

One Sky Giving Circle Grant Application
2018 Grant Focus: Empowerment of Women & Girls:
Legal, Equal & Constitutional Rights (Civic Engagement)

*Please complete and return this application by **Friday, March 23, 2018**. Brevity and bullet points welcome! Feel free to share additional information you believe is relevant in the Notes section. Thank you.*

Legal Name of Organization: The Voter Participation Center
Website URL: <https://www.voterparticipation.org/>
Headquarters Location: Washington, DC
Name and Title of Primary Contact: LaNita King, Development Manager
Email and Phone Number of Primary Contact:
Email: lking@voterparticipation.org
Phone: 202.664.8385

Application Submission Date:

Organizational Overview:

Organization Description: (please provide a very brief description of your organization – this can be a few sentences or a single short paragraph)

The Voter Participation Center (VPC), a research-driven, results-oriented 501c(3) organization, works to strengthen America’s democracy by permanently changing the composition of the electorate. VPC’s efforts are centered around engaging and mobilizing the Rising American Electorate (RAE) – unmarried women, communities of color, and young people - through the use of tested and proven effective voter registration, Vote-by-Mail (VBM), and GOTV programs.

Mission Statement: The Voter Participation Center’s mission is to increase civic participation among the Rising American Electorate - unmarried women, people of color, and young people - who comprise the majority of vote-eligible citizens but who are consistently underrepresented in elections.

Organizational Budget: US \$11,500,000

Program Budget: If your organization has a specific program focused on civic engagement, please list the name and budget for that program.

- Program name:
- Program budget: US\$

Staffing: List the locations where you operate, and the number of staff in each location (you do not need to list staff names or titles)

National. – 14 Full-Time Staff Members

Annual Report: Does your organization produce an annual report? Yes No

If the annual report is available on your website please add a link here or attach a copy to this form.

Attached.

Organizational Activities: (check all that apply)

Direct Service

Advocacy

Capacity Building (training, etc.)

Awareness Building

Convening

Research and Publications

Membership Organization

Other(s): education, outreach and overall civic engagement

Organizational Strategy

- 1. Discuss your organization's "theory of change" (how does your work contribute to change in the world) including the following:**
 - a. What are your long-term organizational goals?**
 - b. How does your current approach (advocacy, policy, impact legislation, research, direct service, etc.) help you achieve these goals?**
 - c. Within the broad topic of 'civic engagement' discuss why your organization focuses in a particular area or areas (e.g. leadership training, voting rights, fair elections, etc.). In other words, why do you feel intervention in these areas is critical to positive change?**

The VPC works to register, mobilize, and turn out unmarried women, communities of color, and young people – who together comprise the Rising American Electorate (RAE). The RAE currently comprises 59 percent of the vote-eligible population but continue to be underrepresented in elections. This means that America's democracy is not accurately represented on Election Day and the voices of the majority are not being heard in the voting booth.

The VPC's programs give the RAE the power needed to fundamentally and permanently change the outcomes of key elections. The VPC has conducted important demographic research that shows the RAE growing by at least 5 million between 2016 and 2018. VPC is dedicated to conducting robust voter registration and turn out programs in order to reach as many members as possible ahead of the 2018 elections, and will continually engage with these voters in 2020 and beyond. VPC's programs reach critical members of the RAE who might not have registered to vote or turnout to vote had they not been contacted at all, and can turn these voters into habitual voters for elections to come.

- 2. Do you work with partners to achieve your goals? If yes, please describe the role partners play in your strategy.**

The VPC regularly partners with organizations that share similar values within the civic engagement community at both state and national level. These partnerships have enabled VPC to grow, increase its presence in key states, and create dynamic and highly successful programs that maximize impact without duplicating resources. Such

relationships make registration, VBM, and turnout work throughout the community stronger and VPC provides a number of unique services for its partners and allies that help create larger, cost-efficient, and more effective programs.

Although VPC is a national organization, VPC strives to develop enduring relationships with partners in states. By working collaboratively, VPC and partners in the state are able to develop smart programs that meet the needs and addresses the unique landscape in each state. These partnerships create economies of scale and provide a layered approach toward civic engagement that is invaluable. Additionally, VPC provides state tables early access to voter registration data, and regularly sends the respondent information from voter registration programs to the state tables ahead of state voter file updates. This allows the state tables to be highly targeted in their turnout programs and reach a larger number of potential voters earlier.

3. What distinguishes your organization from others working in this area?

The VPC knows more about the RAE than any other organization. VPC conducts crucial demographic and issue-based research to better understand the members of the RAE and the issues that affect them the most. Also, VPC is continuously the largest voter registration organization in the community year after year, and maintains a rigid dedication to experimentation and testing. Using both of these tools, the VPC is able to utilize these programmatic and research based learnings to conduct well targeted and successful programs.

Programs

Please describe the program(s) that best fits our funding focus – Civic Engagement (we understand that, in some cases, our funding topic will be the sole focus of your organization):

1. Please provide a brief overview of the relevant program(s)

In 2018, the VPC is conducting robust voter registration, Vote by Mail (VBM), and GOTV programs in the following core states:

- **Tier 1:** Arizona, Colorado, Florida, Georgia, Michigan, Minnesota, Missouri, North Carolina, Nevada, New Mexico, Ohio, Pennsylvania, Virginia, Wisconsin
- **Tier 2:** Illinois, Indiana, Montana, Tennessee, West Virginia

VPC'S quarterly registration mailing will utilize four kinds of mailings:

- **Movers:** targeting previously registered voters that have moved and need to register at their current residence;
- **Birthday:** focusing on young people who have recently turned 18, or will be turning 18 and eligible to vote for the first time;
- **Voting-Age Population (VAP):** encompassing all other voting-age RAE members who have never registered to vote or have been dropped from the voter rolls; and

- **Current Resident:** using a residence-based methodology reaching households in which we know there are no registered people but don't know individual names. This is designed to reach the 11 percent of Americans who are "unlisted" – those who do not appear on traditional individual-based lists and data sources. In fact, the RAE are a large majority of the 11 percent of unlisted Americans.

The VPC also plans to reinstate its successful 2016 VBM experiment of mailing a ballot application directly to the home of a registered voter. This program produced a 2.4 percentage-point boost in turnout – which was unmatched elsewhere in GOTV programming. Conducting this experiment in 2018 provides insight on how to maximize its impact in a midterm election.

In addition to its voter registration and GOTV programs, the VPC will also continue to invest in mobile and digital outreach, and voter registration tools to complement its programs. VPC is also conducting new and important research that will provide insight on Generation Z's feelings on voting and the civic engagement community. With this new generation of voters coming forth, it is crucial that we understand how their values and the most effective way to turn them out to vote.

2. What are your current programmatic priorities?

The VPC's core states have been identified as states where members of the RAE can have the greatest impact on elections. VPC has taken a layered approach in its 2018 programs to ensure that as many members of the RAE are reached as possible, while still remaining cost-effective.

