

# 2017 ANNUAL REPORT

CELEBRATING **40 YEARS** OF SERVICE TO  
CONGRESS AND THE NATION (1977-2017)



CONGRESSIONAL  
MANAGEMENT  
FOUNDATION



## VISION STATEMENT

**A CONGRESS THAT BETTER SERVES THE PEOPLE.**

## OUR MISSION

**IS TO BUILD TRUST AND EFFECTIVENESS IN CONGRESS. WE DO THIS BY ENHANCING THE PERFORMANCE OF THE INSTITUTION, LEGISLATORS AND THEIR STAFFS THROUGH RESEARCH-BASED EDUCATION AND TRAINING, AND BY STRENGTHENING THE BRIDGE AND UNDERSTANDING BETWEEN CONGRESS AND THE PEOPLE IT SERVES.**

## MESSAGE FROM THE PRESIDENT & CEO



**The Congressional Management Foundation's 40<sup>th</sup> year in service** to the Congress and the nation continued a path started by our organization's founders. A lot has changed since 1977 – early CMF advice was dispensed in paper newsletters “copied” on a mimeograph machine!

Yet many things have not changed: sound management guidance that leads to efficient and effective office operations; leadership principles that inspire and connect employees to their work; and a commitment to providing outstanding and responsive constituent services. Another thing that hasn't changed: the devotion, professionalism, and patriotism of congressional staff.

This is one of the reasons that in 2017 CMF launched the [Democracy Awards](#). This new program recognizes the *congressional office* for recognition. Of course, as the leader of the office, the Member deserves a great deal of credit for any success. But we know, and they know, that success would not be realized without a talented and dedicated group of public servants helping them.

“The Congressional Management Foundation (CMF) is perhaps one of the most impactful organizations you have never heard of. And yet, their relationship with the US Congress may be closer than any other institution in America.”

– Sandra Cyr, *Philanthropy Journal*

As CMF begins its next decade we wish to thank those staffers, the silent patriots who serve under the dome, who sacrifice so much for the Congress, their constituents, and the nation. Thank you!

**BRADFORD FITCH**  
President & CEO

**1,405**  
congressional  
staff trained



CMF  
**IMPACT:**  
**2017**  
*at a*  
**Glance**

**66**  
trainings for  
Congress

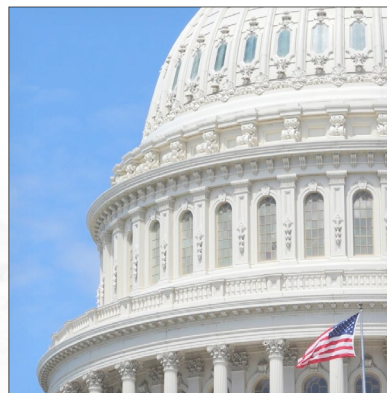


**8**  
salaried  
employees

**111**  
presentations for  
citizen-advocates



**55**  
citizen groups  
educated



**10,742**  
citizen-advocates  
trained

## CELEBRATING 40 YEARS

(1977-2017) OF SERVICE TO THE CONGRESS AND THE NATION

### **Senator Al Gore (D-TN), 1987**

“The Congressional Management Foundation has served as the single best source of advice and input on how a Member of Congress can operate his or her office efficiently and serve the needs of his or her constituents in an effective way. The private sector has supported the Congressional Management Foundation and in doing so, they have benefitted not only the individual Members of the House and Senate, who come up with an office that works, but also the country as a whole because our entire nation needs a legislative branch of government that is effective and efficient and operates smoothly.”

### **Rep. Lynn Martin (R-IL), 1987**

“I’m here as a legislator, but I also have to manage an office. When I don’t do a good job of management, I don’t make good law. There’s one place we can get some help, at the Congressional Management Foundation. They teach us to do a better job at a skill that, frankly, most Members of Congress know too little about. It means better law, it means a better place for you to live, and I think it means a better Congress.”

### **The Honorable Dan Mica, Chair, CMF Board of Directors, 2011**

“As both a Chief of Staff and a Member of Congress, CMF was an invaluable resource to me.”

### **Joint Statement of The Honorable Steny Hoyer (D-MD) and The Honorable John Boehner (R-OH), *Congressional Record*, February 28, 2008**

“CMF has had a widespread and positive impact on this institution, and we are proud to applaud its efforts over the decades ... Thanks in part to CMF, Congress has a more professionalized workforce with better morale and performance. And the American people get a better government when our democratic institutions are more efficient and effective.”

CELEBRATING 40 YEARS  
(1977-2017) OF SERVICE TO THE CONGRESS AND THE NATION

**House Chief of Staff**

“Even after 25 years as Chief of Staff, I still refer to CMF for insight as to what the trends are on Capitol Hill. With so much having changed during this time, it is comforting to know that there is an organization like CMF that has its finger of the pulse of what is happening.”

**Rep. Daniel Webster (R-FL), 2013**

“I read *Setting Course* before I officially launched my congressional campaign and utilized its time-tested tips as I set up my first office in Washington. When you first arrive in D.C., advice is plentiful, both solicited and unsolicited, but you can’t fake experience and CMF has it.”

**Senate Chief of Staff**

“Having served as a Chief of Staff in both the House and Senate, I cannot stress enough the critical void that CMF fills in assisting offices with both their strategic and day to day management challenges. CMF really understands the congressional workplace, and they have been an invaluable resource for me on everything from designing mail systems, to planning retreats, helping evaluate staff performance, and providing training for staff members.”

**Senate Chief of Staff**

“CMF staff have experience in Capitol Hill offices: They know the problems first-hand, they know how the offices work and, at the same time, they bring an outside perspective to those problems to help solve them.”

