



CongressFoundation.org

# 2022 ANNUAL REPORT

Revitalizing and Modernizing Democracy



# About CMF

## OUR MISSION

The Congressional Management Foundation (CMF) is a 501(c)(3) nonpartisan nonprofit dedicated to strengthening Congress and building trust in its work with and for the American people.

# Our Work



Revitalizes Congress as an institution, working inside and outside Congress to foster a deliberative, functioning, and accountable legislature.



Optimizes Congress by promoting best practices in congressional offices for: effective management and operations, hiring and retaining diverse and exceptional staff, and creating the foundation for a modern Congress.



Helps Congress and the people they represent engage in a constructive and inclusive dialogue toward a thriving American democracy.

# CMF Works at the Retail Level of Democracy

## *Message from the President & CEO*

For more than 45 years, CMF has been working behind the scenes and mostly out of the spotlight to help Congress improve its operations, retain its best staffers, and strengthen its relationships with all it represents. We are the only nonpartisan nonprofit with **100% of its resources dedicated to improving Congress**. Our approach enables us to maintain the respect of both Republicans and Democrats, one of the only organizations in the U.S. with that kind of bipartisan credibility.

In 2022, our focus was on **revitalizing and modernizing democracy** through two major initiatives: (1) supporting the creation, adoption, and implementation of recommendations of the House Select Committee on the Modernization of Congress; and (2) developing and launching the Citizen Advocacy Academy, the first online, on-demand training program for advocates.

These efforts, described in more detail on the following pages, are designed to **repair the connection and deepen engagement between Congress and the People**. In 2023, CMF plans to continue rebuilding trust in Congress and its work through efforts to modernize the U.S. Senate, optimize individual congressional offices, and build bridges between America's democratic institutions and the people they serve.

**Bradford Fitch**  
President & CEO



President and CEO Brad Fitch at a roundtable on civic engagement hosted by the Select Committee on the Modernization of Congress in May 2022.

# 2022 Year in Review

**2,000+**

DIRECT CMF INTERACTIONS WITH CONGRESSIONAL STAFF AND MEMBERS OF CONGRESS THAT REACHED

**350+**

CONGRESSIONAL OFFICES

**17**

CMF TRAININGS & PRESENTATIONS ON CONGRESSIONAL OPERATIONS & MANAGEMENT THAT REACHED

**790+**

CONGRESSIONAL STAFF, INTERNS, AND INCOMING MEMBERS-ELECT

**56**

CMF SPEECHES, WEBINARS, & PRESENTATIONS FOR CITIZEN-ADVOCATES RESULTED IN

**6,313**

CITIZEN-ADVOCATES TRAINED IN 2022

**106,000!**

CITIZENS TRAINED SINCE 2014

# CMF Strategic Pillar

Revitalize Congress as an institution, working inside and outside Congress to foster a deliberative, functioning, and accountable legislature.



(clockwise from bottom left): Diane Hill and Chayenne Polimédio of the Partnership for Public Service and Brad Fitch and Kathy Goldschmidt of CMF present research findings on the *State of the Congress*.

# STATE OF THE CONGRESS

## Assessing the Performance of Congress Through Annual Benchmarking

In collaboration with the Partnership for Public Service (PPS), CMF assembled a cohort of 128 exemplary congressional staffers to provide insight into civility, functionality, and capacity in Congress.

These “Congressional Exemplars” represent diverse demographics, positions, and perspectives from personal, committee, leadership, and institutional support offices throughout Congress.

This work builds on CMF’s 2017 report, *State of the Congress: Staff Perspectives on Institutional Capacity in the House and Senate*, with the intent to take an annual assessment of Congress.



### State of the Congress 2022

July 7, 2022  
BY KATHY GOLDSCHMIDT  
CONTRIBUTORS: CHAYENNE POLIMEDIO, BRADFORD FITCH AND NICOLE FOLK COOPER



Released  
on July 7 .

# POLITICO

Congress isn't beyond repair

By KATHERINE TULLY-MCMANUS | 07/07/2022 07:59 AM EDT

# State of the Congress 2022

Found that congressional staff believe:

→ Congress is not functioning as it should

76%

→ Polarization and rhetoric are making it more difficult to get things done in Congress

→ It is very important for Members and staffers to be civil and to work across party lines

“I believe there are solutions to the problems Congress has; the question is whether we have the collective will to implement them.”

SENATE LEGISLATIVE DIRECTOR

“Congress is overwhelmed and overmatched (vis a vis the Executive Branch). It lurches from crisis to crisis and is unable to effectively “think”, be strategic and proactive, and look ahead to future, or less pressing, problems.”

HOUSE COMMITTEE STAFF DIRECTOR



**Our Common Purpose**  
@OCP\_Amacad

A new report out today from [#OurCommonPurpose](#) Champion [@congressfdn](#) and [@publicservice](#) indicates that Congress isn't working as well as it should be -- but there's hope for reform



**Select Committee on the Modernization of Congress**  
@ModernizeCmte

The Modernization Committee commends the Partnership for [@publicservice](#) and [@congressfdn](#) for shining a light on what steps Congress can take to create a more efficient, effective institution through comprehensive data and analysis in its new report.

