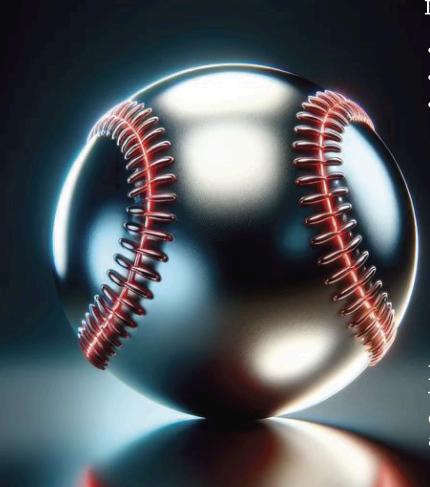
Federal Fundraising's Moneyball Moment:

Winning The Game Via Direct Giving



Inside this Report...

- What is Direct Giving
- 7 Key Takeaways
- Direct Giving Forecast for 2026 and 2028

Plus, how to move beyond the restricted class, contribution limits, and prior approval.





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WHAT IS DIRECT GIVING?



A QUICK HISTORY OF PACS

Using Federal Election Advisory Opinion 2022-03, PACs can use software to operate a Direct Giving program where the PAC solicits the general public to contribute directly to the PAC's preferred candidates or committees.

- Can communicate beyond the restricted class
- No prior approval is required.

WHAT IS A PAC'S TRADITIONAL ROLE?

- Most corporate/association/union PACs raise funds from members/employees into the PAC.
- The PAC then uses these pooled dollars to contribute to candidates in limited amounts (up to \$5K/election)



WHAT IS DIRECT GIVING?

- A federal PAC solicits individuals to contribute directly to a candidate or other political committee.
- PACs do not receive, process, disburse, or report the contributed funds.
- PACs are not limited by the restricted class/prior approval regime.

WHY ARE PACS USING DIRECT GIVING?

- · Campaign costs are rising.
- Individual contribution limit rises each cycle. PACs were frozen in 1976.
- Some candidates won't accept PAC contributions
- Direct Giving tools and strategies have proven their effectiveness.



WHAT IS ALLOWED?

- Disseminate solicitations as widely as a grassroots action alert.
- Fundraise on a publicly available webpage
- Re-solicit donors for subsequent contributions to other candidates.
- Create recognition programs around direct giving contributions.

WHAT IS NOT ALLOWED?

The Direct Giving Program may not:

- Solicit for a SSF/connected PAC.
- Solicit those who are not eligible federal donors.
- Provide a tangible reward or a charitable match to the donor.

WHO BENEFITS FROM DIRECT GIVING?

Direct giving can be leveraged by more than you might think. Do you fall into one of these groups?



PAC PROFESSIONALS

As a practitioner responsible for PAC success, this paper will show you how Direct Giving can quickly and cost-effectively grow your PAC's influence with candidates and inform your understanding of how others are already using Direct Giving strategies.



GOVERNMENT AFFAIRS DEPARTMENTS

As you manage the Government Affairs portfolio for your organization, this report may be your first in-depth look at Direct Giving. Direct Giving can grow your political brand with lawmakers. It can be scaled to fit your engagement goals and your budget. It is likely your most cost-effective means to raise more hard dollars.



GRASSROOTS PROFESSIONALS

our experience persuasively communicating about public policy issues to a wide range of audiences positions you to play a role in political fundraising. With Direct Giving, every Grassroots Call to Action can now include a solicitation, and social sharing can evolve into peer-to-peer fundraising. With Direct Giving, you can back up your letters with dollars.



POLITICAL FUNDRAISING PROFESSIONALS

You and your compliance team saw Direct Giving's fundraising power. This paper will show how PACs will raise more money for you in the next cycle, even if your client(s) do not accept PAC dollars. It might even change your thinking about recognition programs.



PAC & GRASSROOTS SOFTWARE PROVIDERS

As the gateway for PAC operations and "taking action" on public policy issues, your clients expect you to provide innovative solutions. This paper highlights your opportunity to not only make Direct Giving a native capability of your PAC and Grassroots platforms but also integrate AI and machine learning into Direct Giving for even greater results.



PAC, GRASSROOTS, & PUBLIC AFFAIRS FIRMS

As you design your clients' campaign plans for the next Congress, you will want to understand Direct Giving better. Clients will prioritize nimble plans that seize the opportunity and deliver results that grow their political brand.