**The Honorable Harry Reid (D-NV),  
*Congressional Record*,  
September 10, 2012**

“CMF has helped Senators significantly improve their online operations, resulting in more transparency and accountability in government. Because of CMF’s research and guidance in Web sites and online communications, Americans have a better understanding of the Congress and better access to necessary services.”

# HIGHLIGHTS FROM OUR 40 YEARS (1977-2017) OF SERVICE TO THE CONGRESS AND THE NATION

**1977** CMF is founded as a nonpartisan nonprofit organization by Tom Bedell, a congressional staffer and son of a Member of Congress, and Len Hirsch, an organizational development consultant, to help Members address management challenges in their offices.

**1978** Publishes *The Intern Owner's Manual* to quickly orient the thousands of interns who support congressional offices every year.

**1978-1983** Conducts periodic analyses of House job descriptions and salaries, the results delivered as briefs to House Administrative Assistants (i.e., Chiefs of Staff).

**1979** Begins presenting training programs and professional development seminars for congressional managers on timely topics such as staffing, time management, and constituent mail operations.

**1980s** Offers in-depth mail and management reviews for offices who request more comprehensive assistance.

**1984** The first edition of CMF's signature publication on setting up and managing a congressional office, *Setting Course*, is published in conjunction with American University's Center for Congressional and Presidential Studies and is funded by Deborah Szekely.

**1986** Reprints *The Intern Owner's Manual* as the *Congressional Intern Handbook*, which is then revised and published in four additional editions over the next two decades.

**CONGRESSIONAL MANAGEMENT FOUNDATION**

## END CONFUSION ABOUT COMPUTERS!

**Computers**  
March 29, 1978 3-5 p.m. CMF Offices

**The Problems:** Input, Output, Off-line, On-Line, Few Codes, Many Codes, File Storage, Clearing Files, And 325 smiling vendors knocking at my door. Close Encounters of the Scary Kind! And I don't even know what questions to ask.

**The Focus:** This seminar is for the computer novice—those with little or no background or experience with computers. Topics to be covered include: the capabilities of the computer (what it can and cannot do), the initial impact of the computer on the office organization, vendor selection, and the difference between on-line and off-line systems for your office. Mailing list maintenance, updating, compilation, and use on a daily basis, as well as a targeted mailing program, will also be covered.

**The Leader:** Robert L. Chairman is a Senior Specialist in Information Sciences at the Library of Congress. In the past twelve years, he has been an administrator of the application of information technology.

**Come to a seminar!**  
DATE: Wednesday, March 29  
TIME: 3-5 p.m.  
PLACE: CMF Offices  
201 Maryland Avenue, N.E.  
(behind the Supreme Court)

You must have a reservation to attend! Call 546-0100  
HAS YOUR OFFICE SIGNED UP FOR CMF'S 1978 PROGRAM?

1977

1986

# HIGHLIGHTS FROM OUR 40 YEARS

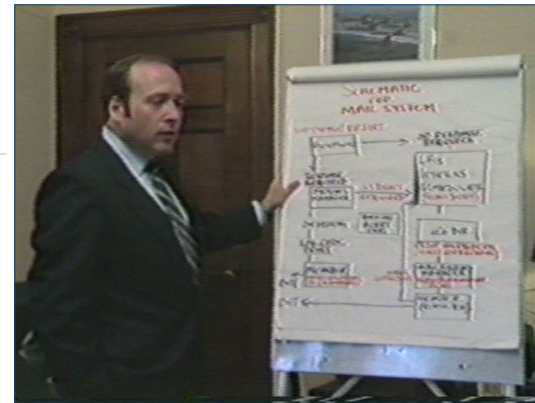
(1977-2017) OF SERVICE TO THE CONGRESS AND THE NATION

**1989** Publishes the first edition of *Frontline Management: A Guide for Congressional District & State Offices*, the only comprehensive guidebook on district/state operations.

**1990s** Develops the CMF strategic planning retreat model and begins providing one- to three-day planning sessions for individual House and Senate offices, which greatly expands the number of Members using its management services and adopting planning techniques and methods.

**1990** Expands the scope of its salary research to include race and gender data on House and Senate employees. Over the next decade, produces employment studies on a regular schedule that include average salaries and profiles of the common job positions in personal offices.

**1993** On behalf of the Joint Committee on the Organization of Congress, conducts the first employee opinion study of congressional staff to elicit their views on the reform of the Congress and their impressions of Congress as a workplace. More than 1,400 DC and district/state staff participate.



**1990** Offers its first day-long orientation for the designated aides of House Members-elect, focusing its training on the critical transition time between November and January.

**1994-1995** Conducts follow-up research with congressional staff on the results of the employee opinion survey and publishes the report, *Working in Congress: The Staff Perspective*. Executive Director Rick Shapiro testifies before the House Appropriations Legislative Branch Subcommittee on how the House could better economize its resources and more effectively meet the needs of House offices.



**1996** Conducts an orientation program for new Senate Chiefs of Staff and the designated aides of Senators-elect, in partnership with the Secretary of the Senate.