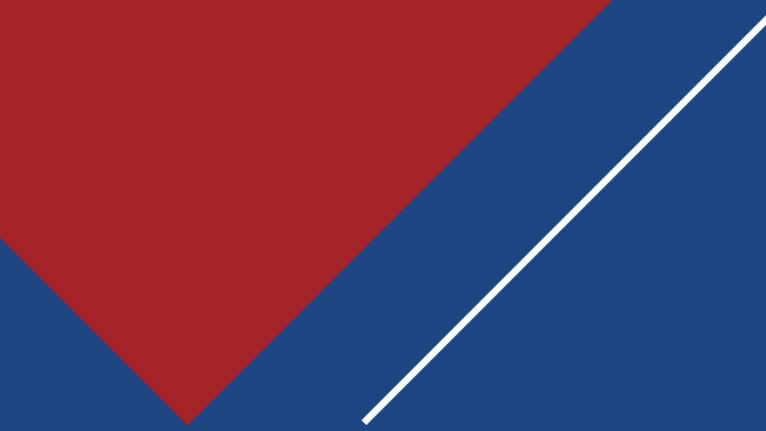
"The Exemplary Congressional Staff Cohort see the need for change in Congress, but they also indicate a deep desire to see the institution be its best and to function as it should. They have faith that, if Senators, Representatives, staff, and the People turn their minds to strengthening the institution, upholding civility and decorum, and reasserting the role laid out for Congress in Article 1 of the Constitution, the institution and our democracy can once again be shining beacons to the world."

STATE OF THE CONGRESS 2022

# CMF continued supporting the House Select Committee on the Modernization of Congress in its final year by

- ✓ serving as an advisor
- ✓ developing and offering recommendations
- ✓ testifying on district office staffing, security, and technology, especially the setup for freshmen Members
- ✓ promoting their innovations and achievements through public statements and letters to the editor
- ✓ furthering the implementation of recommendations
- ✓ advocating for the continuation of modernization efforts beyond the 117th Congress

Over their four years of service, CMF has influenced **111** recommendations that have been adopted by the Modernization Committee!



**We are proud that  
several of the 2022  
recommendations  
are based on CMF  
research and  
proposals**



Creating opportunities for district staff to interact and share best practices

Expanding authority of Members-elect to work with local businesses to ensure district offices are operational "day one," like their DC offices

Expanding district-based transition support for Members-elect, including a single point of contact for district office setup

Enabling Members and district staff more flexibility to collaborate with community organizations to enhance constituent services and events

Exploring options for enhancing district staff retention

Improving technology in district offices



# CMF is especially supportive of the recommendations to modernize constituent engagement

For too long Congress has operated with antiquated workflows, focusing on the **process** of engagement rather than the **purpose**: to build trust and understanding between constituents and elected officials.

If these recommendations are enacted, constituents will have much greater and more robust opportunities to ensure their voices are heard.

**CQ** | Roll Call

## MODERNIZING CONGRESS: MOVING THE HOUSE FORWARD

EXPERT PANEL

**MARK STRAND**  
President of the Congressional Institute

**BRAD FITCH**  
President and CEO of the Congressional Management Foundation

**KEENAN AUSTIN REED**  
Chair & Co-founder, Black Women's Congressional Alliance  
Vice President, Alpine Group

APRIL 29, 2022 | 9 AM ET | VIRTUAL EVENT

SELECT COMMITTEE ON THE MODERNIZATION OF CONGRESS  
CHAIR DEREK KILMER | VICE CHAIR WILLIAM TIMMONS

**Optimize Congress by promoting best practices in congressional offices for: effective management and operations, hiring and retaining diverse and exceptional staff, and creating the foundation for a modern Congress.**

# **CMF Strategic Pillar**



*(l to r): Amy Plaster of CMS Energy and Chair of the CMF Board of Directors and CMF President and CEO Brad Fitch present 2022 Democracy Awards for Constituent Service to Rep. Chrissy Houlahan (D-PA) and Sen. Rick Scott (R-FL).*



# Celebrating Public Service through the "Oscars for Congress"

"Americans usually only hear about Congress when something goes wrong. The Democracy Awards shine a light on Congress when it does something right. These Members and staff deserve recognition for their work to improve transparency in government, foster innovation in Congress, modernize their work environments and serve their constituents."

Congressional Management Foundation

Democracy Award - 2022

Lifetime Achievement

Ann Rogers

# Congratulations to the 2022 CMF Democracy Award Winners!



Watch a  
short video  
of the 2022  
winners!