3. What are your current programmatic challenges?

One ongoing challenge VPC continues to encounter is the implementation of restrictive voter ID laws and other onerous policies that suppress voting (such as reducing early voting opportunities and decreasing the number of polling places), which can contribute to lower turnout in important states and may have also decreased the likelihood of eligible applicants successfully registering to vote. This is disproportionately true for the groups in the RAE. Since 2014, the VPC has developed plans and programs to address this voter suppression and will continue to do so.

One of the largest challenges that VPC faces is stemming drop-off rates of the RAE. VPC commissioned a report from Lake Research Partners, "Comparing the Voting Electorate in 2012-2016 and Predicting 2018 Drop-off." This report concluded that 40 million citizens who voted in 2016 will not turn out in 2018. Of greatest concern is that fact that two-thirds of these drop-off voters are likely to be RAE members. The VPC has found that the most effective way to stem drop-off is by committing to strong investments in voter registration and turnout of the Rising American Electorate.

Impact

1. What, briefly, is your organization's approach to understanding your impact?

The VPC uses treatment and control groups to measure the impact of each of its programs. In addition to understanding how each program performs, VPC has implemented a very rigorous analysis and evaluation process for its programs and the experiments conducted within those programs. The VPC begins its voter registration evaluation process for each mailing once the first returns of the mailing have been processed. Evaluating the returns as they are being processed allows the VPC to make early determinations of the program and adjust accordingly for the next mailing.

In addition to performing program evaluations, VPC measures program impact by always including control and treatment groups within its programs and experiments.

2. What are your key output and outcome (or other) metrics?

The VPC uses randomized treatment and control groups in its experiments to calculate and determine the number and cost of net registrants and net voters per experiment to gain further insight around the programs. After state voter files are updated, the VPC will determine how many of its program respondents successfully registered to vote, as well as determine how many of those registrants actually did vote. Independent organizations, such as the Analyst Institute, also conduct meta-analysis of voter registration and GOTV programs in the community, including VPC programs.

3. What has been your impact to date? (please include demographic information about who you serve and how many are impacted by your work, annually and to date)

The VPC has registered close to 4 million voters. In 2016 VPC was once again the largest voter registration organization, helping to generate nearly one million voter registration applications of 341,118 unmarried women, 303,902 people of color, and 256,916 millennials through its mail and online programs.

Staffing

1. How does your staff reflect the populations you serve? Do you hire locally, and if so what percentage of regional staff are from that region?

The VPC is proud of the diversity and representation within its organization. The staff members at VPC are directly reflective of the Rising American Electorate—unmarried women, people of color, and young people. Although VPC is a national organization based in Washington, D.C., its staff members hail from several different states around the country, including VPC's core states.

2. Are there any key positions not currently filled?

No

3. How long has your executive director been in her or his current role?

VPC’s executive director, Marissa McBride, joined the team in 2017. Although McBride formally joined the internal team at VPC in 2017, she has worked with the VPC for eight years - spearheading the fundraising operations as an outside consultant.

Governance

1. Please attach a list of Board of Directors including affiliations, tenures, and terms.

The Voter Participation Center’s Board of Directors serve yearly terms and must be re-elected annually. The VPC does not have term limits for its board members. A complete list of VPC’s Board of Directors is attached.

2. What percentage of the Board of Directors financially supports the organization?

Currently, no VPC Board member makes financial contributions to the organization.

3. To what extent do board members represent the populations you serve?

The VPC is proud to have a diverse board of directors. Members of the VPC Board of Directors all have a long history of advocating for and engaging in organizations that directly affect the members of the Rising American Electorate.

Funders

1. Please attach a list of current funders (or include the relevant link to your website)

2. If you receive a grant from One Sky, how would the money most likely be used?

An investment from One Sky Giving Circle would aide in VPC’s efforts to engage the RAE - helping to ensure their voices are heard in our democracy. The VPC’s dedication to engage with the RAE and conduct programs throughout the year is essential to changing the electorate, but also requires investments in organizational infrastructure, research and evaluation, as well as its programs.

Charitable Purpose

Does your organization have audited financials? Yes X No__

If available on your website, please include a link here, or attach a copy to this form

If US-based

- Is your organization a registered 501(c)(3)? Yes X No__
- If no, please explain:

If not US-based

- Can you provide evidence of NGO registration with relevant government authorities where required by local law? Yes__ No__NA_X_
- If yes, please list the names of the forms required by your government that provide proof of NGO registration (you do not need to attach forms at this time):

Presenting to One Sky Giving Circle Membership

Each year the One Sky grant committee chooses a slate of four organizations (two domestic, two international) to present to our full membership for voting. We ask that a representative from each of those four organizations presents at our annual member meeting.

This year our annual meeting, in San Francisco, California, is on **Wednesday, May 23rd, 2018, beginning at 7pm PST**. If your organization is chosen for the slate, would a representative be available on this date and time to present to our group, either in person or via Skype?

Yes

Notes



THE
★VOTER★
PARTICIPATION
★CENTER★

2016 Annual Report



“No organization has done more to transform the American electorate than the Voter Participation Center.”

– Paul Begala –

Election Day outcomes determine the course of this country, the policies that are proposed and passed and the way in which fundamental American values are respected and advanced or rejected and scorned by elected officials. It all starts with those voters who actually cast ballots by Election Day.

**That is the work of the
Voter Participation Center (VPC).**

Our American democracy does not fully reflect all American voices. Since its founding in 2003, VPC has worked to register and turn out unmarried women, communities of color and young people, who make up 59 percent of the voting-eligible population but continue to be underrepresented among voters. Through voter registration and voter turnout, VPC is increasing their voice with the goal of making America’s new majority a majority on Election Day. Their unspoken viewpoints, if expressed, will change America.



Testing, Measurement Accountability

VPC was the first organization to insist that its programs be held to the most rigorous standards. As its founder Page Gardner said from the beginning, “Don’t exhort, prove.”



In its 14-year journey, the Voter Participation Center has used rigorous measurement of its programs. How do we measure our work? Treatment and control groups: those who are contacted and those who are not in registration, vote by mail and GOTV programs.

Control groups are voters who are not contacted by any VPC program. Control groups are important because many voters register and vote whether or not they received a piece of VPC mail. VPC measures the net effect of its registration program, turnout and vote by mail programs by comparing the number of new registrants and voters who got our mail or internet ads against the number of new registrants among control group targets who were not contacted at all.

In all of these exercises, the question is not how many registration applications and votes were produced or how many mailings we sent. The key measurement is the difference these activities made when the treatment and control groups are compared. The differences between the two groups in registration and turnout rates is what is measured, producing a net registration and a net vote.

This higher standard separates VPC from other voter mobilization programs. VPC’s constant and rigorous testing has yielded surprising and important lessons, new tools and technologies and new approaches to data management and how to reach the most underrepresented groups in the country. VPC produces some of the most cost-effective results of any organization engaged in registering or turning out voters.