INTRODUCTION

THE BIGGEST TAKEAWAYS FROM THE 2024 ELECTION ARE:

PACs finally have a proven antidote to frozen contribution limits, restricted class rules, prior authorization, and declining participation rates.

PACs can finally combine the enormous power of technology with commercial data to raise money more efficiently for their preferred candidates.

WHAT DOES THAT MEAN FOR YOU?

However, according to the most recent NABPAC Benchmark Survey, over 84% of PACs still need to embrace Direct Giving, the proven antidote to restrictive PAC rules. Democracy Engine's clients are a small subset of the 16% of PACs who employ Direct Giving, but our clients raised and take credit for \$165.6 Million this cycle.

Political Action Committees (PACs) navigate an increasingly complex fundraising landscape. Amidst heightened competition for donor dollars and the ever-evolving dynamics of political campaigning, there's a pressing need for innovative strategies that offer a competitive edge. Surprisingly, one of the most compelling playbooks for PACs to consider doesn't come from politics at all, but, from the world of baseball—a story masterfully told in Michael Lewis's book, "Moneyball: The Art of Winning an Unfair Game," which was also made into a movie starring Brad Pitt in 2011.



FUNDRAISING RESULTS* FOR FEDERAL CANDIDATES IN THE 2024 CYCLE:

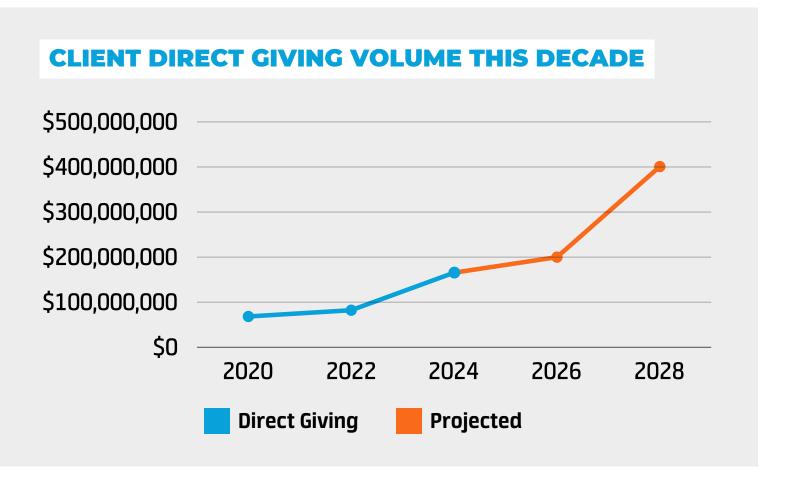
- \$1,000,000+ for each of 15 candidates
- \$500,000+ for each of 61 candidates
- \$100,000+ for each of 214 candidates
- Less than \$100,000 for each of 624 candidates

*Each dollar amount is the sum total across all Democracy Engine clients. Each recipient is informed which client generated each contribution. "Moneyball" chronicles how the underfunded Oakland Athletics, led by General Manager Billy Beane, leveraged data analytics to compete against wealthier baseball franchises. The A's revolutionized Major League Baseball and all professional sports by challenging traditional scouting methods and focusing on overlooked metrics. Today, every professional sports team relies upon some form of "sabermetrics." The parallels between Major League Baseball in the early 2000s and the PAC fundraising status quo are striking, and the impacts became very public this past cycle.

Below, we delve into seven key findings from "Moneyball" that Democracy Engine has learned this cycle, and we explore how Direct Giving is already redefining what winning looks like for PACs and those seeking to build political influence.

In baseball, a win is a win is a win. Similarly, candidates do not prize a PAC dollar more than an individual dollar and vice versa. A hard dollar is a dollar is a dollar. A PAC's political influence correlates to its ability to source dollars, any hard dollar. Direct Giving dollars and PAC dollars work together to grow a PAC's influence.

At Democracy Engine, we are committed to creating and bettering solutions that shape political fundraising's future, grow our clients' political influence, and position them well ahead of the curve.







Candidates do not prize a PAC dollar more than an individual dollar and vice versa, so PACs should raise the mix with the highest probability of success at the lowest cost.



PACS EMBRACING INNOVATION ARE PROVING THE SKEPTICS WRONG



Billy Beane faced significant resistance from traditionalists who were skeptical of his methods. His commitment to innovation ultimately transformed the Oakland A's and created a new paradigm for Major League Baseball and all professional sports.



