**memorandum TO DCCC FINANCE DEPARTMENT**

12/14/2012 12:10 PM

To: DCCC Finance Department

Fr: Brian O’Donnell, DCCC Member Dues Director

Dt: Monday, December 3, 2012

RE: DCCC Member Dues Director Exit Memo

**Member Dues Overview**

Member Dues is one of the primary revenue streams for the DCCC. It refers to money that sitting Members of Congress (or anybody with a campaign committee) gives directly to the DCCC. Historically, Member Dues has provided as much as a third of the DCCC’s fundraising. This is largely due to the ability of Members to contribute unlimited amounts of money to the DCCC from their campaign committees. This fact, combined with the low overhead of the efforts to raise Member money, makes Members Dues the most cost effective form of fundraising the DCCC has.

**Member Dues Director Overview**

The Member Dues Director is in charge of raising Member Dues from the Democratic Caucus. The Director works to raise this money at the staff level, as well as coordinating Member to Member asks, primarily with House Democratic and DCCC Leadership. The Member Dues Director also manages the DCCC Caucus Report, a document tracking the Democratic Caucus’ efforts in support of the DCCC. This document is primary means by which Members are encouraged to give to and raise for the DCCC, as it is sent out regularly to the entire Caucus. The Member Dues Director also serves as a primary point of contact between the DCCC Finance Department and Democratic Member offices. As such, the Director fills a variety of roles and performs a variety of tasks relating to Member contact as needed.

**Member Dues Documents**

Member Dues Documents are found in the Finance Drive>Member Dues. The most recent cycle is located in the Member Dues 2012 folder located therein.

**Master Member Database**

The Member Dues Director should keep a spreadsheet that serves as a Master Database for all things relating to Member Dues and Member Outreach. The 2012 version is located in the Member Dues 2012 main folder.

The Master Members Dues sheet is the main database for pretty much all Member info as it relates to Dues. Some effort was made to incorporate this into NGP. However, the particulars of NGP do not sync directly with the info needed for Member Dues as they do for individual donors or even PACs. That being said, exploring this further is worth considering. For the 2012 cycle, this document more or less served as NGP for Member Dues.

The Master Sheet as it existed for the 2012 cycle is located in the main page of the Member Dues 2012 folder. This excel document catalogs all relevant info for a Member including: campaign addresses, cash on hand (for each quarter of the cycle), Dues goal, Dues received, monthly dues, pro-rated outstanding Dues (needs to be updated monthly), previous cycle Dues history, office contact info, Member direct contact info, four levels of Member staff contact info, Scheduler contact info, Caucus / group membership (CBC, CHC, New Dems, Women, etc.), committee assignments.

This document, if updated regularly, can serve as a template for any other needs, such as target lists, summaries of committee or caucus Dues as requested, specific contact sheets, etc. It is also a base off of which to mail merge call sheets, ask cards, thank you notes, etc.

**Member Office Contact**

The Member Dues Director serves as a primary point of contact with Member offices, not just as it relates to Dues, but for scheduling, and a variety of ad-hoc outreach needs.

* + *Scheduling* – The Member Dues Director is responsible for Member attendance at large DCCC events in DC in which the Caucus is invited. As such, it is important to keep the schedulers list as up to date as possible. For the big quarterly events (Member Dinners and PAC Receptions), Member RSVPs will need to be tracked as well. The invitations to these events should be blasted out to Democratic Schedulers several times, and all offices should be called at least once prior to the event (excellent job for interns). The Member Dues Director will also be asked to coordinate Member attendance at other DCCC events as needed.
	+ *Hill Drops* – The Member Dues Director will also periodically coordinate hill drops to disseminate invites, Caucus Memos, Dues invoices, the Caucus Report, etc. Other departments will often do hill drops as well, so it is important to coordinate with them on timing (particularly Press and Candidate Services).
	+ *Caucus Report* – The Caucus Report is sent out more or less monthly. This can be hill dropped (though the DCCC moved away from this towards the end of the cycle) or simply sent out electronically. This is an opportunity to send out other pertinent updates to the Caucus and Member office staff (invites, memos, etc.).
	+ *Member Updates* – The Member Dues Director will periodically be asked to distribute other memos or political info as needed, given the position’s role as a primary point of contact with Member offices.
	+ *Member personal contact info* – The Member Dues Director should keep and update a record of Member cell phones and email addresses. This can be kept in the Member Dues Master Sheet and should also reflect when phone numbers, etc. have been most recently checked and confirmed.