## CONSTITUENT SERVICE

Sen. Rick Scott (R-FL)  
Rep. Chrissy Houlahan (D-PA)

## INNOVATION & MODERNIZATION

Rep. Garret Graves (R-LA)  
Rep. Seth Moulton (D-MA)

## "LIFE IN CONGRESS" WORKPLACE ENVIRONMENT

Sen. Steve Daines (R-MT)  
Rep. Chrissy Houlahan (D-PA)

## TRANSPARENCY & ACCOUNTABILITY

Rep. Bryan Steil (R-WI)  
Rep. Sharice Davids (D-KS)

## LIFETIME ACHIEVEMENT—MEMBER

Rep. Lucille Roybal-Allard (D-CA)  
Rep. Fred Upton (R-MI)

## LIFETIME ACHIEVEMENT—STAFF

Annamarie Feeney  
Senior Constituent Services Representative  
Rep. Brendan Boyle (D-PA)

Ann Rogers  
Counsel  
Office of House Employment Counsel  
U.S. House of Representatives

Annamarie Feeney  
(right) is honored for her  
more than 35 years of  
service in Congress!



“I want to once again thank the Congressional Management Foundation for this commitment that they have to good governance and good government. That makes us all better.”

REP. CHRISSEY HOULAHAN (D-PA)

“I want to thank everyone for creating an award like this because it incentivizes people to do the right thing for their constituents.”

SEN. RICK SCOTT (R-FL)



Emily Dickens of SHRM (*left*) presents Rep. Chrissy Houlahan (D-PA) (*center*) and Sen. Steve Daines (R-MT) (*right*) with Democracy Awards for "Life in Congress" Workplace Environment.



Sen. Rick Scott (R-FL) (*second from right*) and his staff celebrate their Democracy Award for Constituent Service.



Rep. Seth Moulton (D-MA) (*left*) and Rep. Garret Graves (R-LA) (*center*) receive their Democracy Awards in Innovation & Modernization from Joe Vidulich (*right*) of Capital One Bank.

“It is an honor to be nominated, let alone receive this award. And I think the emphasis is on the wrong word when we hear people say that. So let me say it correctly. It is an ~honor~ to be nominated, let alone receive this.”

ANN ROGERS, 2022 STAFF LIFETIME ACHIEVEMENT HONOREE



Rep. Sharice Davids (D-KS) accepts her Democracy Award for Transparency & Accountability.



House Employment Counsel Ann Rogers (*left*) with Jordan Wilson (*right*) of the Committee on House Administration.



Ryan Carney (*left*), Chief of Staff for Rep. Bryan Steil (R-WI), accepts his Democracy Award for Transparency & Accountability from Natalie Joubert (*right*) of Pacific Gas and Electric Company.

Thank You to Our Founding Partner



and our Platinum Sponsors

Capital One  
CMS Energy  
Society for Human Resource Management

"Throughout these dramatic changes in technology, diversity, and the new and unforeseen challenges our country has faced beginning with 9/11, the work of the Foundation has been vital in guiding our staffs on how to adjust to the challenges to our new reality so in order to be able to help my colleagues and my staff to continue to successfully serve our constituents and our country.

Providing these programs and other critical information to Members of Congress and our staff is the invaluable contribution that the Congressional Management Foundation makes to Congress and ultimately, to our nation. And for that, I am deeply grateful."

**REP. LUCILLE ROYBAL-ALLARD (D-CA)**

Recipient of the 2022 CMF Democracy Award for Lifetime Achievement



Debilyn Molineaux (*left*), President & CEO, Bridge Alliance, presents Lifetime Achievement Awards to Rep. Lucille Roybal-Allard (D-CA) (*center*) and Rep. Fred Upton (R-MI) (*right*).

# The Exemplary Member

CMF engages in many efforts to support the professional and personal well-being of congressional staff, and enhance the organizational strength of offices, to improve their operations and management.

One novel initiative in 2022 geared specifically to Members of Congress themselves was the production of **The Exemplary Member podcast**.

CMF produced three episodes as part of the Chief Administrative Officer's Congressional Member Leadership and Development Program.

## LISTEN TO THE EPISODES:

- The Member as CEO
- Organizational Culture in a House Office
- Creating an Ideal Scheduling System for Members

## FEATURED GUESTS ARE FORMER MEMBERS:

- Rep. Charlie Dent (R-PA)
- Rep. Dan Mica (D-FL)
- Rep. Ileana Ros-Lehtinen (R-FL)
- Rep. Loretta Sanchez (D-CA)
- Rep. Donna Shalala (D-FL)
- Rep. Bob Walker (R-PA)

**“I want to commend CMF. I got to listen to the first podcast directed at Members, and I thought it was terrific. Looking at how Members manage their offices. It’s strange being in Congress in that there aren’t professional development opportunities for Members, and I think we’re working to change that. I really commend CMF on that podcast.”**

REP. DEREK KILMER, CHAIR, AT A HEARING OF THE SELECT COMMITTEE ON THE MODERNIZATION OF CONGRESS

# CMF Strategic Pillar

Help Congress and the people they represent engage in a constructive and inclusive dialogue toward a thriving American democracy.