KEY TAKEAWAY FOR FEDERAL FUNDRAISING

Direct Giving opens the door to a new fundraising landscape where some of the most burdensome impediments to PAC success are not relevant, including:



SOLICITATION LIMITS

A PAC can solicit unlimited contributions from each donor. The aggregate dollar amount is limited only by each individual giving limit to each specific candidate, not the PAC's, and that limit is indexed.



PRIOR APPROVAL

Since the PAC may solicit the general public for Direct Giving, the PAC is not required to secure prior approval before soliciting for a Direct Giving program.



CONTRIBUTION LIMITS

A PAC can raise unlimited hard dollars for its preferred candidates/recipients while its contribution limit remains frozen at 1976 levels.



RESTRICTED CLASS

Direct Giving allows PACs to solicit the general public for contributions made directly to the candidate/committee via a website. Restricted class rules are not applicable. For example, a Direct Giving program can engage known non-eligible stakeholders, such as:

- All Employees (and their friends and family)
- Retirees
- Customers/Patients
- Vendors and Suppliers

DATA-DRIVEN STRATEGIES OUTPERFORM CONVENTIONAL INTUITION



The underfunded Oakland A's adopted sabermetrics—a statistical approach to player evaluation—over the traditional scouting approach

By adopting a new approach and paradigm, the A's quickly identified undervalued players who immediately made the team more successful than their limited budget should have allowed them to be.

The A's made this pivot in a single off-season and changed the next season's outcome.



KEY TAKEAWAY FOR FEDERAL FUNDRAISING

PACs are spending more and more time and money to squeeze the last penny out of the restricted class.

Direct Giving opens the ability to map where the organization's political dollars already exist, allowing the PAC to focus on the stakeholders already making political contributions. Building out a donor map for the organization might include:





Understand what your slice of the general public is ready to give and to whom.

PACs may not use FEC data to contact donors or identify donor prospects, but they can use other sources of data to augment their existing business or membership data, qualify their stakeholders' giving potential, define donor segments (partisan preferences, high or low dollar, one-time or monthly, etc.), build donor profiles, and measure success (capture rate).

Use commercially available data to append information like the following to your existing list:

- What is a donor's giving potential? Is it 2, 3, 4, or even 5 figures/year?
- Does this person make donations to advocacy organizations? Some people donate money to help reshape their society, and others do not. Targeting those with a habit of giving is smarter than targeting non-donors.
- There are other non-candidate contribution behaviors that reasonably suggest partisan preferences. Identifying these and using them to categorize your prospect list helps target solicitations

There are other non-candidate contribution behaviors that reasonably suggest partisan preferences. Identifying these and using them to categorize your prospect list helps target solicitations.

UTILIZE COMMERCIAL GIVING DATA (CONT.)

PACs can also use data to understand better which candidates are most likely to appeal to your prospective donors, addressing questions such as:

- Which lawmakers receive the most money from your PAC donors?
- Which lawmakers receive the most money from your non-contributing PAC-eligible donors?
- Which lawmakers receive the most money from your non-eligibles? From your Grassroots advocates? From your business partners?
- In your company/organization/profession/union, who is giving the most money to your most essential lawmakers?

Additionally, PACs can survey PAC members and other prospective donor audiences about their interests and capacity to give to endorsed candidates. Answers to a survey belong to the PAC and can be used as the basis for solicitation.



CRAWL, WALK, RUN

Based on the public data, consider piloting a new program on a smaller scale to prove effectiveness before broader implementation. Scale the rollout and optimize in real-time along the way.



INCORPORATE AI AND OTHER FORMS OF MACHINE LEARNING

Machine learning can quickly and dramatically accelerate donor identification, list segmentation, and message testing. Incorporating AI will accelerate and optimize solicitation strategies that raise more money while costing less time, money, and effort.

TRADITIONAL PAC METRICS DO NOT PREDICT FUTURE PAC SUCCESS



The A's found traditional baseball metrics like batting averages were less predictive of success than statistics like On-Base Percentage (OBP) and others. In fact, traditional tactics, like stealing bases, were actually counterproductive to increasing wins. The A's adopted a new approach and built their program around these more meaningful metrics to field a winning team.



KEY TAKEAWAY FOR FEDERAL FUNDRAISING

Metrics like dollars raised and number of donors measure past success and do not inform future work. Direct Giving is chocked full of predictive workflows that illuminate both the new high ROI opportunities and the legacy activities that underperform by comparison. This new reality offers up metrics such as:



SHARE OF WALLET (SOW)

SOW is a common metric measuring the percentage of a customer's spending on a specific brand or product. It is also a common metric among direct giving practitioners.

