register with the FEC, but are otherwise considered 527 organizations are required to register with the Internal Revenue Service. Existing 527 organizations were required to register by July 31, 2000. A 527 organized after July 1, 2000 has 10 days to register. If an existing organization fails to register by the July 31 deadline, it will be taxed on its income that would otherwise be exempt. Another reporting form that most political organizations must file is an Exempt Organization Return (Form 990). In addition, the filing requirements are expanded for Form 1120-POL, the U.S. Income Tax Return for Certain Political Organizations.

#### **Registration: Form 8871—Political Organization Notice of 527 Status**

In general, any political organization that is not registered with the FEC is required to register with the IRS UNLESS the organization does not expect to have gross receipts of \$25,000 during the taxable year. At any time during the year, if gross receipts exceed \$25,000, the organization must register within 10 days and thereafter will have to file the required disclosure form (8871). Newly formed organizations must file within 24 hours of the date on which the organization is established. In order to register, an organization must file Form 8871 with the IRS electronically on the IRS’ website.

*The penalties for failure to file timely Form 8871 are draconian. The organization will not be treated as an exempt organization until the form is filed, and therefore must report any contributions received as taxable income. In addition, all political expenditures would be nondeductible. This could result in the assessment of penalties and interest.*



## **Disclosure: Form 8872--Political Organization Report of Contributions and Expenditures**

*Every 527 organization that accepts a contribution or makes a political expenditure must file Form 8872, except for an organization that is not required to file Form 8871, a state or local committee of a political party, or a political committee of a state or local candidate. The IRS will make Form 8872 available for public inspection, as must the organization itself during regular business hours.*

At certain times during the year, disclosure reports will have to be filed with the IRS on Form 8872. The report asks for information related to the organization's receipts and disbursements. Specifically, the organization must disclose the name, address, occupation, and employer of anyone who contributes at least \$200 to the organization during the reporting period. In addition, the organization must also disclose the name, address, occupation, and employer (if applicable) of any organization or individual who was paid more than \$500 during the reporting period. No explanation of what the expenditure was for is required.

Any Form 8872 due after June 30, 2003 must be filed electronically if the filing organization has or expects to have contributions OR expenditures of more than \$50,000 during the calendar year. If not qualified as above, Form 8872 may be mailed.

During non-election years (i.e., when there is no federal election), an organization may choose to file its disclosure reports either monthly or semiannually. During an election year, additional reports may be required both prior to and after the general election. For other calendar years, the organization can choose between semiannual or monthly reporting.

## **Form 990 or 990EZ: Return of Organization Exempt From Tax**

Prior to the new law, 527 organizations were not required to file Form 990. Unless exempted, a tax-exempt political organization must file an exempt annual information return if it has gross receipts of \$25,000 or more for the taxable year (\$100,000 for QSLPOs). Form 990 is due the 15<sup>th</sup> day of the fifth month after the end of the organization's fiscal year. If you have gross receipts of \$25,000 and less than \$100,000 with assets less than \$250,000, you may file Form 990-EZ. Over \$100,000, you must file Form 990. If \$5,000 or more is received from any one contributor, a Form 990 Schedule B must be filed.

The penalty for failure to file Form 990, or a failure to include required information, is \$20 a day for every day such failure continues. If the organization has gross receipts exceeding \$1 million, then this penalty is increased to \$100 a day. The maximum penalty, however, is \$50,000.



## **Disclosure Requirements:**

**Tax-exempt section 527 organizations must make their forms (other than Form 1120-POL) publicly available for inspection and copying at their principal place of business. The IRS also posts Form 8871 and Form 8872 on its web site at [www.irs.gov/polorgs](http://www.irs.gov/polorgs)**

### **Form 1120-POL -- U.S. Income Tax Return for Certain Political Organizations**

This category has changed several times and it has now (since November 2002) reverted back to the rules prior to 2000 which are:

- Political organizations are only required to file Form 1120-POL when taxable income is greater than \$100.
- For political organizations, taxable income is gross income less exempt function income over directly related deductions.
- Form 1120-POL is due the 15<sup>th</sup> day of the third month after the end of the organization's fiscal year.

The penalties for failure to file, or a failure to include required information, are the same as those described for Form 990.

### **Who Has to File?**

The filing requirements in the chart below apply to those political organizations that:

- Wish to be exempt from federal income tax provisions, and
- Receive or expect to receive \$25,000 or more in gross receipts in any taxable year.



IF YOU ARE A	YOU FILE
Federal political committee, state or local candidate committee, or state or local committee of a political party	<b>Form 1120-POL</b>
Qualified state or local political organization (QSLPO)*	<b>Form 8871; Form 1120-POL; and Form 990 or Form 990-EZ</b>
Caucus or association of state or local officials*	<b>Form 8871; Form 8872; Form 1120-POL</b>
Any other political organization, including other federal political organizations and other state or local political organizations	<b>Form 8871; Form 8872; Form 1120-POL; and Form 990 or Form 990-EZ</b>

\*An organization may be both a QSLPO and a caucus or association of state or local officials. If so, it is not required to file Form 8872 and Form 990.

**NOTE: If you are:**

- **A political organization that is not tax-exempt, or**
- **A tax-exempt political organization that does not have gross receipts of at least \$25,000**

**You must file Form 1120-POL if you have taxable income after taking the \$100 specific deduction for any taxable year.**



## When Do You File?

Form	When Filed	Exceptions to Filing requirement
8871	Within 24 hours of establishment or within 30 days of any material change, including termination	<ul style="list-style-type: none"> <li>• Organization that does not seek tax-exemption;</li> <li>• Political committee required to report to the FEC;</li> <li>• Campaign committee of state and local candidates;</li> <li>• State or local committee of political parties; and</li> <li>• Organizations that reasonably expect annual gross receipts to always be less than \$25,000.</li> </ul>
8872	At organization's option, quarterly, semiannually, or monthly, on same basis for entire calendar year (see form instructions for detailed information)	<ul style="list-style-type: none"> <li>• Any organization excepted from Form 8871 filing requirement (see above); and</li> <li>• Qualified state or local political organizations (QSLPO).</li> </ul>
1120 POL	Due the 15 <sup>th</sup> day of the 3 <sup>rd</sup> month after the close of the taxable year	<ul style="list-style-type: none"> <li>• Political organization with no taxable income after taking the \$100 specific deduction.</li> </ul>
990 or 990EZ	Due the 15 <sup>th</sup> day of the 5 <sup>th</sup> month after the close of the taxable year	<ul style="list-style-type: none"> <li>• Any organization excepted from Form 8871 filing requirement (see above); and</li> <li>• Caucus or association of state or local officials.</li> </ul>



### ***The Difference Between Non-Profit and Tax-Exempt Status***

There is much confusion about state and local club status.

1. Non-profit status refers to incorporation status under state law.
2. Tax-exempt status refers to Federal income tax exemption under the IRS Code.

As a political organization, we are an 1120-POL (*exemption is the Pathfinder Fund, which is incorporated and files 501 (c) papers*).

We have elected to run our organization as not-for-profit, but this is not a legal or IRS status. We do not qualify for non-profit mail privileges or deductions on personal income tax for contributions.

### ***Helpful Contacts for a Federation Treasurer***

#### **Federal Election Commission**

999 E Street NW  
Washington, D.C. 20463  
800-424-9530

[www.fec.gov](http://www.fec.gov)

Rules for PACs/donations

#### **Internal Revenue Service**

(check your local phonebook)

[www.irs.gov](http://www.irs.gov)

Tax Forms

#### **NFRW**

Financial Director

124 N. Alfred St.

Alexandria, VA 22314

[coster@nfrw.org](mailto:coster@nfrw.org) or [mail@nfrw.org](mailto:mail@nfrw.org)



## **BCRA and the NFRW --This is Very important to NFRW**

### **Guidelines for Club Involvement in Federal Races**

This memorandum outlines permissible financial activity and reporting requirements with regard to political activity by clubs. It attempts to answer several questions that have been posed since the Supreme Court upheld the Bipartisan Campaign Reform Act (BCRA) in December of 2003.

This memorandum is not exhaustive of all the issues that may arise for your members. Any club and/or individual should be advised that they may always contact the Federal Election Commission directly with any questions they may have regarding federal candidates. Information Specialists at the FEC will answer questions without requiring a caller to identify him or herself. The telephone number is (202) 694-1100.

#### **A. Contributions:**

1. Candidates may be invited to club meetings and receptions and make appeals for contributions of time and money, as long as the attendees are all club members. All **personal** contributions of money can be given by individuals directly to an established candidate or a party committee. Such contributions should always be made by check. As long as the money does not pass through the club treasury, no reporting is required. **Corporations cannot contribute to federal candidates.**

2. If a club also has established a PAC, then it can always solicit its members for contributions to its PAC. If the PAC is registered with the FEC, then the PAC can contribute to candidates for federal office as long as it complies with the contribution limits.<sup>2</sup> If the PAC also wants to contribute to state and local candidates, it probably can do that as well, however, it may have to also register in the state where it is contributing and file reports with the state election agency.

Clubs may not raise money generally and then divide it amongst its members so that each member is the one donating the money to the candidate. This would violate federal law that precludes contributing in the name of another. State law may differ; however, most states also preclude this type of activity.

3. Any activity that benefits a federal candidate generally has to be paid for with "federally-permissible" funds, which means that a club that accepts corporate contributions could not pay for that particular activity since corporate contributions to federal candidates are illegal. Please note that accepting corporate contributions includes monetary contributions as well as in kind contributions. If a club does not accept corporate contributions, then it can spend a limited amount of money on federal candidates. However, once a club (that does not accept corporate contributions) spends \$1,000 on a federal

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<sup>2</sup> A PAC that has qualified as a "multi-candidate" PAC can contribute up to \$5,000 per election per candidate. A PAC that has not qualified as a multi-candidate PAC can only contribute up to \$2,000 per election per candidate until it qualifies. There is no overall limit on the number of federal candidates a PAC can contribute to.



candidate or candidates, and then it's required to register as a political committee with the FEC and file regular reports of its activity. Under federal law, once that \$1,000 threshold is reached, the club becomes a PAC.

The exception to this rule for clubs that do accept corporate contributions is when a club is "communicating" only with its members. So if the GOTV activity that a club is considering will only involve the club's membership, then the club may fund that GOTV event, even if it involves the appearance of a federal candidate. The flipside of this, however, is that if a club that accepts corporate contributions is considering holding a GOTV event that involves the entire community or non-members of the club, then it cannot pay for that activity out of its club account. This has always been the law and is not a result of BCRA.

If a GOTV activity is for a state candidate where there is no federal candidate on the ballot, then state law will apply to that activity and must be researched separately depending on where the club is located. If the GOTV activity involves a state candidate on the November 2004 ballot, for example, then the rules outlined above still apply because that GOTV activity is considered to ultimately benefit federal candidates.

4. Again, if a club's GOTV activity involves a federal candidate, or even a slate of candidates that includes a federal candidate, then it cannot pay for that GOTV activity with corporate dollars. The club may want to consider opening a separate, "federal" account and only deposit contributions/donations from individuals into that account in order to pay for these types of GOTV activities. Remember, if you place an advertisement for a candidate you may need to include a disclaimer at the bottom of the ad indicating who paid for it.

5. **Contributions to federal candidates can only come from individuals, from PACs registered with the FEC, or from partnerships.** Corporations are prohibited from contributing to federal candidates. Every state law is different as to who may contribute to candidates running for state or local office. Some states allow corporate contributions, some do not. So a club should check with its local state election agency or with the party committee to see whether, on the state and local level, corporate contributions are permitted.

**B. Activities:**

6. Funding and publishing a newsletter, brochure, or sample ballot is allowed as long as the club is distributing it to its membership only. If it wants to distribute the materials beyond its membership and if the materials include a federal candidate, then a club that accepts corporate contributions cannot pay for those materials. If a club had a PAC, then it could pay for those materials from that PAC account. However, any activity including the publication and distribution of materials that "advocates" or promotes a candidate would be considered a contribution and thus the PAC would have to make sure its costs for publishing and mailing such a piece did not exceed its contribution limits.

If the materials are only for a state candidate, then again state law will apply and would have to be researched separately. If the state is one that allows corporate contributions, then a club that accepts corporate contributions could publish these materials, again keeping in mind the contribution limits.



7. A club can certainly organize a Republican-only GOTV program or forum as long as the audience consists of the club's members only. If the activity is nonpartisan, then the club can open it up to whomever it wishes. The same is true of a GOTV program. If the GOTV program is nonpartisan – i.e., it does not advocate the election or defeat of any candidate or support any particular party – then the club can pay for it and is not restricted to including only its membership.

**C. Having Said All That, What is Permissible:**

1. Clubs may organize volunteers to staff telephones banks, conduct registration drives, and distribute campaign literature. Federal and most state campaign reporting laws only require reports to be filed for monetary contributions and in-kind gifts other than personal services, so volunteering is an activity that should not get a club in trouble.

2. Clubs can offer to perform a variety of tasks for the local, district, and/or state Republican committees, including assistance in fund raising projects sponsored by these established party committees. The Party committees have to file reports of these activities, but the clubs do not.

**D. Reporting Requirements:**

1. If fund raising and contributions by local clubs are limited to state and local races, federal reporting is not required. However, it will be necessary to determine and comply fully with the state election laws.

2. If clubs choose to financially participate in federal elections, the following must be observed. First and foremost, it should be remembered that federal candidates **cannot** accept contributions from corporations, only from individuals or from political action committees that are registered with the Federal Election Commission!

a. **If a club contributes a total of less than \$1,000 to all federal candidates in a calendar year, it will not be necessary to file with the Federal Election Commission; however,**

b. If a club anticipates raising or spending **more than** \$1,000 to benefit federal candidates, it will be necessary to establish itself as a federal political committee and to strictly comply with the federal election campaign laws. A number of publications can be obtained from the Federal Election Commission, 999 E Street, NW Washington, DC 20463 to facilitate compliance with these laws and regulations.

Also, clubs should be aware that a contribution from a state federation or local club could affect their particular state committee's legal limits. This is based upon party rules in each state, and will vary from state to state. Therefore, it is recommended that legal counsel be consulted prior to contributing to federal candidates.



**E. Conclusion:**

There are no short cuts to compliance with federal and state election campaign laws and regulations. This is an area of political expertise that should only be entered into after careful consideration by all concerned. The commitment should be made at the outset that compliance with applicable laws is a standard of behavior that will not be breached, regardless of the desirability of winning.

Because of the intricacies involved with federal reporting, state federations and local clubs may want to restrict their involvement in federal races to the “non-reportable” activities described above in Section C. If a club has income that it would like to see used in federal races, another avenue is to give such funds to a reporting organization, such as a state committee, for use in its federal fund (assuming the club does not accept corporate contributions), or a club could organize a PAC of its own that registers with the FEC and files reports as required.



## Installation Ceremony Guide

(Newly elected officers, please come forward at this time.)

You, the newly elected officers of the (Insert State or Local Club Name) Federation of Republican Women are about to enter upon your respective duties.

In accepting these posts, you are assuming a leadership role among Republicans, and therefore; setting an example: one which requires the best energy, integrity, and devotion of which you are capable.

In accepting this post, do you promise to exert every effort to conduct Federation activities that will attract all women in your state and community who believe in Republican principles and the programs of the Republican Party, the National Federation of Republican Women, and the (Insert State or Local Club Name) Federation of Republican Women.

To that end, I ask you to please raise your right hand and repeat after me your oath of office (\_\_\_\_\_).

“I solemnly swear to live up to the provisions of the governing laws of the National Federation of Republican Women and the (\_\_\_\_\_) Federation of Republican Women and to discharge all duties incumbent to my office to the best of my ability. “

(Please respond “I DO”).

By the authority vested in me by the membership of the National Federation of Republican Women, I declare you duly installed as the officers of the (\_\_\_\_\_) Federation of Republican Women.

I wish you great success in all endeavors undertaken during your term as officers of the (\_\_\_\_\_) Federation of Republican Women.

Please know that the NFRW is always here for each of you to help in any way possible.

Congratulations!



# How to Have an Effective Meeting

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## Introduction

Business programming needs guidance. Never assume that someone else has taken care of things. The two most important components of a successful meeting are an agenda and adherence to parliamentary procedure. Regular business meetings should rarely exceed one hour. If the meeting is short and flows smoothly then your members will be happier and more attentive.

## Tips

### ***Before the Meeting:***

- A meeting cannot be staged successfully without advance preparation. Be sure that the Publicity Chair (or designated officer) knows her responsibilities.
- President - Prepare an agenda for each meeting for yourself and give a copy to the secretary. (Some organizations may delegate the responsibility of an agenda to the secretary. If so, she should work closely with the president on its creation.)
- President - Check with each chair scheduled to make a report to assure her presence. Place a time limit on reports and discussion (always give proper notice if you plan to call on a chair).
- Check with the hostesses.
- Assure proper arrangements for your guest speaker.

### ***The Meeting:***

- Arrive early as you must always start the meeting at the designated time.
- Recognize guests and new members.
- Keep the meeting orderly and keep it moving.
- Diversify the meeting programs as to issues, speakers and member participation. Meetings should have a light touch as well as a serious side. Make them enjoyable.
- Your meeting is successful if you put yourself as a leader on the other side of the dais. Think what you would want for yourself if you attended the meeting as a guest.

## **Helpful Hints for the Presiding Officer**

*(Adapted from the Virginia FRW Handbook, 1984)*

1. Arrive early to greet people and to answer any questions.
2. Begin on time. Opening exercises can begin without a quorum.
3. A quorum must be present before any business can be conducted.



