



Toolkit for PAC Leaders

In this toolkit, you will ...

Learn the roles and responsibilities of federation NARFE-PAC coordinators and chapter NARFE-PAC chairs, including how to solicit contributions, facilitate candidate recommendations and educate NARFE members about NARFE-PAC.

Roles and Responsibilities of a NARFE-PAC Leader

NARFE-PAC leaders play a crucial role in the success of NARFE-PAC, the association's political action committee. Federation NARFE-PAC coordinators lead the federation's PAC program, while chapter NARFE-PAC chairs assist and solicit contributions at the chapter level. The roles and responsibilities of these positions are outlined below.

1. Educate leaders and members on the importance of NARFE-PAC. NARFE-PAC coordinators and chairs are responsible for raising awareness of NARFE-PAC and the important role it plays in fulfilling NARFE's mission.

Learn more: [NARFE-PAC Frequently Asked Questions](#)

2. Encourage and solicit members' contributions to NARFE-PAC. NARFE-PAC coordinators and chairs should raise NARFE-PAC funds at all chapter and federation events.

Learn more: [Raising NARFE-PAC funds](#) and [the NARFE-PAC Flyer](#)

3. Provide recommendations regarding whether NARFE-PAC funds should be disbursed to candidates in their respective states, and help organize local events. Federation NARFE-PAC coordinators, in consultation with the affected chapter PAC chairs and NARFE members, provide Headquarters with a yes or no recommendation for making NARFE-PAC contributions to their state's candidates for Congress. These recommendations factor into final decisions for NARFE-PAC contributions. Federation NARFE-PAC coordinators also work with Headquarters to identify local NARFE members who can attend in-district fundraisers.

Learn more: [The NARFE-PAC Consultative Process](#) and [Attending Local Fundraisers](#)

4. Share contribution and disbursement information with members. NARFE sends quarterly PAC reports to federation PAC coordinators and chapter PAC chairs. The reports detail NARFE-PAC contributions from NARFE members (by chapter, state and region) and NARFE-PAC disbursements made to congressional candidates. NARFE-PAC coordinators also receive timely emails with information on contributions that were sent to candidates in their states. The federation PAC coordinator, with the help of chapter NARFE-PAC chairs, is responsible for sharing this information with members.

Learn more: [NARFE-PAC Reporting](#) and [NARFE-PAC Contribution and Disbursement Reports](#)

Raising NARFE-PAC Funds

NARFE-PAC leaders help raise PAC funds to grow NARFE's political influence. Outlined in this section are the steps federation NARFE-PAC coordinators and chapter NARFE-PAC chairs should take to communicate the importance of giving and soliciting contributions.

Overview

Chapter- and federation-level fundraising efforts are essential to NARFE-PAC's success. Federal law requires that NARFE-PAC be funded solely through NARFE members' generous, voluntary contributions specifically for political purposes. This means no other monies of the association (e.g., membership dues) fund NARFE-PAC. In addition to federation and chapter fundraising, Headquarters solicits NARFE-PAC contributions via *NARFE Magazine*, email and direct mail.

Soliciting Contributions at Chapter and Federation Events

To help NARFE-PAC raise \$1.5 million in the 2025-2026 election cycle, NARFE-PAC leaders should solicit contributions at all chapter and federation events.

At chapter meetings, briefly mention NARFE-PAC and explain its importance. Solicit and collect contributions (use [the NARFE-PAC Flyer](#) to encourage contributions). At federation and region conventions, highlight NARFE-PAC and explain its importance. Set up a PAC table and collect contributions. Know which members of Congress in the state received contributions.

NARFE-PAC leaders should focus even more on NARFE-PAC during March, which is NARFE-PAC month.

NOTE: NARFE members who would like to contribute from home can do so by sending in the PAC coupon that appears in *NARFE Magazine* or by making an [online contribution](#).

Solicitation rules to keep in mind:

- Only NARFE members and their families may be asked to give to NARFE-PAC.
- When requesting PAC contributions, make it clear that they are voluntary. Coercion or undue persuasion cannot be used when requesting contributions.
- According to the Internal Revenue Code, a statement must be made that PAC contributions are not tax-deductible.
- NARFE-PAC does not recommend holding bake sales or raffles to raise money as the regulations governing these transactions are complex and vary by state.

NARFE-PAC Giving Levels and Incentives

NARFE members can make two types of NARFE-PAC contributions: a one-time contribution or a monthly annuity withholding or credit card contribution as part of the NARFE-PAC sustainer program.