**Caucus Report**

The Caucus Report is the driver of the Member Dues program. It is a spreadsheet outlining everything the Members of the Caucus are doing in support of the DCCC.

The Caucus Report, sent out more or less monthly to Member offices, is organized into tiers based on leadership and committee assignments within the Caucus. According to these tiers, Members are assigned a goal for the cycle for DCCC Dues and DCCC Raising. Dues includes only what Members give directly from their campaigns or leadership PACs to the DCCC. DCCC Raised refers to money they raise on behalf of the DCCC from individuals, PACs or other Members. This is all tracked through tally codes in NGP.

The Caucus Report also tracks giving and raising that the Members do on behalf of Frontline Members and Red2Blue candidates, as well as Member points. The Member Dues director coordinates with the Candidate Services Director to add in those updates before each Caucus Report is sent out. The Candidate Services Director will track as much as s/he can, but it is important to let Member offices know that updates are largely self-reporting. The Member Dues director will undoubtedly receive updates from Member offices, which need to be forwarded on to Candidate Services, and logged in email folders for tracking purposes.

Operationally, the Caucus Report is set up to pull financial info from NGP, for both Dues and Raised, highlighting the importance of NGP accuracy. The Member Dues Director will set the date for the Monthly Caucus Report internally. Several days prior to that, the Member Dues Director will begin to update the Caucus Report in order to send out a draft. The steps are outlined below:

1. Pull update numbers from NGP for both Dues and DCCC Raised. This is done via two programs listed in Member Dues 2012>Caucus Report>NGP programs. When entering these documents, enable the Macros, and hit CTRL+SHIFT+Q to update. After this, hitting CTRL+SHIFT+W will pull a breakdown for individual Members. This summary will be plugged into the Caucus Report Master document in the Dues and Raised tabs respectively.

**IMPORTANT NOTE: The main sheet in the Caucus Report Master document pulls from the two working tabs using FEC numbers. These need to be correct.**

1. Add any manual updates for Dues and Raised Credit. Please note, these manual updates need to be made in the Dues and Raised tabs, not the Master tab. For Dues, this will usually involved outstanding commits or other money that doesn’t pull directly from NGP (examples, New Dem PAC credit, Jared Polis Majority Fund, etc). For Raised Credit, this becomes more complicated. DCCC raised credit can be added for a variety of reasons to offset things that aren’t reflected in NGP. Credit for DCCC emails also needs to be added; the Online team provides monthly updates on online Member credit. However, Members are not given credit for outstanding Raised commits or Problem checks. This can be used to solicit their help in tracking outstanding commits. These “Credit bumps” need to be tracked after every Caucus Report in order to ensure that recurring bumps are included in future reports. This is tracked by reconciling the Caucus Report raised tab with the original NGP pulling document. Examples of this can be found in Caucus Report>Credit folder.
2. A copy of the Caucus Report is sent to Finance Regions – All. This is for the regions to check that the Members in their regions are receiving proper credit. It is much easier to solve these problems on the front end than to deal with angry Members after the Report goes out. The Member Dues Director should personally check in with each region to ensure the CR is looked at. Additionally, because there is a delay between pulling raised credit from NGP and when the report goes out, regions need to update the Member Dues Director on any new money that is IN, but was not reflected in NGP in time for the report. This gets added manually and tracked in the “Credit Bumps” sheet.
3. Candidate Services send along Frontline / Red2Blue / Points updates, which are then manually added by the Member Dues Director.

