memorandum

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| to: | STEVE iSRAEL |
| from: | jIM hIMES |
| subject: | nATIONAL fINANCE cHAIR |
| date: | February 25, 2013 |
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I’m pleased and excited to accept your offer to serve as the DCCC’s National Finance Chair for the 2014 election cycle. This memo reflects my understanding of the position’s role per our discussion on Friday, February 15, 2013. This also serves as a discussion piece to layout ideas and resources requested to maximize the potential of this position.

**Member Participation and Dues**

I understand that one of the critical roles of the National Finance Chair is to enhance Member participation in supporting the DCCC’s objective to take back the House in 2014. Most importantly, I will work to maximize Member dues payment through personal outreach to Members appealing to our desire to regain our majority.

There are, however, some Members for whom dues payment may be politically or otherwise difficult. In these circumstances, I would like to engage these Members to focus on maximizing participation. This can be accomplished by asking, for sake of illustration, a Blue Dog Member to financially support like-minded Blue Dog Members in lieu of dues payment. Other means of participation could include hosting DC events, travelling to vulnerable Members’ districts to support our collective goals.

The monthly Caucus Report currently recognizes these differing levels of participation by categorizing dues payments, funds raised for the DCCC, funds raised to support Frontline and Red-to-Blue members, and Member points. Despite this recognition, however, there are no well-defined incentives – rewards or consequences – for Member participation across these categories. I believe an effective Member participation program needs to begin with a discussion of incentives. I would like to engage DCCC leadership on appropriate means of incentive to enhance participation.

Finally, I would like to identify a new Member to take-over my position at the Business Council. Ideally, this Member represents and area West of the Mississippi and serves on the Energy and Commerce Committee to balance against the committees represented by Richie (Ways and Means) Terri (Financial Services) and the regions they represent.

**Existing Donor Maintenance**

You indicated that one of the roles of the National Finance Chair is to help the Committee’s leadership maintain its existing donor base. I am committed to doing what I can in this area, and will of course follow the lead of the leadership. Without an understanding of the composition and dynamics of this donor base, I nonetheless think there are ways I can assist. I can participate in regular phone calls and/or in-person meetings with existing donors to provide relevant updates on House Democrats’ activities, and perhaps deepen relationships with particularly business-oriented donors. My staff and I can work to identify and re-engage drop-off donors from earlier cycles through targeted phone calls and/or in-person visits.

I am willing to commit a dedicated block of time (e.g. an afternoon time-block on days we arrive to DC for votes) for calls, meetings, planning, etc., to support donor maintenance efforts. This will provide a consistent and regular block-of-time for which Committee staff can prepare and/or schedule calls. Of course, I will be willing to provide additional time on an as-needed basis, which may be arranged between Committee staff and my staff.

**National Travel**

To maintain the Committee’s existing donor base, I understand that some travel will be required. In addition to donor maintenance, travel should also be used to prospect and cultivate new donors to the DCCC. I believe a well-planned travel program can generate new money (or gets drop-off dollars in the door).

As Business Council Co-Chair, I worked with Richie and Terri to supply DCCC staff with travel dates the three of us were available for travel to New York, Chicago and Boston. I propose we begin by scheduling those dates with travel focused on (1) Donor maintenance meeting(s) with maxed out donors. (2) Business visits arranged with existing donors and/or the government affairs representative to provide policy briefings and highlight House Democrats’ activities. (3)Meetings that existing max or high-level help the Committee arrange to introduce me and other Members to prospective donors.

Prospecting meetings need not include me. Ideally, travel is arranged with another Member to highlight a particular area of focus or take advantage of a Member’s existing relationships. For example, Mitch Drazin is willing to pull together a group of colleagues for a financial services discussion with me and Maxine Waters. Such a meeting will serve several goals – helping Maxine circulate as the new Ranking Member of Financial Services and (hopefully) generate new donors to the Committee. Similarly, Adam Smith and I could conduct meetings locally among defense contractors who, for example, have a strong interest in hearing about Democrats’ plans for sequestration. Or, Zoe Lofgren and I could leverage her relationships in Silicon Valley to identify and cultivate new donors. Examples for new and creative levels of engagement are endless, but most will require the support of Ranking Members and/or Members who represent targeted geographies.

**Requests**

* Support developing clear incentives for Member participation
* Resignation from the Business Council and identification of a replacement.
* Support of Ranking Members to augment outreach efforts to communities of interest that are not natural constituencies of mine (e.g., non-financial services)
* Staff support, including resources for my staff who will assist in existing donor maintenance and travel. Travel budget.
* Attendance at relevant leadership meetings.