Influential PACs have key performance metrics around the "donor wallet" of its:

- PAC Donors
- Restricted Class
- Non-eligible Class
- Aligned External Business Partners
- · Grassroots Stakeholders

Once a PAC quantifies its donors' wallets, it can quantify the total number of donors who already contribute generally and how much money they can give each year.

SOW is the On-Base Percentage of political fundraising, and it became a key PAC metric during the 2024 cycle. PACs that have already begun identifying donor wallets and engaging known contributors enter the 2026 cycle with a roadmap to new hard dollars to then raise from donors.



CAPTURE RATE

Based upon the SOW roadmap, PACs measure their success in capturing the identified contributors and their contributions.

As a PAC better understands actual and prospective donor behavior, motivation, and capacity to contribute, the PAC will grow its Capture Rate. Via Direct Giving software, the PAC can:

- · Monitor real-time giving;
- Receive credit for the captured contribution with the recipient of the donation.



DONOR RETENTION RATE

Tracking and measuring the retention of new donors is a well-known metric that becomes increasingly important with a much larger donor universe. Measuring retention by donor segment is a best practice.



AVERAGE CONTRIBUTION GROWTH

Based on the SOW research and real-time data provided by the software, the PAC can gauge whether it is growing trust and commitment with its contributors.



COST PER DOLLAR RAISED

Track the financial and labor costs required to collect a Direct Giving dollar versus the cost of traditional PAC solicitation. It may be that known contributors making Direct Contributions -identified by the SOW analysisare already sufficiently motivated to contribute to the PAC's preferred recipient without incurring an additional expense, such as a PAC match.

IDENTIFY AND CAPTURE UNDERVALUED OPPORTUNITIES



The A's succeeded by focusing on undervalued players who excelled in overlooked statistical areas. Using this approach in a single offseason, they built a competitive team despite lacking the financial resources of wealthier franchises.



KEY TAKEAWAY FOR FEDERAL FUNDRAISING

There are untapped opportunities within and beyond your organization. Frequently, they are just out of reach of the previous PAC paradigm, including:



ENGAGE ALL EMPLOYEES & OTHER NON-ELIGIBLE AUDIENCES

PACs can quickly become more egalitarian. By definition, restricted class-only programs are geared towards management and are forced to ignore rank-and-file employees largely. This means recognition programs are not available to all team members.

Learn how to engage every employee and all non-eligible audiences (such as family and friends of an association member) and build the necessary trust across the organization to embrace your recommended candidates and recipients.



ADOPT A GRASSROOTS MINDSET

Similarly, successful Direct Giving programs can embrace the mindset of a Grassroots program and seek to build trust and solicit political action from a broad array of audiences with varying levels of connection to the organization.

Both major party nominees exemplified this opportunity in their fundraising press releases, explicitly linking the fundraising results to growing "grassroots" support.



IGNORE A GRASSROOTS PREREQUISITE

Most grassroots programs are premised on a lawmaker-constituent relationship, while political giving programs are premised on a candidate-donor relationship. Effective Direct-Giving programs communicate a rationale for giving to candidates without a constituent-based nexus. Freed of geography, a PAC can activate its entire Direct-Giving donor database around a single recipient or in a targeted race. Entities like Club for Growth and Emily's List have been doing this for decades.

In this past cycle, Direct Giving was vital to a successful strategy to defeat more than one incumbent lawmaker.



REDEFINE PEER-TO-PEER SOLICITATION

Peer-based solicitation is no longer limited to soliciting within the restricted class for a PAC contribution. With Direct Giving, volunteer solicitors engage their entire sphere of influence with the opportunity to contribute via the PAC's giving platform. Furthermore, the PAC can equip the solicitor with a personal giving page (or pages) with a single recipient or 100 recipients. The PAC can then understand, in real time, the solicitor's effectiveness.

LEVERAGE SOFTWARE FOR GREATER POLITICAL ADVANTAGE



The Moneyball story springs from an algorithm created by a Harvard economics major. Theoretically, the role of analytics in major league sports could have sprung from a genius with graph paper and a pencil. Still, it would have been nearly impossible to replicate the Athletics' approach without volumes of data and the computer processing power necessary to identify the most important predictive trends.