Key VPC Measurements

Net Registrations: The number of new registrations produced by VPC mail over and above a control group that did not receive mail.

Net Votes: The number of votes produced by a VPC program over and above a control group that was not contacted at all.

Cost per Net Vote: The cost of a VPC program divided by the number of net votes it produced.

Effect Size: The difference between the turnout in the VPC program and the turnout in the uncontacted control group. Turnout effect is generally expressed in percentage points.



Transforming the Electorate

Fourteen years ago, voter registration was geographically limited, targeted to neighborhoods, streets, universities and community colleges. Costs ranged from \$15 to \$30 per application. Targets living outside of ethnic neighborhoods were outside the reach of many of these campaigns. Now, thanks to the pioneering work of VPC, it is possible to reach a wider audience of unregistered people not tied to geography, and application costs overall have fallen to as low as \$5 to \$9 for person-based registration programs. A higher percentage of applications become valid registrations. In 2016, new registrants registered by mail voted in excess of 78 percent in a presidential election year. Most importantly, mail registration campaigns can achieve scale. In 2016, VPC generated well over 900,000 registration applications from people of color, millennials and unmarried women

The Voter Participation Center has also transformed voter mobilization, from voter registration programs to turnout activities. In the past, get-out-the-vote campaigns were conducted by phone, door to door and on the streets. These methods were expensive. Control group testing showed that mail was not effective at all. Even so, campaigns used mail to send messages high on political messaging and expensively produced.

Gradually, through a commitment to research and ongoing testing and measurement, VPC developed new tactics that have made mail consistently effective. Mail became more important because voters have become harder to reach by phone and canvassing efforts, and those approaches can reach only a limited number of targets.

Digital strategies are consistently being evaluated and integrated, but they present a problem in terms of scale, measurement and cost. But VPC is designing new strategies to address this.

Key VPC Accomplishments, 2016

- 938,000 new voter registration applications and a \$81 cost per net vote.
- 86,000 vote by mail applications and a \$29 cost per net vote.
- Major programmatic breakthroughs.

Voter Registration

In 2016, VPC broke previous records for the number of new registrants. VPC's mail and digital programs generated over 938,000 new voter registration applications. Our standard person-based programs produced a cost per application of \$9.13. Our revolutionary new address-based programs, encompassing our Current Resident and Families programs, produced a cost per application of \$21.59. Overall, applications produced by both the individual-based and the address-based approach cost \$11.74. This was a fraction of the cost per site-based new applicant. Eighty-two percent of VPC applicants became successful registrations, one of the highest rates in the industry. Turnout among successful registrants was 78 percent.

VPC had a major breakthrough in using an address-based approach. This entails mailing to a household address that is not on the voter file. The name of the individual is unknown, but the address has no recorded registrant. This program greatly expanded the universe of targets and addressed the fact that 11 percent of individuals in this country are not easily found in commercial data files – they are referred to as the “unlisted.” African Americans, unmarried women and Latinos are disproportionately represented among this 11 percent. This program – the “Current Resident” program – has a lower response rate overall, but produces the highest net effect.

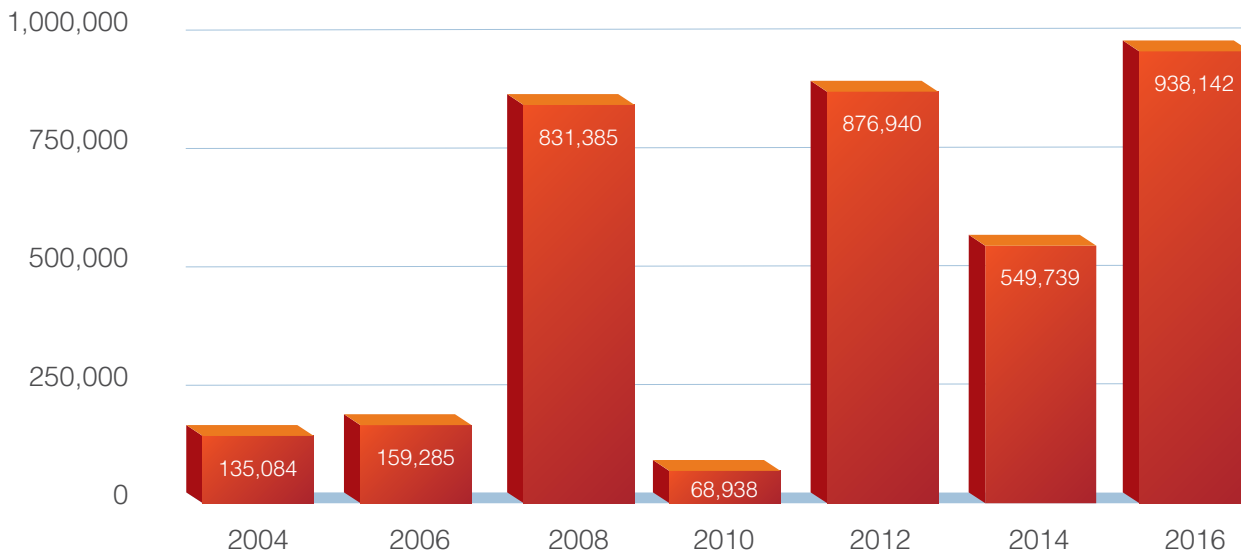


Key Registration Highlights

- 82% of all VPC applications became successful registrations.
- 78% of VPC's new registrants voted in 2016.



VPC Registrations by Election Cycle



Since its inception, VPC has generated more than 3.5 million registration applications at costs far below the cost of site-based and canvass registration. The growth of our program is shown in the chart above. Our voter registration program has clear positive effects cycle after cycle. An analysis conducted in fall 2016 showed that 36 percent of the net impact of our 2012 voter registration program and 33 percent of our 2014 program remained in effect.

The bulk of our voter registration work is done via mail, which has been proven year after year to be the most cost-effective tool to register and turn out voters at scale. But as more states make it easier to register to vote online, voters spend more time online and online tools improve, we are continuing to develop and test ways to register people to vote online. While our 2016 tests showed that digital efforts still have a long way to go before they are competitive with mail-based voter registration, we are excited by new developments in 2017, including both end-to-end voter registration via VPC's voter registration portal and new testing tools to better measure the net registration rates of our digital programs.

In the end, mail-based registration remains far and away the most cost-effective and scalable way to register voters. In two different digital tests involving many different creatives, one program serving internet ads had no statistically significant impact on registration. In the other, we served movers and birthday targets. In the mail, movers produced registration applications at a cost of \$7 each. The digital program delivered applications at a cost of \$77 each. Likewise, the birthday program produced \$11 applications in the mail. The digital ads produced applications at a cost of \$67 each. In total, across our entire digital program, we registered 37,563 voters. The superior effectiveness of mail as a registration medium is often surprising to many of our supporters, but it has been repeatedly confirmed in tests over VPC's 14 years of operation.