4. Have a copy of the bylaws and standing rules in your notebook.
5. Use the gavel (one rap) to call the meeting to order, to maintain order, and to declare adjournment.
6. The presiding officer should stand to conduct the meeting.
7. Speak so that all may hear.
8. All remarks are addressed to the chair. This avoids confusion.
9. The president represents the entire local club or state federation – she should remain neutral.
10. The president is responsible for seeing that the business is transacted in an orderly manner and members observe the rules of decorum.
11. Follow the usual order of business (*see sample agenda on page 29*). Estimate time for each item. Indicate items that require action by the group. (Members should have a copy of the agenda.)
12. Leave sufficient time for unfinished business.
13. **USE PARLIAMENTARY PROCEDURE!** (Always have a copy of *Robert's Rules of Order Newly Revised* on hand).
14. Anticipate parliamentary problems that may arise at the meeting and plan with the parliamentarian how to handle them. The parliamentarian serves in an advisory capacity concerning the rules of order.
15. Prior to the meeting determine which committee chairs need to report.
16. Ask those reporting to sit near the front of the room.
17. Try to remain impartial at all times. If you wish to speak on a subject, ask the vice president to take the chair. Remain out of the chair until the matter of business to which you spoke has been taken care of by vote.
18. It is not necessary to leave the chair when stating information of interest to the assembly or when making a report.
19. The president does not serve as an ex-officio member of the Nominating Committee.
20. Do not use the phrase “turn over the meeting” when calling for the program reports, etc. The chair presents, recognizes, introduces, etc.
21. Keep the meeting moving. Rely on your parliamentarian to assist you.



22. Remember: a capable leader prepares well ahead of time.

23. Take time to thank those who have helped.

## **Parliamentary Tips**

### ***Making a Motion:***

- Member rises and addresses the chair, states her name.
- Receives recognition from the chair.
- States motion (“I move that....”)
- Motion is seconded.
- Chair re-states the motion.
- Chair calls for discussion.
- Chair calls for vote: “All in favor, please say ‘Aye’; opposed ‘No’.”
- Chair states result of vote and states what will be done as a result of motion.

### ***Processing a Motion Subjected to Amendment:***

- After a main motion has been made and seconded a member may amend: “I move to amend the motion by....” (Deletion, insertion or substitution of words, sentences, phrases, a paragraph, or a combination of the above.)
- The motion to amend is seconded: “I second the motion to amend.”
- Floor discussion of the amendment.
- Vote on the amendment.
- The main motion is now up for action regardless of disposition of the amendment.
- Floor discussion on the main motion.
- The assembly proceeds to vote.

### ***The Presiding Officer:***

- Must remember that action has not been completed on the main motion. It must be considered again after the disposition of the amendment.
- Presents the amendment for discussion: “It has been proposed to amend the motion to read as follows...(the motion and amendment are repeated). Is there any discussion?”
- Puts the amendment to a vote, explaining the effect of “Aye” or “No” on both the amendment and the main motion. “If there is no further discussion, the amendment is (repeats amendment). All in favor of the amendment please say ‘Aye.’ All opposed, please say ‘No.’”
- Announces the result on amendment: “The amendment is carried (or defeated).”
- Presents the main motion: “The motion now before the assembly is (repeats motion as amended, if amendment carried). Is there any discussion?”
- Puts motion (including amendment, if carried) to vote.
- Announces final results on main motion and states what will be done as a result of the motion.



### **Miscellaneous Considerations**

1. The mover may request to withdraw or modify her motion without consent of anyone before a motion has been put to the group for consideration. When the motion is before the assembly and there is no objection, the chair announces that the motion is withdrawn or modified. If anyone objects, the request is put to a vote.
2. When making the motion to close debate, the traditional form is: "I move the previous question...."
3. The motion to postpone the question until a definite time should, of course, mention the specific time proposed.
4. The motion to refer to committee should specify the number on the committee, how the committee is to be selected, and when the committee is to report.
5. When members of the assembly call out informally, "Question! Question!" the chair is merely to understand that they as individuals are ready to vote on the pending question or motion.
6. Without securing recognition from the chair, or even without waiting for a speaker to yield the floor, a member may rise to a point of order, to a point of information, or to a question of privilege. No second is necessary. A point of order on a question of privilege should be stated as a request to the chair.
7. The president should not permit one or two constant talkers to dominate this meeting. Time is limited; everyone should receive equal opportunity to speak. The chair should not recognize the same person twice until all others who wish to speak have done so.

This presents only the most frequently used parliamentary procedures that the president should have at her command. Presidents should study ***Robert's Rules of Order: Newly Revised***.

For other questions regarding parliamentary procedure, please see the National Organization of Parliamentarians website (<http://parliamentarians.org/procedure.php>)



### *Typical Meeting Agenda for Local Clubs and State Federations*

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- I. Call to Order. (Remember ONE rap of the gavel calls the meeting to order, maintains order and adjourns the meeting.)
- II. Welcome, Invocation, Pledge of Allegiance and other opening ceremonies
- III. Quorum check. Roll is called, or quorum may be checked silently by the president and secretary, who note the number of members present.
- IV. Reading of the minutes; approval as read or corrected.
- V. Correspondence. Sometimes there will be no correspondence. If action is required, it can be taken during new business.
- VI. Treasurer's Report. Filed for audit (not approved).
- VII. Report of Officers.
- VIII. Report of Board of Directors. Minutes of the board are not read; only a short resume of action by the board is given. If the board is submitting recommendations for adoption, accompanying recommendations should be included. Such business can take place at this point or during new business.
- IX. Reports of Standing Committees.
- X. Reports of Special Committees.
- XI. Unfinished Business. Business pending from previous meetings.
- XII. New Business. New items of business are introduced for discussion and action.
- XIII. Program. The chair presents the program or the person who is to give the program.
- XIV. Announcements.
- XV. Adjournment. Meeting may be adjourned by motion, or the chair may simply say: "If there is no further business, the meeting stand adjourned." One rap of the gavel.



## INTRODUCTION OF SPEAKERS

*(Adapted from the NvFRW Leadership Handbook, 2008)*

### DO'S

- Be brief (An average introduction should not take more than a minute or not over 1/10 of the time allotted the speaker).
- Try to establish a common bond between audience and speaker.
- Give the following information:
  - What the speaker is to talk about
  - Why the subject should interest the audience
  - What the speaker's connection, position, or authority is
- Tell such facts about the speaker as will interest this particular audience or which are pertinent to this particular speech.
- End your introduction with a sentence of presentation in which you give the speaker's first and last name and also his/her title.
- Let the speaker's name be the last words of your introduction.
- Pause before the name, then give it slowly and distinctly
- Make the speaker's name the climax of the introduction
- Continue to face the audience until the name is given; then turn to the speaker and smile, nod or repeat his/her name
- Remain standing until the speaker acknowledges the introduction; then sit down or retire as quickly and inconspicuously as possible
- Be sure to have the speaker's name and title in your hand to refer to if necessary (Write the name on a small card which you keep in your hand to refer to if necessary)

### DON'T'S

- Do not make a speech yourself (The audience came to hear the speaker)
- Do not talk about yourself
- Do not use the trite and time worn expressions:
  - "We are gathered here tonight" (The audience already knows it)
  - "We are fortunate to have with us—" (Perhaps the audience won't agree with you)
  - "A lady who needs no introduction" (Then why are you making one?)
- Do not predict what the speaker will say (You may be wrong)
- Do not embarrass the speaker with extravagant praise
- Do not tell the audience how much they will enjoy the speaker (They may not, you know)
- Do not turn toward the speaker as you give his/her name (He/She knows his/her name: it is the audience that wants to hear it)
- Do not say the speaker's name until you wish him/her to speak (His/Her name is his/her cue to rise)
- Do not relate the speaker's life history (Only give a few facts pertinent to the audience, occasion, or subject)



# Minutes and Record Keeping

## Records of the Secretary

### Minutes and Records

Meeting records, including agendas, minutes and committee reports from the Board of Directors or from committee meetings usually need to be kept in chronological order. Along with the minutes and reports, these meetings usually generate other back-up material and notes that are pertinent to that meeting and possibly to future meetings.

### *Minutes*

The minutes of an organization are the official record of all business transacted and activities undertaken by the group. The minutes should contain what is done – ***not what is said.***

Minutes should include:

1. The name of the organization, date, place and time of the meeting.
2. Whether it was a regular or special meeting.
3. Names of the president and recording secretary when present or their substitutes.
4. The approval of the previous meeting's minutes. These minutes can be read in their entirety or the reading can be dispensed with, but the minutes *must* be approved regardless.
5. All main motions, whether adopted or lost. (Withdrawn motions are not recorded.)
6. The names of persons making the motions. The name of the second need not be recorded.
7. Points of order and appeals, whether sustained or lost.
8. Resolutions adopted should be entered in full.
9. Summarized reports of the committees, unless written reports are appended.
10. Treasurer's Report and Financial statements should be included.
11. All appointments of committees, elected delegates, etc.



12. When a count has been ordered, or whether the vote is by ballot or roll call, the number of votes on each side should be recorded.
13. Information concerning program (name, title, topic of speaker, panel, or film).
14. Time of adjournment.

The secretary should sign the minutes. Leave a space for approval, date and initials of the individual(s) approving. If the minutes are corrected, the correction is made on the right margin where needed and then stated in the minutes when corrected, at the next meeting. **NEVER ERASE!** The minutes may be corrected whenever an error is noticed regardless of the time that has elapsed; after their adoption, when it is too late to reconsider the vote, they require a two-thirds vote for amendment unless previous notice of the proposed amendment has been given; then only a majority is required.

### **Records of the Treasurer**

As discussed earlier, it is very important for the treasurer to maintain up-to-date books and to be prepared to pay dues to the state or NFRW in a timely manner. The following forms are designed to help the treasurer in this capacity.



### *Sample Monthly Treasurer's Report*

\_\_\_\_\_ Federation of Republican Women  
Statement of Receipts and Disbursements

	Date	
Balance on Hand (Date)		\$ _____
Receipts:		
Membership Dues	_____	
Fundraising	_____	
Club Meetings	_____	
Contributions	_____	
Miscellaneous Receipts	_____	
Total Receipts	\$ _____	
Total		\$ _____
Less Disbursements:		
Printing	_____	
Postage	_____	
Contributions	_____	
To Congressional Candidates	_____	
To Other Campaign Activities	_____	
Meeting Expense	_____	
President's Expense	_____	
NFRW Dues	_____	
NFRW Club Service Charges	_____	
Miscellaneous Expenses	_____	
NFRW Meetings/Conventions	_____	
Total Disbursements	\$ _____	
Balance as of (Date)		\$ _____
_____, Treasurer		





## SAMPLE STATE TREASURER'S REPORT FORM

State \_\_\_\_\_ Prepared by \_\_\_\_\_ Phone # \_\_\_\_\_

Date \_\_\_\_\_

Payment enclosed for SC _____ Dues _____		Service Charge	Members Paid this Report	Dues @ \$5.00	Members previously reported	Total Members This Year				
Club	Club #	<b>S/C Included</b> <input type="checkbox"/>								
President										
Address										
City	Zip									
Phone #		<b>S/C Paid Previously</b> <input type="checkbox"/>								
Club	Club #	<b>S/C Included</b> <input type="checkbox"/>								
President										
Address										
City	Zip									
Phone #		<b>S/C Paid Previously</b> <input type="checkbox"/>								
Club	Club #	<b>S/C Included</b> <input type="checkbox"/>								
President										
Address										
City	Zip									
Phone #		<b>S/C Paid Previously</b> <input type="checkbox"/>								
								\$		
								\$		

Page \_\_\_\_ of \_\_\_\_

Total Paid Members this Year \_\_\_\_\_

Check # \_\_\_\_\_ Date \_\_\_\_\_ Amount \_\_\_\_\_ Membership

Check # \_\_\_\_\_ Date \_\_\_\_\_ Amount \_\_\_\_\_ Service Charge



## Membership/Dues Reporting Tips for Local Clubs

1. Send your first dues report with the names, addresses, etc., of members who have paid to the state treasurer in January. It helps to give your members a deadline for paying their dues as early as possible. Many clubs begin collecting dues the previous November or December. The dues and service charges should be sent to your state federation treasurer. She will forward national dues of \$8 per member and a club service charge of \$15 to NFRW. *(Note: During a convention year, there are dues and service charge deadlines that must be met in order for your club to be credentialed for a Delegate at the National Convention. It is best to pay the club's service charge and dues for all members in January.)*
2. The Club Service charges are paid once a year. Please send your \$15 service charge to your state treasurer as early in January as possible.
3. Reports should be typed or written on the computer or a typewriter. Please see the sample report form on page 36. This form can be typed in a computer spreadsheet program or on a typewriter. (Avoid handwritten reports as they tend to create typographical problems.)
4. On the heading of your report, please list your name, address and phone number, email address, club name, club number, and date at the top of each page. Number the pages.
5. If your report has more than one page, please add a total line at the bottom of each page and a grand total line at the end of the report, which needs to match the amount on the accompanying check.
6. If the report is one in a series, please list the number of the report. (Report 1, Report 2, etc.)
7. List your members in alphabetical order by last name.
8. Names of new members, changes of address, and deletions should be clearly labeled as such and in separate groups from the regular membership list. Highlight changes in some way.
9. Do not send your state federation the names of your associate members or anyone else not entitled to receive the magazine.
10. Ask for the following information when updating your list and send it to your state treasurer: First and Last Name, Full Address, Official Title, Home, Work & Fax Numbers (always include area code!), E-mail Address and Officer Code (see below). If sent with a regular list, please highlight changes or new names to make them easy to notice.



11. Notify the state treasurer immediately if a member dies so their name can be deleted from the list. It is upsetting to family members to continue receive mail for the deceased.
12. Code your officers in the following way:

**CP** – Club President  
**C1VP** – Club 1<sup>st</sup> Vice President  
**C2VP** – Club 2<sup>nd</sup> Vice President  
**CCS** – Club Corresponding Secretary  
**CRS** – Club Recording Secretary  
**CT** – Club Treasurer  
**CM** – Club Membership Chair  
**CC** – Club Campaign Chair  
**CCC** – Club Computer Chair  
**CCA** – Club CAP Alert Chair

***Officer codes at the Local Club Level should have a “C” in front of them.***

### **Membership/Dues Reporting Tips for State Federations**

Dues and service charges are due to the NFRW from state federations at least four times per year. The quarterly deadlines are determined by NFRW Headquarters and announced at the end of the previous year. During a convention year, the deadlines are set by the NFRW Bylaws based on the date of the convention. Further information can be found on page 65.

It is wise to encourage local club treasurers to begin collecting yearly dues the previous November or December. NFRW dues of \$8 and a service charge of \$15 per club are to be sent to:

NFRW Headquarters  
Attn: Membership Director  
124 N. Alfred Street  
Alexandria, VA 22314

Each check should be accompanied by the State Treasurer’s Report Form (see sample on page 38). State treasurers do not have to send two separate checks for dues and service charges; however, when sending one check the amount for each item should be clearly marked on both the **report form and the check’s memo line**. Sending separate checks for dues and service charges is acceptable. Please list your clubs in order by club number on the treasurer’s report form.

Checks **MUST** be received from state federations at each quarterly deadline. States can send also additional checks between deadlines if desired.

During the first and second quarters, states should collect and forward to NFRW all service charges and all dues from renewing members. By the third quarter deadline, states should begin removing members who have not renewed from their active lists. New member dues can be sent in at any time.



### ***A Note About Membership Cards***

Membership cards are made available online to state federations in January of each year.

Cards should **ONLY** be given to members once they have paid dues for the current year.

### ***NFRW E-Guard Membership Database***

In 2004, NFRW launched a national web-based membership database. In 2008, NFRW changed from Saturn to eGuard for its online database. The eGuard database allows states to keep and update their membership records while also allowing NFRW access to them. The creation of the eGuard database has allowed NFRW to modernize and simplify its membership process. The risk of duplication or error has been reduced with this new program. In addition to housing the membership roster, the magazine list for *The Republican Woman* and any mailings to the membership are based on this database.

Each state federation must assign one or two people to manage their state's eGuard database list. Instruction and how-to manuals are available from NFRW Headquarters. To access the database, a user name and password must be issued. Each state can request up to three passwords from NFRW. Passwords are changed occasionally to protect the integrity of the database.



# **Keeping Track of Your Money**

As officers, treasurers, or even a concerned club member, you must master the basics of your business. The business is politics.

Here are your business basics that will be covered in this chapter.

You and your board must carry out the following tasks:

1. Review and approve an annual budget
  - Receive and review monthly, quarterly, and yearly financial records and reports
  - Report any financial irregularities, concerns, and opportunities
  - Oversee short and long term investments
2. Insist on an annual independent or committee audit
3. Determine insurance requirement
4. Know what records to retain and pass on and when to destroy
5. Know privacy acts regarding credit cards and storage
6. Computer records and protection
7. Inventory club property
8. Know your tax status and requirement
9. Know your relationship to the FEC, IRS and RNC

As important as these tasks are, they are meaningless if you do not take the time to read and understand the information contained in this document. Thoroughly examining financial information will better help you:

1. Measure the organization's efficiency
2. Evaluate the adequacy of financial resources
3. Monitor your financial trends

## **Budget**

As you have seen from the NFRW budgets – as well as from your own households – budgeting is really a simple, though painstaking and, yes – often a BORING task.