***The Candidates Services Director and Member Dues Director need to ensure that House Leadership staff know that the CR is going out and have sent in their updates / signed off on their numbers. This is particularly true for Leader Pelosi and Chairman Israel.***

1. The Member Dues Director sends out a DRAFT of the Caucus Report to the Dues Distribution List, informing Members staff to send along any updates, and when the final copy will come out (usually about a day or two later).
2. Any updates sent along at that point will need to be added manually.
3. The Final Caucus Report is then sent out, again to the Dues Distribution List. ***Important Note – this should only be sent out as a PDF document.***

**Dues Invoices**

Members are also sent DCCC Dues invoices periodically. They are sent out via hill drop, often with the Caucus Report, invites, or any other pertinent info and are intended to inform Members what they owe in Dues in any given month. The invoices outline each Member’s goal, what they have paid to date, and what they owe by the end of the current month on a pro-rated basis. In 2012, the cycle was divided into 22 months for monthly invoicing / planning purposes. So in theory a Member should have paid 1/22 of his or her cycle goal in Dues by the end of January 2011 and finished out the goal completely by October 31, 2012.

The invoices are again done by mail merge. Samples can be found in the “Member Dues” folder under “Invoices.” Invoices are not sent to House Leadership, Frontline, Members who have paid in a given month, Monthly Sustainers, Members running for other office, and any others as per DCCC staff discretion. Typically, Members are invoiced more often toward the end of a quarter, frequently multiple times in a month. Early in the cycle, Members who have given recently won’t receive an invoice until the next quarter, until the last few months of the cycle, in which they will receive them more frequently. The invoice template can be tweaked based on the particular needs or points of emphasis at a given time.

**Monthly Sustainers Plan**

Monthly Sustainers is a monthly payment program that the DCCC established in the 2012 cycle for Members to pay their Dues. The Monthly Sustainers plan was created to encourage Members to pay their Dues on a monthly basis, in smaller manageable increments. It benefits the DCCC in creating regular payments that require little or no effort to bring in. It helps the Members by creating a predictable, manageable, budget-able expense, rather large chunk payments and the hassle of being solicited by their colleagues. The DCCC also incentivized the program with various call room perks, an email to DCCC donors in their district, targeting assistance, and in the 2012 cycle, Convention packages. Members also have the option of setting up automated payments via the DCCC Dues website (see below).

**Member to Member Asks**

While many Member offices will respond to Dues asks on a staff level, some Members will require an ask from their colleagues, particularly those in House Democratic or DCCC Leadership. The Member Dues Director will facilitate these asks and create target lists for the Members of leadership to solicit. There are two main tools for Member to Member Dues asks: Call Sheets and Ask Card (for asks to be made in person).

* + *Call Sheets*
		- Call sheets are used for Member to Member dues solicitation, mainly by Leader Pelosi. Chairman Israel has stated that he will almost never make calls of fellow Members, as he can make those asks in person and wants call time freed up for other asks. Period leadership callathons have been scheduled as well, in which leadership Members are invited in to call their colleagues on behalf of the DCCC.
		- The call sheets themselves can be made again with mail merges, using the Master Dues Sheet as a base. Sample call sheets can be found in Member Asks>Call Sheets. Member cells are the primary contact info of concern, though DC offices, District offices, and primary staff contact info should be listed. Toward the end of this cycle, campaign office numbers were included and should be added going forward when available.
		- Call Sheets should list current Dues info, previous cycle Dues history, primary and filing dates for that Members’ state, and any other info that may be necessary. Notes should also be added for most recent Dues contributions, pertinent political info, notes about other DCCC involvement, etc.
	+ *Ask Cards*
		- Ask cards are used much more frequently for Members Dues asks. Samples can be found in Member Asks>Cards. The Member asks cards show only the most important info for the Dues ask.
		- Chairman Israel uses Member Dues cards more frequently. Other Members of leadership should also be given ask cards on a regular basis, including Whip Hoyer, Assistant Leader Clyburn, Chairman Becerra, Vice-Chair Crowley, Congresswoman Schwartz, Congressman Van Hollen and Congressman Polis. Other Members can be used as needed as well. Lists of cards for all of these Members should be targeted out to increase both effectiveness and the likelihood that the asks will actually be made.
		- Member cards should be used as much as possible when Members are in session, sending up cards to leadership unsolicited if need be.