1987

1996



# HIGHLIGHTS FROM OUR 40 YEARS (1977-2017) OF SERVICE TO THE CONGRESS AND THE NATION

 The Congressional Management Foundation is a non-profit, non-partisan organization dedicated to helping congressional offices improve their management practices.			
Management Tools	CMF Publications	Training Seminars	Consulting Services
<p><i>CMF advice on-line:</i></p> <ul style="list-style-type: none"> <li>Budgeting</li> <li>DC/District relations</li> <li>Mail management</li> <li>Solutions to general management problems</li> <li>Performance reviews</li> <li>Personnel management</li> <li>Strategic planning</li> <li>Strategic scheduling</li> <li>Managing events</li> <li>Spouse/staff relationships</li> <li>Interns</li> <li>Courageous followers</li> </ul> <p><i>Other management resources on the Internet</i></p>	<p><i>Report summaries:</i></p> <ul style="list-style-type: none"> <li>Building Web Sites Constituents Will Use</li> <li>1999 Senate Salary Survey                             <ul style="list-style-type: none"> <li>Sample Data</li> </ul> </li> <li>1998 House Salary Survey                             <ul style="list-style-type: none"> <li>Sample Data</li> </ul> </li> <li>Survey of Information Technology Practices in House and Senate Offices</li> <li>Working in Congress</li> </ul> <p><i>Book summaries:</i></p> <ul style="list-style-type: none"> <li>Congressional Intern Handbook</li> <li>Frontline Management</li> <li>Setting Course</li> </ul> <p><i>Summaries of briefs:</i></p> <ul style="list-style-type: none"> <li>Developing Job Descriptions</li> <li>Implementing Strategic Scheduling</li> <li>Closing a Congressional Office</li> </ul>	<p><i>Information on CMF training programs:</i></p> <ul style="list-style-type: none"> <li>Upcoming CMF events calendar</li> <li>Previous CMF programs</li> </ul> <p><i>On-line training information:</i></p> <ul style="list-style-type: none"> <li>American Society for Training and Development</li> </ul>	<p><i>Information on CMF consulting services:</i></p> <ul style="list-style-type: none"> <li>Comprehensive office assessment</li> <li>Internal office problems</li> <li>Mail system analysis</li> <li>Strategic planning</li> <li>Teamwork</li> <li>Time and paper management</li> </ul> <p><i>All CMF consulting is individualized and confidential</i></p> <p><i>Need help with a particular management problem? Check out our free management Q&amp;A line</i></p>
<p style="text-align: center;">  <a href="#">Search the CMF Web Site</a>  <a href="#">Management tools</a> <a href="#">Publications</a> <a href="#">Training seminars</a> <a href="#">Consulting services</a> <a href="#">About CMF</a> <a href="#">Contact CMF</a> <a href="#">FAQ's</a>                      What else would YOU like to see on this Web site?                 </p>			

1997

2006

**1999** Publishes “Building Websites Constituents Will Use,” the first comprehensive look at Congress’ online communications practices.

**2000** Under contract with the House, develops a pilot program for Staff Assistant Orientation. Through a competitive bid, this program is expanded to Intern Orientation and Writing Effective Constituent Correspondence courses in later years.

**2001-2003** Partners with The George Washington University on the “Congress Online Project,” a two-year program funded by The Pew Charitable Trusts to examine and improve the use of websites and other online communications by congressional offices. This research leads to the Gold Mouse Awards.

**2001** Publishes “E-mail Overload in Congress: Managing a Communications Crisis,” an issue brief that details how email has heightened tensions and public disgruntlement with Congress, and provides congressional offices with a blueprint for changing their communications practices.

**2005** Surveys and interviews 300+ House and Senate staffers on constituent communications. The resulting report, *How Capitol Hill Is Coping With the Surge in Citizen Advocacy*, documents the exponential rise in incoming constituent messages and kicks off the “Communicating with Congress” project.

**2006** In partnership with Gartner Consulting, completes a multi-year contract that results in a 10-year information technology roadmap for the House of Representatives. At its conclusion, Kathy Goldschmidt of CMF testifies before the Committee on House Administration.

**2006-2009** Along with its academic research partners from the Harvard Kennedy School, the University of California–Riverside, and The Ohio State University, conducts the “Connecting to Congress” project through a grant from the National Science Foundation’s Digital Governance program.

# HIGHLIGHTS FROM OUR 40 YEARS

(1977-2017) OF SERVICE TO THE CONGRESS AND THE NATION

**2007** Through a grant from the Pew Foundation, hosts a retreat for Senate Chiefs of Staff in Philadelphia, which focuses on enhancing bipartisanship in the Senate, and on improving leadership and management skills.

**2007-2011** After conducting extensive research with congressional staff, grassroots advocacy groups, and vendors, develops recommendations for all stakeholders and suggests improvements to the structure and processes for managing congressional communications.

**2009** Publishes *Online Town Hall Meetings: Exploring Democracy in the 21st Century*, which finds that personal interaction with a Member of Congress, even online, increases constituents' approval of and trust in their Member.

**2010** Updates and revises the third edition of *Frontline Management*, incorporating new data from District and State Directors, renaming the guidebook to *Keeping It Local*.

**2016** Partners with the Government Affairs Institute at Georgetown University to offer "Legislative Operations for Congressional Staff," an intensive, two-day training program that focuses exclusively on how to be an effective legislative correspondent, legislative assistant, or legislative director.

**2008** Revises its mission statement to include its expanded role in enhancing citizen engagement by educating advocates on how to best communicate with Congress.

**2009** Under contract with the House, develops pilot webinars for entry-level district office staff. Through a competitive bid, these webinars are expanded to several additional topics for district/state staff.

**2010** Launches the *Partnership for a More Perfect Union*, an initiative dedicated to improving the relationship and communications between citizens and Members of Congress.

**2011-2013** In partnership with the Society for Human Resource Management, launches the "Life in Congress" project to improve Congress as a workplace. Survey data from 1,400+ personal office staff and 25 House Members is published in three reports.



**2017** Continue to the following page for more highlights!

2007

2016

## HOW WE ARE HELPING CONGRESS



In August 2017 CMF launched a new “[Office Toolkit](#)” on our website and conducted webinars for congressional staffers to introduce it. More than 25% of House offices participated in a training session.

### Modernizing Congressional Office Operations with the “Office Toolkit”

The Office Toolkit, based on research from the [Congress 3.0](#) project, provides guidance for better managing constituent correspondence, conducting telephone town hall meetings, and collecting feedback from constituents about their satisfaction with the office’s customer service.