### **How to start**

- Begin with a canned budget.
  - There are many of these on the internet. Go to Google and type in “small business budgets” and “how to” and you will get an array of budget types from which to choose.
  - At the end of this handout is a list of several web sites that have information you might find handy;



- Tailor the categories to suit your club or state, as well as to provide the information you think you will need.
  - Make your categories detailed enough to provide useful information, but not so detailed that you become bogged down in trivial details.
- Go through your checkbook or bills and enter them into your worksheet.
- Add any income.
- For each expense category, try to determine a budget amount that realistically reflects your actual expenses while setting targeted spending levels.
- Keep track of cash expenditures through the month; total and categorize them.
- Subtotal the income and expense categories.
- Subtract the expenses from the income to arrive at your net income.
- If the number is negative, your expenses are greater than your income.
- If they are positive (Congratulations!) you have money to save or spend on a worthwhile project.
- Update your income and expenses monthly.
- Reconcile your checkbook monthly.

***Keep in mind that budget is not a dirty word. It is nothing more than a set of guidelines for your spending and savings habits to make your organization work more efficiently and effectively for you.***



### **Guidelines for using your budget:**

- Accept the learning curve.
- Be conservative when setting up a budget.
- Be prepared to miss your budget estimates and act accordingly.
- Work flexibly...your budget is a guideline.
- Watch your cash flow. Monitor your income closely to make certain you will have adequate income to match your expenses.
- Make sure you have a cash reserve for emergencies.
- Use your budget as a form of restraint, not constraint.

*People always ask what financial software systems I recommend. The real answer is it doesn't matter. Just use one with which you are comfortable.*

*NFRW uses Quickbooks. For clubs, you could use Quicken (around \$50). Any spreadsheet program, such as EXCEL, can also fit your needs.*



### Sample Budget

	Amount	Budget	Plus/Minus
<b>INCOME</b>			
Board Meeting			
Convention			
Dues			
Donations			
Fundraiser			
Advertising			
<b>Total</b>			
<b>EXPENSES</b>			
Printing			
Convention			
Fundraising			
Office Supplies			
Computer Supplies			
Telephone			
Postage			
Board Meeting			
<b>Total</b>			

Income Total \_\_\_\_\_  
 - Expense Total \_\_\_\_\_  
 = Net Income \_\_\_\_\_



## **Audit**

- You may use an outside audit of your books or use an internal audit committee.
- This should be done yearly and after an officer's term ends.
- Audits are done to protect an organization.
- Following your audit, a report should be given to the board and membership.
- The primary function of an audit is oversight and to see that bylaws, finances, and any other legal considerations are accurate.
- The audit must review the organization's accounting and reporting controls as well as the financial statements.

## **Insurance**

There is no umbrella policy for our clubs or states. You must assess your own needs for liability and Director's and Officer's insurance.



## Record Retention

We recommend having a written policy on record retention and transference. Incorporate it with the bylaws and minutes. The policy should address what types of records are deemed permanent or temporary. Next, establish a systematic retention and destruction policy. In most cases the statute of limitation for auditing a properly filed return is 3 years. This statute does not expire for a return not filed.

### Permanent Items

- ❖ Bylaws and standing rules, originals along with dated copies of each revision/tax returns/charters;
- ❖ Original articles of incorporation, determinations of tax-exempt status;
- ❖ Audited/reviewed annual financial statements;
- ❖ Membership lists and records;
- ❖ Bookkeeping journals and ledgers;
- ❖ Employee personnel records;
- ❖ Staff pension records;
- ❖ Minutes of board meetings should be in a running minute book;
- ❖ Financial policies/guidelines;
- ❖ Historical records (archives);
- ❖ Property titles, liens, and evidence of their removal;
- ❖ Purchase and sale of assets;
- ❖ Year-end investment statement;
- ❖ Notes receivable and notes payable;
- ❖ Membership applications;
- ❖ Chart of accounts; and
- ❖ Income tax payments.



**Here is a suggested retention schedule for other papers**

<u>Item</u> <u>year</u>	<u>7 years</u>	<u>5 years</u>	<u>3 years</u>	<u>1</u>
Leases and property titles (expired)	X			
Petty cash vouchers & expenses		X		
Cancelled checks and bank statements		X		
Budget and Financial Reports			X	
Payroll records		X		
Cancelled paychecks			X	
Tax records (W-2, W-9, 1099)		X		
Organizational Budgets			X	
Financial forecasts			X	
Expired insurance policies			X	
Equipment purchases				X
Deposit slips			X	
Bills rendered			X	
Receipted bills			X	
Treasurer's reports			X	
General correspondence	X			
Anything that is used to compile a basis for filing 1120-POL		X		
Membership billings		X		

Basic storage and retrieval of non-accounting records such as correspondence, including email, mailing and member lists, event brochures and solicitations for members and contributions is often overlooked. Current technology can provide a cost saving alternative by scanning and storing documents in electronic formats. However, when storing records in an electronic format, you must make them available to the IRS with a copy of the software so they can process it.



### **Credit Card Privacy**

Make it simple on yourself.

Do not keep the credit card numbers; shred them as soon as they are processed. If you must keep them, keep the first 4 and last 4 numbers. The holder of the card becomes the keeper of their own credit card identity.

### **Computer Records**

Have a written record of what to save and how to save it. Back up your files and keep a copy in a safe place. It cannot be stressed enough to **keep your virus protection up to date** as well as updating your operating system.

### **Inventory Club Property**

You should inventory your club property every year.



# Standing Committees

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## Bylaws Committee

Bylaws are the most important rules that an organization can compose for itself. They are rules of such importance that they cannot be changed without previous notice to the members and a two-thirds vote. And they cannot be suspended – no matter how large the vote in favor of doing so or how inconvenient the rule in question may be – unless the particular rule specifically provides for its own suspension.

Local Club bylaws must contain provisions that are clearly binding by national and state bylaws. They should not contain provisions in national or state bylaws that have no application. Any action that conflicts with national, state or local laws or with the bylaws of the organization is null and void.

The Bylaws chair should have a copy of the local club, state federation and NFRW bylaws in her file and should bring them to each meeting. The Bylaws Committee is responsible for reviewing the organization's bylaws every two years and proposing changes when needed. Proposed changes for a local club should be sent to the state federation Bylaws chair for her review and approval. Once approved, the club may vote on them. Bylaws should always state the procedure for their amendment. All local club members should have a copy of the local club bylaws.

For sample local club bylaws, please see page 64.

### Goals of the Committee:

- Review organization's bylaws every 2 years.
- Keep abreast of changes in state or national bylaws and amend your organization's bylaws to conform when necessary.
- Be prepared – make sure all applicable bylaws are available at each meeting.

## Campaign Committee

The role of a Campaign Committee is vital to the local club, the state federation, and the National Federation. In addition, the Campaign Committee is the crucial connection for Republican candidates. The role requires time, responsibility, and dedication, but the reward is tremendous. **YOU ARE MAKING A DIFFERENCE.** You are leading the effort to elect quality Republicans.

The Campaign Chair should be able to provide information about Republican candidates at all levels for your organization and your community. This includes being the source of information on candidates, i.e. the name of campaign managers, phone numbers, upcoming event schedules, etc. She should have any printed materials on all candidates available at meetings. Also, the Campaign Chair should



be knowledgeable in all areas of campaigning, telephone banks, direct mail, voter identifications, get out the vote, etc.

### **Goals of the Committee:**

- Elect Republican candidates at the local, state, and national level.
- Encourage members in the organization to run for public office – constantly be on the lookout for future office holders. (If they are not already members of the organization, get them to join.)
- Be a source for candidates to call when they need someone in the area with special expertise.
- Maintain a file on club members who have special talents that are useful to campaigns, i.e. computer work, fundraising, voter banks, etc. This is easily obtained by circulating a detailed questionnaire to your membership.
- BE ENTHUSIASTIC and able to inspire your membership to get involved in campaigns!
- Work closely with your Party organization to coordinate and not duplicate campaign efforts.
- Organize a system that is easy for members to report their volunteer campaign hours. This will prevent last minute confusion.

### **NFRW Policy for Counting Volunteer Campaign Hours**

The Campaign Awards Program is an effective tool to demonstrate the power of Federation women at the local, state, and national level. The program honors local clubs and state federations that spend tremendous amounts of time volunteering (non-paid) for the Republican Party, Republican candidates, and the Federation. The following activities can be included in your campaign hours:

- All non-paid political activities benefiting the Republican Party, candidates and/or the Federation.
- Work done at home, i.e. mailings, preparing campaign posters, phoning.
- Work at or for a special event – but NOT if you attend as a paid guest or if you are compensated for the event.
- Attendance at (and travel to) Federation Board Meeting and Conventions – as well as time spent in preparation for these meetings if you serve on a committee.
- Time in session at (and travel to) precinct/ward, county, district or state party conventions for delegates and alternates only.
- Time in session at (and travel to) RNC conventions for delegates and alternates only.
- Time spent as a county, state, or national party committee member or as a temporary member, i.e. Rules Committee, Resolutions Committee, etc.
- Political work at federation meetings, i.e. getting petitions signed, doing mailings, etc. DO NOT COUNT TIME SPENT IN REGULAR FEDERATION OR REGULAR LOCAL CLUB MEETINGS.
- Traveling from event to event – but not for personal stops in between.



- Volunteering at any county, state, or federation headquarters.
- Volunteering for a Republican candidate for a non-partisan office, i.e. school board elections.
- Working as an unpaid poll watcher on Election Day.
- Involvement in a Campaign Management School.
- Working as an Election Day Judge or Clerk – if you turn over the money paid to your local party or local club.
- Presenting political programs or speeches at local civic clubs.
- Appearing on local media for the GOP cause.
- Running for office – all time spent campaigning.
- Time of NFRW Associate Members (women and men) volunteering for the Federation or GOP, i.e. working at the headquarters of a candidate, putting up yard signs, etc.

### *Using the Internet to Win Campaigns*

Using the Internet – an extremely effective tool in campaigns – will help you quickly and thoroughly research issues and successful programs, as well as publicize your message. Below are a few sites to help you gather information on current politics, programs and key legislation:

#### **Center for the American Woman and Politics (CAWP)**

[Http://www.rci.rutgers.edu/~cawp/](http://www.rci.rutgers.edu/~cawp/)

(732) 932-9384

*This non-partisan site features informative and thorough fact sheets on the status of women in politics.*

#### **Thomas**

[Http://Thomas.loc.gov/](http://Thomas.loc.gov/)

*Legislative information from the U.S. House and Senate is available on this site, including the full text of bills.*

#### **GOPAC: The Republican Political Action Committee**

[Http://www.gopac.com/](http://www.gopac.com/)

(202) 464-5170

*This site offers party information and training for GOP activists and political candidates.*

#### **Republican National Committee (RNC)**

[Http://www.rnc.org/](http://www.rnc.org/)

*This site offers party information, press releases, candidate training information, a wealth of links to other Republican organizations and a calendar of nationwide GOP events.*



## Fundraising Committee

Fundraising is an essential component of every successful volunteer organization. Although there are always yearly dues, they are usually insufficient to meet normal operating expenses. Yet, membership dues must be kept at a minimum so as not to prohibit anyone from participating. To ensure successful special projects and campaign activities, fundraising from other sources is required.

Fundraising takes time, commitment, and above all enthusiasm. The Fundraising Chair should be someone who is capable of drafting budgets, tracking donations, and planning new programs designed to generate revenue. The second step is to organize a Fundraising Committee to oversee the organization's fundraising. Each committee member should know why the organization is raising money and be able to explain their goals in concise terms to prospective donors. Fundraising programs must be innovative and geared toward motivating individuals to financially support a specific cause.

Donor programs and special events are two areas in which funds can easily be raised at the state and local level.

1. **Donor Programs** – State federations can have their own major donor program for members who are willing to further their financial commitment beyond the yearly dues. For example, several state federations have enjoyed success with programs similar to the NFRW Regents program by establishing a program for members willing to donate \$50, \$100 or even \$250 annually. These members often enjoy a special reception or event at annual meetings. We advise using a term other than “Regents” when creating a program, to avoid confusion with the NFRW program.
2. **Events** – Special events offer the widest range of fundraising possibilities and are one of the most common channels through which fundraising is approached. They can range from campaign materials sales to annual dinners. The Fundraising Committee plays a vital role in organizing and overseeing the event. However, the bigger the event, the more members needed to participate in its planning. For a large event, several committees and/or officers may need to work together.

Other fundraising ideas include:

- Live Auctions and Silent Auctions
- Annual Events
- Function with Local or State Elected Officials
- Cruises (in conjunction with a travel agency)
- State or County Fair Booth
- White Elephant Sale
- Night at the Races
- House and Garden Tours
- Receptions



- Walkathon
- Precinct Gala
- Book Sales
- Casino Night

### **Tips on Fundraising Events**

1. **The Event** – After an event has been scheduled, planning must begin immediately. Committee assignments should be outlined and subcommittees should be formed to involve as many members as possible. A theme should be determined – people respond better if they can identify an event with a particular theme. When selecting a date for a public event, make sure the date does not conflict with another event in the community. Always be conscious of religious holidays.
2. **Contributions and Donations** – Remember, the first rule of fundraising is to keep your expenses to a minimum. Get everything you possibly can donate. All contributions should be acknowledged in writing. Always be aware of, and comply with, all national, state, and local election and disclosure laws. This includes keeping records of all contributions, particularly any contributor who donates over \$50 annually at the national, state, or local level.
3. **Publicity** – The Publicity Chair (or appropriate officer) should send notices to local newspapers and radio and TV stations well in advance of the event. Advance and follow-up publicity is a necessity to ensure good attendance at an event.

### **Goals of the Committee:**

- Plan, organize and complete at least one fundraising event per year.
- Establish a “signature event” for your organization that can be repeated yearly.
- Establish a procedure notebook on successful fundraising events.
- Be enthusiastic!

### **Regulations**

Fundraising activities are subject to local, state, and federal regulations and taxes. The following are general guidelines that may be useful. Keep in mind laws and regulations are different in every state. Be sure to check your local regulations before having a fundraising event.

1. **Local** – It is important to remember that a license may be required for a thrift shop, garage sale, or any public-invited event. Also, permits may be needed for the sale of food or certain health code regulations must be met. There may be local fire and safety rules that need to be cleared before confirming the location of an event. Liability insurance coverage also may be required. Finally, is your event legal? Raffles and similar forms of fundraising may not be permitted in your state.



2. **State** – A state federation must check to determine if it has registered as a non-profit organization (most are not and do not qualify). *Know your legal status.* Sales involve payment of sales tax, and profits are subject to tax and reports must be filed. Campaign disclosure laws affecting political organizations and candidates for state offices have been passed by many legislatures. Your organization must determine its responsibility to meet and follow the requirements. (See *treasurer's section on tax laws.*)

## Legislative Committee

The Legislative Committee is designed to keep members abreast of legislative news and events on the local, state, and national level. Its members should be somewhat experienced in research and following the progress of a legislative or Congressional session. Legislative Committee members should be aware of who their elected representatives are (even the Democrats), what committees they sit on, and what bills they sponsor, as well have a working knowledge of the major pieces of legislation at all levels of government.

The Legislative Chair should keep a file that includes:

- Names, Correct Titles, Addresses, Phone Numbers, and E-mails of their organizations elected representatives. This should include notes on the proper way to address correspondence to the officials.
- Information about the committees on which their representatives sit.
- Basic information about major or controversial bills being considered.

This file should be brought to every meeting for the benefit of the organization's members. Committee members should also consider submitting informational pieces on legislation for their organization's newsletter.

### Goals of the Committee:

- Have a working knowledge of the legislative process at every level of government.
- Increase legislative knowledge and interest among your organization's members.
- Make your voice heard! Write your representatives and let them know what you think.
- Develop a plan of action for your organization to influence government positively.

## Researching the Issues

Before setting out to influence any policy, you must first research the issue, in order to have a full understanding of the basic concepts. If you are researching a proposal that has already been introduced by the executive or legislative branch or an outside group, your sources might include the following:



- *The Congressional Record* – a daily digest of the proceedings of the U.S. House and Senate. This can be found at your local library, or at [Http://thomas.loc.gov/home/thomas.html#record](http://thomas.loc.gov/home/thomas.html#record)
- *Congressional Quarterly* – a weekly magazine independent of the U.S. Congress, which covers events, issues, and legislation. It is also available at most libraries, or at [Http://www.cq.com](http://www.cq.com)
- *National Journal* – a weekly magazine similar to Congressional Quarterly, covering current legislative and political issues. Also found at local libraries.
- Newspaper/newsmagazine articles
- Televised news programs
- Political or issue-related websites
- Legislative offices and/or public affairs offices.

If you are researching an issue for the purpose of initiating policy, your sources will include many of those listed above, but should also include data on existing laws on the issue, and any history of previous proposals. Whatever your sources may be, it is important that your research leads to:

- A clear understanding of the issue
- A clear understanding of the process
- A plan for the most effective use of your resources in that process

### **Communicating with your Elected Officials**

Letter writing is the most common way of communicating with your elected officials. Other forms are telephoning, signing a form letter, or petition and e-mailing.

Don't be timid or self-conscious or think you don't know enough to contact your representative. Your voice counts and your viewpoint needs to be heard. Even if your representative is a Democrat, let her/him know your opinion. Most offices keep a running count on phone calls and letters received on issues and the numbers make a difference!

Do give your representatives a "pat on the back" for action you support or approve. Elected officials are human; they respond to appreciation just as we all do.

### **Evaluating Legislation**

Every legislative session, thousands of bills are introduced. It is not possible for a legislator to fully understand the ramifications of every bill so he/she will often seek the informed opinion and advice of individuals he trusts such as professional lobbyists, constituents, special interest groups, friends, etc. Similarly, when deciding whether or not you want to support a specific bill, it is helpful to ask certain questions. These are some important questions to consider:

1. Who and what groups are supporting/opposing this bill?
2. Which legislator is sponsoring this bill?



3. Does this bill require additional government funding? If so, what is the source of the funds – who pays?
4. What power does the bill give to a government agency?
5. What is omitted in the bill?
6. Does this bill duplicate services already provided elsewhere?
7. What would this bill strengthen? What would it weaken?