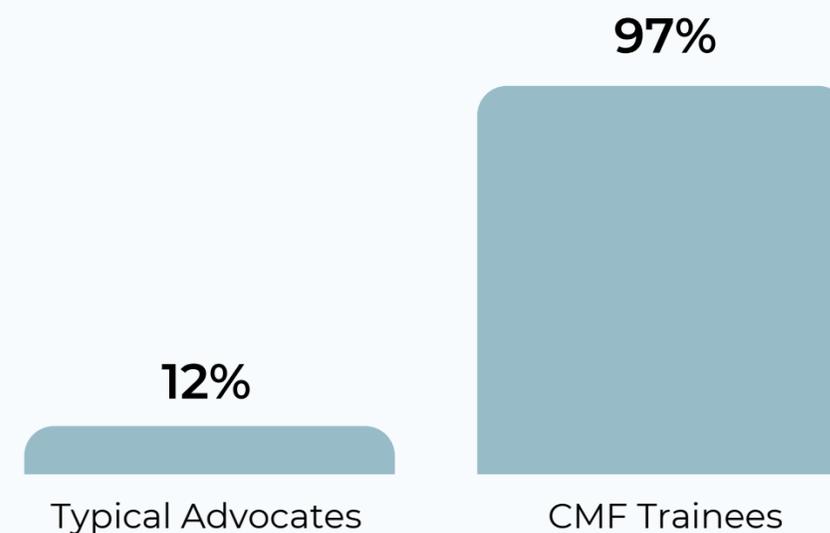


Dr. Monica Almond (*left*), co-founder of the Diversity in Government Relations (DGR) Coalition, and Jaime Werner (*right*), CMF Vice President of Strategy & Development, promoting DGR at a networking event.

# Building a Stronger Democracy through Better Advocacy

Congressional staff report that citizen-advocates who were trained through CMF were **more prepared** for their Hill meetings and were **more effective** in advancing their organization's policy goals.

## The Power of CMF Training



Source: CMF surveys of congressional staff assessing which groups were "very prepared" for meetings with Congress.

Through our *Partnership for a More Perfect Union*, CMF offers citizen-advocates several ways – through different formats and time commitments – to learn and engage more successfully in the public policy process:

Read and share our regular emails on congressional research (5 minutes)

Watch a video on our congressional data and guidance (10 minutes)

Attend a webinar or in-person presentation (1 hour)

Participate in a multi-week cohort with role-playing exercises and homework (30+ hours)