For each of these topics, we provide an overview of why improvement is vital and our recommendations for changes. Each module also includes:

- Steps to implement enhancement
- Research on why the enhancements work
- Videos of congressional staff describing how each experiment worked in their offices
- Links to helpful content to help staff get buy-in from colleagues and managers

CMF will continue to add modules to the Office Toolkit, focusing on additional ways that House and Senate offices can improve their operations and communications.

Congress 3.0 was a two-year project (2015-2017), funded by the Democracy Fund to conduct research on ways to modernize congressional office operations and constituent engagement.

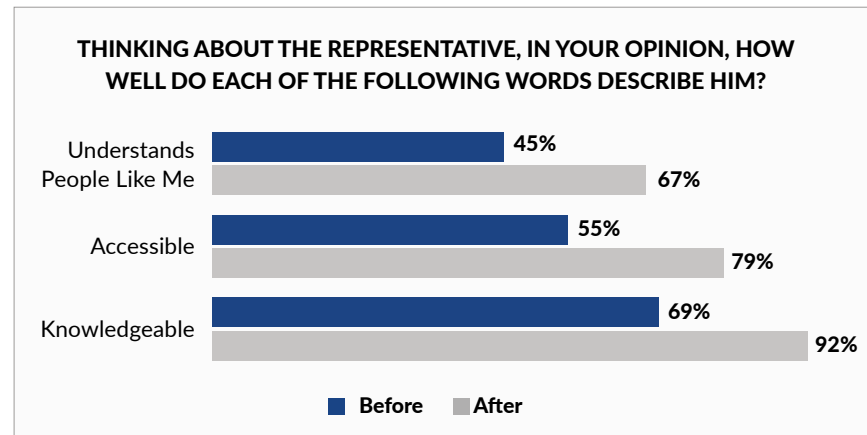
# HOW WE ARE HELPING CONGRESS



## Improving Constituents' Views of Telephone Town Hall Meetings

Telephone town hall meetings are one of the most significant technological advances implemented by the Congress in the past two decades. However, until now little research or guidance was available to help congressional offices make the most of these communications tools.

As part of the [Congress 3.0](#) research project, CMF tested out novel methods designed to improve constituents' satisfaction with telephone town halls. Through this research, we learned that these interactions helped bolster constituents' general approval and trust of their Member of Congress.



## HOW WE ARE HELPING CONGRESS



### Congress is Struggling to Perform Its Integral Role in American Democracy

“Americans widely believe that Congress is not working because it does not want to work. Conventional wisdom holds that the blame for any democratic dysfunction lies primarily with current occupants of Capitol Hill. CMF offers an alternative perspective. Congress may not be working well because it does not currently have the *capacity* to work well.”

A ground-breaking CMF report, “[State of the Congress: Staff Perspectives on Institutional Capacity in the House and Senate](#),” reveals that senior congressional staff have deep concerns about important aspects of congressional operations and performance. CMF adapted several benchmarks for democratic legislatures from work being done internationally and used them to assess the U.S. Congress. The report focuses primarily on the resource and operational challenges congressional staff have been facing over the past few decades and provides a context for them.

It offers new insight into the roots of current congressional dysfunction and paths toward pragmatic reforms to strengthen Congress and American democracy.

This research is part of CMF’s [Resilient Democracy Coalition](#), a program funded by a grant from [Democracy Fund](#) and performed in collaboration with [Voice of the People](#) (VOP), the [Edward M. Kennedy Institute for the United States Senate](#) (EMKI), and [Lorelei Kelly](#) of the [Beeck Center for Social Impact and Innovation at Georgetown University](#).

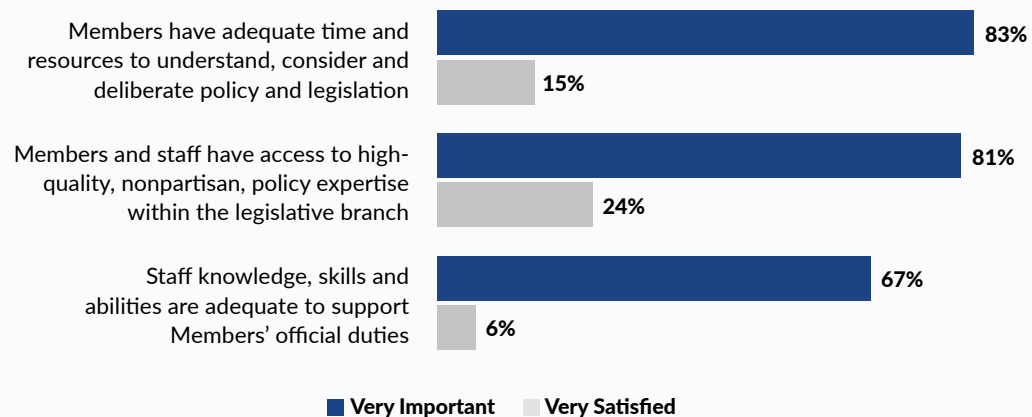
## HOW WE ARE HELPING CONGRESS



CMF's Kathy Goldschmidt speaks at Reboot Congress 2017, an event focused on modernizing the Congress, hosted by Lincoln Network in partnership with Democracy Fund. Photo courtesy of Lincoln Network, used with permission.

### SENIOR CONGRESSIONAL STAFF'S LEVEL OF SATISFACTION WITH BENCHMARKS RELATING TO INSTITUTIONAL CAPACITY AND LEGISLATIVE PERFORMANCE

*"In your opinion, how important are the following for the effective functioning of your chamber?" and "How satisfied are you with your chamber's performance in the following?"*



(n=128-130)

Source: 2016 survey of House and Senate senior staff, published in *State of the Congress: Staff Perspectives on Institutional Capacity in the House and Senate*, Congressional Management Foundation, 2017.