KEY TAKEAWAY FOR FEDERAL FUNDRAISING

Similarly, software has dramatically enhanced PAC operations. No one is submitting paper FEC reports completed on a manual typewriter. Everyone recognizes the obvious benefit of using compliance software. Similarly, and at an even greater scale, Direct Giving software makes PACs more effective at a PAC's core purpose: growing political influence by getting hard dollars to preferred candidates and committees. Direct Giving software delivers even more powerful and more numerous benefits and opportunities, including:



TAILOR SOLICITATION PAGES

Some Direct Giving programs have thousands of individual giving webpages tied to the interests of their volunteer solicitors and/or their targeted donor segments each cycle.

Curated candidate slates are enormously effective at raising money and accelerating peer-to-peer solicitations within your key donor's social sphere.



PLEDGE FULFILLMENT TRACKING

While it is possible to collect donor pledges and receipts manually, Direct Giving software equips PACs with real-time tracking of pledges made and fulfilled inside a single database. There is no need to chase verbal pledges or after-the-fact receipts. The time and administrative cost savings are significant.



REAL-TIME DATA

Software equips PACs with real-time insight into every page's performance. Why wait until after the filing report deadline to understand to whom your stakeholders contributed? Understand who gives how much to whom in real time and use that intelligence to inform your next step.



ATTRIBUTION

Direct Giving software also generates the compliance data for the recipient, which is where the attribution identifier is stored.



BETTER PAC COMPLIANCE SOFTWARE

PACs rightfully expect their PAC compliance software to be a one-stop for all of their technology needs. Direct Giving data should be stored alongside PAC data to deliver a more holistic understanding of a PAC's engagement with each recipient. In the 2026 cycle, we anticipate that Direct Giving will become a native capability of leading PAC Compliance platforms.



REDUCE PAC CHECK FRAUD

Direct Giving technology allows every PAC the option to initiate a PAC contribution via ACH from within their PAC software or Coalescent. PAC contributions initiated via ACH are:

- Faster to make
- More secure than a paper check
- More certain than a paper check, which might not be deposited
- Easier to reconcile to the bank statement



BETTER GRASSROOTS SOFTWARE

Every Grassroots Action Taker can now be invited to a giving page to consider contributing to the PAC's preferred candidates. The quickest implementation is on the Thank You page after taking action.

The Grassroots database (including action takers and prospective action takers) should be analyzed for known political donors outside of the PAC-eligible class.

In the 2026 cycle, we anticipate that Direct Giving will become a native capability of leading Grassroots platforms.

DON'T BE THE NY YANKEES. MAXIMIZE COST EFFECTIVENESS



At the end of the 2002 season, the Athletics had the same number of wins as the Yankees. On average, the Yankees paid \$1,400,000 per win, while the A's paid \$260,000.



KEY TAKEAWAY FOR FEDERAL FUNDRAISING

As PAC budgets come under increasing pressure, they must optimize scarce resources and target activities with the highest likelihood of success and the highest return on investment. In this regard, Direct Giving delivers powerful cost-effectiveness because:



NO INCREMENTAL COSTS

PACs typically incur incremental costs, such as a low-cost recognition tchotchke or significantly higher dollar charitable match for each donor. Due to legal restrictions, PACs can not reward Direct Giving donors with anything of value. You may afford them status or recognition, but nothing material.



LOWER DONOR ACQUISITION COSTS

Using commercial data, the PAC can identify stakeholders with a giving history. Asking a donor to modify their existing giving behavior is much easier and more economical than persuading a non-donor to become a donor.



UNLIMITED RINSE AND REPEAT

PACs can test an unlimited number of solicitation approaches (a donor profile, a rationale, and a candidate) with small datasets. Once the PAC identifies a high-performing approach, it can quickly broadcast it to the rest of the donor segment.



INDEPENDENT EXPENDITURE FUNDRAISING OPTION

Any Independent Expenditure or activity can solicit Direct Contributions for the candidate and the PAC now owns the donor data.



MORE EFFICIENT THAN SUPER PACS

Direct Contribution dollars go further than a Super PAC dollar because the candidate pays the lowest advertising rate and has complete control over how and when to spend these dollars.

Since PACs can raise an unlimited amount of hard dollars from known donors via the lowest-cost structure, they should prioritize the most cost-effective approach ahead of other tools.



BE THE BOSTON RED SOX. QUICKLY RECOGNIZE AND APPLY BEST PRACTICES

Out of necessity, the A's adopted Moneyball during a single off-season. The following season, they broke the record for most consecutive wins in American League history.



Watching this incredibly efficient performance, the Red Sox recognized Moneyball's applicability to not just Oakland but to Boston and all of baseball. The Red Sox immediately embraced the new approach and heavily resourced the implementation.