**IN 2022, WE UNVEILED A NEW OPTION!**

# CMF Proudly Presents:

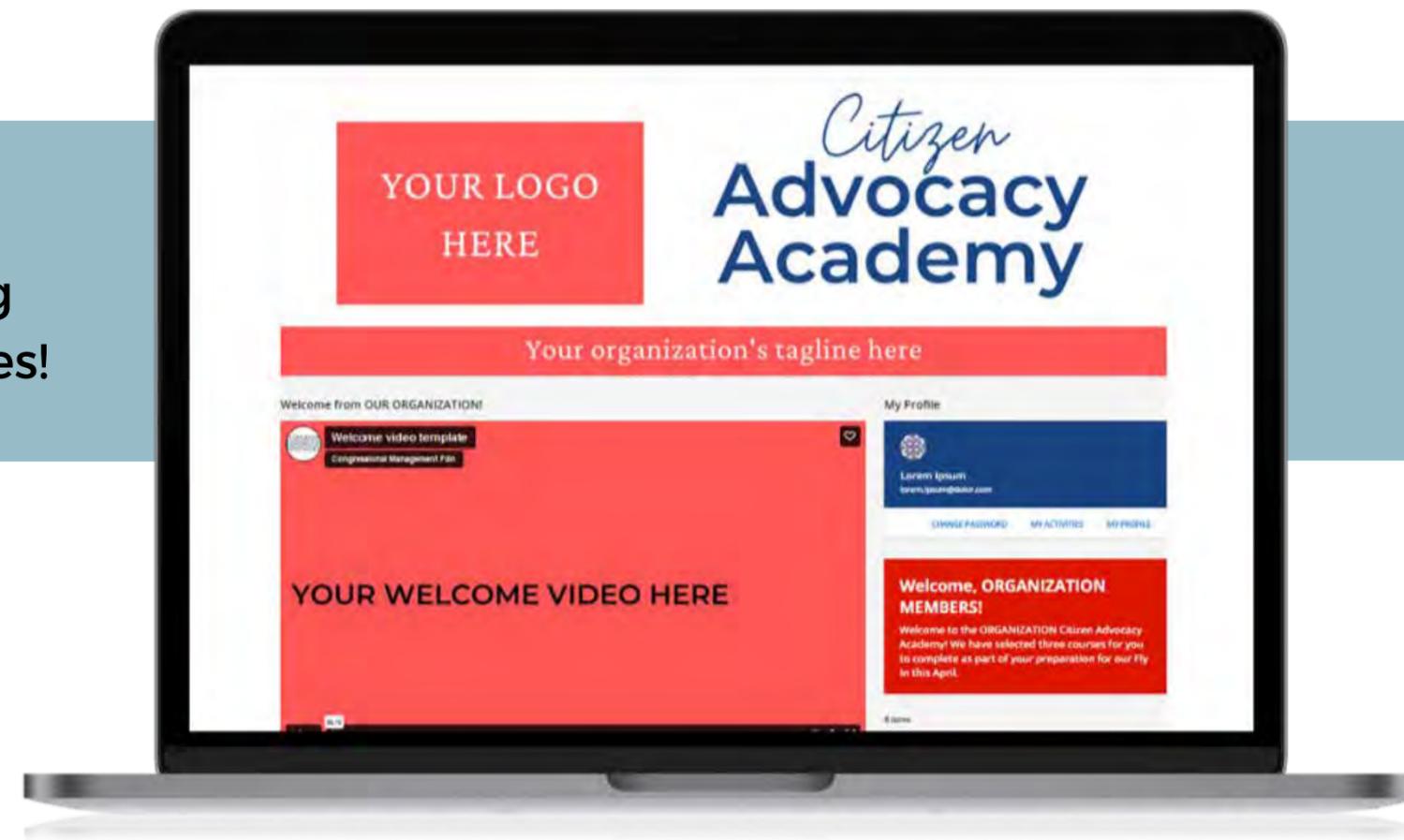
## Citizen Advocacy Academy

The first online,  
on-demand training  
program for advocates!

CMF is committed to innovating and providing additional value to the members of our *Partnership for a More Perfect Union* and the broader advocacy community.

We have expanded our live and online training to include self-directed, on-demand courses, featuring current and former congressional staff, which citizen-advocates can enroll in and complete in their own time.

These courses can be branded with an organization's name and logo, and available on their own website!



### COURSE MODULES INCLUDE:

- Introduction to Advocacy
- Crafting Your Message
- Preparing for a Meeting
- How To Build Relationships with Lawmakers
- And more!



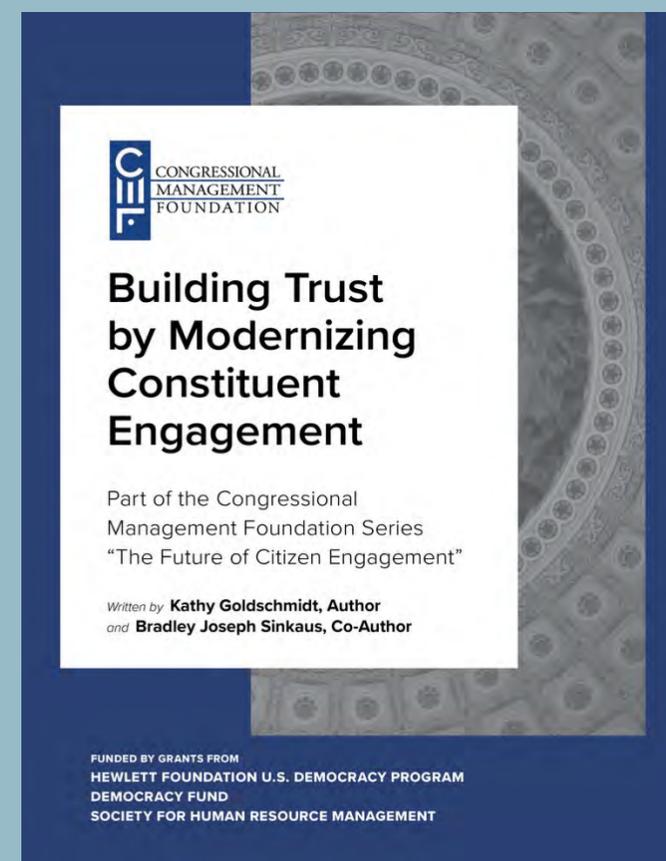
# Building a Stronger Democracy through Better Congressional Communications