## HOW WE ARE HELPING CONGRESS

### Recognizing Non-Legislative Achievement and Performance in Congress through First-Ever Democracy Awards



“Congress is broken. Congress doesn’t work.” These beliefs are so embedded in our society that it seems that most Americans have lost hope in an institution that seems ineffective, unresponsive, and unable to address the challenges America faces. But what if citizens got a glimpse of a different Congress?

In this spirit CMF launched a distinctive honors program – [the Democracy Awards](#) – to recognize non-legislative achievement and performance by Members of Congress and their staff.

The goals of the program are to:

- Recognize and applaud legislators and staff who truly deserve acknowledgment for their best practices in the service of the Congress.
- Provide examples for congressional colleagues to emulate, thereby enhancing the entire institution.
- Enhance and improve public understanding and trust in Congress – if only a tiny bit, demonstrating that Congress can work.

Winners and finalists will be recognized at an awards ceremony on Capitol Hill on July 13, 2018.

CMF thanks our Founding Partner, Bridge Alliance, for their generosity in providing a grant to launch this initiative. We also thank our Platinum Sponsors for their support: CMS Energy, CQ, National Write Your Congressman, Society for Human Resource Management, and the Szekely Family Foundation.

## HOW WE ARE HELPING CONGRESS



### Grounding New Members and Staff in Best Management and Planning Practices

After the new Members of the 115<sup>th</sup> Congress were sworn-in, CMF engaged in a six-month effort to prepare these first-term offices for maximum effectiveness and performance.

We partnered with the Committee on House Administration, the House Chiefs of Staff Association, and the Legislative Assistants Association to hold multiple training programs, luncheons, and networking events for the staff in new Member offices. Our goals were to provide targeted job training, assistance in implementing effective operations, and problem-solving for common freshman office “headaches.”

*CMF's Susie Gorden discusses "What I Wish I'd Known as a New LA" at an orientation program for new Legislative Assistants on Capitol Hill.*

#### CONGRESSIONAL IMPACT STORY: CONNECTING STAFF

During a CMF webinar for caseworkers in 2012, one of the participants had the idea to start a nonpartisan caseworker assistance distribution list. By the end of 2017, more than 650 House staffers were on the listserv, which serves as an information-sharing and problem-solving forum for these staff that are located throughout the country.



# HOW WE ARE IMPROVING THE DEMOCRATIC DIALOGUE

## Training 50,000 Citizen-Advocates and Counting!

Since 2014 more than 50,000 Americans have participated in CMF citizen engagement training through the organizations that are members of CMF's *Partnership for a More Perfect Union*.

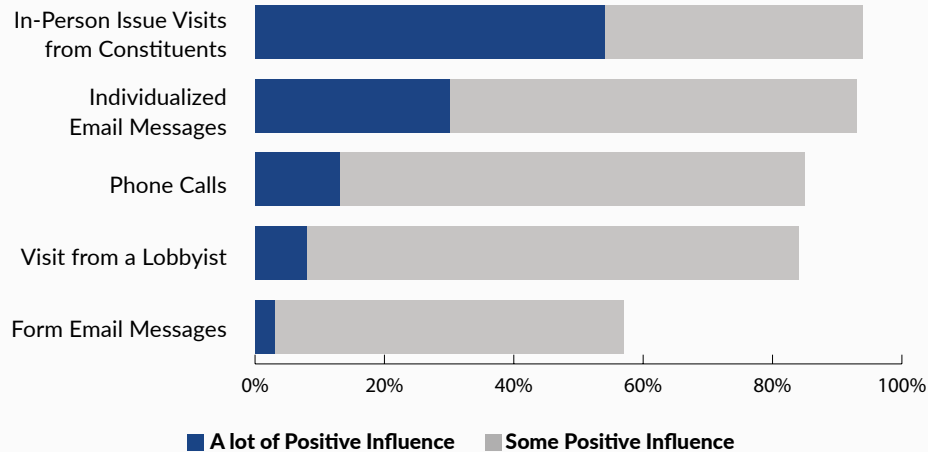
In 2017, CMF set an organizational record by conducting more than 111 advocacy training programs (in-person speeches, webinars, and enhanced advocacy training) involving 10,742 citizen-advocates. The vast majority of these Americans participated in advocacy training due to their affiliation with organizations in CMF's [Partnership for a More Perfect Union](#). Since its inception in 2010, 123 nonprofits, associations, and companies have participated in the *Partnership*.



# HOW WE ARE IMPROVING THE DEMOCRATIC DIALOGUE

## At Peak of Citizen Activism, Detailing the Most Effective Means of Contacting Congress

IF YOUR MEMBER/SENATOR HAS NOT ALREADY ARRIVED AT A FIRM DECISION ON AN ISSUE, HOW MUCH INFLUENCE MIGHT THE FOLLOWING ADVOCACY STRATEGIES DIRECTED TO THE WASHINGTON OFFICE HAVE ON HIS/HER DECISION?

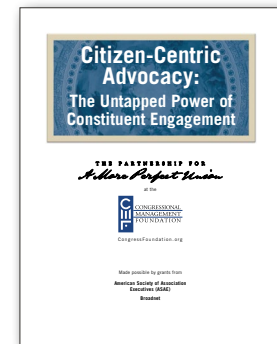


(n = 190-192)

Source: Congressional Management Foundation 2015 survey of congressional staff, including Chiefs of Staff, Communications Directors, Legislative Directors, and Legislative Assistants.

“[Citizen-Centric Advocacy: The Untapped Power of Constituent Engagement](#),” reveals the degree of influence that citizens have on congressional decision-making. The research answers critical questions for citizen-advocates and lobbyists, including the following:

- How influential are constituent meetings compared to lobbyist meetings?
- What is the most effective way to communicate with a lawmaker (letter, email, phone call)?
- Which methods/strategies are most successful for building long-term relationships with Congress?