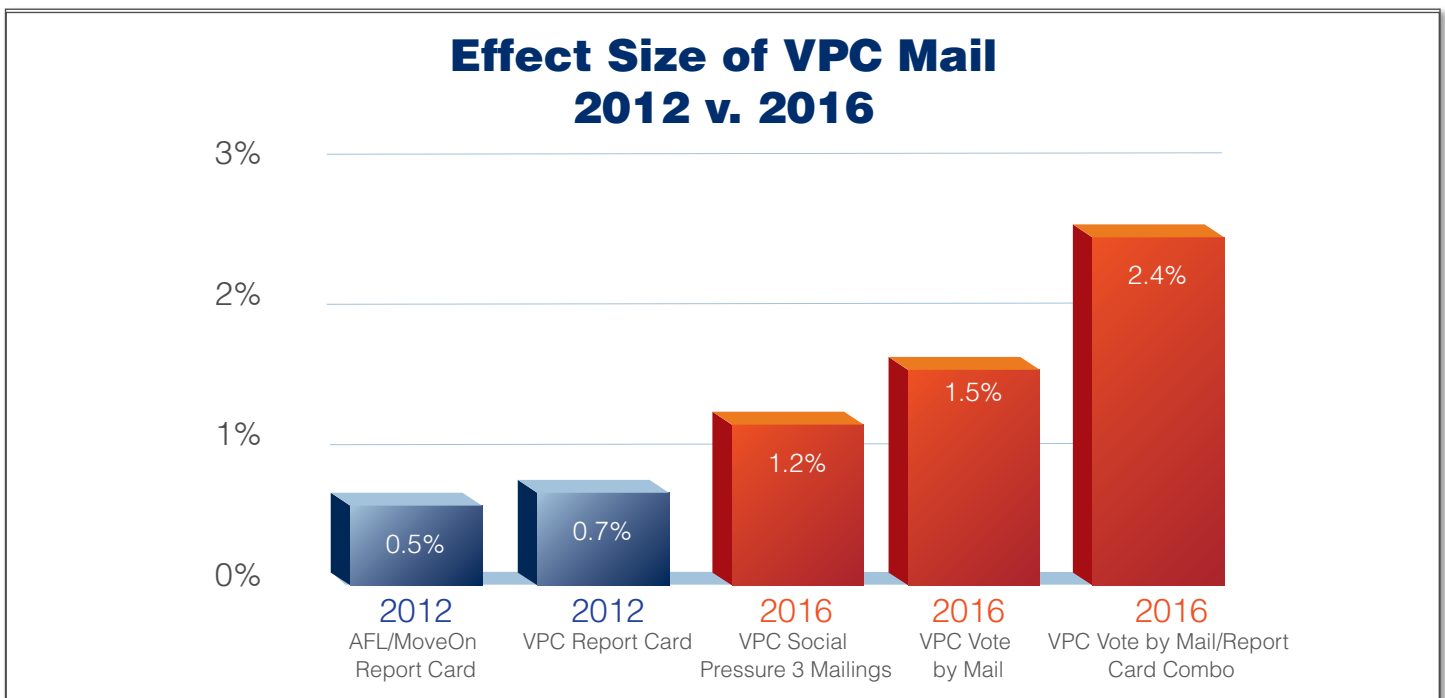
Voter Turnout

Increasingly, successful voter turnout efforts rely on mail. Mail can be precisely targeted and can reach a greater universe of voters. Furthermore, mail can be easily tested to measure the precise impact on turnout that any GOTV tactic may have. This testing has produced a sequence of improvements that has transformed mail from a modest turnout strategy to a much stronger one.



The key improvement, as indicated in the testing, was the abandonment of issue- and partisan-based messaging and the introduction of tactics that spoke to normative behavior and a belief among Americans that voting is a real value. This led to the development of what is labeled “social pressure messaging.” This type of messaging shows the voter her or his record of voting participation and often compares that record with those of other voters. In 2012, the Report Card mailing mailed by the AFL-CIO and MoveOn increased turnout by only a half percentage point. This mailing compared the voter’s past voting participation with the average in the voter’s state or community. The VPC versions of the Report Card proved to be a little more effective than the others because it was not highly produced. In 2016, using three different social pressure mailings, including the Report Card, VPC was able to lift the turnout effect to 1.2 percentage points, double the average turnout effect of 2012.

Even better, vote by mail experiments conducted by VPC produced still higher effects. The combination of vote by mail and the Report Card in one mailing actually increased the turnout effect threefold, to 2.4 percentage points. This is incredibly high for a presidential election. The following chart shows VPC’s success in increasing the effect size of GOTV mail as compared to control groups.



Vote by Mail

Overall, VPC's vote by mail (VBM) program sent a million pieces of mail to members of the Rising American Electorate in eight states: Arizona, Florida, Georgia, Iowa, Illinois, Nevada, Ohio, and Wisconsin. These mailings produced a response rate of 8.6 percent and a cost per application request of only \$5.

Acting on 2014 test results, VPC revamped the vote by mail program. The 2016 VBM package design was changed to include an envelope rather than the less expensive self-mailer. We revamped targeting based upon an analysis of large databases of VBM programs from several organizations. Then we tested mail to new registrants, postage paid mail and a VBM letter that included the voter Report Card. The results of these tests should reshape how all organizations approach VBM in the future.

In 2014, our testing showed that sending VBM applications in an envelope with a letter would increase net votes by 50 percent. These findings were validated by the excellent performance of the 2016 mailings. The net effect of these mailings across the board was 1.5 percentage points, more than double what social pressure and VBM mailings produced in 2012. The postage paid test produced an increase in response rates but no difference in the net effect of the mailing. Mail to new registrants also produced a higher response rate and a net increase in turnout of 1.1 percentage points – much higher than any GOTV mailings tested in 2012. Finally, combining a Report Card with a standard vote by mail letter produced a 2.4 percentage point increase in turnout. To put this in perspective, this is more than three times higher than the best-testing social pressure mailing by any organization (as presented to the Analyst Institute) in 2012.



Key Vote by Mail Highlights

- VPC's revamped vote by mail program produced 86,000 application requests.
- Our program produced a response rate of 8.6%, a cost per application of \$5 and a cost per net vote of \$29.
- Combining social pressure with vote by mail produced a turnout effect three times higher than any tested 2012 GOTV mailing.

2016 Sample of Social Pressure



Social Pressure

In 2016, VPC had the biggest GOTV program in its history, including activities in 20 states. It produced excellent results that turned out over 65,000 net new voters and led to new generations of best practices. To put this in context, the 2016 presidential election was essentially determined by 77,744 votes in the three states of Michigan (10,704 votes), Wisconsin (22,748 votes) and Pennsylvania (44,292 votes), so a robust GOTV program can clearly change the outcomes of elections.