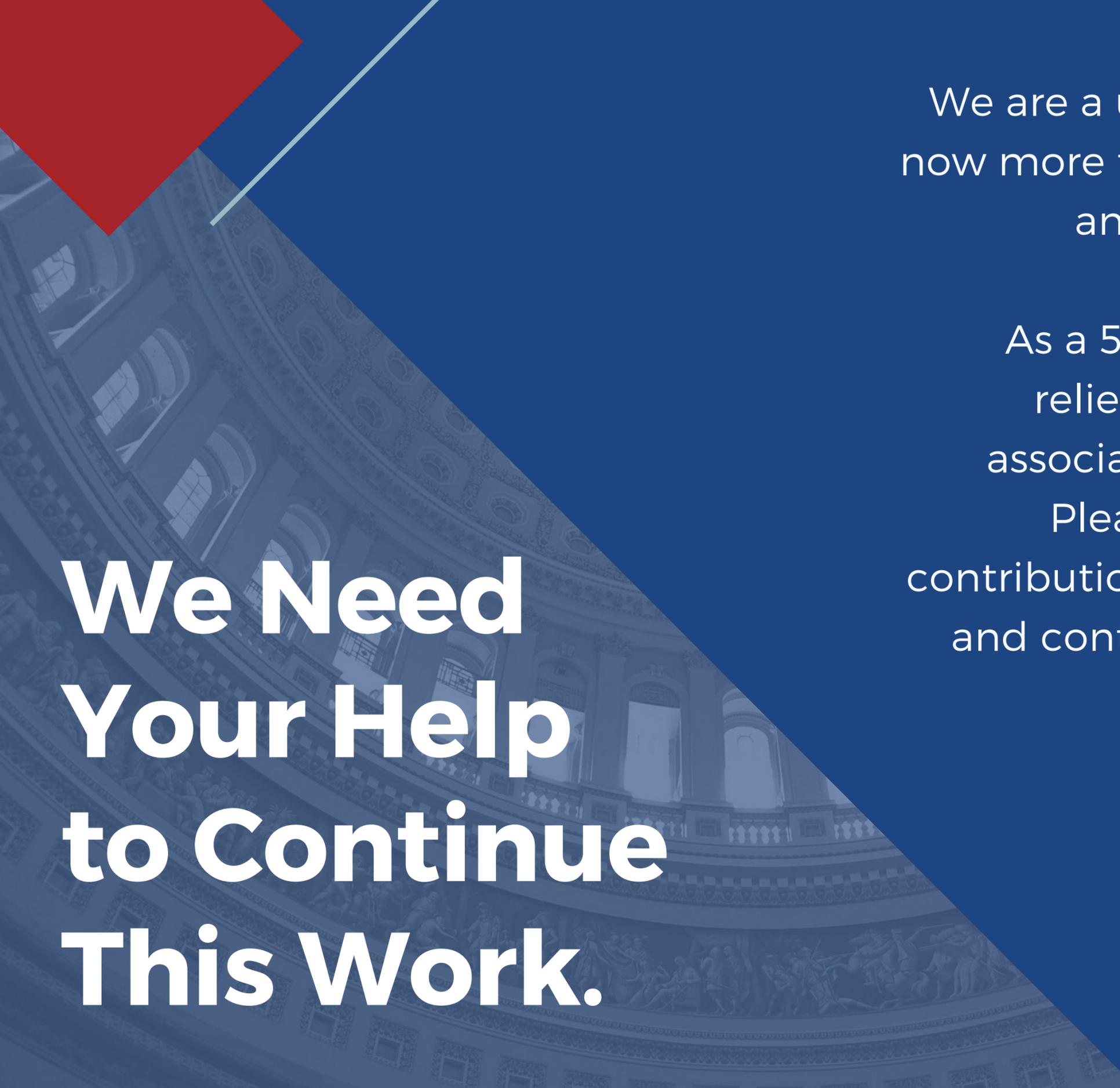
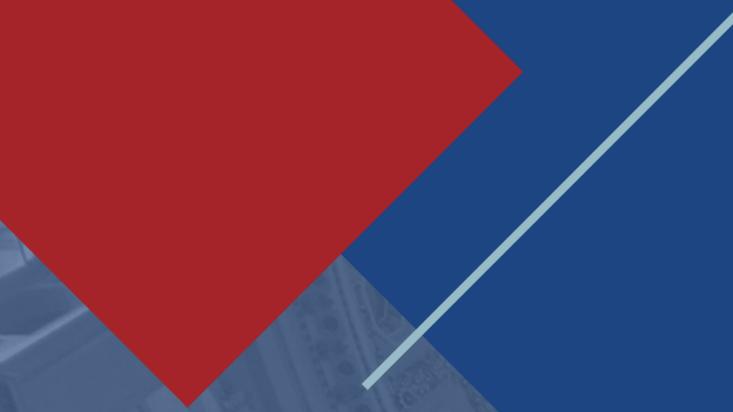
"There is strong evidence that robust, inclusive, deliberative public engagement produces significant public policy benefits. It has been shown to increase the legitimacy of decisions, enhance public trust in government, strengthen the integrity of leaders, and help counteract polarization and disinformation."

— *Building Trust by Modernizing Constituent Engagement*

For our entire existence, CMF has also focused on improving Congress' engagement with the People. While constituent expectations and technology have significantly changed in the past few decades, the procedures, metrics, and workflows in congressional offices have not. Answering incoming mail is still important, but should be part of a Constituent Engagement Strategy that every office develops.

Our latest advice, *Building Trust by Modernizing Constituent Engagement*, is designed to help offices better understand why and how to move away from reactive mail management tactics to more strategic, and ultimately more successful, engagement.





# We Need Your Help to Continue This Work.

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.

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.