## **Membership Committee**

The motivation, dedication, and activity level of the membership determines the level of accomplishment of the organization. Membership is an ongoing program that requires the participation of every member of the organization. An energetic committee is needed and everyone must be alert to that potential new member. Effective membership recruitment is essentially a sales job.

### **Goals of the Committee:**

- Set reasonable and realistic goals for increasing membership each year.
- Develop a plan for membership growth that specifically meets your organization's goals.
- Develop a brochure or flyer to promote your organization. Place at the Chamber of Commerce, with realtors, at Republican Party headquarters and other locations in your community where you can reach new people.
- Attend state and/or national federation board meetings and conventions for information, ideas and inspiration.

### **Techniques to Increase Membership**

1. Stress membership at every meeting, in every newsletter. If your members are constantly reminded to THINK MEMBERSHIP, they will come to view every friend, acquaintance, and contact as a possible member.
2. Remind your members to bring guests to meetings and functions.
3. Enclose a special form with your newsletter requesting members to provide the names of 2-3 potential members.
4. Ask new members from last year for referrals.
5. Have special nametags for guests and assign a member to make guests feel welcome. The member should be sure to introduce the guest to as many members as possible.



6. Have a contest with a prize for the member who recruits the most new members.
7. Offer membership information to women registering Republican at fairs or other events.
8. Place membership information and newsletters at Republican headquarters during campaigns.
9. Welcome guests by name from the podium and be sure to personally invite them back.

### **Retaining Current Members**

Retaining members may be the most difficult job facing an organization. Continuing members serve as the foundation for your group, providing the experience with the fresh ideas and energy of new members and you produce a winning team.

#### **Tips**

- Send written dues notices about two months before the New Year. This can be part of the newsletter or mailed separately.
- Send a reminder notice to non-responders six to eight weeks after the original notice.
- Follow up second notices with reminder phone calls or e-mails.
- Establish a deadline for membership to lapse if payment is not received.
- Maintain a list of all non-renewals. Appoint someone to continue to follow up.
- Make sure your members feel appreciated and valued. Happy members are renewing members.

### **Recruiting New Members**

Recruiting new members should be exciting for both the local club and state federation. We have more women voting than ever before and more women are involved in politics at all levels. New members can be found everywhere you look. You are limited only by your imagination.

Keep in mind that women are more likely to join your organization if you provide that personal touch. When a potential new member attends a meeting, make sure they are introduced to as many people as possible and that they feel comfortable. After the meeting, follow up with a phone call. Thank them for attending and invite them to the next meeting.

#### **Potential Members**

- GOP women office holders or the wives of office holders
- Precinct committeewomen
- GOP women candidates or the wives of candidates
- Registered Republican women who vote frequently
- Friends, relatives, and neighbors



- New residents in your community
- Naturalized citizens
- Former members
- Members of other women's organizations
- State and county GOP meeting attendees
- Public Event Attendees

When a new member joins, she should receive the following:

- Her membership card
- A welcome letter from the president and/or membership chair
- A list of officers and committee chairs
- A copy of the membership roster
- A copy of the bylaws
- A copy of the most recent newsletter
- A copy of the most recent NFRW magazine
- A questionnaire to determine her interests and involvement possibilities.
- Recognition and a friendly reception at meetings, and a follow up phone call.

## Program Committee

The Program Committee is responsible for the program section of each meeting and event. Programs project the image of the organization. Our goal is to recruit the greatest possible number of people to the Republican cause, while electing Republican candidates to public office. Our programs should reflect this goal.

A chair must be a good organizer, enthusiastic, innovative, and willing to devote the time necessary to this role. The committee should structure a calendar year of programs around a unifying theme. Each program becomes a stepping-stone in the organization's preparation to educate and build enthusiasm for winning elections.

Once the framework for the year has been determined, it should be submitted to the executive committee or board for approval.

### Tips for a Successful Program Plan:

- **Survey** the wishes and preferences of your members. Always compare these with your objectives.
- **Structure** your programs for the year. Adapt them to the seasons, national holidays, and special events.
- **Analyze** your community: youth, senior citizens, minorities, etc.
- **Evaluate** past programs; successful events are worth repeating.
- **Search** for innovative ideas and imaginative approaches.
- **Balance** your program between educational and social affairs.
- **Avoid** over-exposure of any one subject.

### Ideas for Speakers

- **Federation Leadership** – your state or national federation leaders.



- **Candidates and Public Officials at all levels** – city council, school board, state legislators, assemblymen, congressmen, and other state and national officials.
- **Republican National Committee Speaker’s Bureau** – 310 First Street SE, Washington, D.C., (202) 863-8708. The bureau maintains lists of national speakers.
- **Service Organizations and Professional Groups** – including the League of Women voters, Kiwanis, Lions, Rotary, Chamber of Commerce, Jaycees, Medical associations, media representatives, etc.

When inviting a speaker, write a formal letter of request and include the following:

- Date, time and place
- Description of the occasion and a brief summary of your organization’s purpose
- Advise on subject matter
- Enclose a “Background Data for Speaker” form to be returned to you; request a photo for publicity (black & white for print, color slides for TV)

Once the speaker accepts the invitation, acknowledge the acceptance, and send the following information:

- Itinerary from arrival to departure and the agenda of the meeting
- Name of hostess who will meet the speaker and provide any necessary transportation
- Brief political demography of the state and local area if the speaker is not a resident
- Indicate other Republican officials or local leaders planning to be in attendance
- Describe press conferences, radio, or TV appearances (if applicable)
- Give information on how travel expenses will be handled

Publicize all events! Let the community know who you are and what you are doing. Publicity is a great way to attract new members and gives your organization name recognition.

## **Public Relations Committee**

The Public Relations (PR) chair is the public information officer for the organization. It is the PR Chair and her committee who build true rapport and friendship with the news media. The PR Committee voices not only the thoughts and opinions of the organization, but also of the Republican Party. Hence communication with the news media must be properly prepared and must accurately represent the thinking of those within the organization and the party.

The PR Committee has the key responsibility of keeping the public informed of the organization’s participation in Republican activities and building understanding and acceptance of the Republican Party.



Certain preliminary steps should be taken in the planning of a dynamic and successful public relations program. Begin by thinking in terms of one-year planning.

### **Goals for the Committee**

- Planning news activities around meetings and other official functions
- Planning news release and release distribution for meetings and activities
- Maximizing your impact through personal telephone calls and/or visits to members of the news media to discuss functions
- Scheduling individual media interviews with a guest speaker to maximize impact and therefore the organization's visibility
- Planning for the seating of news media and their other special needs for your meeting functions.
- By planning one year in advance, the committee can schedule news releases and conferences for particularly significant events
- Report meetings and special projects to the media on a regular basis
- Develop a mailing/contact list of news media people and keep it updated
- Get speakers' glossy photos and biographical data to include in press releases.



# Special Committees

In addition to the Chairs of the Standing Committees, the bylaws of each state federation or local club may specify special committees. The following are the most common special committees:

## Americanism Committee

The Americanism Committee has the responsibility of inspiring respect for the American Flag and our country. Traditionally, a committee member leads the Pledge of Allegiance at all regular meetings or asks someone to assume that responsibility. The committee is responsible for the proper display of the flag at all functions of the organization.

Other suggestions include:

- Teaching the rules of flag etiquette
- Donating patriotic books to libraries and schools
- Sponsoring patriotic essay contests for schools
- Presenting flags to schools and community groups

## CAP Alert Committee

The Comprehensive Advocacy Program Alert (CAP Alert) Committee activates members to respond to legislative action. The Legislative Chair may serve as the CAP Alert Chair or a chair may be appointed to work with the Legislative Chair.

## Caring for America Committee

The Caring for America Committee institutes community service projects for the organization. Caring for America is based on the belief that problems can be solved more effectively through the generosity and combined energies of individuals than through dependency on government programs.

## Historian

The historian is responsible for keeping an account of the official activities.

Suggestions for archival materials include:

- A list of officers and committees
- A list of events and pertinent information about those events
- Awards
- Federation activities that members participated in
- Photographs
- Year-end membership totals



## **Awards Committee**

The Awards Committee is responsible for the organization's participation in the NFRW awards programs as well as any state awards programs.

## **Nominating Committee**

Prior to holding club, state, or national Federation elections, a Nominating Committee is elected. The responsibility of that committee is to select the most qualified candidates for office. These candidates will become leaders of the organization for the next term. Below are some guidelines for members who are elected to serve on a Nominating Committee.

1. Be familiar with the bylaws of the organization, and be sure that you are familiar with the duties prescribed for each office.
2. If possible, copies of all biographical data on candidates should be available to all members of the nominating committee.
3. Prior to beginning your meeting, establish the methods to be used for the determination of each candidate for each office, including the precise method of voting.
4. If you do not have on hand a candidate's "willingness to serve, if elected" statement in writing, you must telephone the individual to obtain her acceptance of a nomination to a particular office.
5. Weigh carefully all factors of a candidate's exposure to Federation work: characteristics of leadership, knowledge of Federation procedures, traits such as tact and diplomacy, and ability to work well with others, both within and outside the Federation.
6. To become a candidate, a nominee must receive a majority of votes of the committee.



### *Candidacy for Federation Office*

If you decide to become a candidate for a Federation office you will need to submit a portfolio to the Nominating Committee that contains:

1. An updated resume emphasizing your Federation activities
2. A cover letter stating your willingness to serve if elected and a brief statement outlining your reasons for wanting to serve.
3. A list of phone numbers – home, office, cell, etc. – where you may be reached.



# Deadlines for States & Local Clubs

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## Approximate Delegate Certification Deadlines *During NFRW Convention Year*

### State Deadlines

- March 15**                      **Last day to pay dues & service charge for newly chartered clubs** so that they can be certified for delegates. (New clubs must be in good standing for at least 6 months prior to the NFRW Convention.)
- June 1**                              **Postmark deadline for state presidents to send Club Certification Forms to NFRW** with final service charge and dues payments. This will establish clubs that are eligible for delegates at the convention.
- June 15** **Postmark deadline for final membership dues to NFRW.** (This will establish state delegate-at-large count). According to the bylaws, each state has five delegates-at-large and one additional delegate per each 500 members.
- June 15** **Deadline for entering the names of members who have paid dues to the NFRW database.** Make sure the number of names entered agrees with the amount of dues paid and that each member is marked as having paid.
- August 15**                              **\*\*Postmark deadline for sending credentials forms for delegates-at-large and alternates-at-large to NFRW.**
- August 15**                              **Postmark deadline for mailing or faxing a list of all delegates, alternates, delegates-at-large and alternates-at-large to NFRW.**
- September 1**                              **NFRW will send to state presidents the list of delegates from their state whose credentials have been verified.**

### Club Deadlines



**May 20**

**Make sure club is in good standing with state federation** by updating membership dues and service charge payments for any members not in good standing.

**August 10**

**\*\*Postmark deadline for club president to send credential form for delegate and alternate to state president and NFRW.**

## **Approximate Deadlines for NFRW Awards Programs During NFRW Convention Year**

### **State Deadline**

**June 30** Postmark deadline for **Club Achievement Award & Betty Heitman State Excellence Forms** to be mailed to NFRW Achievement Awards Chair

Postmark deadline for **Campaign Awards Forms** to be mailed to the NFRW Campaign Committee Chair

Postmark deadline for **Caring for America Forms** to be mailed to NFRW Caring for America Chair

Postmark deadline for **Membership Awards Forms** to be mailed to NFRW Membership Chair

Postmark deadline for **Public Relations Awards** to be mailed to NFRW PR Chair

### **Club Deadline**

**June 1**

Postmark deadline for **Achievement Award Form** to state president

Postmark deadline for **Membership Award Form** to state president

Postmark for **Campaign Volunteer Hours Form** to state president

Postmark deadline for **Caring for America Project Form** to state president



### **Awards Committee Chairs:**

**July 30** Deadline for sending the names of winners of awards to NFRW. The club name, state name, a brief description of why they won and the wording of the certificate should be included.



# Starting New Local Clubs

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If no federated club exists in a community, and there are ten or more registered Republican women who wish to organize a permanent club, the following procedures should be followed. In states that do not register voters by party, the potential members should be considered based on their commitment to Republican ideals and issues. The charter for a new club is issued by the NFRW upon the recommendation of the state federation. The charter authorizes the operation of the club.

## Tips for Organizing a New Club

1. The organizers should contact the state federation president to obtain information and procedures for organizing a new club.
2. The organizers should introduce themselves to the County GOP Chair, the State GOP Executive Committee, and contact nearby club officers and members for information. They may have suggestions and may know of perspective members.
3. Make a list of prospective members. Call an informal meeting of prospective members to plan an organizational meeting.
4. Invite the state president or membership chair to attend the meeting and explain the benefits of NFRW membership and the advantages open to federated clubs.
5. At the Meeting:
  - Have the state president/membership chair speak.
  - Select a temporary chair and secretary to act until officers are elected.
  - Select a name for the club. In accordance with NFRW Bylaws, no club may use the word "Federation" in its title. Clubs should also refrain from using the word "club."
  - Draft bylaws, using the sample bylaws provided by the state federation or on page 71 of this manual.
  - Elect officers. They may serve only until the club is chartered or they may be elected to serve a full term as determined by the bylaws.
  - Select a day, time, and place for the next meeting.
6. Submit a Letter of Intent to form a new club to the state federation. Include the name of the club, a roster of officers, and a membership roster. Include a check to cover the per capita state and national federation dues, and the NFRW service charge of \$15.00.
7. The state federation will notify the club of acceptance by letter and then submit the required application with per capita dues and service charge to NFRW.



8. The NFRW will issue the charter upon the recommendation of the state federation. The effective date of the charter is the date the club is approved by the NFRW.
9. The charter will be sent to the state federation by NFRW to be presented to the club.



**Sample Club Application for Membership**

Date Submitted: \_\_\_\_\_

Club Name: \_\_\_\_\_

NFRW Club Number \_\_\_\_\_ Date Organized \_\_\_\_\_

Dues and Service Charges Paid: \_\_\_\_\_

Number of Members (must be at least 10) \_\_\_\_\_

Service Charge \_\_\_\_\_

President's Name \_\_\_\_\_

Address \_\_\_\_\_

Street

City

State

Zip (9 digits)

Phone Numbers: Home ( ) \_\_\_\_\_ Work( ) \_\_\_\_\_

Fax ( ) \_\_\_\_\_ E-mail \_\_\_\_\_

*State Certification: This Club has fulfilled all requirements of our Federation for membership.*

Bylaws have been approved \_\_\_\_\_

Proper Officers have been elected \_\_\_\_\_

The Club has been approved by our State Federation \_\_\_\_\_

Signed:

\_\_\_\_\_  
State Federation President

\_\_\_\_\_  
Name of State Federation

\_\_\_\_\_  
Street Address City, State, Zip

\_\_\_\_\_  
Phone Number/E-Mail Address

**Please note: Send this application to the President of your State Federation of Republican Women. After your State has approved your application, they will forward it to the National office.**

*For NFRW Office Use Only:*

Date Received: \_\_\_\_\_ Date Charter Issued: \_\_\_\_\_

Membership Director: \_\_\_\_\_



## Sample Club Bylaws

**Bylaws are the most important rules that an organization must compose for itself. They are rules of such great importance that (a) *Robert's Rules of Order Newly Revised* states that they should not be changed without previous notice to the members and a two-thirds vote and (b) they cannot be suspended - no matter how large the vote in favor of doing so or how inconvenient the rule in question may be - unless the particular rule specifically provides for its own suspension.**

The contents of an organization's bylaws have an important bearing on (a) the rights and duties of members within the organization - whether present or absent from a meeting and (b) the degree to which the general membership retains or delegates control of the organization's business. In order to give the club the greatest freedom to act within its object, bylaws should be made no more restrictive or more detailed in specifics than necessary.

Local club bylaws must contain provisions that are clearly binding by national and state bylaws. They should not contain provisions in national or state bylaws that have no local application. Any action which conflicts with national, state, or local laws, or with the bylaws or rules of an organization, even by unanimous vote, is null and void. The latest edition of *Robert's Rules of Order Newly Revised* shall govern the NFRW, State Federations, and local clubs in all instances where they are applicable and in which they are not inconsistent with the bylaws.

The president and all members are responsible for the enforcement of the rules contained in the bylaws. Rules must be followed and remain in full force until they are amended or revised.

For further information on bylaws and the Bylaws Committee, please see the section of this manual on Standing Committees. The following outline illustrates the composition of bylaws - the usual articles and headings, and what each article should contain. A local club may add or strike articles and provisions to meet its specific needs. NFRW bylaw's provisions that are mandatory for clubs are noted under each article. Articles are commonly designated with Roman numerals and sections with Arabic numerals.

### **OUTLINE FOR BYLAWS**

#### **Article I: Name**

The full, exact, and properly punctuated name of the local club should be given.

NFRW bylaws require that the word "Republican" be included in the title of a local club and prohibits the use of the word "Federation" in the title of a club. However, the word "Federated" may be used. Clubs should also refrain from using the word "club" in their titles.



## **Article II: Objectives**

This statement is important because it sets boundaries within which business can be introduced at meetings. The objects should be concisely expressed and can be drawn from the bylaws of the National and State Federations. Objectives cannot be in conflict with NFRW objectives.