**Member Events**

Member Dues is not an event driven fundraising position in the same way that the other regions of the Finance department are. However, there are a handful of Member focused events that are the responsibility of the Member Dues Director. Moreover, due to the nature of the position, the Member Dues Director will frequently help to coordinate Member Outreach to events with other regions.

* + *Quarterly Member Dinners* – Every quarter Leader Pelosi and Chairman Israel host a Members only dinner in the 3rd month of the quarter. Dates are selected in conjunction with the Leader and the Chairman’s office and should be chosen several quarters in advance if possible. The Member Dinner often has to be moved anyway to accommodate scheduling conflicts. Members dinners this cycle were held in the Wasserman Room in order to save on money. The DCCC events director will coordinate food / drink logistics, usually with guidance on a particular theme, often seasonal. An invite must be made and approved for the Member dinner per DCCC finance operating procedures. That invite is sent out to Member offices, usually at least a month in advance if not more so. They are included in hill drops, sent to schedulers, sent to the dues distribution list, etc. Reminders are periodically sent out, and schedulers should be called through in at least once in advance of the events. Interns can be tasked with this. A briefing must be prepared for Leader Pelosi, Chairman Israel and any other Members speaking at the event. The program usually involves a brief political presentation (make sure to alert IT well in advance of any A/V needs). At recent dinners, Leader Pelosi has put an emphasis on shortening the formal program and opening more time for discussion with Members.
	+ *Political Updates and Staff* – The DCCC also holds periodic (more or less quarterly) political updates for Chiefs of Staff and Staff directors. Dates are picked in coordination with the ED’s office, the Policy Director and the Member Services director. They are usually held on Friday’s when the House is out of session, as a lunch or mid-morning event. At past updates, the DCCC has bought pizza for the Chiefs in attendance. Attendance is usually anywhere from 40-75 people depending on a lot of external factors. Sample invites are found in the Member Events folder.
	+ *Major DCCC Events* – The Member Dues Director also helps coordinates Member attendance / invites at major DCCC events (such as Issues Conferences) as needed. In these case, the Director will need to be in touch with Member offices about RSVPs, hotel block info if needed, invite approval, speaking programs / roles, briefings, etc.
	+ *Napa* – Leader Pelosi invites a select group of Members on her Napa Valley trip every year. Once that list is selected, the Member Dues director will coordinate with Member offices on all relevant info, such as hotel blocks, briefings, etc.
		- **IMPORTANT: Leader Pelosi is the ONLY person who decides which Members attend Napa. Until that list is approved, no information about the weekend should be sent to any Member offices. If Members inquire about the weekend, they should be informed that the Leader personally handles all of the inviting.**
	+ *House Dem and DCCC Leadership Meetings*
		- Leader Pelosi and Chairman Israel will periodically host meetings with either House Democratic Leadership or DCCC Leadership. The aim of these meetings is usually to provide a political and/or financial update, and frequently to enlist the help of leadership in soliciting colleagues for support. These meetings became more frequent in the latter portion of the cycle.
		- For Dues, these meetings present an excellent opportunity to split up Dues targets from the Caucus. In meetings in the 2012 cycle, Leadership would be provided with a modified version of the Caucus Report (or a specific Dues target list). DCCC staff would have several sets of Member ask cards available. Leadership would go line by line through the target lists and divide up targets, with staff handing out cards in real time.
		- For these meetings, the key is to prevent a list of targets that is focused, and includes enough info to spell things out clearly for the Members present. When scanning over a list of Members, it should be clear to the people in Leadership why we are targeting a particular Member for Dues, but also why we aren’t targeting others. Examples of these target lists can be found in the Member Events folder under the various leadership meeting dates. A new dues-only Caucus Report was also created for use in these meetings. That can be found in the “New Dues Sheet” folder.