**DONATE**



# Thank You To Our Supporters.

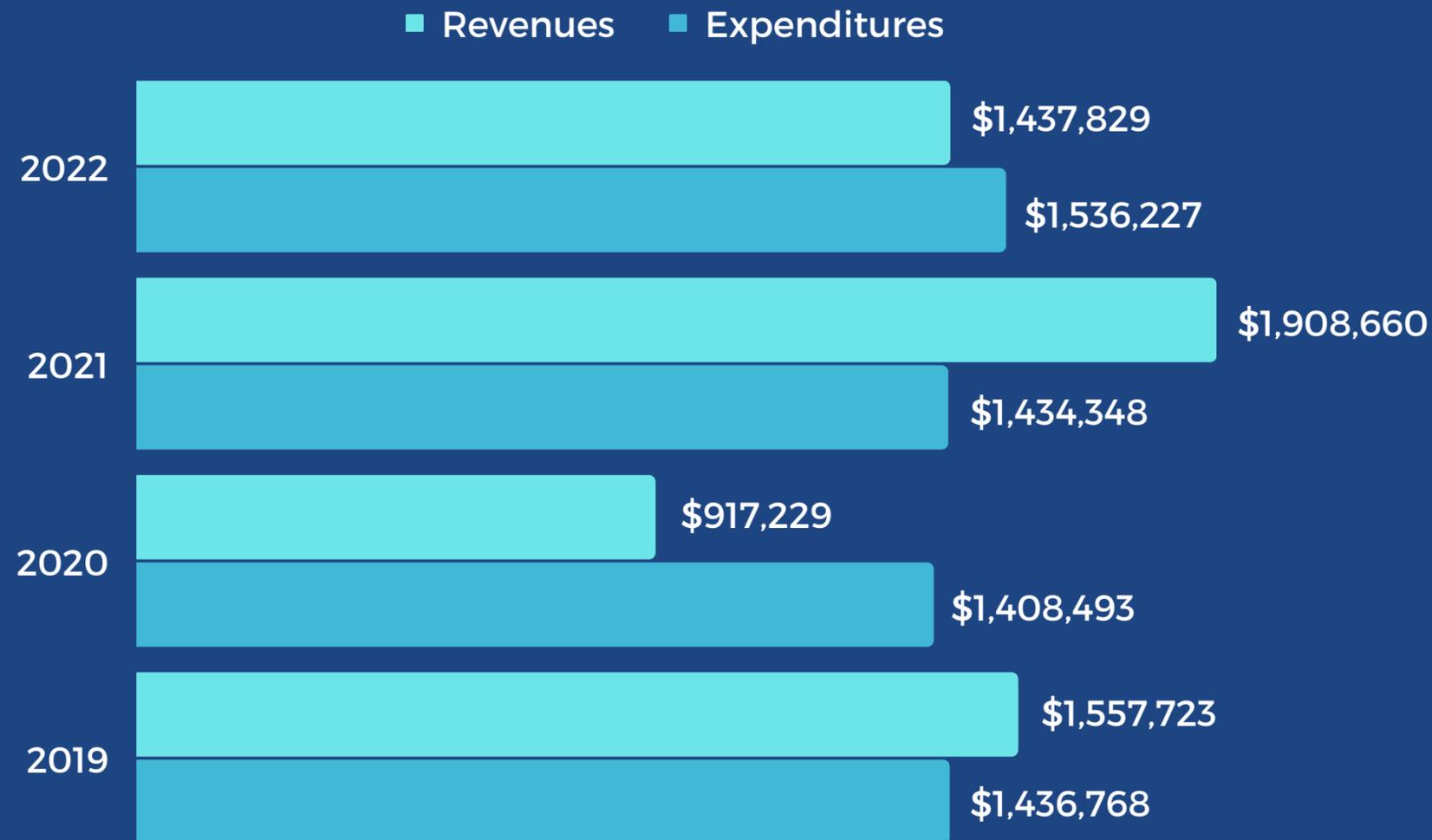
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Research  
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American Council of Life Insurers  
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American Land Title Association  
American Library Association  
American Medical Association  
American Organization for Nursing Leadership  
American Osteopathic Association  
American Physical Society  
American Physical Therapy Association  
American Public Gas Association  
American Society of Civil Engineers  
American Society of Hematology  
AT&T  
Blue Cross Blue Shield MI  
Boys and Girls Clubs of America  
Bridge Alliance

Catholic Relief Services  
Chief Administrative Officer of the U.S. House  
CMS Energy  
Congressional Hispanic Caucus Institute  
Council for Exceptional Children  
Credit Union National Association  
Delta Kappa Gamma International  
Democracy Fund  
Emergency Nurses Association  
Enbridge  
Entergy  
Feeding America  
Forum for Youth Investment  
Friends Committee on National Legislation  
General Motors Corporation  
HCA Healthcare  
Hispanic Access Foundation  
Household & Commercial Products Association  
Independent Community Bankers of America  
K&L Gates  
KnowWho  
Kutztown University  
Michael Best Strategies  
Michael J Fox Foundation for Parkinson's Research  
National Alliance on Mental Illness  
National Apartment Association  
National Association of Chain Drug Stores  
National Association of Community Health Centers  
National Association of Counties  
National Association of Development Organizations