## **Article III: Policies**

Political activities in a primary contest by members who are officers may reflect adversely on a local club. It is advisable to make a provision that the club as a whole not "officially" endorse Republican candidates (including those for president and vice president) who have opposition until the primary is over. It will be for the local club to decide whether or not to include a provision in its bylaws to prevent the president and campaign activities chair of the local club from participating in primaries. Individual local club members, however, are free to work for or support candidates of their choice, as long as it is not done in the name of the Federation or local club.

## **Article IV: Members**

This Article should contain:

- a. The various classes of membership with any distinction between the classes (*Refer to NFRW Bylaws for classes*)
- b. The rights of each class (*Refer to NFRW Bylaws*)
- c. Procedure for admission
- d. What constitutes a member in good standing
- e. To whom a letter of resignation should be addressed
- f. Which body is authorized to accept the resignation (board or assembly)

NFRW bylaws require that a local club shall consist of ten or more women. Local clubs become members of the National Federation only through membership in the state federation.

NFRW bylaws specify that a member shall be counted from one local club only for the purpose of delegate representation to a State or National Federation meeting or convention. She may not serve as a delegate or alternate from any other local club; that only an active, voting member of a federated local club is eligible to be a delegate or alternate to a state or national meeting or convention.

NFRW bylaws do not permit continued membership of a state federation or local club that is on record as having advocated a split party ticket or having sponsored a candidate running on an opposition ticket.



## Article V: Officers and their Duties

This Article should contain:

- a. Elected officers - listed by rank - president first
- b. Appointed officers
- c. When the election will be held
- d. How the vote will be taken - written ballot or voice
- e. Vote necessary for election

- f. The term of office

*To avoid confusion as to when officers' terms begin and end, this Article should include:*

"They shall hold office for a term of \_\_\_\_ years or until their successors are elected. No officer shall be eligible to serve for more than \_\_\_\_ consecutive terms in the same office. Elected officers shall assume their duties at the close of the Annual Meeting (or end of the fiscal year) following election regardless of when installation takes place."

- g. When the term shall begin
- h. Limitations on number of terms
- i. Duties of officers
- j. Method and body responsible for filling vacancies in office *"A vacancy in an elective office other than the president shall be filled by the Executive Board at its next meeting following the vacancy. The first vice president fills the vacancy for the office of president."* An officer who has served more than half a term is considered to have served a full term in that office.
- k. Procedure for removal from office

Section 1. Duties of the President:

- a. To preside at all meetings of the local club, the Board and the Executive Committee
- b. To represent the local club or to designate someone as representative in her absence or inability to do so
- c. To appoint all committees except the nominating committee
- d. To appoint all special committees



- e. To appoint chairs and vice chairs of standing committees upon approval of the Executive Committee or Board
- f. To appoint a parliamentarian and historian
- g. To appoint an Auditing committee to audit the treasurer's accounts and report at the Annual Meeting
- h. To prepare a program of action after consultation with the chairs of standing committees for presentation and approval by the Board of Directors
- i. To be an ex officio member of all committees except the Nominating Committee
- j. To co-sign checks, in an emergency and by vote of a majority of the Executive Committee, in the inability of the treasurer to do so

#### Section 2. Duties of the Vice Presidents:

The vice presidents in their order shall perform the duties of the president in her absence, and they shall perform such other duties as may be assigned to them by the president.

#### Section 3. Duties of the Recording Secretary:

- a. To record the minutes of all meetings of the local club, Board, and Executive Committee
- b. To be custodian of all records
- c. To keep an accurate roster of members
- d. To issue notices and conduct general correspondence of the local club
- e. To perform such other duties as may be assigned to her by the president

#### Section 4. Duties of the Treasurer.

- a. To be custodian of all local club funds
- b. To collect all dues and notify members whose dues are in arrears
- c. To be authorized to co-sign checks
- d. To disburse funds as directed by the Executive Committee or Board of Directors
- e. To make written reports of receipts and disbursements at all meetings and as directed by the president



- f. To be a member of the Budget Committee
- g. To submit an audited annual report to the Board of Directors and the membership

#### Section 5. Officers' Records.

All officers and all committee chairs and vice chairs shall deliver all records, files, and properties of the local club to their successors within one week after retiring from office.

#### **Article VI: Meetings**

This Article should contain:

- a. The day on which the regular meetings are held unless otherwise ordered by the local club. There must be a minimum of five per year (in accordance with the NFRW Bylaws).
- b. Provision for changing the meeting day in an unusual circumstance
- c. Which regular meeting shall be the Annual Meeting  
*"The meeting in \_\_\_\_\_ shall be the Annual Meeting and shall be for the purpose of electing officers, receiving reports of officers and committees, and for any other business necessary."*
- d. By whom special meetings may be called and the number of days notice required (Only business specified in the call of the meeting may be transacted.)
- e. Establish a quorum for regular and special meetings

#### **Article VII: Board of Directors and Executive Committee**

This Article should contain:

- a. Composition of board - (elected officers plus standing committee chairs)
- b. Powers and duties of the board
- c. Day for regular meetings
- d. By whom special meetings can be called (number of days notice required; no business except that specified in the call shall be transacted).
- e. Quorum for meeting (a majority of the members of the board). If there is an Executive Committee, it is composed of the elected officers, and the board should be called the Board of Directors.



## **Article VIII: Committees**

This Article should contain:

- a. Names of the Standing Committees to be consistent with the NFRW and state federation. These should include Bylaws, Campaign, Fundraising, Legislative, Membership, Program, and Public Relations. Other committees can be appointed when the need arises, but additional standing committees require a bylaws amendment.
- b. Appointing authority
- c. Term of office
- d. A separate section devoted to each of the committees should contain: name of the committee, composition, manner of selection (if not stated elsewhere) and duties
- e. Special committees appointing authority
- f. *Ex officio* members

## **Article IX: Nominations and Elections.**

This Article should contain:

- a. The meeting at which the Nominating Committee will be elected
- b. The number of members and alternates on the committee
- c. The duties of the committee
- d. The time for the committee to report to the local club
- e. How the chair of the committee is elected
- f. Requirements for being nominated to an office
- g. Provisions for nominations from the floor  
*NFRW and State Federation Nominating Committees are elected. It is recommended that local clubs follow the same procedure.*
- h. Include the manner in which delegates and alternates are selected for state and national conventions
- i. Proxy voting should not be allowed



## **Article X: Dues, Fees and Finances**

This Article should contain:

- a. A statement to the effect that a member is in good standing when she has paid her annual dues to the local club, state federation, and NFRW.
- b. The specific amount of annual dues, which must include per capita dues for state and national federations, does not have to be mentioned. This allows the dues amount to be increased when national and state increase their dues without requiring a vote on the bylaws. Members need to understand what this amount is composed of when it is asked of them.
- c. The date payable
- d. The time and prescribed procedure for notifying members if they become delinquent in payments
- e. The date on which a member will be dropped for nonpayment of dues
- f. Assessment fee - members cannot be assessed any additional fees aside from dues unless the bylaws authorize assessment of additional fees, so a statement to that effect should be included
- g. What body submits the budget
- h. Meeting at which the budget is submitted
- i. What body approves the budget
- j. Date for audit
- k. Fiscal year (NFRW and all affiliates shall be from January 1 through December 31)
- l. A statement to the effect that to be in good standing a local club shall pay a service charge. The amount of this service charge is \$15.00 and must be included with their first dues remittance to their state federation to be forwarded to NFRW.

## **Article XI: Parliamentary Authority**

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the club in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the local club may adopt.



## **Article XII: Amendment of Bylaws**

These bylaws may be amended at any regular meeting of the local club by a two-thirds vote, provided that notice of the proposed amendment has been sent to each member at least \_\_\_\_days prior to the meeting or provided that notice of the proposed amendment has been submitted in writing at the previous regular meeting.

## **Article XII: Dissolution**

This local club may be dissolved by a two-thirds vote at any meeting of the local club, provided that notice of the dissolution has been submitted in writing at the previous meeting and has been sent by mail to all members of the local club. In the event of dissolution, the Board of Directors shall, after payment of all liabilities of the local club, distribute any remaining assets to the state federation. No funds shall inure to the benefit of any member.



## **Activating Non-Affiliated Clubs**

The area of non-affiliated Republican women's clubs presents a very difficult challenge for a state federation. Often, these clubs are large and very active in the community; and in many ways, they compete with the federated clubs for membership and influence within the Party and the community. Having these clubs affiliate with the Federation would be a major boost to our membership and to consolidating women in common goals and activities for the good of the Party.

To activate, or in some cases reactivate non-affiliated clubs into the Federation, the state must approach with caution, patience, and a good solid plan. The method used to bring a non-affiliated club to the Federation depends on the reason the club is not affiliated in the first place. The non-affiliated clubs fall into three main categories.

### **1. The club was never part of the Federation.**

#### **APPROACH:**

In many cases, this type of club does not even know about the Federation. This club most often was formed when a group of women came together for a cause or an issue and continued to meet together. They become structured, adopt bylaws, develop procedures, and operate in much the same way as our federated clubs function. This is the easier club to approach and the situation where the most success has been realized. These clubs are usually very excited about the Federation and are impressed with the networking opportunities afforded by membership in a state and national organization. They affiliate eagerly and enthusiastically. The solution is simply an education process.

### **2. The club was organized by former members of a Federated club who became disgruntled and dissatisfied with the Federation and/or the leadership.**

#### **APPROACH:**

These clubs are a little more difficult to reach. The founding leadership may still be influential and still be in controlling positions within the club. While the rank and file membership probably knows nothing of the difficult past, and would enjoy being affiliated with the Federation, the leadership still has hard feelings toward the Federation and may continue to steer the club in an independent direction.

The solution in this case is to determine WHY the leadership became dissatisfied with the Federation. Only when this is known can you develop a plan to affiliate the club with the Federation. This may be simple, or it may be very difficult to find the cause, and to proceed with a solution. This is where patience becomes an important ally. You also have to accept the fact that as long as the present leadership is involved, you may not be able to reach the unit. Stay with it; although it may take considerable time you will eventually be successful. The members involved with the effort to bring in the non-affiliated club are very important, and should not have any association with the past problems. Thorough investigation and planning are a must.



**3. The club was affiliated with the Federation but surrendered their charter because they became dissatisfied, usually because of policy or a major issue.**

**APPROACH:**

This is the most difficult situation to confront. You have to deal with an entire club rather than just a few people. The failure rate here tends to be high; but success is possible. This situation is approached much the same way as the second situation described above. Remember that the cause or causes are compounded because you are dealing with larger numbers of dissatisfied members. This category requires even more patience and perseverance. The appropriate people must work on the solution, and the Federation must make affiliation very attractive. Remember that the more successful this independent club is, the more difficult it will be to bring them into the Federation.



# Attracting Women of Diversity

Having entered the 21<sup>st</sup> Century, our Republican Party must evaluate our past, present, and future. Have we accomplished our goals? Is our nation heading in a positive direction? Do our elected officials and our Party reflect the diversity of our nation?

For years, the Republican Party has announced its “Big Tent” philosophy: i.e. there is room for all Americans who believe in the Party’s principles to become part of the GOP. However, when one takes a look at the Party structure either at the national or grassroots level, one sees that the racial and ethnic composition has been slow to change.

To truly be a strong, vibrant, and effective political party, we must represent people from all walks of life—regardless of sex, age, culture, or ethnicity. With our national grassroots network of 100,000 women, the National Federation of Republican Women has an opportunity to play a key role in reaching out to all communities and attracting diversity at the local, state, and national level. In other words, NFRW can put the Party’s money where its mouth is by developing a special membership drive to bring more Republican women of African American, Asian, Hispanic/Latino, and Native American backgrounds into its federated clubs.

## ***Make Diversity a Priority***

The most important step in any project is ensuring you have the support of your membership. No action plan—regardless of its quality—will succeed unless you are determined and enthusiastic and have decided the project is a priority. Remember, a successful diversity outreach requires more than talk. It requires action. Your state federation or local club must have a group of members who will be continuously striving toward this goal. Diversity outreach cannot be a one-time project. It must be an ongoing process that is involved in all aspects of your club or state federation.

- Set goals for membership. Each club/state federation should set goals to bring in women as new members.
- Appoint a chair to lead this effort.
- Develop a plan, including a committee, events, coalition meetings, etc.

## ***Building a Coalition***

- Local club and state federation presidents (as well as individual members) should attend heritage month meetings in their local areas—you’ll be surprised how many Republican women of diversity will appear. To increase effectiveness, have a woman of that heritage attend with you so that she can introduce you. This is key!
- Attend church events.
- Attend other organization’s meetings, including the NAACP, SGA, United Methodist Women, etc.
- Sponsor minority and/or underprivileged children to events such as circuses, educational programs, school field trips, camps, health affairs, etc.



- Attend Republican rallies, fundraisers, etc., especially in areas where various groups reside. Local club and state federation presidents should make every effort to attend these events to meet and network with minority women.
- Get involved with community service projects that include women of diversity and/or neighborhoods that you are trying to reach. This demonstrates your genuine concern and interest.

### ***Network, Network, Network***

- Obtain lists of Republican women of diversity from:
  - Republican National Committee
  - Local Republican committees-most state and county GOP chairs are very familiar with the Republicans in their area
  - Volunteer lists from local campaigns
  - Republican National Hispanic Assembly
  - NFRW Outreach Committee

### ***Showcase Women of Diversity***

- Recruit women from various racial and ethnic groups to run for public office. There are many talented women who want to run but they do not know where to go. NFRW could provide the necessary grassroots network and experience to ensure a successful campaign. We must promote our campaign schools and assistance to more women of diversity. Having more Republican women of diversity in public office speaks loud and clear-we are inclusive and welcome ALL women to our Party and our Federation!
- Include women from different backgrounds in the Federation's meetings-either as panel members or keynote speakers. This again clearly demonstrates our inclusive spirit.
- Does the Board of Directors of your local club or state federation represent the diversity of women you are striving to attract? Mentor women of all ages and backgrounds so that they are prepared to be effective leaders.

### ***Spread the Word***

- Advertise your group and its mission, programs, and upcoming meetings in local media.
- Use your organization's and other political newsletters to reinforce your message of inclusion.
- Interact with the local minority media outlets-radio stations, newspapers, etc. Include them on your media distribution list and meet with the editor/station manager to discuss possible earned media opportunities. In addition, you could purchase advertising for your upcoming events.



## Q & A

### Answers to Your Questions on Attracting Women of Diversity

- Q: Should we invite women of diversity to join our already established Republican Women's club? Or should we help them launch a Republican club of diversity?**
- A:** This is a common and often difficult dilemma. Most women prefer to work *together*-they do not wish to be separated. They believe that establishing separate clubs is an unacceptable form of raising Party consciousness. However, in other areas, women of diversity would rather have their own club, i.e., the Hispanic Republican Women of (County). Talk with the women of diversity in your local area-what do they want? Remember-the strength and influence of our Federation relies on a united grassroots network.
- Q: Should we produce membership materials in Spanish?**
- A:** Many clubs who are striving to attract diversity make translation a priority. However, it is not always necessary. Actually women of diversity can be angered by it and believe efforts of this nature are divisive and condescending. They speak English and are proud Americans. Also, we must remember that if your literature is translated to Spanish-what about the hundreds of Asian dialects? In addition, if you are advertising in a different language, does your club have the capabilities to translate club meetings for that individual member? For those potential members that do prefer a Spanish language effort, you can point out the NFRW's Spanish language web site ([www.nfrw.org](http://www.nfrw.org)) and you can distribute the *Republican Party Principles* brochure in Spanish (available from the NFRW or the RNC).
- Q: What is the best way to get women of diversity interested in the Party and the Federation?**
- A:** Talk to them! Spending hundreds or thousands of dollars on a PR campaign aimed at women of diversity is a waste unless you also make the effort to speak to them and make them feel welcome at your meetings and events. Seek out women of diversity, take time to get to know the women as individuals, and you will be building your membership as well as creating friendships. If you are willing to reach out the hand of political friendship, chances are your targeted group will grasp it. At the very least, they will respect your group for its efforts. This strategy will work for all potential members, not just women of diversity.



# Communication

Communication is the key to a successful organization. To be effective, you must not only communicate effectively with your members, but with the news media and the greater community as well. The following are some helpful tips on communicating well at all levels.

## Newsletters

The newsletter offers a vehicle for building esprit de corps among members, informing media and communicating with other Party organizations. The newsletter must be well-written and presented in an attractive, readable format. Costs will include printing and mailing charges. A faster, more cost-effective alternative to printing and mailing a newsletter is to distribute it by e-mail.

Topics may include:

- Calendar listing local club, state, and other Party activities
- Column by club/state president
- Articles or reports by committee chairs
- Guest articles by a Party leader and/or elected official
- Legislative report at local, state, and national levels
- Background materials on issues and propositions
- Biographical sketches of officers when elected
- Recognition of outstanding leadership in club or state
- Articles on campaign activities during election periods
- Reviews of current political books
- Information on outstanding activities of other local clubs or states, or at the national level
- Reprints (with permission) of interesting articles appearing in other media
- Humorous political anecdotes, especially on the opposition
- Membership tear-off form, which should be included in each issue since publication goes to wider audience than club/state members

## The News Media

### *Reporters are People*

A good public relations person is one who has good personal relations with people – who “gets along” well with almost everyone. Nowhere is this attribute more important than in dealing with the news media. We must be especially careful about expecting the news media to present “our side” of anything. A reporter reports the news – we hope objectively. If mistakes are made, invite the reporters to lunch, or go to the office and discuss the problem quietly and in private. News-people are not infallible, but they do try to be correct. Never lose your temper. Begin your activities by establishing good relations with the news media.