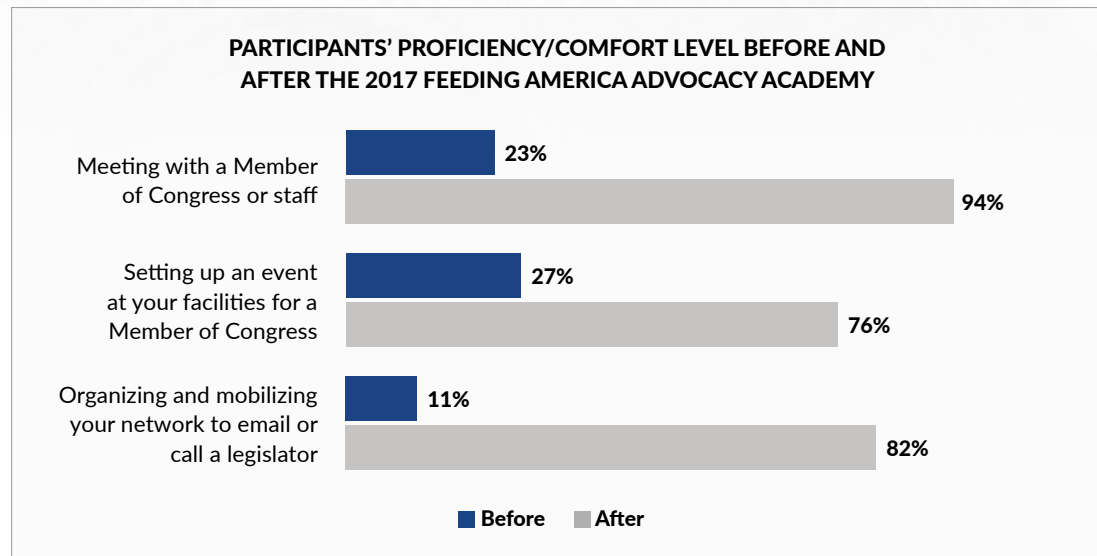
The findings are based on nine surveys of congressional staff, comprising nearly 1,200 responses provided to CMF from 2004-2015. The report was sponsored by the American Society of Association Executives (ASAE) and Broadnet.

# HOW WE ARE IMPROVING THE DEMOCRATIC DIALOGUE

## Helping Regular Citizens Become Extraordinary Advocates

Through a grant from Feeding America, the largest network of food banks in the United States, CMF designed an “advanced advocacy academy,” which first launched in 2015, and has been repeated in 2016 and 2017. In 2017, CMF also delivered an advocacy academy for the National Association of Realtors. This resulted in a combined 50-person participation in ~40 hours of in-person and online training, interactive exercises, homework assignments, targeted coaching, and role-playing over the course of four months. After an academy concludes, participants conduct advocacy meetings on Capitol Hill.

Through before-and-after surveys, both the food bank and Realtor participants self-reported positive changes in their behavior and attitudes.



“In the past when I have met with legislators, I have felt fairly confident, but after the final [advocacy academy] training, I felt incredibly confident. I knew the exact flow of my meeting, and felt prepared for whatever questions came my way.”

– Kimberly LoVano, Greater Cleveland Food Bank

## HOW WE ARE IMPROVING THE DEMOCRATIC DIALOGUE



### CITIZEN IMPACT STORY: ONE TWEET GETS A LEGISLATOR'S ATTENTION

*(Note about this case study: CMF has chosen to withhold the names of the citizen-advocate and the legislator involved, as revealing them would possibly interfere with the relationship between them.)*



*Grassroots and government relations professionals attend an Advocacy Leaders Network event on "Modern Congress, Modern Advocacy," hosted by CMF, produced by Beekeeper Group, and sponsored by VoterVoice.*

Congressional decisions affect food banks around the U.S. in a variety of ways – tax laws, incentives to give to charities, and federal programs to alleviate hunger. Among those programs that help feed needy citizens is the Supplemental Nutrition Assistance Program (SNAP – formerly known as Food Stamps). The operation of SNAP directly affects operators of food banks: if SNAP benefits are cut back then people need to rely more on private charities, including food banks.

In 2015 the House of Representatives was considering a budget that Feeding America determined would cut the SNAP program, putting further pressure on their member organizations. A senior manager for a food bank decided to put some of her advocacy academy training to the test. She knew her Member of the House, but had rarely "pressured" him on