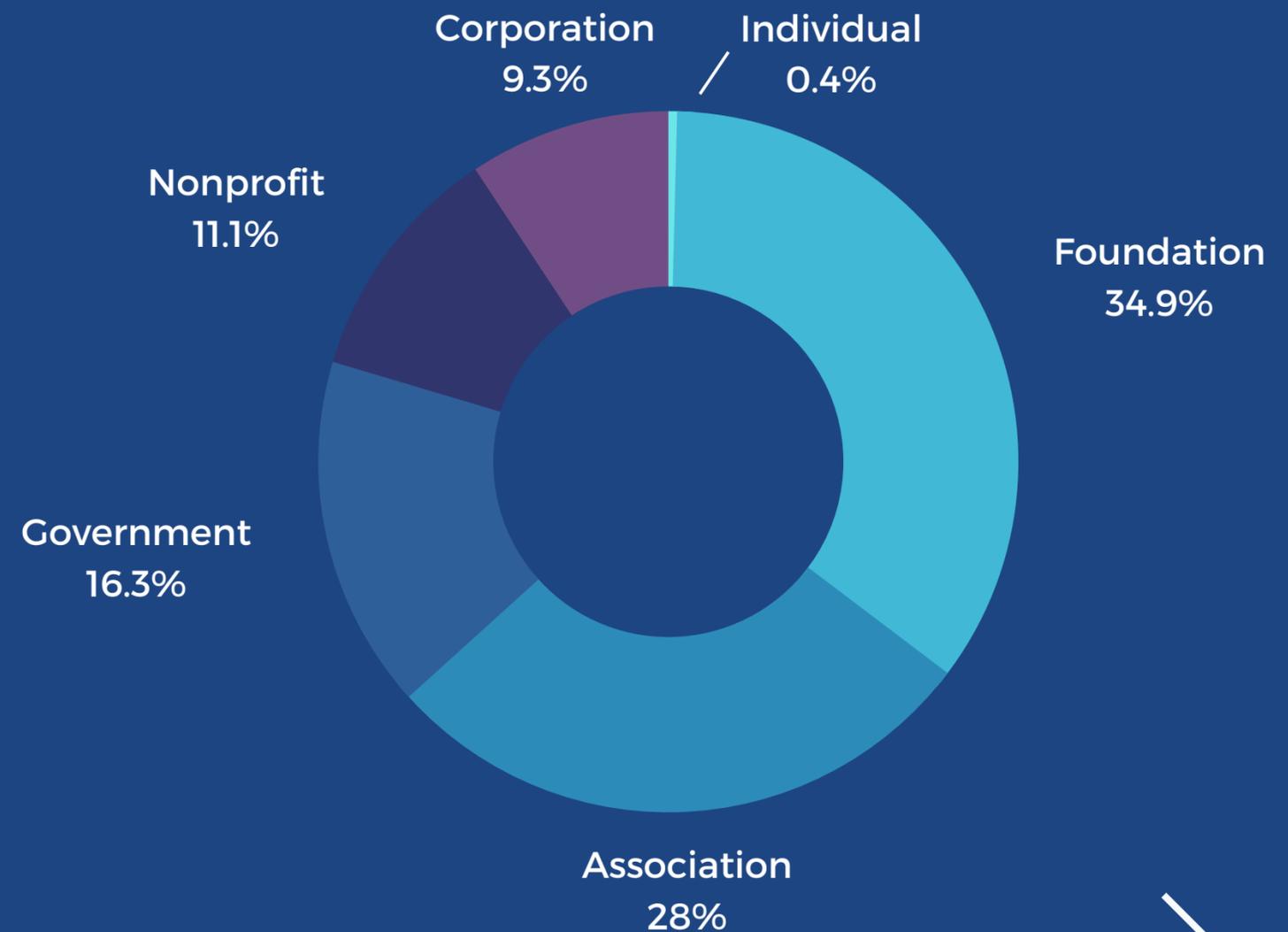
National Association of Insurance and Financial  
Advisors  
National Association of Manufacturers  
National Association of REALTORS  
National Association of Residential Property Managers  
National Corn Growers Association  
National Council for Mental Wellbeing  
National League of Cities  
National Rural Electric Cooperative Association  
National Rural Letter Carriers' Association  
National Write Your Congressman  
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Neste US, Inc.  
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Outdoor Alliance  
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Society for Healthcare Epidemiology of America  
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# Financials

## Revenues and Expenditures (2019-2022)



## Fundraising by Sector 2022



A recent change in required financial reporting by the Federal Accounting Standards Board altered how nonprofit organizations accrue certain foundation grants, which accounts for the unusual variances in CMF revenue in 2021.

# Our Staff

CMF staff has more than 110 combined years of experience working for and with the Congress, including both parties and chambers

*As of March 2023*



**Bradford Fitch**  
President & CEO



**Nicole Folk Cooper**  
Acting Vice President/  
Director of Research &  
Publications



**Crystina Darden**  
Office Administrator &  
Fundraising Assistant



**Kathy Goldschmidt**  
Director of Strategic  
Initiatives



**Anna Lee Hirschi**  
Manager of  
Citizen Engagement



**Miata Sannoh**  
Membership  
Coordinator



**Bradley Joseph Sinkaus**  
Associate Manager of  
Congressional Operations



**Sarah Thomson**  
Director of  
Operations



**Jaime Werner**  
Vice President of  
Strategy &  
Development



**Tillman**  
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(2021-2022),  
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