**Member Dues Website**

Members have the option of paying their Dues via a dedicated website, [www.DCCC.org/DCCCDues](http://www.DCCC.org/DCCCDues). This site give Members three options for paying their Dues, via credit card, via one time online bank transfer, or via automated, recurring online bank transfer (used for Monthly Sustainers). For the credit card option, the process is fully automated. For the online bank transfers, Members will fill out the forms on that page and email / fax them in to the DCCC with a check copy. DCCC staff then inputs the contribution / bank info into the DCCC payment system. The online team handles this input and website maintenance.

**Caucus Memos**

House and DCCC periodically distribute memos with political updates, solicitations for Dues, etc. These are frequently done under the Member Dues umbrella, and coordinated to coincide with Caucus Reports, Dues invoice drops, etc. Depending on the circumstances, hard copies are sent out, accompanied by a PDF. The Member Dues director will often coordinate distribution and send out these memos directly to the Dues distribution list.

**Member Thank You Notes**

Thank you notes are sent from Leader Pelosi to Members who make Dues contributions. These are sent out by the Member Dues Director on a monthly basis. The director requests an updated version of the thank you letter more or less quarterly from the DCCC staff writer. It is a modified version of the other Finance thank you letters. These are sent out on the 7x9.25” Leader Pelosi letterhead, and are “personally” signed using a blue felt tip pen.

The Member Dues thank you notes are sent to Member campaign or political offices. It is easiest to keep these in the Master Member Dues sheet to draw from on a monthly basis. These are mail-merged for each month. Sample Member Thank you letters can be found in the Member Dues 2012 folder under “Member TYs.”

**Member Checks**

Member checks are processed in NGP similar to PAC checks. Campaign committees and Leadership PACs are linked to a Member’s candidate entry (which is the best bet when searching). For Campaign Committee checks, there are a few key notes. The account is always 607. All Member Dues checks need to be tallied as “Member Dues” and whatever other Members are deemed to deserve credit. This usually includes Leader Pelosi as a default. In previous cycles, Rep. Clyburn has received credit for all CBC Dues checks. There are a few other notes outlined below.

Unlimited Transfer vs. Contribution – Per FEC rules, Members are allowed to give the DCCC as much money as they desire, beyond the $30,800 limits. When a campaign does so, it is considered an Unlimited Transfer of Excess Campaign Funds (or some variant of that). If that is the case, when processing the check, the “Type” needs to be “O – other miscellaneous” and the “Code 1” should be “NT – non memo-ed note.” Furthermore, the “Note” section should be filled in with “Unlimited Transfer from a Principal Campaign Cmte.” However, when checks, for the year, are under the $30,800 limit, they can be filed as either an Unlimited Transfer or as simply a Contribution. The DCCC does not have a preference in these cases but needs to ensure it is designating it the same way as the campaign. Campaigns will usually include a letter or note in the memo line indicating that which. If not, DCCC staff needs to follow up with the Member’s staff to clarify and get a letter if necessary (samples can be found in the Member Dues folder under “Checks>UT letters” or by consulting with Jackie. If the check is being filed as a “Contribution,” the “Type” is “C – contribution,” there is no “Code 1,” and the “Note” should read “Contribution.”

Leadership PAC checks are always listed as “C – Contribution” and should be logged under Account 617. When printing leadership PAC transmittals, include the first page of the PAC’s FEC homepage.