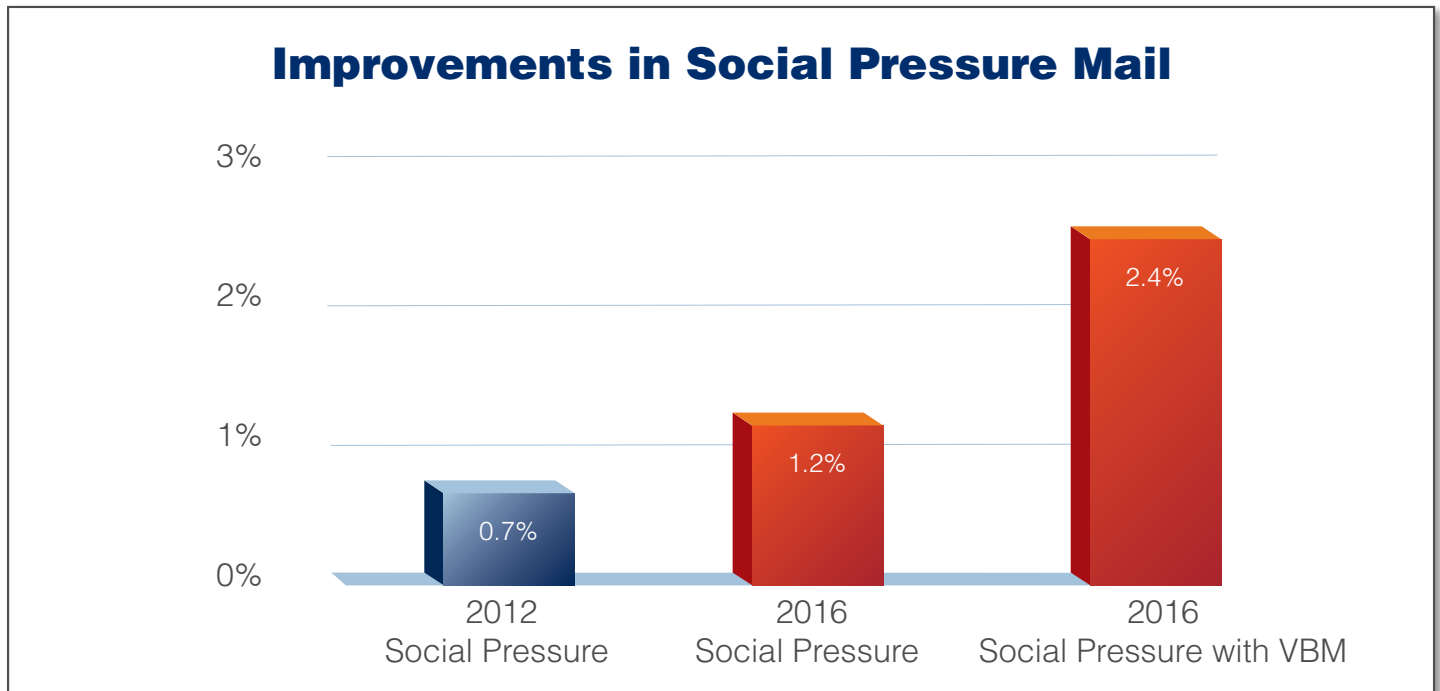
VPC mailed three social pressure mailings across nine states, producing a turnout effect of 1.2 percentage points – double the average turnout increase for the single Report Card mailing in 2016. These results confirm results of a 2014 League of Conservation Voters Education Fund experiment that showed that even a third piece of social pressure mail had an incremental effect on turnout.

Key Social Pressure Highlights

- Doubled turnout effects over 2012.
- Proved the effectiveness of multiple waves of mail.
- Identified two new creative treatments that increased the performance of the Report Card mailing.

Social Pressure

The second objective was to identify creative treatments that could be used in place of or in addition to the Report Card mailing, versions of which had become industry standards and therefore seemingly overused, with many voters receiving multiple copies in 2014. We used a mailing entitled “Neighbors Redacted” that showed voting records of neighbors, but with the names and street numbers blacked out, and a second piece, “Empty Voting Booth,” which showed an empty voting booth and listed the recent elections that the voter had missed. In head-to-head tests against a control group, both Neighbors Redacted and Empty Voting Booth outperformed the Report Card.



New Registrants

Social pressure mail in its traditional form cannot work for new registrants. They have no voting record. In 2012, VPC tested a novel approach to getting new voters to the polls. Survey research showed that a surprising percentage of new voters have anxieties about voting. They are unsure that their ballot will actually be secret and fear being harassed by campaigners at the polls. They walk into the unknown. In 2012, VPC tested a mailing reassuring the new voters that their ballot would be secret and pointing out that there were laws restricting contact between campaign workers and voters at the polls. This mailing produced a 0.9 percentage point lift in turnout, the highest turnout effect presented at an Analyst Institute retreat that brought together state, local and national organizations to discuss GOTV tactics in 2012.

To provide a second mailing to voters without previous participation, VPC used a mailing informing the voter that he or she would be part of a study of voting behavior and that VPC would look at their voting records after the election to see if they voted.

New Registrants

We mailed newly registered voters, mostly sending two pieces of mail, and mailed into Arizona, Colorado, Florida, Georgia, Iowa, North Carolina, New Hampshire, Nevada, Ohio, Pennsylvania, Virginia, and Wisconsin. Across all 12 states, we estimate this new registrants program produced a 0.7 percentage point boost in turnout. This was lower than in 2012, possibly reflecting disillusionment among younger voters about the candidate choices in the presidential election.

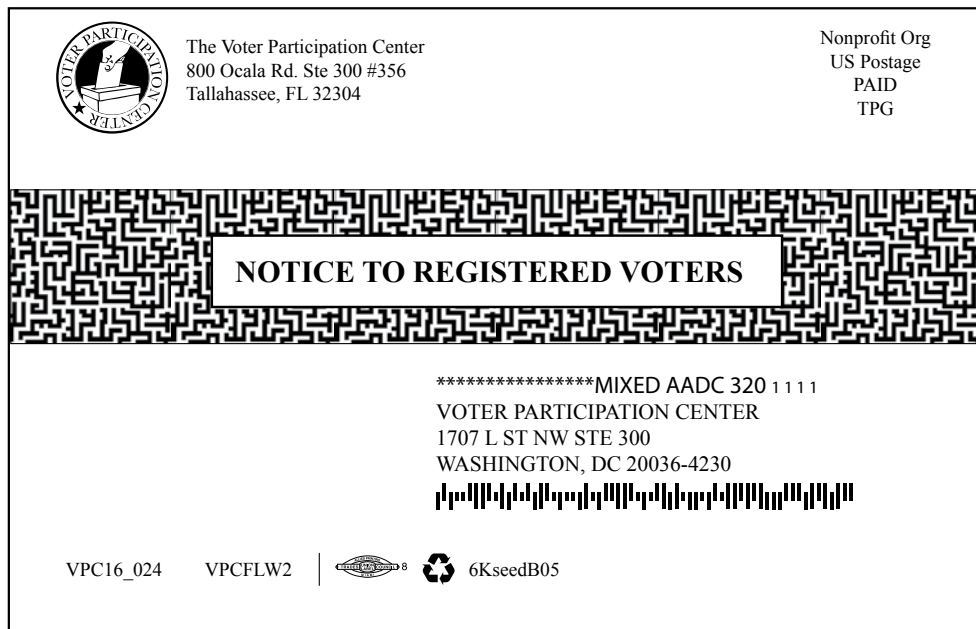


We also found that targeting newly registered voters with a vote by mail piece produced a substantial 1.1 percentage point effect.