One-time Contributions

NARFE members can make a one-time cash, check or credit card contribution in any amount they would like. NARFE-PAC recognizes contributors in five giving levels, starting at \$25. Members giving at these levels, which are cumulative over the 2025-2026 election cycle, receive the corresponding lapel pin and incentive, as detailed below.

- **Basic \$25 - \$49:** Basic NARFE-PAC lapel pin.
- **Bronze \$50 - \$99:** Bronze NARFE-PAC lapel pin.
- **Silver \$100 - \$249:** Silver NARFE-PAC lapel pin.
- **Gold \$250 - \$499:** Gold NARFE-PAC lapel pin. • **Platinum \$500 or more:** Platinum NARFE-PAC lapel pin.

The NARFE-PAC Sustainer Program

NARFE members can also sign up as NARFE-PAC sustainers, where contributions are automatically made monthly, via annuity withholding or credit card contributions. To learn more about the NARFE-PAC sustainer program, please visit the “NARFE-PAC Sustainer Program” section of this toolkit.

Collecting Contributions and Sending Them to Headquarters

Collecting Funds

NARFE-PAC contributions collected at an event can be in the form of cash, check or credit card.

For cash and check contributions: Record contributions on the [NARFE-PAC Collections Form](#). For each contributor, list his or her membership ID (chapter number if membership ID is unknown), name, amount of contribution, occupation/employer and whether he or she needs a pin sent from Headquarters. Write “No” in the last column if a pin was given to the contributor at the time of the contribution or if the contributor would not like one sent. Have the member write “Retired” in the employer/occupation column if he or she is fully retired.

For credit card contributions (including those signing up to be NARFE-PAC sustainers): Each contributor should fill out their own [NARFE-PAC Contribution Form](#) or [NARFE-PAC Brochure](#). If a contributor has already received a pin or would not like to receive one, mark the “No pin for me. I’d like 100 percent of my contribution to go to NARFE-PAC” box.

Sending Funds to Headquarters

Contributions must be forwarded to Headquarters within 30 days of collection.

Send contributions, along with a completed [NARFE-PAC Collections Form](#) (for cash and check contributions) and any [NARFE-PAC Contribution Form](#) or [NARFE-PAC Brochure](#) (for credit card contributions) to:

NARFE-PAC

Attn: Budget and Finance 606

North Washington St. Alexandria,

VA 22314

NOTE: Federal law prohibits contributions from being consolidated and sent to NARFE Headquarters **in the form of a chapter or federation account check.** Instead, cash funds should be consolidated and sent via a cashier's check, money order or personal check. Individual member checks should be made out to NARFE-PAC and sent to NARFE Headquarters.

Obtaining NARFE-PAC Materials

Federation and chapter PAC leaders should request NARFE-PAC materials from NARFE's advocacy staff to aid in soliciting contributions at chapter and federation meetings.

The materials include:

- Basic NARFE-PAC pins.
- [NARFE-PAC Collections Forms](#): Used to list cash and check contributions raised at a federation or chapter event. In the last column, mark whether a pin needs to be sent to the contributor or if one was already given.
- [NARFE-PAC Contribution Form](#) : Used to make a credit card contribution at a federation or chapter event. Lists the pins and giving levels.
- [NARFE-PAC Brochure](#): Used to encourage members to make a contribution on their own. Should be distributed to members at federation or chapter events.

To request PAC materials, send an email to advocacy@narfe.org, or call 1-800-456-8410 and select option 3.

NARFE-PAC Sustainer Program

Monthly Sustainer Contributions via Credit Card

NARFE members can sign up as NARFE-PAC sustainers via monthly credit card contributions. Sustainers who donate at least \$10 a month receive a sustainer lapel pin.

NARFE-PAC sustainers are crucial to strengthening NARFE's political influence. They reduce fundraising costs and consistently grow NARFE-PAC each month, allowing NARFE-PAC to contribute more money to candidates.

NARFE-PAC sustainers are continually charged via credit card until they ask headquarters to be removed from the program. Members whose credit cards are not able to be processed will be contacted to update their information via email, physical mail or by phone. If contributors do not update their information, they will be removed from the sustainer program.

A New Way to Give: Annuity Withholding

Annuity withholding is a way for NARFE members to automatically contribute to the PAC directly from their federal annuity each month. The Office of Personnel Management (OPM) operates the annuity withholding process. After completing a [form](#) for NARFE, members can sign up for and manage their contributions through their OPM Retirement Services Online account. OPM will then withhold each monthly contribution and send it to NARFE-PAC on the first of each month. The contribution will be noted on each annuity statement.