The Moneyball strategy revolutionized how Major League Baseball teams were built. Within just two years, the front offices of many MLB teams were led by 20-and 30-somethings with economics and statistics degrees who had little or no experience in baseball.

Three teams that applied the revolutionary use of data analytics to assemble their teams, the Boston Red Sox, the Chicago White Sox, and the Chicago Cubs, went on to win their first World Series in 86, 88, and 108 seasons, respectively.



KEY TAKEAWAY FOR FEDERAL FUNDRAISING

Democracy Engine's client results for the 2024 cycle prove that change has already arrived.



PROFICIENCY WITH DIRECT GIVING IS GROWING

With the first three cycles of this decade complete, PACs are at the Moneyball moment, where they can either embrace change and benefit from it or hold fast to the status quo. Total volume processed results include:

- \$68,490,251.21 in the 2020 cycle
- \$82,301,576.14 in the 2022 cycle
- \$165,601,054.30 in the 2024 cycle
- \$536,232,612.61 (through 11/6/24) since our first cycle



CANDIDATES HAVE SEEN THE FUTURE

Candidates, generally, and federal incumbents in particular (and their fundraising staff) are quickly becoming familiar with our clients using Direct Giving effectively. Our clients' fundraising results for 2024 federal candidates include:

- \$1,000,000+ for each of 15 candidates
- \$500,000+ for each of 61 candidates
- \$100,000+ for each of 214 candidates
- Less than \$100,000 for each of 624 candidates

Each dollar amount is the sum total across all Democracy Engine clients. Each recipient is informed which client generated each contribution.



SOFTWARE MAKES DIRECT GIVING EVEN MORE EFFICIENT

When organizations like The Club for Growth and Emily's List first utilized Direct Giving to support their preferred candidates, they had to rely on direct mail, in-person events, and other costly and slow-moving tools to build donor lists and donor networks from scratch.

In the final months of the 2024 cycle, when most PACs had completed their annual solicitation efforts, Democracy Engine's clients used our software, the lists they had developed (and the data they had collected about those donor's preferences), and e-mail to take advantage of peaking interest in the election to raise tens of millions of dollars.

CONCLUSION

"Moneyball" demonstrates that success isn't solely about resources but about intelligently leveraging them. By adopting data-driven, innovative approaches to PAC fundraising and capitalizing on the FEC's guidance, PACs can enhance effectiveness, maximize impact, and navigate the complexities of the political landscape.

At **Democracy Engine**, we're committed to empowering organizations with the tools and insights needed to succeed in this new era. Our platform embodies the "Moneyball" philosophy, providing Direct Giving technology and data to transform fundraising efforts, with the added capability to engage the general public directly.

PACs have the opportunity to lead this transformation within their organizations. By leveraging the FEC's Advisory Opinion 2022-03 and deploying Direct Giving, PACs can more cost-effectively raise more dollars from more donors more quickly for more preferred candidates and advance the organization's public policy agenda more efficiently.

As the game evolves, the most innovative players find ways to win. The results from the 2024 cycle indicate that PAC fundraising has already evolved, and the pace of evolution will accelerate faster via further technological innovation.

By incorporating Direct Giving and applying these strategic takeaways from Moneyball, PACs can either position themselves for success or bet against innovation and double down on the status quo and the legacy rules regarding the restricted class, solicitation and contribution limits, and prior approval.

EITHER WAY, A SET OF FOUNDATIONAL TRUTHS REMAINS:



A hard dollar is a dollar is a dollar;



Candidates do not prize a PAC dollar more than an individual dollar, and vice versa, so PACs should raise the mix with the highest probability of success at the lowest cost;



Political influence correlates to the ability to source any hard dollar.

NEXT STEPS

Some clients seek to raise \$50,000,000 and some \$50,000 in Direct Giving each cycle. Their Direct Giving goal fits their organization's advocacy goals and fundraising culture.

Whatever the goal—and even if you don't know what that goal should be—Democracy Engine is committed to exploring Direct Giving with you, evaluating the business case, and deploying our software when it creates value for your organization. When you're ready to explore Direct Giving, we can begin that conversation.



To contact Democracy Engine to explore Direct Giving, you may scan the QR code or click a link below to:

- Send an email to hello@democracyengine.com
- Request more information about Direct Giving
- · Reach out to a calendar a call
- Reach out to request a meeting

You may also visit our website at **DemocracyEngine.com**