The new registrant programs produced important findings. There are ways to reach new registrants and increase turnout among them using creative approaches, vote by mail and more than one piece of mail.

Low-Participating Voters

Some voters, especially those who seldom vote, may not know they are registered. VPC tested the idea of mailing an inexpensive postcard to the lowest-participating voters affirming that the voter is registered and reminding the voter of their polling place location. VPC calls this mailing the “Registration Reassurance” mailing. The tactic was tested against the Report Card mailing to see if it performed as well as the current GOTV standard. The result was that the two mailings had an equal effect, and showed that the Registration Reassurance, being the less expensive piece to mail, can be an effective tactic for reaching and mobilizing the potentially less engaged voters.



Breakthroughs That Will Shape 2018

Through continuous testing and experimentation, VPC achieved a number of breakthroughs that will shape voter mobilization in the 2018 elections. And it is clear that the work we do, its scale and our successes greatly increase the impact of our programs in shaping election results.



Address-Based Voter Registration

In the past, VPC's voter registration targets have been individuals who have moved or do not appear on the voter list. By sending voter registration mail addressed to "Current Resident" to addresses with no registered voters present, VPC has doubled the number of productive mailings. These mailings produce lower response rates, but because these new registrants do not appear on commercial lists, they are much more likely to be "net registrants," or voters who would not have registered without receiving our mail.

Social Pressure in Vote by Mail

The combination of vote by mail using a letter and an envelope and incorporating a voter Report Card achieved a huge breakthrough in turnout effects. Among voters mailed this creative, we saw a turnout lift of 2.4 percentage points, three times the effect of the top-performing social pressure mail in 2012.

Multiple Social Pressure Mailings

By sending three social pressure mailings, VPC was able to lift the turnout effect of one piece of social pressure mail from 0.7 percentage points to 1.2 percentage points, almost doubling the impact of the mail. Contrary to previous best practices, we found that by sending a social pressure GOTV mailing to a voter who had received our vote by mail mailing, we could increase turnout by a full percentage point over and above the effect of the VBM mail.

Mobilizing the Least Engaged Voters

Telling voters who seldom vote that they are still registered increased turnout by almost a full percentage point.

Summary

2016 was a watershed year for VPC programs. VPC’s registration program produced almost one million voter registration applications, and 78 percent of those who registered cast a ballot by or on Election Day. VPC’s mail-based registration continued to be the most cost effective. In vote by mail and GOTV, VPC produced results that, as measured in control group experiments, were among the very best of the 2016 election cycle. The GOTV mail programs continued to yield substantial net results in a presidential year. VPC’s long-term data records also demonstrated a significant “downstream effect” from its voter registration efforts – that a registration program in a presidential year continues to produce net additional votes, not just in the next midterm election, but also in the next presidential election. The message of 2016 was that we can change the electorate with adequate financial resources, but we still have a lot of work to do. **And that work starts now.**

“We worked with VPC/WWVAF during the 2016 cycle, and were consistently impressed with their commitment to testing and the affordability of their programs. Their extensive knowledge of direct mail best practices ensured our voter registration and GOTV programs were cost-effective and impactful.

We look forward to working with them again in the future.”

— Heather Hargreaves, NextGen Climate —



Board of Directors

- 1. Page Gardner – Director and President**
President and Founder, The Voter Participation Center
- 2. Gibby Waitzkin – Director and Treasurer**
Self, Artist
- 3. Jill Alper – Director**
Founder, Alper Strategies
- 4. William McNary – Director**
Co-Director, Citizen Action Illinois
- 5. Avis Jones-DeWeever – Director**
President and CEO, Incite Unlimited, LLC

THE ★VOTER★PARTICIPATION★CENTER★

1707 L St., NW, Suite 300 Office: (202) 659-9570
Washington, DC 20036 Fax: (202) 659-9585

VPC 2018 Funders

In/Committed:

EVC: \$3,000,000

Proteus: \$300,000

Human Rights Campaign: \$250,000

Majority Forward: \$160,000

Cedar Tree Foundation: \$100,000

Fikes Family Foundation: \$100,000

Mai Family Foundation: \$50,000

Beidler Family Foundation: \$50,000

Naomi Aberly: \$10,000

SIF/NEO Philanthropy: \$100,000

Total: \$2,920,000

Projected:

Bauman Family Foundation: \$200,000

Mary Ann Stein: \$125,000

Marisla Fund: \$125,000

BayTree Foundation: \$100,000

Akonadi Foundation: \$100,000

Kreiger: \$100,000

Arkay Foundation: \$50,000

Carsey Charitable Trust: \$50,000

Lawrence Hess: \$50,000

SC Group: \$50,000

Wallace Global: \$50,000

Bill Moffett: \$50,000

Carol & Terry Winograd: \$30,000

Bardon-Cole: \$25,000

Tom Unterman: \$20,000

Streisand Foundation: \$15,000

Jeff Gural: \$10,000

Irving Harris Foundation: \$10,000

Total: \$1,160,000

In addition to the contributions listed above, VPC is expecting an additional \$750,000 in renewals from current/recent donors, and an additional \$500,000 from partner organizations.

Total 2018 Budget: \$11,406,616

Current Committed/Projected: \$6,230,000

Current Budget Gap: \$5,176,000

FINANCIAL STATEMENTS

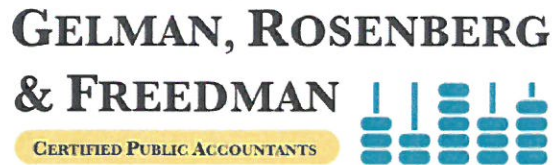


**FOR THE YEAR ENDED DECEMBER 31, 2016
WITH SUMMARIZED FINANCIAL
INFORMATION FOR 2015**

THE VOTER PARTICIPATION CENTER

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
The Voter Participation Center
Washington, D.C.

We have audited the accompanying financial statements of The Voter Participation Center (VPC), which comprise the statement of financial position as of December 31, 2016, and the related statements of activities and change in net assets, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of VPC as of December 31, 2016, and the change in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

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MEMBER OF THE AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS' PRIVATE COMPANIES PRACTICE SECTION

Report on Summarized Comparative Information

We have previously audited VPC's 2015 financial statements, and we expressed an unmodified audit opinion on those audited financial statements in our report dated December 15, 2016. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2015, is consistent, in all material respects, with the audited financial statements from which it has been derived.