How Do Members Sign Up?

NARFE members can sign up for annuity withholding by first completing the online form [here](#) which can be found on the NARFE-PAC web page, www.narfe.org/pac-sustainer. The information in the form enables NARFE-PAC to match each member's annuity withholding and member account, ensuring that all participants receive credit for being a sustainer. **Please remind your members to submit this form in its entirety before moving on to the next step in the process.**

After completing the form, members will be directed to a detailed set of [instructions](#) and a link to OPM's Services Online website. NARFE members will then authorize the annuity withholding through OPM. A phone number for OPM's Retirement Services is also provided for those who prefer authorizing withholding using that method. Any future changes to annuity withholding can be completed through OPM's Services Online

website or by calling OPM. NARFE-PAC cannot make changes to annuity withholding, those must be done through OPM.

NARFE members can also call OPM to set up annuity withholding by dialing 1-888-767-6738. Please instruct your members to either fill out the [web form](#) or call NARFE's advocacy department at 1-800-456-8410, option 3, after calling OPM so their NARFE account can be updated.

Consult the annuity withholding [frequently asked questions](#) document to assist with questions you may receive from NARFE members about the program.

The NARFE-PAC Consultative Process

Headquarters follows a consultative process prior to making PAC contributions to candidates. Federation NARFE-PAC coordinators are asked to provide a recommendation on candidates, after discussion with affected chapter NARFEPAC chairs and members. The process is explained in the following text.

Overview

NARFE-PAC seeks recommendations from federation NARFE-PAC coordinators prior to contributing NARFE-PAC funds to congressional candidates. The NARFE-PAC Board considers the recommendations, among other factors, when making final decisions for allocating NARFE-PAC funds.

The Recommendation Process

NARFE's advocacy department emails the federation NARFE-PAC coordinator and the federation president requesting a recommendation regarding a candidate being considered for NARFE-PAC contributions. For this reason, federation NARFE-PAC coordinators must have and regularly check active email accounts.

NOTE: If the federation NARFE-PAC coordinator role is vacant, the federation president is responsible for providing a recommendation.

Next, the federation NARFE-PAC coordinator should consult with chapter PAC chairs, congressional district leaders (CDLs) and NARFE members in the relevant congressional district (or entire state, for Senate candidates) to determine the federation recommendation.

This recommendation should be based on the candidate's interactions with NARFE and his or her stance on NARFE issues. This includes evaluating the candidate's working relationships at the local level and NARFE voting record. Personal political views regarding issues not relevant to NARFE's mission will not be given any weight.

Within two weeks, the federation NARFE-PAC coordinator is expected to respond to the email request with a recommendation regarding the candidate. Recommendations must be received in writing via email.

NOTE: Because of this compressed timeline, NARFE encourages federation

NARFEPAC coordinators to frequently poll NARFE members and chapter NARFE-PAC chairs about their respective members of Congress and congressional candidates.

NARFE's advocacy department then provides these recommendations to the NARFEPAC Board.

Final Decisions

The final decision concerning NARFE-PAC contributions rests with the NARFE-PAC Board, which is made up of the two elected national officers and the staff vice president of policy and programs.

It is the board's responsibility to consider its overall budget and NARFE's national political strategy—in addition to the recommendations of local NARFE members.

Factors Considered

A number of factors are considered by the NARFE-PAC Board when deciding whether to contribute to a particular candidate, including, but not limited to:

- The candidate's support on NARFE issues. This is indicated primarily by his or her NARFE voting record. Challengers or open-seat candidates who do not have a NARFE voting record are asked to fill out a candidate questionnaire. Statements on NARFE issues, bill cosponsorships and personal meetings are also used to determine support.
- The federation recommendation, which should include an evaluation of the amount and quality of communication and the accessibility of the candidate for NARFE members, chapters and the federation.
- The influence a legislator can exert in support of NARFE's goals, whether it is through a party leadership position, committee assignment or a particular area of expertise.
- The competitiveness of the candidate's race.
- The overall NARFE-PAC budget.

NOTE: NARFE-PAC makes contributions to federal candidates for Congress only. It does not contribute to presidential candidates.