When dealing with the news media, remember:

- We are their friends. They respond to friendliness in the same way others do.
- The news media have a commodity we need – far more than they need us.
- Never be aggressive or belligerent with the news media.
- Invite them – as guests – to social functions. Invite women media members to join your club. When they cover your meetings, introduce them and express appreciation.
- Remember the media at Christmas with cards or simple gifts.
- Don't write them unpleasant letters or denounce them in public. Never precipitate an open conflict with the news media. The news media owe us nothing except news coverage. Treat them as you would any voter you want to convert to our cause – with warmth, friendliness, and a sincere conviction in our Republican beliefs.

### ***News: Is There a Definition?***

The communications goal for a club or state federation is to obtain as much public awareness (publicity) as possible for the organization and Republican activities. But before charging off in all directions, questions must be raised about each event. Is it news? Is it worthy of coverage?

Typical noteworthy events will be:

- A meeting or function with a speaker of some importance
- Announcement of a new and noteworthy project
- Club/state president or GOP leader makes a statement or replies to one
- Resolutions passed on topics of political or local interest

To get a good sense of what news is, discuss the question with a friend in the news media.

Please take heed of the following suggestions:

- If you have been asked a question by a reporter which you do not wish to answer, explain your reasons for not answering. Stand firm. **Never say, "No comment."** This remark is easily distorted in the reporting and also tends to alienate the reporter.
- If you have been asked a question to which you have no answer, say so. Then find out the answer and call back at the earliest possible time. If you are unable to come up with an answer, call the reporter and say so.

### ***The News Release – For Print Media***

The first contact the news media will have with an event you are planning will be through a news release. This is the first "test" of an event's "promise" from a news point of view.

The news release should be written clearly and accurately, as if you were reporting for your newspaper. Editors want facts – not adjectives.



The most important facts should be summarized in the first sentence or two. Include the “who, what, where, when, why and how.” The following paragraphs should be of declining importance and should detail the remaining facts. This permits the editor to discern the important facts, and, if there is not enough space or time for the entire release, it can be cut from the bottom up. This is true of both print and broadcast media.

Almost every release can be written in one or two double-spaced pages. One page is by far the best policy.

If possible, deliver your release in person. The value of this technique is obvious both in terms of personal contact and publicity. If you cannot hand-deliver the release, fax, e-mail, or mail it well in advance to give the editor enough time for a rewrite. Never phone the release unless it is an emergency – one you could not avoid. (See Sample News Release, page 98)

#### *FORMAT*

1. Always type the release; never send a handwritten release. Use an 8½ x 11 sheet of good quality paper.
2. If your club/state has letterhead stationery, use it.
3. At the top of the first page, put the name of your club/state, the name of the news contact, and her home and business phones.
4. At the top left side, give the release date and time. If you wish to deliver releases in advance, for instance Monday morning, but you want them used Thursday evening, you should say: “For release 1:00pm, Thursday, October 28.” Always specify day and date. Usually “For Immediate Release” or “For Use Anytime” are proper and easier for the editor to handle. It means your release may be used as soon as it is received, or anytime thereafter.
5. Put a headline in all capitals in large font above the text of the release, about one-third of the way down the first page. This will catch the editor’s eye and will signal the content of the release.
6. Double space, using a 40-50 space line, leaving wide margins at top, bottom, and sides. Skip an extra line between paragraphs.
7. If the release is longer than one page put the word (MORE) in parentheses at the bottom of the first page.
8. At the end of the release, skip a line and type “30” or “###” in the center of the page. This tells the editor that the release has ended.
9. If there are unusual names or unusual spellings, pencil a small “ok” over the name, or type “cq” after the name to let the editor know you have checked for accuracy.



10. Do not break words at the end of a line; do not divide paragraphs between pages.
11. Keep several copies of every release – one for your files and several others to be kept in case you have additional requests for the release.

## STYLE

1. Sentences should be short and complex sentence structure avoided.
2. Paragraphs should be shorter than usual prose, even if separate paragraphs would not be justified normally.
3. The most economical way of wording a thought should be used. Don't say, "A committee composed of 12 men." Say "A 12-man committee."
4. Be very careful with pronouns. Make sure that there can be no doubt as to which noun each pronoun refers. Never have "he," "him," or "her" refer to more than one person in a sentence. Instead of, "Commenting on Smith's talk, Jones said that he hoped he would run for the Senate." Say, "Jones said he hoped Smith would run for the Senate."
5. With quotation marks, the comma and period are placed inside the quotation marks. Other punctuation is placed according to sentence construction.
6. When making lists of names and titles, the title should always follow the name of the person. For example: "Officers elected were Harriet Martin, President; Jane Jones, Vice President; Mabel Miller, Treasurer; and, Wanda Wilson, Secretary."
7. When using verbs with two parts, such as "have been," do not split the two parts with another word. Do not say, "have usually been." Say, "usually have been," or "have been usually."
8. Make certain all abbreviations are understood. Write out names of the abbreviated phrase the first time it is used and follow it with the acronym in parentheses. For example: National Federation of Republican Women (NFRW). This is not necessary when the acronym has been accepted and is easily recognized, such as GOP or USA.
9. Spell out numbers from one to nine; use numerals from 10 up. Exceptions are when numbers are used with percentages, such as 1 percent, and with dates, such as March 1. Do not begin a sentence with numerals.
10. Give the exact date: "June 10, rather than "next Thursday" or "tomorrow." Specify "October" not "next month." Do not use "st," "nd," "rd" or "th" with a date. Say March 1, March 2, March 11, etc.



11. The second mention of a woman's name in a news story is simply, "Mrs. Jones" or "Miss Rogers." It is best not to use "Ms." unless you know it is preferred.
12. Very few newspapers retain the use of "Mr." with a man's name. First mention of a man's name should be "John M. Jones." Second mention, "Jones." Some newspapers have adopted this style for women's names as well.
13. When you have finished the draft of your release, go over it, and cross out all adjectives and unnecessary words like "the," "a," "an" and "that."
14. If you are unsure of the style used by the newspapers or broadcasters for whom you are writing, your best sources are the newspapers and broadcasters themselves. Study how professionals write their material and adopt their style.

### ***Photographs***

When thinking about publicity, think photos!

Photo requirements vary greatly from one newspaper to another. The best guide is to check with each photo editor to determine his needs or requirements. Some news media will not accept photos taken by an amateur photographer, but some will (especially weeklies).

Candid photographs are best. Have the subject involved in action. Do not line them up against a wall for a photograph.

Only clear, sharp pictures in black and white are acceptable. Instant pictures are rarely of sufficient quality.

Always provide a caption with your picture. Make it brief – one or two sentences at the most. Tell what the people are doing, when the event took place, and who they are. Identify the subjects left to right. Never supply a picture in which there are people whose names you do not know (it will not be used). Tape the caption on the back of the photograph. Do not use staples or paper clips. If mailing, protect the picture with a cardboard insert.

### ***News Kits***

Supplemental materials should be given to news people to provide background information on your organization, the event, and the speaker(s).

Each kit should contain the following materials:

- A biography and an 8x10 glossy photograph of the speaker(s)
- List of officers in your organization
- A copy of any news release announcing or describing the event



- Any publication that might help explain the purpose and goals of your organization and the NFRW

### ***The News Release – For Broadcast Media***

When preparing a news release for broadcast media, observe the following guidelines:

- Type the release in all capital letters so that it is easy to read. If possible, triple space, leaving wide margins on all sides.
- Keep the entire release under 60 seconds (average line – 3 seconds).
- Keep direct quotations very short. When the newsman reads a long quote, listeners may lose track of who or what is being quoted.
- Read your entire release aloud to make sure it is easy to read and understand. If there is an unusual name, provide a pronunciation guide.
- Give the broadcaster both the broadcast release and the print release for background material.

### ***Public Service Announcements***

An excellent method of publicizing meetings and events is through the Public Service Announcement (PSA). An even further refined news release, the PSA should give the who, what, where, when, why, and how within a maximum of 30 seconds. *Remember: Catch the audience's attention in the first sentence or you will lose them.*

The PSA should include a name and telephone number of a contact “for further information” and a date the copy should be terminated. The radio PSA is usually given to the station program or operations manager or television show producer to be rotated along with other similar announcements.

Some television stations, especially in the smaller markets, read such PSAs on their daily talk shows. Monitor your local stations for their “Community Bulletin Board” or other public service segments.

PSAs are better suited for radio than television. Both radio and TV are required by the Federal Communications Commission to devote a specific percentage of their program time to public service. Television uses talk shows and other public service/public affairs programming to meet the requirement. However, with programming restrictions placed on television — namely time blocks — radio allows more time for announcer-read public service copy interspersed between music and discussion.

### ***Television***

One of the best methods to magnify public exposure is through locally-produced TV “talk” shows which feature celebrities, authors, politicians, etc. They usually try to book well in advance.



The smaller the television market, the greater the chances will be for appearances on these TV “talk” programs, educational TV, and newscasts, either as officers of NFRW affiliates or in other capacities. There may be times when local news shows will film the reaction of a “prominent citizen” to a major news story if the shows are called and told she has a quotable comment on a breaking news development. By advance agreement, one or two women might be singled out for the important role of “Public Spokeswomen.” Logical choices would be the President or Public Relations Chair, but there also may be other impressive spokeswomen within the membership.

If the spokeswoman appears on a television talk show, the news director may videotape a segment for rebroadcast in the evening news block. When the arrangement for an appearance is made with the “talk” show producer, notify the news director of the details. Notify him/her well in advance so time can be scheduled with the videotape recorder or film crew.

### *TV Needs “On Site”*

When the news director or assignment editor agrees to cover the event “on site,” certain preparations should be made to make the coverage flow smoothly. If plans are being made to cover a relatively large function, the following list of needs should be taken into consideration:

- **Lighting** — Since color television requires a great deal of light for proper exposure (135-150 foot-candles), you may want to provide adequate lighting for the podium. However, when lighting for an event, keep in mind that the light must not blind the speaker — test the lighting yourself.
- **Backdrop** — Try to locate a soft color backdrop (light blue is preferable) that will not soak up the crew’s lights. White is a television “no-no.” Try also to restrict the “clutter” around the podium, i.e. — pictures, pipes, wires, etc.
- **Power** — Have an adequate number of 110-volt outlets available for portable lighting and TV cameras. If your function is in a hotel, have a hotel engineer standing by in case the fuses become overloaded and blow. In any event, locate the circuit breaker that controls the room and know how to operate it.
- **Acoustics** — If a public address system is in use, test it for feedback, volume, and reverberation. It should not overpower the listener but should be easy to hear. Remember: volume decreases as the number of people in the room increases.
- **General Hint** — Many events covered on local television are shot on film without sound and projected in the studio while a reporter does a “voice over” report.

However, a television crew may wish to cover the event with “sound on film” or with portable videotape equipment. This usually means that the reporter may want to



draw your speaker aside for questions rather than filming the entire speech. Check with the speaker before the address and obtain his or her consent for this arrangement (you might want to prepare a nearby room for the interview).

There may be times when you have a Party or a government official available for the news media. You will probably want to invite the media to question him or her. First, obtain the official's permission for a Question & Answer session. Secondly, if the speaker has a significant announcement to make, bill the event as a news conference. Otherwise, it is a news availability where he/she will be open for questions.

Local clubs and states also can tape their meetings and put them on their local cable network. Contact your local cable network beforehand to make sure you correctly follow any regulations or special needs the network may have.

### ***Radio***

Radio stations have needs similar to television, with the obvious exception. Radio "talk" shows are popular and prevalent across the United States and are a good vehicle to reach the general public. They also have an added kicker — talk shows usually allow "audience participation" — live questions from the audience. This means the speaker will end up answering questions from members of the general public, who can be some of the toughest interviewers around. Check with the speaker before scheduling any news interview.

#### ***"Beepers"***

Most radio stations have a small news staff but nevertheless need fresh material for news programs. You can help fill this need by creating your own news "feeds." When the actual voice of a speaker is made part of a radio news program, that segment of the program is called an "actuality." Less formally, it is called a "beeper" after the beeping tone used to tell someone his/her voice is being recorded over the telephone.

Radio stations like to use actualities in their newscasts because it adds to the quality of the broadcast. However, radio stations are usually not staffed to cover each event. Therefore, if you can record the speech and provide them with recorded actualities, you will be adding to the quality and immediacy of their reporting.

Talk to the radio station(s) that you would like to service and inquire whether or not they would like to have an actuality "cut" if unable to attend the event. If so, record the speech and listen for short, "hard news" comments and note when they occurred in the speech. The counter on most tape recorders provides an adequate means of relocating the segment of the speech you are looking for.

Immediately upon completion of the speech, either take the tape to the station with the suggested "out takes" or phone it in to their "beeper" number.



## ***Weeklies and Specific Interest Media***

Many public relations people tend to minimize the impact of small weekly and specific interest newspapers because of their limited staffs and circulation areas. But many of these papers enjoy large and loyal readerships, even in metropolitan cities, and can be important vehicles for circulating articles about Republican candidates, NFRW clubs, and related functions.

In spite of their smaller staffs, weeklies and specific interest media (area magazines, business, and industry publications, etc.) will not sacrifice quality. When newsworthy releases are received, they are always read, and if the subject matter is pertinent to the circulation area, they are frequently printed as written.

The likelihood of a story increases if appropriate photographs are submitted with the releases, such as action shots depicting the events explained in the release.

On the initial visit to the publisher or editor, obtain the information on the circulation area, the deadlines, and the specific type of news the editor prefers to use.

## ***Letters to the Editor***

A letter to the editor can be as valuable as the publisher's editorial in helping the general public make up their minds on an issue.

Encourage your members to use this medium. All letters should:

- Be well-written, concise and to-the-point. Short letters stand a better chance of being printed.
- Be timely in subject matter.
- Highlight the views of your organization.
- Carry the name and address of the writer.

Avoid overloading newspapers with too many letters. When conducting a letter-writing campaign, encourage members to use their own words instead of a form letter. Any newspaper that receives a handful of letters all in the same or similar words will recognize an orchestrated campaign and will not print anything. Encourage members to express their own views in their own words.

## ***Special Events***

Nothing is more important than having thorough, accurate coverage of a speaker or special issue conference sponsored by Republicans in your area. To ensure this, follow these steps:

- About a week ahead, deliver a written memo to newspaper editors and radio and television news directors. You may mark it "MEMORANDUM" or "NOTICE TO MEDIA" so that it is clear that it is not a press release.



- Include all vital information as you do in a release. Briefly describe the coming event.
- Indicate that the event is open for news coverage. State what facilities will be available to the media.
- When you deliver your memorandum, do not ask whether that paper or station will cover the event. Often it is too early for the editor to know if staff will be available. If you insist on knowing, you will indicate to the editor that you have little knowledge of or appreciation for his or her work.
- If admission is being charged, never ask reporters or photographers to pay. They are your guests. You (or your representative) should be at the door to greet them when they arrive and see that they have needed facilities. Indicate in your memorandum that you will be there.
- Arrange for a clearly marked “press table” and space for television cameras near the head table. Arrangements should be made for sound pick-up at the speaker’s podium.
- Work closely with the speaker and his or her staff. Determine just what arrangements are necessary for the speaker and whether you will be the person in charge of press arrangements or whether the speaker prefers personal staff to handle those arrangements. In any event, work closely with your speaker’s staff and do not feel hurt if the speaker prefers his or her staff to handle arrangements. These people are professionals and are getting paid for their work. Your job is to assist in any way possible.

### ***The News Conference***

First and foremost, the term “press conference” is now defunct. At a time prior to the advent of the broadcast media, it was proper to use the term “press.” Since the rise in popularity of the broadcast media as a purveyor of news, the term “news media” has developed to encompass all members of the news profession. Hence, the proper term for a meeting of members of the news media for the purpose of questioning a newsmaker is “news conference.”

Your news conference should be held in a room that is large enough to accommodate the cameras, tape recorders, and other paraphernalia of the electronic media. Additionally, be sure a reasonable number of electrical outlets are available.

The news conference should be reserved only for significant events or a well-known Republican who has something newsworthy to say. If you fail to observe these measures, you will lose your credibility with the news media as a publicity source. Base the selection of the news conference location on convenience, size of the group expected, and proximity to the closest group of offices housing the news



media. You will have only one chance. If you lose your credibility, they won't be back next time and you will have no impact.

For the news conference, prepare a kit with a news release; text or excerpts of remarks; biographical data on the speaker(s); fact sheet on the nature of the function the speaker is attending (if applicable); and a 5 x 7 glossy photograph of the speaker.

Try to schedule the news conference for the convenience of the media. Keep in mind afternoon deadlines and newscasts.

In arranging a news conference, follow these steps:

- Clear all arrangements with the speaker before making them public.
- Distribute a “News Advisory” detailing the time, location, and topic of the news conference, as well as general information about the speaker. Don't forget the name and phone number of the local PR contact. (See Sample News Advisory on page 99.)
- Call each editor the evening or morning before the news conference to remind him or her of the event.
- Allow a reasonable amount of time for all questions to be asked and pictures to be taken. (Normally in towns with a large media corps, a member of the media will be the one to terminate the event. Otherwise it will have to be done by the Public Relations Chair.)
- The Public Relations Chair should understand that the men and women with whom she will deal are professionals who do what they do for a livelihood.
- Photographers from the media should be assisted in their work, if possible. The photographer may need something moved. Offer assistance.

Last minute news conference checklist:

- Arrange for and check the operation of the microphone on the podium (avoid having the speaker seated).
- Decide on refreshments, but remember — the news media were invited there to cover a story and not to eat.
- Arrange a seating plan — i.e., podium, chairs, and area for cameras (usually 4 to 6 rows directly in front of podium).
- Have a table arranged with all of the news releases and background materials. Distribute the latest release as the reporters enter.