Gelman Rosenberg & Friedman

September 8, 2017

THE VOTER PARTICIPATION CENTER
STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2016
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2015

ASSETS

CURRENT ASSETS	<u>2016</u>	<u>2015</u>
Cash and cash equivalents	\$ 2,128,045	\$ 1,265,610
Contributions receivable	150,094	257,045
Due from related entity	-	422,416
Prepaid expenses	<u>132,667</u>	<u>107,204</u>
Total current assets	<u>2,410,806</u>	<u>2,052,275</u>
FIXED ASSETS		
Software	3,144	3,144
Computer equipment	<u>75,975</u>	<u>71,748</u>
	79,119	74,892
Less: Accumulated depreciation and amortization	<u>(46,735)</u>	<u>(33,548)</u>
Net fixed assets	<u>32,384</u>	<u>41,344</u>
OTHER ASSETS		
Deposit	11,999	11,999
Contributions receivable, net of current portion	<u>-</u>	<u>100,000</u>
Total other assets	<u>11,999</u>	<u>111,999</u>
TOTAL ASSETS	<u>\$ 2,455,189</u>	<u>\$ 2,205,618</u>

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 337,784	\$ 568,049
Deferred revenue	-	350,000
Current portion of deferred rent	10,735	18,576
Due to related entity	<u>30,799</u>	<u>-</u>
Total current liabilities	<u>379,318</u>	<u>936,625</u>
LONG-TERM LIABILITIES		
Deferred rent, net of current portion	<u>-</u>	<u>10,735</u>
Total liabilities	<u>379,318</u>	<u>947,360</u>
NET ASSETS		
Unrestricted	1,938,371	759,091
Temporarily restricted	<u>137,500</u>	<u>499,167</u>
Total net assets	<u>2,075,871</u>	<u>1,258,258</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 2,455,189</u>	<u>\$ 2,205,618</u>

See accompanying notes to financial statements.

THE VOTER PARTICIPATION CENTER

**STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2016
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2015**

	2016			2015
	Unrestricted	Temporarily Restricted	Total	Total
REVENUE				
Foundation grants and contracts	\$ 1,880,391	\$ 50,000	\$ 1,930,391	\$ 1,490,100
Contributions	12,400,168	-	12,400,168	814,946
Interest income	814	-	814	1,844
Other revenue	15,782	-	15,782	10
Net assets released from donor restrictions	<u>411,667</u>	<u>(411,667)</u>	<u>-</u>	<u>-</u>
Total revenue	<u>14,708,822</u>	<u>(361,667)</u>	<u>14,347,155</u>	<u>2,306,900</u>
EXPENSES				
Program Services	<u>12,080,287</u>	<u>-</u>	<u>12,080,287</u>	<u>3,294,216</u>
Supporting Services:				
Management and General	750,885	-	750,885	784,852
Fundraising	<u>698,370</u>	<u>-</u>	<u>698,370</u>	<u>579,978</u>
Total supporting services	<u>1,449,255</u>	<u>-</u>	<u>1,449,255</u>	<u>1,364,830</u>
Total expenses	<u>13,529,542</u>	<u>-</u>	<u>13,529,542</u>	<u>4,659,046</u>
Change in net assets	1,179,280	(361,667)	817,613	(2,352,146)
Net assets at beginning of year	<u>759,091</u>	<u>499,167</u>	<u>1,258,258</u>	<u>3,610,404</u>
NET ASSETS AT END OF YEAR	<u>\$ 1,938,371</u>	<u>\$ 137,500</u>	<u>\$ 2,075,871</u>	<u>\$ 1,258,258</u>

THE VOTER PARTICIPATION CENTER
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2016
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2015

	2016				2015	
	Supporting Services			Total Supporting Services	Total Expenses	Total Expenses
	Program Services	Management and General	Fundraising			
Program fees	\$ 9,262,968	\$ 2,312	\$ -	\$ 2,312	\$ 9,265,280	\$ 903,297
Professional fees	1,529,431	275,213	396,721	671,934	2,201,365	1,636,614
Salaries and benefits	515,490	328,289	212,498	540,787	1,056,277	1,224,677
Lists	538,822	-	-	-	538,822	466,442
Occupancy	60,692	37,289	38,362	75,651	136,343	146,434
Travel, conferences and meetings	39,876	13,609	29,810	43,419	83,295	68,754
Payroll taxes	30,168	23,047	12,177	35,224	65,392	74,443
Website	41,606	428	109	537	42,143	16,222
Dues and subscriptions	22,772	4,851	1,187	6,038	28,810	48,772
Temporary help	25,607	-	-	-	25,607	9,128
Telephone	1,096	19,382	720	20,102	21,198	9,372
Office supplies	3,138	9,065	1,449	10,514	13,652	16,215
Depreciation and amortization	-	13,187	-	13,187	13,187	12,144
Bank fees	737	9,841	1,444	11,285	12,022	8,727
Printing and copying	1,291	8,200	849	9,049	10,340	8,458
Insurance	1,994	3,789	1,311	5,100	7,094	5,089
Postage and delivery	1,931	118	983	1,101	3,032	2,935
Other	2,668	2,265	750	3,015	5,683	1,323
TOTAL	\$ 12,080,287	\$ 750,885	\$ 698,370	\$ 1,449,255	\$ 13,529,542	\$ 4,659,046

See accompanying notes to financial statements.

THE VOTER PARTICIPATION CENTER

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2016
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2015

	<u>2016</u>	<u>2015</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 817,613	\$ (2,352,146)
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	13,187	12,144
(Increase) decrease in:		
Contributions receivable	206,951	1,847,152
Due from related entity	422,416	(98,052)
Prepaid expenses	(25,463)	(1,364)
Increase (decrease) in:		
Accounts payable and accrued liabilities	(230,265)	262,898
Deferred revenue	(350,000)	350,000
Deferred rent	(18,576)	(14,809)
Due to related entity	30,799	-
Net cash provided by operating activities	<u>866,662</u>	<u>5,823</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of computer equipment	-	2,493
Purchase of computer equipment	<u>(4,227)</u>	<u>(27,033)</u>
Net cash used by investing activities	<u>(4,227)</u>	<u>(24,540)</u>
Net increase (decrease) in cash and cash equivalents	862,435	(18,717)
Cash and cash equivalents at beginning of year	<u>1,265,610</u>	<u>1,284,327</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 2,128,045</u>	<u>\$ 1,265,610</u>
SUPPLEMENTAL INFORMATION:		
Donated Stock	<u>\$ 4,503,925</u>	<u>\$ -</u>

THE VOTER PARTICIPATION CENTER

NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2016

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND GENERAL INFORMATION

Organization -

The Voter Participation Center (VPC) is a non-profit organization, incorporated and located in Washington, D.C. VPC conducts and disseminates research about unmarried women and patterns of voter engagement and encourages participation in the democratic process.

VPC's primary source of revenue is from individuals and foundation/trust grants.