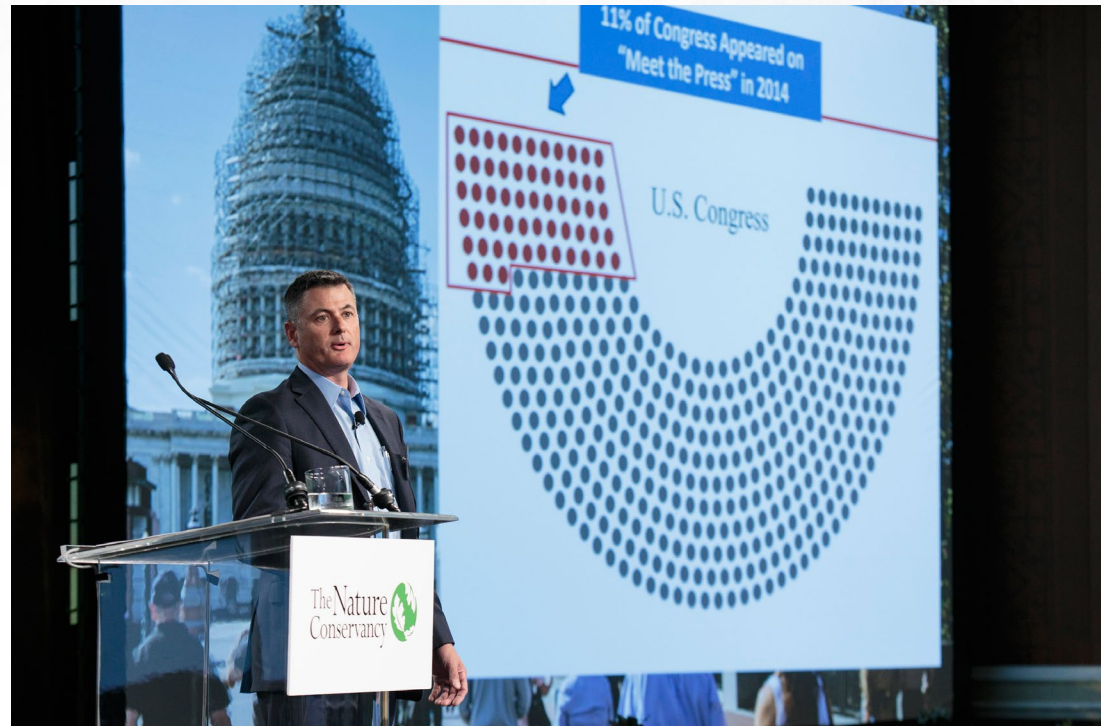
votes. Prior to the budget vote, the food bank employee put out a simple message on Twitter to her followers: contact our Representative and let him know this budget vote affects families in his district.

A few hours later the food bank's phone rang. A staffer from the Member's office, whom the employee knew, was not too pleased by this "pressure." The senior manager explained the situation, and had subsequent conversations with other staff members. Some months later another budget vote was approaching in the House. *This time* the congressional office reached out to the senior manager before the vote. The senior manager was seen as a valued expert on hunger issues. In this case, the food bank went from being "on" the table in Washington, to "at" the table ... with one tweet.

# HOW WE ARE IMPROVING THE DEMOCRATIC DIALOGUE

## Strengthening Advocacy Skills through Citizen Boot Camps

In 2017, CMF launched a new service, advocacy boot camps, for organizations looking for one- or two-day intense workshops about building relationships and communicating effectively with elected officials. Boot camps are customized to the organization's needs and include between 4-10 hours of training, and can include in-person presentations, webinars, and/or videos. In separate programs, CMF trained a combined 65 supporters of the Environmental Defense Fund and the National Federation of Independent Business in this program's inaugural year.



CMF's Seth Turner speaks to grassroots advocates on the power of storytelling as part of The Nature Conservancy's Volunteer Leadership Summit. Photo credit: © Michael Olliver/Courtesy of TNC

# SUPPORT CMF (OR WHY YOU SHOULD)

Donate

## Help CMF Continue Our Work



It's no secret that many Americans think Congress is ineffective and broken. Yet rather than turn its back on the greatest legislative body ever created, the Congressional Management Foundation embraces it.

We are a unique organization that is needed now more than ever. Ensuring that the public, and Congress itself, understands best practices for democracy is vital.

As a 501(c)(3) nonpartisan nonprofit, CMF relies on the generosity of corporations, associations, foundations and individuals to support its activities. Please [show your support](#) by making a contribution. Donors at all levels are welcome and contributions are tax-deductible to the fullest extent of the law.

“CMF is the only source of hands-on training that is available to Chiefs of Staff to really learn how to run a congressional office. Their training programs and services are invaluable.”

– House Chief of Staff

## CMF STAFF & BOARD



**BRADFORD FITCH**  
President & CEO



**SUSIE GORDEN**  
Vice President



**NICOLE FOLK COOPER**  
Director of Research and Publications



**KATHY GOLDSCHMIDT**  
Director of Strategic Initiatives



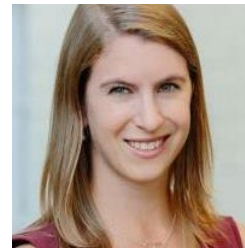
**BRADLEY JOSEPH SINKAUS**  
Research and Communications Associate (*hired 2018*)



**SARAH THOMSON**  
Manager of Operations



**SETH TURNER**  
Director of Citizen Engagement



**JAIME WERNER**  
Manager of External Relations



CMF tries to not only “talk the talk” but “walk the walk” when it comes to management, so we often apply best practices to ourselves. In that spirit we happily agreed when our Manager of External Relations, Jaime Werner, volunteered to raise a service-dog-in-training through Canine Companions for Independence. For 14 months Jumbo served not only as a morale booster in our office, but as a natural icebreaker and training assistant at CMF events. While we were sad to see our valuable and friendly colleague leave in late 2017, we can happily report Jumbo is about to complete his advanced training and will soon be aiding a person in need.