- Make arrangements for news media credentials. It is often a good idea to prepare nametags for reporters in advance of the news conference. These can be passed out when the reporters arrive.
- Remember they all have deadlines to meet. Try and plan the news conference with time left over to file the story and meet that deadline.

### ***One-on-One's***

In lieu of calling a news conference, an effective means of gaining public exposure for a prominent person is through the individual interview. When individual interviews are arranged, other news representatives should never be invited to sit in on that session. To do otherwise would be to violate the exclusiveness of the arrangement — and your credibility!

Usually an interviewer assumes the session is on the record. If it is not, the interviewer must be notified in advance and ground rules clearly established and mutually agreed upon before the interview.

It is important to make sure the interviewee understands these rules:

- “On the record” means the interviewee may be quoted fully and named.
- “Not for attribution” means the quotes may be used but attributed anonymously to such reference as “a Republican source.”
- “Background” means that the information may be used but written on the author’s own authority.
- “Off the record” means that the information must not be printed or broadcast. Almost always, a candid “on the record” interview is best.

### ***Convention Publicity***

Conventions offer a multitude of opportunities for good news coverage. All releases should be sent to newspapers, radio and television stations, and to the wire services. Here is a capsulated list of publicity opportunities:

- Send a release announcing the convention. Include a fact sheet that gives complete details on time, place, date, number of delegates expected, convention agenda, convention committee chairs, and general information about the organization.
- Keep up a steady flow of news stories as outstanding speakers are confirmed. Send photos and biographical sheets.
- Line up feature stories on unique and important personalities attending.



- Send a pre-convention summary sheet, convention program, and complimentary tickets (or invitations) to sessions, luncheons and dinners. List any news conferences scheduled during the convention.
- Open a room to service the news media with computers, new information as it develops during the convention, and refreshments. Make sure it is manned at all times.
- Place signs from the main entrance of the building directing the media to the newsroom.
- Provide reserved tables for the news media in the front at sessions and at meals.
- Provide floor space for the electronic media to set up their equipment to cover a major speaker.
- Send out a wrap-up release after the convention on business concluded, officers elected, and awards received. Service hometown newspapers.

### ***Final Comments: What To Do When You Get “Bad Press”***

It may happen from time to time that you or your club or state federation leadership will think the media has treated you unfairly. The first thing to do is stop short and consider calmly whether this is really the case — or are you overreacting and being a bit biased yourself?

If you determine that you have been mistreated, remain calm and consider your alternatives.

Is the story or coverage about which you are concerned a “one-day story?” In other words, is it something that concerns you deeply but will in all likelihood be passed over by the public or forgotten in a day? If this is the case, and it very often is, a response to the story or a call or letter to the news organization responsible often will serve to keep the story “alive” and cause a repetition of the original bad story or charges. In this case, a response to a bad story only does more damage than good.

If you determine the error or poor reporting is critical and a response is necessary, there are several avenues. But, remember to keep your composure. Always be conscious of the fact you are representing both the Republican Party and the Federation.

Anger does nothing but make the situation more difficult and often causes your real point to be overlooked.

You should respond in these ways:

- A clear, concise letter to the reporter, editor, or news director outlining the incorrectness of what was reported, followed by the correct facts.



- A personal phone call to the reporter, editor, or news director, pointing out the errors and proper facts.
- Never demand a retraction. Ask politely that a correction be made.

If you are concerned about an editorial that was unfavorable to your Party or leadership, ask that you be allowed to prepare for print or broadcast a response outlining the other side of the issue.

If you feel that a particular reporter is being biased, do not jump to call his or her editor. Do not accuse. Approach the discussion in the terms of “perhaps we have been misunderstanding each other; what can I do to help clear this up?” All in all, if you and your leadership have been honest and straightforward with the media, you will be met with the same attitude in return, and “bad press” will not be one of your problems.

### ***Contact Your Media***

Many online and printed resources are available to help you identify and contact members of the media at the national, state and local levels, including:

1. [www.congress.org/congressorg/dbq/media/](http://www.congress.org/congressorg/dbq/media/)
2. [newsdirectory.com](http://newsdirectory.com)



## NEWS RELEASE

[State] FEDERATION OF REPUBLICAN WOMEN

[Name of State President], President

FOR IMMEDIATE RELEASE

Day of Week, Date, Year

CONTACT: [Name of Contact]

[Phone Number]

### National Federation of Republican Women Announces 'Sarah Palin Appreciation Day'

#### *Members Encouraged to Write Messages of Thanks to Governor*

[CITY, STATE] – The National Federation of Republican Women (NFRW) is honoring Alaska Gov. Sarah Palin by declaring November 24, 2008, “Sarah Palin Appreciation Day.”

The NFRW is asking its members to write Gov. Palin to thank her for her principled leadership, both as the Republican Party’s first female vice presidential candidate and as governor of Alaska.

“We are so proud of Sarah Palin,” NFRW President Shirley Sadler said. “With a direct approach and dynamic personality, she was a powerful force on the campaign trail. She is energetic, enthusiastic, intelligent, courageous, and a strong leader who still is ‘one of us.’ I truly believe we haven’t seen the last of this amazing Republican woman on the national stage.”

Founded in 1938, the NFRW has thousands of active members in local clubs across the nation and in several U.S. territories, making it one of the largest women’s political organizations in the country. The grassroots organization recruits and elects Republican candidates, advocates the Party’s philosophy and initiatives, and empowers women in the political process.

For more information about the NFRW, visit [www.nfrw.org](http://www.nfrw.org).



**NEWS ADVISORY**  
**[State] Federation of Republican Women**  
**[State President]**

FOR IMMEDIATE RELEASE  
 Day of the Week, Date, Year

CONTACT: [NAME]  
 [Phone Number]

***Republican Women Activists Head to Capitol Hill...***

**KEY GOP REPRESENTATIVES TO ADDRESS  
 NATIONAL WOMEN’S GROUP**

- Speakers include Kasich, Davis, Watts, Hyde and Fowler -

[CITY, STATE] – Encouraging legislative advocacy, the National Federation of Republican Women (NFRW) is hosting a “Legislative Day on the Hill” on March 18, 1999.

The “NFRW Legislative Day on the Hill” will include briefings by key Republican House and Senate members from across the nation, including: Representatives Tom Davis, John Kasich, Henry Hyde, J.C. Watts and Nancy Johnson and Senator Gordon Smith. There will also be a lobbying panel discussion with leading business lobbyists. During the afternoon, participants will meet with their House Members and Senators to address issues of concern. The day will conclude with a photo taken with Members of Congress on the House steps.

The Legislative Day on the Hill will kick off the NFRW Spring Board of Directors’ Meeting, which is being held at the Renaissance Hotel in Washington, D.C., March 18-20, 1999. More than 200 Republican women from across the nation are expected to attend this leadership meeting.

[List Details of Meeting]

**LEGISLATIVE DAY ON THE HILL – MARCH 18, 1999**

Media is welcome to attend. All events will take place in the Cannon Caucus Room.

8:30-9:15am	Breakfast with Members of Congress
10:00am	Senate Briefing by Gordon Smith
10:20am	House Briefing by J.C. Watts
10:45am	Lobbying Panel Discussion
11:45am-1:15pm	Issue Briefings by: Tom Davis, Tillie Fowler, Marge Roukema, Nancy Johnson, John Kasich

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# Utilizing the Internet & Technology

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## Communicating Through the Internet

The National Federation of Republican Women's web site, [www.nfrw.org](http://www.nfrw.org), is your number one resource regarding information about the NFRW and its programs. Take a look at what you can access with a few clicks of your mouse:

- Important data about the NFRW, including our bylaws, national headquarters, calendar of events, biographies of current and past leaders, and historical materials
- Membership benefits and types, member testimonials, prominent members, local clubs recently chartered, and tips for starting a new local club
- Details about all NFRW programs and events, including education and literacy, campaign management schools, get-out-the-vote efforts, support our troops initiatives, the Regents Program, legislation and issues, past and future conventions, internships and scholarships, and much more
- A detailed section featuring women's contributions to the Republican Party since its founding more than 150 years ago, as well historical and current statistics
- A Spanish web site with information regarding membership, historical data, programs, leaders, state Federations, and much more
- A news section with all NFRW news releases and an online media kit
- Web pages highlighting each state Federation's current president, history, local clubs, and contact information
- A secure web site where members can safely purchase merchandise, sign up to attend meetings, and submit contributions to various programs and funds
- Interactive web pages where members can share information on the NFRW discussion forum, sign up to receive e-communications, request information about a local club, submit a story idea or letter to the editor for possible publication, and much more
- A member web site featuring a discussion forum, *The Republican Woman* magazine, the *Capital Connection* e-newsletter, CAP Alerts, resolutions, staff directory, publications and awards forms, and the NFRW Member Center. To



access the Member Web Site, visit [www.nfrw.org/membersonly/](http://www.nfrw.org/membersonly/) and type the following in all lowercase letters:

**user name:** federation

**password:** 1938nfrw

- Because the web site has hundreds of pages, subsections, downloadable documents, images and files, we have created two navigational tools to help you find what you're looking for.
  - ✓ **Search Engine** - [www.nfrw.org/search.htm](http://www.nfrw.org/search.htm)  
The search engine allows you to search for an item using a keyword or keywords. The engine produces a menu of web pages that contain your keywords, along with links to those pages.
  - ✓ **Site Map** - [www.nfrw.org/map.htm](http://www.nfrw.org/map.htm)  
The site map lists every web page available on the NFRW web site, along with links. Pages are listed in outline form, in alphabetical order.

The search engine and site map are linked at the bottom of each page on the NFRW web site.

## **Communicating by E-Mail**

Each week, the NFRW publishes a newsletter and distributes it by e-mail. The NFRW also uses e-mail to distribute CAP Alerts to generate support or opposition for issues, information about upcoming events and programs, issue briefings, campaign materials, and much more.

These e-mail communications are distributed using the NFRW's member e-mail database, which contains the e-mail addresses of thousands of members nationwide.

Members are urged to sign up to receive the NFRW's free e-communications by going to [www.nfrw.org/network.htm](http://www.nfrw.org/network.htm).

### ***Your Organization Also Can Communicate Using the Internet and E-Mail***

By creating these three simple tools, your local club or state federation can fully utilize technology to communicate with members.

1. **Member e-mail distribution list** – Collect the e-mail address of each member. Using an e-mail software program such as Microsoft Outlook or Outlook Express, input each e-mail address into the program's address book and create a distribution list.
2. **E-newsletter** – Now that you have a member e-mail distribution list at your fingertips, take advantage of the opportunity to communicate quickly and



inexpensively with members. Create a weekly, monthly, or quarterly electronic newsletter that you can distribute by e-mail. To ensure that all members are able to access and read your newsletter, make sure you distribute it in a format most computer users can download and open, such as a PDF attachment. Or, instead of attaching the newsletter to your e-mail message, simply design the newsletter within the message itself.

3. **Web site** – A simple, informative web site is an essential tool for any local Republican women’s club or state federation. Millions and millions of Americans surf the Internet daily, and your local club can communicate with them directly. You must take advantage of this opportunity! Although it might seem like a daunting task, launching a web site can be easy and inexpensive. The brief article below will help you get started.
4. **Social networking sites** - Free online social networking sites, such as Facebook and Twitter, offer Republican women the opportunity to connect and interact with one other without spending financial resources. The NFRW has launched a Facebook profile, and so have many state federations and local clubs. Because these sites are easy to use and free of charge, they are a unique and invaluable resource that should be considered as part of your online communications plan.

## **Building a Web Site**

### ***Three Easy Steps to Building a Web Site ... in Four Hours and for Less than \$100***

*(Originally printed in The Republican Woman magazine, Spring 2002)*

**By Mark Montini  
CampaignSecrets.com**

The words “building a web site for your organization” can strike fear in the heart of even the most experienced grassroots leader. After all, there are many, many people in the world today who think that a cursor is someone who gets cut off in traffic, a byte is what happens when the dog is faster than you, and surfing requires an ocean, a board, and lots of sunscreen.

We’ve all heard horror stories about organizations spending thousands on web sites that produce nothing more than headaches. Or, the “do-it-yourself” web site disasters that actually do more harm than good for organizations. When you consider all this, it’s easy to see why you might put “building a web site for your organization” at the bottom of your to-do list.

That’s a big mistake.



In today's political world, organizations are judged in large part based on their web site. It's the first place many voters, activists, potential members, and potential donors go to learn about your organization.

Even more important, however, is the fact that more and more voters say the Internet is their medium of choice when it comes to getting political information. Exit polls from the 2000 elections revealed that more than 50 percent of voters considered themselves "heavy" Internet users. And that number is expected to be at least 80 percent by the 2008 elections.

So what does this mean to you?

Simple. It's time to make building a professional web site a top priority for your state federation or your local club.

Wait! Before you say, "Been there, done that, ain't gonna do it again," you need to know about some user-friendly changes to web site technology. As a matter of fact, if you use the following three steps, you can create a professional web site in four hours and for less than \$100.

#### **STEP ONE: Purchase your domain name.**

The first thing you should do is purchase your domain name, also known as your web site address (eg., [www.nfrw.org](http://www.nfrw.org)). Simply visit [www.register.com](http://www.register.com) (or another registrar), type in the domain name you want, and click "go." Register.com will automatically search to see if the domain name you requested is available. If it is, you can reserve it with just a few simple steps. If not, you can try other names until you find one that's available.

The most important thing to remember when choosing your domain is to keep it simple. Start by looking at your organization's initials. For example, the Virginia Federation of Republican Women uses [www.vfrw.org](http://www.vfrw.org). That's perfect. But if it wasn't available, they also could have used [www.vafwrw.org](http://www.vafwrw.org) or even [www.virginiarepublicanwomen.org](http://www.virginiarepublicanwomen.org). The main thing is to avoid tricky names like [www.vaGOPwomen.org](http://www.vaGOPwomen.org). The simpler, the better.

#### **STEP TWO: Write the text for your first five pages.**

Once you have your domain name reserved, it's time to write the text for your web site. Start with the following five pages that will serve as the foundation for your web site:

1. Welcome Page
2. About Us Page
3. Links Page
4. Upcoming Events Page
5. Contact Us Page

Simply write the text you want on each of these pages and you're ready to go. Don't worry about adding additional pages and features right now. There will be plenty of time for that after you get your site launched with these five pages.



### **STEP THREE: Build your site.**

Several companies offer very inexpensive web site software that is incredibly easy to use. [For recommendations, see the NFRW Web Site Assistance Committee's web site at [www.nfrwwinningwebs.org](http://www.nfrwwinningwebs.org).]

Once you choose a company to use, all you do is select a template for your site and add your text. It's that easy.

Three steps. Four hours. Less than \$100. That's all it takes. What are you waiting for?

*Montini is founder and CEO of CampaignSecrets.com, a web site devoted to helping local Republican candidates run more professional campaigns. An expert in many political fields, he has been an instructor for the NFRW's Campaign Management Schools.*



# **NFRW Scholarships**

The following are the scholarships and internship offered by the NFRW. Completed applications must be submitted to the appropriate state federation president by the dates below. The state federation chooses one nominee to submit to the NFRW.

## **Applications to State Federations**

Betty Rendel Scholarship	<b>June 1</b>
National Pathfinder Scholarship	<b>June 1</b>
Dorothy Kabis Internship	<b>February 20</b>

## **Applications to NFRW**

Betty Rendel	<b>June 15</b>
National Pathfinder Scholarship	<b>June 15</b>
Dorothy Kabis Internship	<b>March 5</b>



# The Betty Rendel Scholarship



The National Federation of Republican Women established the Betty Rendel Scholarship Fund in September of 1995 in honor of NFRW Past President Betty Rendel's extraordinary leadership skills and dedication to the Republican Party in her home state of Indiana, as well as on the national level.

The three annual scholarships of \$1,000 are designed for undergraduate women who are currently majoring in political science, government, or economics. The recipients are chosen from applicants from across the nation. The scholarships are given to women who have successfully completed at least two years of college coursework. Scholarship winners may not reapply.

A complete application must include the following:

- ◆ Official application form, sections A-F completed in full.
- ◆ Three letters of recommendation, including phone numbers of authors for follow-up.
- ◆ An official copy of your most recent college transcript.
- ◆ A one-page typed essay stating the reason why the applicant should be considered for the scholarship.
- ◆ A one-page typed essay on career goals.
- ◆ Optional photograph.
- ◆ State Federation President Certification.

**ONLY COMPLETED APPLICATIONS WILL BE CONSIDERED.**

**NOTE: Applications must be submitted to your State Federation President by June 1. Each president will choose one application from her state to submit to NFRW.** Any questions concerning this process should be directed to your State Federation or to NFRW (703/548-9688). The scholarship winners will be chosen by the NFRW Executive Committee.



## Betty Rendel Scholarship State Federation Certification

This is to certify that:

\_\_\_\_\_

(Name)

is the official applicant of the \_\_\_\_\_ Federation of  
Republican Women and a candidate for the Betty Rendel Scholarship.