Basis of presentation -

The accompanying financial statements are presented on the accrual basis of accounting, and in accordance with FASB ASC 958, *Not-for-Profit Entities*.

The financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with VPC's financial statements for the year ended December 31, 2015, from which the summarized information was derived.

Cash and cash equivalents -

VPC considers all cash and other highly liquid investments with initial maturities of three months or less to be cash equivalents.

Bank deposit accounts are insured by the Federal Deposit Insurance Corporation (FDIC) up to a limit of \$250,000. At times during the year, VPC maintains cash balances in excess of the FDIC insurance limits. Management believes the risk in these situations to be minimal.

Fixed assets -

Fixed assets in excess of \$1,000 are capitalized and stated at cost. Fixed assets are depreciated on a straight-line basis over the estimated useful lives of the related assets, generally three to five years. The cost of maintenance and repairs is recorded as expenses are incurred. Depreciation and amortization expense for the year ended December 31, 2016 totaled \$13,187.

Contributions receivable -

Contributions receivable approximate fair value. Management considers all amounts to be fully collectible. Accordingly, an allowance for doubtful accounts has not been established.

Income taxes -

VPC is exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code. Accordingly, no provision for income taxes has been made in the accompanying financial statements. VPC is not a private foundation.

Uncertain tax positions -

For the year ended December 31, 2016, VPC has documented its consideration of FASB ASC 740-10, *Income Taxes*, that provides guidance for reporting uncertainty in income taxes and has determined that no material uncertain tax positions qualify for either recognition or disclosure in the financial statements.

THE VOTER PARTICIPATION CENTER

NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2016

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND GENERAL INFORMATION (Continued)

Deferred revenue -

Contracts awarded to VPC are accounted for as exchange transactions, and accordingly, revenue is recognized to the extent that related expenses are incurred in compliance with the criteria stipulated in the contract. Funding received in advance of incurring the related expenses is recorded as deferred revenue.

Funding received in advance before the condition is met for conditional promises to give is recorded as deferred revenue. Conditional promises to give, are not recognized as contributions until the conditions are substantially met. As of December 31, 2016, there were no deferred revenue from conditional funds received in advance.

Net asset classification -

The net assets are reported in two self-balancing groups as follows:

- **Unrestricted net assets** include unrestricted revenue and contributions received without donor-imposed restrictions. These net assets are available for the operation of VPC.
- **Temporarily restricted net assets** include revenue and contributions subject to donor-imposed stipulations that will be met by the actions of VPC and/or the passage of time. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities and Change in Net Assets as net assets released from restrictions.

Contributions, grants and contracts -

Unrestricted and temporarily restricted contributions and grants are recorded as revenue in the year notification is received from the donor. If the temporarily restricted contributions and grants are met in the year notification is received from the donor, contributions and grants are reflected in the unrestricted asset class, otherwise, temporarily restricted contributions and grants are recognized as unrestricted support only to the extent of actual expenses incurred in compliance with the donor-imposed restrictions and satisfaction of time restrictions. Such contributions and grants received in excess of expenses incurred are shown as temporarily restricted net assets in the accompanying financial statements. On the other hand, donor-restricted contributions and grants whose restrictions are met in the same reporting period are reported as unrestricted contributions and grants in the accompanying Statement of Activities and Change in Net Assets.

VPC receives funding under contracts from grantors for direct and indirect program costs. This funding is subject to contractual restrictions, which must be met through incurring qualifying expenses for particular programs. Accordingly, such contracts are considered exchange transactions and are recorded as unrestricted income to the extent that related expenses are incurred in compliance with the criteria stipulated in the contracts.

In-kind contributions -

In-kind contributions consist of contributed professional services. In-kind contributions are recorded at their fair market value as of the date of the gift.

THE VOTER PARTICIPATION CENTER

NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016

1. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND GENERAL INFORMATION**
(Continued)

Use of estimates -

The preparation of the financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Functional allocation of expenses -

The costs of providing the various programs and other activities have been summarized on a functional basis in the Statement of Activities and Change in Net Assets. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

New accounting pronouncement not yet adopted -

In August 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-14, *Presentation of Financial Statements of Not-for-Profit Entities* (Topic 958), intended to improve financial reporting for not-for-profit entities. The ASU will reduce the current three classes of net assets into two: with and without donor restrictions. The change in each of the classes of net assets must be reported on the Statement of Activities and Change in Net Assets. The ASU also requires various enhanced disclosures around topics such as board designations, liquidity, functional classification of expenses, investment expenses, donor restrictions, and underwater endowments. The ASU is effective for years beginning after December 15, 2017. Early adoption is permitted. The ASU should be applied on a retrospective basis in the year the ASU is first applied. While the ASU will change the presentation of VPC's financial statements, it is not expected to alter VPC's reported financial position.

Reclassification -

Certain amounts in the prior year's financial statements have been reclassified to conform to the current year's presentation.

2. **TEMPORARILY RESTRICTED NET ASSETS**

Temporarily restricted net assets consisted of the following at December 31, 2016:

Time Restricted	\$ <u>137,500</u>
------------------------	--------------------------

3. **NET ASSETS RELEASED FROM RESTRICTIONS**

The following temporarily restricted net assets were released from donor restrictions by incurring expenses which satisfied the restricted purposes specified by the donors:

Passage of Time	\$ <u>411,667</u>
------------------------	--------------------------

THE VOTER PARTICIPATION CENTER

NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016

4. LEASE COMMITMENT

In April 2013, VPC entered into a four-year lease for office space. In December 2016, VPC extended the lease for two years expiring on June 30, 2019. Base rent is \$143,985 and \$148,950 per year, respectively, plus a proportionate share of expenses, increasing by a factor of 2.5% per year.

Accounting principles generally accepted in the United States require that the total rent commitment should be recognized on a straight-line basis over the term of the lease. Accordingly, the difference between the actual monthly payments and the rent expense being recognized for financial statement purposes is recorded as a deferred rent liability in the Statement of Financial Position.

The future minimum lease payments under this lease are as follows:

Year Ending December 31,

2017	\$ 153,348
2018	150,820
2019	<u>76,345</u>
	<u>\$ 380,513</u>

Occupancy expense for the year ended December 31, 2016 totaled \$136,343, which is net of \$10,777 of rental reimbursements received from a related entity.

5. RELATED ENTITY

VPC and the Women's Voices. Women Vote Action Fund (the Fund) share an office and other administrative expenses, staff and two members of the Board of Directors, including the President. As of December 31, 2016, VPC had a payable of \$30,799, due to the Fund for shared expenses.

6. RETIREMENT PLAN

In November 2009, VPC established a 403(b) retirement plan for its employees. The plan covers all full-time employees with one year of eligible experience. For the year ended December 31, 2016, there were no contributions to the plan.

7. SUBSEQUENT EVENTS

In preparing these financial statements, VPC has evaluated events and transactions for potential recognition or disclosure through September 8, 2017, the date the financial statements were issued.