Attending Local Fundraisers

In addition to NARFE officers and staff attending fundraisers in Washington, DC, NARFE members can attend in-district fundraisers. Federation NARFE-PAC coordinators work with NARFE's advocacy staff to organize this process, which is explained below.

Overview

An important component of NARFE-PAC is sending NARFE members to in-district fundraisers. This helps establish and strengthen relationships between NARFE members and their congressional candidates. It also gives NARFE members a more active role in NARFE-PAC, which they fund. In the 2025-2026 cycle, NARFE-PAC's goal is to send members to at least 125 local fundraisers.

Federation NARFE-PAC coordinators work closely with NARFE's advocacy staff to get approval for local events and make sure that the NARFE members attending are prepared to appropriately represent NARFE-PAC.

Getting Approval to Attend an Event

NARFE members interested in attending a local fundraiser in connection with a NARFEPAC contribution **must** receive written approval from NARFE Headquarters prior to RSVPing for and attending any event.

Members interested in attending an event should forward the invitation to the federation NARFE-PAC coordinator, who should then forward it to NARFE's advocacy staff. Federation NARFE-PAC coordinators are also encouraged to send invitation requests to

NARFE's advocacy staff if they hear of a local event. The staff consults with the NARFE-PAC Board, following the typical [NARFE-PAC Consultative Process](#), and approves or disapproves attending the event.

If the NARFE-PAC Board agrees to make a NARFE-PAC contribution in connection with an in-district event, the federation NARFE-PAC coordinator is responsible for determining which NARFE members attend. Depending on the event and the size of the contribution, multiple NARFE members may be able to attend. Any NARFE member is eligible to attend, including federation NARFE-PAC coordinators and chapter NARFEPAC chairs.

The federation NARFE-PAC coordinator works with NARFE's advocacy staff to RSVP to the event. A check from NARFE-PAC will be sent to the campaign from Headquarters. It will **not** be sent to the NARFE member to bring to the event.

Before an Event

NARFE members who receive approval to attend an event should adequately prepare to represent NARFE-PAC at the fundraiser. NARFE's advocacy staff can provide NARFE talking points, which may include timely issues to mention to the candidate or thanking them for recent support.

Attending an Event

At the event, NARFE members should look for opportunities to introduce themselves to the candidate and briefly discuss NARFE and the talking points they have prepared. Recognize that the quality and quantity of candidate engagement may depend on the format of the event.

NARFE-PAC encourages NARFE members to properly represent NARFE-PAC by being friendly, polite and respectful.

At fundraisers, it **is** legal to talk about the election campaign. However, NARFE-PAC contributions are not and may not be given in exchange for official acts or promises of official acts by candidates. Money is not given in exchange for votes, cosponsoring bills or any other official act. Also, while NARFE-PAC contributes to candidates' campaigns, NARFE-PAC does not formally endorse candidates.

REMINDER: Never discuss NARFE-PAC contributions or campaigns with legislators or congressional staff while they are at their congressional offices or in government owned buildings, as they are conducting official government duties.

After an Event

NARFE members who attend local events should share a summary of the event and their interactions with the congressional candidate with the federation NARFE-PAC coordinator and NARFE's advocacy staff.

Individuals should also share this information amongst their federation and chapter. This helps increase understanding of how NARFE-PAC operates and reduces misinformation surrounding NARFE-PAC.

NARFE-PAC Reporting

Federation NARFE-PAC coordinators and chapter NARFE-PAC chairs receive timely information regarding NARFE-PAC contributions from NARFE members and disbursements to congressional candidates. This information should be shared with NARFE members.

Overview

NARFE-PAC sends general PAC information and contribution and disbursement data to NARFE-PAC leaders on a regular basis, such as through monthly PAC emails, which include the quarterly NARFE-PAC contribution and disbursement report and NARFEPAC contribution emails.

Being transparent and sharing this information with NARFE members is an important responsibility of federation NARFE-PAC coordinators and chapter NARFE-PAC chairs. This creates a greater understanding of how NARFE-PAC operates and reduces misinformation surrounding NARFE-PAC.

Quarterly Contribution and Disbursement Reports

Monthly PAC emails are sent to federation NARFE-PAC coordinators, federation presidents, chapter NARFE-PAC chairs and the National Executive Board. These emails

cover various topics, including general information about NARFE-PAC, changes to the PAC program and solicitation advice.

On a quarterly basis, the monthly email will include links to the quarterly NARFE-PAC contribution and disbursement report.