\_\_\_\_\_

State President's Signature

\_\_\_\_\_

Telephone Number

This certification and fully completed application form should be mailed to:

NFRW  
124 North Alfred Street  
Alexandria, Virginia 22314  
ATTN: Scholarship Coordinator

**NOTE: Only one (1) application per state may be submitted to NFRW with the State President's signature. The deadline for applications to be received at the national headquarters is June 15.**



## **APPLICATION FOR THE BETTY RENDEL SCHOLARSHIP**

*(Application must be typed or written in black ink)*

<b>Section A: Personal Information</b>		
Name:		
Address:		
City:	State:	Zip:
Phone Number:	Fax:	
E-mail:		
University Address (if different):		
City:	State:	Zip:
Phone:	Fax:	
E-mail:		

<b>Section B: High School Information</b>		
(If you graduated from high school more than five years ago, you do not need to complete this section.)		
Name of High School:		
Address:		
City:	State:	Zip:
Graduation Date:	Grade Point Average:	Grade Scale (A=?)
High School Activities and Achievements:		



***Section C: Undergraduate Study***

Name of University:

Address:

City:

State:

Zip:

Major(s) / Minor(s)

Expected Graduation Date:

Grade Point Average:

Grade Scale:

Collegiate Activities and Achievements:

***Section D: Civic and Political Activities and Interests***

Are you registered to vote?

Did you vote in the last election?

If either answer is no, please explain:

What political activities have you participated in, and how were you involved?



### ***Section E: General Information***

List any work or volunteer experiences:

What are your hobbies and interests?

### ***Section F: Hometown Newspaper*** (optional)

Name:

Address:

City:

State:

Zip:

Phone:

Fax or E-mail:

### ***Section G: Verification of Information***

I verify that the information in this application is true and accurate to the best of my knowledge.

Signature:

Date:



# National Pathfinder Scholarship



The National Federation of Republican Women established the National Pathfinder Scholarship Fund in 1985 in honor of First Lady Nancy Reagan.

The three annual scholarships of \$2,500 each are available to provide financial assistance and support to young women seeking undergraduate or postgraduate degrees. College sophomores, juniors, and seniors, and students enrolled in a Masters Program are eligible. Recent high school graduates and first year college women are not eligible to apply for the scholarship. Scholarship winners may not reapply.

A complete application must include the following:

- ◆ Official application form, sections A-G fully completed.
- ◆ Three letters of recommendation, including telephone numbers of authors for follow-up.
- ◆ An official copy of your most recent college transcript.
- ◆ A one-page typed essay stating the reason why the applicant should be considered for the scholarship.
- ◆ A one-page typed essay on career goals.
- ◆ Optional photograph.
- ◆ State Federation President Certification

**ONLY COMPLETED APPLICATIONS WILL BE CONSIDERED.**

Note: **Applications must be submitted to your State Federation President by June 1. Each president will choose one application from her state to submit to NFRW.** Any questions concerning this process should be directed to your state federation or to NFRW (703/548-9688). The scholarship winners will be chosen by the NFRW Executive Committee.



## National Pathfinder Scholarship State Federation Certification

This is to certify that:

\_\_\_\_\_ (Name)

is the official applicant of the \_\_\_\_\_ Federation of  
Republican Women and a candidate for the National Pathfinder Scholarship.

\_\_\_\_\_ State President's Signature

\_\_\_\_\_ Telephone Number

This certification and fully completed application form should be mailed to:

NFRW  
124 North Alfred Street  
Alexandria, Virginia 22314  
ATTN: Scholarship Coordinator

NOTE: Only one (1) application per state may be submitted to NFRW with the State President's signature. **The deadline for applications to be received at the national headquarters is June 15.**



## APPLICATION FOR THE NATIONAL PATHFINDER SCHOLARSHIP

(Application must be typed or written in black ink)

<b>Section A: Personal Information</b>		
Name:		
Address:		
City:	State:	Zip:
Phone:	Fax:	
E-mail:		
University Address (if different):		
City:	State:	Zip:
Phone:	Fax:	

<b>Section B: High School Information</b>		
(If you graduated from high school more than five years ago, you do not need to complete this section.)		
Name of High School:		
Address:		
City:	State:	Zip:
Graduation Date:	Grade Point Average:	Grade Scale (A=?)
High School Activities and Achievements:		



<b><i>Section C: Undergraduate Study</i></b>		
Name of University:		
Address:		
City:	State:	Zip:
Major(s) / Minor(s)		
Expected Graduation Date:	Grade Point Average:	Grade Scale:
Collegiate Activities and Achievements:		

<b><i>Section D: Graduate Study</i></b> (Complete only if you are currently enrolled in a post graduate program as listed under program requirements)		
Name of University:		
Address:		
City:	State:	Zip:
Areas of Concentration:		
Expected Graduation Date:	Grade Point Average:	Grade Scale (A=?)
Activities and Achievements:		



**Section E: Civic and Political Activities and Interests**  
(describe briefly)

<p style="text-align: center;"><b>Section E: Civic and Political Activities and Interests</b> (describe briefly)</p>
--

**Section F: Employment Information**  
(Begin with the most recent employer and work backward chronologically.)

<i>Employer # 1:</i>		
Address:		
City:	State:	Zip:
Supervisor:	Phone:	
Job Title:	Dates of Employment:	
<i>Employer #2:</i>		
Address:		
City:	State:	Zip:
Supervisor:	Phone:	
Job Title:	Dates of Employment:	

*(Please use blank sheet if more space is needed)*



***Section G: Hometown Newspaper***  
(optional)

Name:		
Address:		
City:	State:	Zip:
Phone:	Fax or E-mail:	

***Section H: Verification of Information***

I verify that the information in this application is true and accurate to the best of my knowledge.	
Signature:	Date:



# Dorothy Andrews Kabis Internship



This Memorial Internship Program is named after former National Federation of Republican Women President Dorothy Andrews Kabis, who served from 1963-1967 and was later appointed Treasurer of the United States by President Richard Nixon. Each year, the program offers three young women the opportunity to spend six weeks in our nation's capitol working in the headquarters of the country's foremost women's partisan political organization.

Applicants must be in their junior year of college or college students age 21 and over, having completed high school but not yet graduated from college. Applicants should have a general knowledge of government and a keen interest in politics, including campaign experience, and clerical office skills adaptable to a busy office.

The internship provides housing in the D.C. metropolitan area and round trip airfare. A small monetary allowance is given.

A complete application must include the following:

- ◆ Official application form, sections A-E fully completed.
- ◆ Most recent college transcript.
- ◆ One-page typed essay stating your interest in the Kabis Internship.
- ◆ One-page typed description of a particular political, extracurricular, or community activity that you have been involved in, including an account of your personal contribution to the activity.
- ◆ Three letters of recommendation, including phone numbers of authors for follow-up.
- ◆ Optional photograph.
- ◆ State Federation President Certification

**ONLY COMPLETED APPLICATIONS WILL BE CONSIDERED.**

**NOTE: Applications must be submitted to your State Federation President by February 20. Each president will choose one application from her state to submit to NFRW.** Any questions concerning this process should be directed to the state federation or NFRW (703/548-9688). The internship winners will be chosen by the NFRW Executive Committee.



## Dorothy Kabis Memorial Internship State Federation Certification

This is to certify that:

\_\_\_\_\_  
(Name)

is the official applicant of the \_\_\_\_\_ Federation of  
(State)

Republican Women and a candidate for the Dorothy Andrews Kabis Memorial Internship.

\_\_\_\_\_  
State President's Signature

\_\_\_\_\_  
Telephone Number

This certification and fully completed application form should be mailed to:

NFRW  
124 North Alfred Street  
Alexandria, Virginia 22314  
ATTN: Internship Coordinator

NOTE: Only one (1) application per state may be submitted to NFRW with the state president's signature. **The deadline for applications to be received at the national headquarters is March 5.**



## APPLICATION FOR THE DOROTHY KABIS MEMORIAL INTERNSHIP

(Application must be typed or printed in black ink.)

### **Section A: Personal Information**

Name:		
Address:		
City:	State:	Zip:
Phone Number:	Fax:	
E-mail:		
University Address (if different):		
City:	State:	Zip:
Phone:	Fax:	
E-mail:		
Date and Place of Birth:		
Father's Name:		
Father's Address:		
Father's Phone Number:		
Mother's Name:		
Mother's Address:		
Mother's Phone Number:		
Emergency Contact and Phone Number:		



***Section B: High School Information***

Name of High School:

Address:

City:

State:

Zip:

Graduation Date:

Grade Point Average:

Grade Scale (A=?)

High School Activities and Achievements:

***Section C: Civic and Political Activities and Interests***  
(describe briefly)



### ***Section D: Undergraduate Study***

Name of University:

Address:

City:

State:

Zip:

Major(s) / Minor(s)

Expected Graduation Date:

Grade Point Average:

Grade Scale:

Collegiate Activities and Achievements:

### ***Section E: Office Skills***

### ***Section F: Verification of Information***

I verify that the information in this application is true and accurate to the best of my knowledge.

Signature:

Date:



# Resolutions

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A resolution is a main motion, which, because of its importance or its length, is offered in a more formal matter.

Any resolutions which are proposed for consideration by the National Federation of Republican Women (NFRW) must be concerned with only matters of national significance, and must be within the scope of the objectives of our Federation.

If an individual member has a proposal to submit, she should do so by directing the resolution to her club. Upon receiving the approval by the governing body of the state federation, the resolution would then be sent to the proper person at the NFRW.

All resolutions must be in proper form. When a club presents a resolution to the state federation, it should be worded as if the state were ready to vote on the resolution. That is to say, to indicate that it is a state federation resolution. In the same manner, when a state federation submits a resolution to NFRW, it should be written to indicate that it is a National Federation resolution.

It is important at each level to have documentation of facts and sources of information. A rationale explaining reasons why the Federation should take a stand on the matter must also accompany the resolution.

## Wording a Resolution

A resolution is divided into two parts: the preamble and the resolving clause(s).

### *The Preamble:*

Each explanation is a separate paragraph and contains NO periods. Each clause or paragraph begins with the word “WHEREAS” followed by a comma, and a capital letter for the next word. The paragraph ends with a semi-colon.

Example:      WHEREAS, The .....;  
                    WHERAS, It .....; and  
                    WHEREAS, The .....

Note: *The word “and” appears only one time – directly and before the final “WHEREAS.”*



*Resolved:*

It is best to use only a few connecting words; “therefore be it” is not necessary. If they are used, they follow the final WHEREAS.

“RESOLVED, that .....” (state action to be taken). If there is more than one RESOLVED, each begins in the same way. Only one “and” is used – prior to the final RESOLVED (see sample format).

**Sample Format – National Level**

WHEREAS, A...;

WHEREAS, The...; and

WHEREAS, The...;

RESOLVED, That the National Federation of Republican Women meeting at \_\_\_\_\_ (place and date)...(state action to be taken)....

*Remember: Resolutions are for lengthy motions and **important** items and they provide explanations within the WHEREAS paragraphs. The number of WHEREAS paragraphs should be few. Too many items tend to detract from the RESOLVED.*



# NFRW Publications & Programs

## NFRW Awards

### ***Achievement Award for Local Clubs***

Achievement Awards for clubs are presented at the NFRW's Biennial Convention in recognition of specific accomplishments by the clubs. Achievement Award forms are edited by the NFRW Achievement Awards Committee. The state federation president has the responsibility of "signing off" on club award forms.

The Achievement Awards are designed to enhance teamwork among members of each club, in turn creating one large team network throughout the United States, all working toward a common goal.

Using the Achievement Awards form as a guide for planning club activities will produce a well-balanced club program. They establish standards of performance for club functions, membership development, programs, and campaign activities.

Specific deadlines and requirements are listed in the Achievement Awards forms.

### ***Betty Heitman Award for State Excellence***

The award is presented at the NFRW Biennial Convention. State federations compete for the award honoring outstanding performance in state functions, campaign activities, and programs by completing the Betty Heitman Award application, edited by the NFRW Achievement Awards Committee.

### ***Campaign Awards Program***

Local clubs are encouraged to keep a record containing campaign hours for each member. These hours are tabulated for each club and forwarded to the state federation. The state federation tabulates the state's total and forwards that report to the NFRW Campaign Committee. The awards are based on total number of volunteer hours as well as total amount of money donated to GOP candidates, and are given at the NFRW Biennial Convention.

### ***Caring for America***

The Caring for America Project encourages each club and state federation to select a community project to show that "Republicans do care." Awards are given on both the state and local club level, based on a project's success in terms of public relations, finance, time shared, and value to the GOP. The Award is organized by the NFRW Caring for America Committee.



### ***My Favorite Teacher Award***

This award recognizes excellence in teaching and the impact that one good teacher can have on every individual. The purpose of the award is to acknowledge those outstanding teachers across America who have encouraged students to dream big. This award began during the 2001 National Federation/No Child Left Behind State Summit Program.

Each state federation distributes the "My Favorite Teacher" Award nomination forms throughout their state to local clubs, elected officials, students, administrators, media and community groups. Completed forms are returned to the state federation, which then convenes a panel of judges to award one nominee the State "My Favorite Teacher" Award. The state winner's application is then forwarded to NFRW to compete on the national level.

### ***Public Relations Award***

This award honors state federations for efforts in increasing Federation visibility and covers an evaluation of activities from media relations to web pages. The award is organized by the NFRW Public Relations Committee.

### ***Ronald Reagan Leadership Award***

This award honors a State President who provides extraordinary leadership and inspiration to her State Federation and the National Federation. The award is presented at the NFRW's Biennial Convention.

Recipients are selected based on the State Federation's membership, number of local clubs chartered, public relations and campaign activities, attendance at NFRW meetings and convention, and participation on the national level. The Selection Committee is composed of the NFRW President, NFRW 1<sup>st</sup> Vice President, NFRW 2<sup>nd</sup> Vice President, and two NFRW Standing Committee Chairs of the President's choosing.

**\*\*\*All awards forms are available at [www.nfrw.org](http://www.nfrw.org), or by contacting NFRW Headquarters.**

## **Manuals**

### **NFRW Candidate Recruitment Kit**

NFRW's Candidate Recruitment program is aimed at identifying and recruiting GOP women candidates for state and local office. Once the candidates are identified, local clubs and state federations provide the financial and volunteer support necessary.



The NFRW Candidate Recruitment Kit is a simple, 7-step guide to locating and developing potential Republican candidates.

### **NFRW Protocol Guide**

Protocol is a code of political manners that ensures smooth running meetings and events. Protocol recognizes distinguished guests and applies the rules of protocol at Federation meetings. Protocol is a large umbrella that covers meetings, installations, political campaigns, proper attire, invitations, RSVP's, addressing government officials, and more.

NFRW's *Protocol in Politics* is a comprehensive manual prepared by the NFRW Protocol Committee in conjunction with the NFRW Parliamentarian and NFRW Political Director as a guide for state federations and local clubs.

### **NFRW Precinct/Committee Organization Guide**

NFRW's *Spring Into Action* manual is a quick and easy guide on how to organize your local precinct, committee, or local group for maximum success on Election Day. The guide covers basic precinct organization, door to door canvassing, and important committees to coordinate in order to guarantee Republican voters get out to the polls.

### **NFRW and Legislative Advocacy**

The *Legislative Advocacy Manual* is designed to help train Federation members to become effective advocates on issues at the local, state, and national level. The manual addresses issues such as how to develop a message, how to effectively disseminate that message, and how to lobby on behalf of your cause.

### **NFRW Prayer Book**

*In God We Trust* is a collection of moving prayers from the state federations.

### **The Republican Woman**

*The Republican Woman* is the official publication of the National Federation of Republican Women. It is published three times a year and available online to every dues paying member.

The magazine is designed to provide NFRW members with current information about national, state, and local Federation goals and programs, Republican Party efforts, administrative policies, legislative activities in Congress, and other issues relevant to women in policy and leadership positions.



Any member who does not receive *The Republican Woman* should call her state treasurer or membership chair to make sure her name and address are correct on the NFRW database.

## **Special Programs**

### **NFRW Comprehensive Advocacy Program (CAP Alert)**

One of the most important efforts you should undertake as an organization is to work with your elected officials to influence government policy decisions. One way to accomplish this is to participate in the NFRW Comprehensive Advocacy Program.

The CAP Alert is an education/action program designed to make NFRW a strong grassroots lobbying group that will speak for Republican principles with one voice and with the full strength of its 100,000 members.

A CAP Alert can also be established to lobby your elected officials at the state and local level using the same organization.

The NFRW monitors current legislative issues and Republican initiatives and keeps our members informed of those issues and initiatives with a CAP Alert. When immediate action is needed on a national issue, the CAP Alert is initiated.

A CAP Alert is activated by the NFRW President, who e-mails the NFRW Regional Directors and State Presidents. The State Presidents in turn contact their Local Club Presidents, who notify their club members.

The same procedure can be used to activate a CAP Alert at the state (State Federation President) and local (Local Club President) level. (*See description of CAP Alert Committee, under Special Committees.*)

### **NFRW Regents/Capitol Regents Program**

The NFRW's premier donor programs, the NFRW Regents and Capitol Regents are an elite group who support a variety of Federation programs and activities. Dues are \$1,000 per year for Regents and \$5,000 per year for Capitol Regents. Both groups are recognized at NFRW events throughout the year and given special seating at NFRW Board Meetings and Conventions and the Republican National Conventions.

### **Campaign Management Schools**

When Republican women formed the NFRW in 1938, they adopted political education as one of the fledgling organization's primary objectives. Today, the NFRW effectively pursues this long-time objective by training Republicans to win elections through the highly-successful Campaign Management School (CMS) program.



The CMS program is designed to provide a comprehensive overview of campaigns. Schools feature top-notch political professionals and strategists who have a wide range of knowledge and experience. These experts volunteer their time to teach students the most successful ways to raise money, write winning campaign plans, organize volunteers for get-out-the-vote activities and communicate with voters.

### **Campaign Management School Guide**

The Campaign Management School Guide is designed to provide a comprehensive overview of campaigns. Readers will learn the most successful ways to raise money, write winning campaign plans, organize volunteers for get-out-the-vote activities and communicate with voters.