### Board of Directors

**THE HONORABLE DAN MICA**  
Chair

**THE HONORABLE KELLY D. JOHNSTON**  
Vice Chair

**MR. IRA CHALEFF**

**MS. PATRICIA MCGINNIS**

**MS. AMY SANDGREN PLASTER**

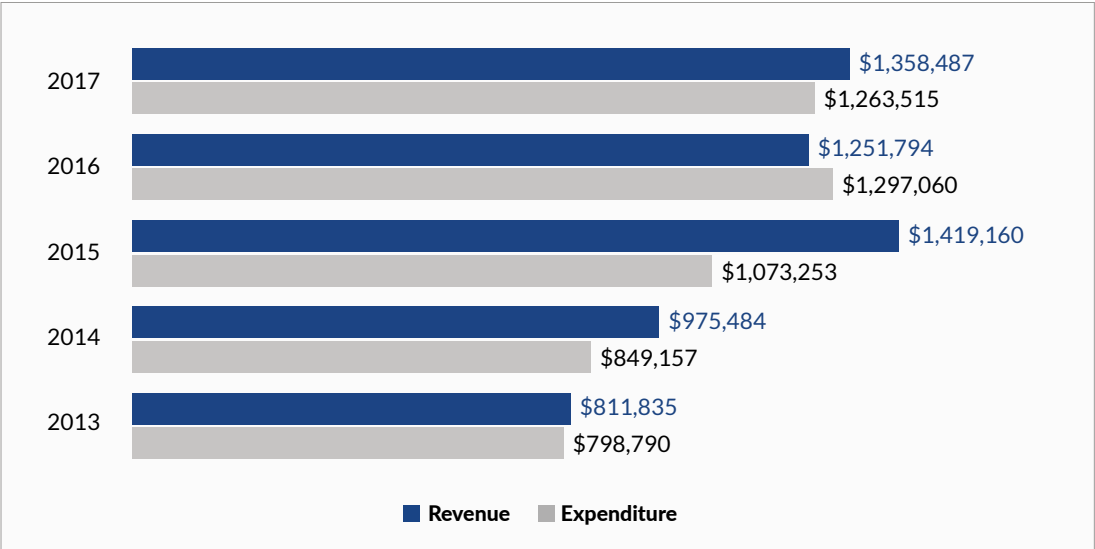
**THE HONORABLE CHRIS SHAYS**

# THANK YOU TO OUR SUPPORTERS

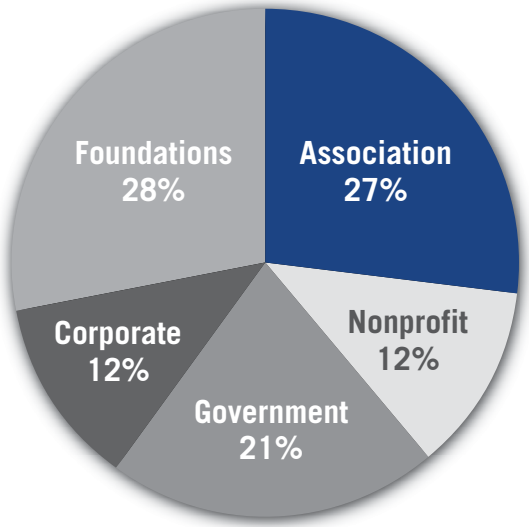
340B Health	American Organization of Nurse Executives	CMS Energy Company	KnowWho	National Multiple Sclerosis Society	Southwest Airlines Company
AARP	American Physical Therapy Association	College of American Pathologists	L2	National Potato Council	State Farm
Academy of Nutrition and Dietetics	American Psychological Association	Columbia Books & Information Services	Leidos	National PTA	Susan G. Komen for the Cure
Agronomy, Crop and Soil Science Societies	American Society of Association Executives	Congressional Federal Credit Union	Leukemia and Lymphoma Society	National Rural Electric Cooperative Association	The ALS Association
Alzheimer's Association	American Society of Civil Engineers	Congressional Hispanic Caucus Institute, Inc.	MENTOR: The National Mentoring Partnership	National Rural Letter Carriers' Association	The Fertilizer Institute
American Academy of Dermatology	American Society of Clinical Oncology	CQ Roll Call	National Apartment Association	National School Boards Association	The Michael J. Fox Foundation for Parkinson's Research
American Academy of Family Physicians	American Trucking Associations	Credit Union National Association	National Association of Chain Drug Stores	National Write Your Congressman	The Nature Conservancy
American Academy of Ophthalmology	Association for Advanced Life Underwriting	Dan Mica	National Association of Convenience Stores	NCTA - The Internet & Television Association	The Szekely Family Foundation
American Academy of Orthopaedic Surgeons	Association of Home Appliance Manufacturers	Democracy Fund	National Association of Counties	New York Life Insurance Company	The William and Flora Hewlett Foundation
American Academy of Physician Assistants	Association of Schools and Programs of Public Health	Emergency Nurses Association	National Association of Elementary School Principals	Northwestern Mutual Life Insurance	The Wine Institute
American Congress of Obstetricians and Gynecologists	BAYADA Home Health Care	Environmental Defense Fund	National Association of Insurance and Financial Advisors	Patricia McGinnis	Toyota
American Farm Bureau Federation	Blackbaud, Inc.	Executive Coaching & Consulting Associates	National Association of Realtors	Physician Assistant Education Association	U.S. Chamber of Commerce
American Health Care Association	Bloomberg Government	Feeding America	National Association of Workforce Development Professionals	Polsinelli	U.S. House of Representatives
American Heart Association	Blue Cross Blue Shield Association	Forum for Youth Investment	National Beer Wholesalers Association	Quorum	United Technologies Corporation
American Hospital Association	BP America Inc.	General Mills, Inc.	National Council for Behavioral Health	Robert Wood Johnson Foundation	UPS Corporate Public Affairs
American Institute of CPAs	Bread for the World	Goodwill Industries International, Inc.	National Federation of Independent Business	Share Our Strength	Volunteers of America
American International Automobile Dealers Association	Bridge Alliance	GoRail	National Hospice and Palliative Care Organization	Shoutpoint	VoterVoice
American Library Association	Broadnet	Grant Thornton LLP		Society for Healthcare Epidemiology of America	Women in Government Relations
American Medical Association	Campbell Soup Company	HCA Healthcare		Society for Human Resource Management	World Wildlife Fund
	Catholic Relief Services	Institute of Scrap Recycling Industries, Inc.			YMCA of the USA
	Citizens' Climate Lobby	Ira Chaleff			



### Revenues and Expenditures (2013-2017)



### Fundraising by Sector 2017





216 Seventh Street SE, Washington, DC 20003  
202-546-0100 [CMF@CongressFoundation.org](mailto:CMF@CongressFoundation.org)



[www.CongressFoundation.org](http://www.CongressFoundation.org)