These emails include a status memo on NARFE-PAC and links to the member-protected NARFE-PAC Contribution and Disbursement Reports section of our website, which includes all NARFE-PAC contribution and disbursement data. Specifically, the page includes the most up-to-date:

- **Quarterly Contribution Report (A250 chapter report):** This report breaks down the number of NARFE-PAC contributors (including a column for sustainers) and the total amount contributed **by chapter and national-only members**.
- **Contributions by State:** This report breaks down the number of NARFE-PAC contributors (including a column for sustainers), the total amount contributed and the average (mean) total contribution per contributor, **by state**.
- **Contributions by Region:** This report breaks down the number of NARFE-PAC contributors (including a column for sustainers), the total amount contributed and the average (mean) total contribution per contributor, **by region**.
- **Quarterly Disbursement Report:** This report breaks down the candidates that have received NARFE-PAC funds, by state.

NOTE: These reports are cumulative for the two-year election cycle (currently 2025-2026). Additionally, all NARFE members can access this information at any time in the [NARFE-PAC Contribution and Disbursement Reports](#) section of our website.

Notification of PAC Contributions

Federation NARFE-PAC coordinators and federation presidents receive an email when a NARFE-PAC contribution is made to a candidate in their state. The email, which is sent within a week of the check being mailed, includes information on the contribution.

Sharing the Information

Informing NARFE members about NARFE-PAC's activities increases understanding of NARFE-PAC and its importance to NARFE's advocacy goals.

Federation NARFE-PAC coordinators and chapter PAC chairs should keep NARFE members informed about NARFE-PAC activities, including relevant information from the monthly NARFE-PAC emails. Specifically, members should be told how much the federation or chapter contributes to NARFE-PAC (in general and compared to other federations or chapters) and when a contribution is made to a candidate within the scope of the federation or chapter. This information may be shared at federation and chapter meetings and in newsletters.

NARFE-PAC Leaders FAQs

Below are some frequently asked questions NARFE-PAC leaders pose regarding NARFE-PAC. If you have additional NARFE-PAC questions, please contact the advocacy department by emailing advocacy@narfe.org or call 1-800-456-8410 and select option 3.

If a candidate calls or emails a NARFE-PAC leader and asks for NARFE-PAC funds, what should the leader say?

The NARFE-PAC leader should explain how the [consultative process](#) works and forward the request (via email) to NARFE's advocacy department to begin the consultative process.

If a NARFE member attends a local fundraiser on behalf of NARFE-PAC, will Headquarters send them the NARFE-PAC check to present to the member of Congress or candidate?

No. Once authorized, the NARFE budget and finance department issues the NARFEPAC checks, which are then sent directly to the candidate's campaign.

If a NARFE-PAC contributor does not receive a pin in recognitions of their contribution, what should they do?

The contributor, or a NARFE-PAC leader, should contact the advocacy department to fix the problem.

Does NARFE-PAC seek to contribute to a candidate in every congressional race?

No. It is not the goal of NARFE-PAC to contribute campaign funds to candidates in every congressional district or state. The decision-making process for campaign contributions

does not consider the number of legislators in the state who have or have not received PAC funds.

Does every fundraising invitation received by the advocacy department trigger the consultative process?

No. The advocacy department receives thousands of email fundraising invitations each year from candidates seeking PAC contributions. These do not trigger the consultative process.

Can NARFE-PAC leaders proactively suggest a candidate they believe should receive NARFE-PAC funds?

Yes. NARFE-PAC leaders who wish to suggest a candidate to Headquarters should contact the advocacy department.

Is NARFE-PAC limited to making disbursements to congressional candidates from a particular state based on the dollar amount of NARFE-PAC contributions received from NARFE members in that state?

No. NARFE-PAC is a national PAC and is not designed to have parity between the amount of money received from NARFE members in a state and NARFE-PAC disbursements made to candidates in that state. NARFE-PAC pools the voluntary contributions from NARFE members throughout the country and uses the money wherever it can make the greatest impact.

Does NARFE-PAC report contributions raised from NARFE members and NARFEPAC funds disbursed to candidates?

Yes. All members can access this information on the [NARFE website](#). Contribution reports are broken down by chapter, federation and region. This information is updated quarterly.

Does NARFE-PAC release the names of individual NARFE-PAC contributors?



NARFE-PAC is legally required to report the names and addresses of individuals who contribute more than \$200 annually to NARFE-PAC in our filings with the Federal Election Commission. NARFE-PAC does not release individual contributor information outside of these filings.