2022 ANNUAL REPORT
Revitalizing and Modernizing Democracy

CongressFoundation.org
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
<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct CMF interactions with congressional</td>
<td>2,000+</td>
</tr>
<tr>
<td>staff and members of Congress that reached</td>
<td></td>
</tr>
<tr>
<td>Congressional offices</td>
<td>350+</td>
</tr>
<tr>
<td>CMF trainings &amp; presentations on congressional</td>
<td>17</td>
</tr>
<tr>
<td>operations &amp; management that reached</td>
<td></td>
</tr>
<tr>
<td>Congressional staff, interns, and incoming</td>
<td>790+</td>
</tr>
<tr>
<td>members-elect</td>
<td></td>
</tr>
<tr>
<td>CMF speeches, webinars, &amp; presentations for</td>
<td>56</td>
</tr>
<tr>
<td>citizen-advocates resulted in</td>
<td></td>
</tr>
<tr>
<td>Citizen-advocates trained in 2022</td>
<td>6,313</td>
</tr>
<tr>
<td>Citizens trained since 2014</td>
<td>106,000+</td>
</tr>
</tbody>
</table>
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 Polimédo of the Partnership for Public Service and Brad Fitch and Kathy Goldschmidt of CMF present research findings on the State of the Congress.
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.

Released on July 7.
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
"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.
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.
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.

(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).
"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."
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. CHRISSY 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
"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
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
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

- **97%** CMF Trainees
- **12%** Typical Advocates

*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:

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!
“Part of the Alzheimer’s Association successful legislative strategy in the past decade is due to our close work with the Congressional Management Foundation. We’ve seen more than a seven-fold increase in federal funding for Alzheimer’s research, and much of that success rests with committed and well trained citizen-advocates – a direct result of our work with CMF.”

— JOHN FUNDERBURK, ALZHEIMER’S ASSOCIATION

Our citizen-advocates represent America.

They showcase a range of policy issues that are critically important to them personally and professionally.

From nurses to patient advocates, from CEOs on Main Street to K Street, advocates can effectively engage and contribute to the democratic dialogue through enhanced citizen 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.

"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
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.
Thank You To Our Supporters.

AARP
Academy for Radiology and Biomedical Imaging
Advocacy Associates
Agronomy, Crop & Soil Science Societies
AIDS Healthcare Foundation
Alzheimer's Association
American Academy of Dermatology
American Academy of Family Physicians
American Academy of Ophthalmology
American Academy of Physician Assistants
American Association of Nurse Anesthetists
American College of Emergency Physicians
American College of Surgeons
American Council of Life Insurers
American Farm Bureau Federation
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
Navigators Global LLC
Neste US, Inc.
New York Life Insurance Company
Northwestern Mutual Life Insurance
Outdoor Alliance
PG&E Corporation
Rockefeller Brothers Fund
School Nutrition Association
Society for Healthcare Epidemiology of America
Society for Human Resource Management (SHRM)
Steve Larkin
Steven Bosacker
The William and Flora Hewlett Foundation
UPS Corporate Public Affairs
Van Scyoc Associates Inc
Visions FCU
Washington & Lee University
Whirlpool Corporation
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
Service Dog-in-Training (2021-2022), Canine Companions
Board of Directors

Amy Sandgren Plaster
Chair

Nancy Hammer
Vice Chair

Laricke Blanchard
Treasurer

Steven Bloch

Steven Bosacker

Tami Buckner

Shaun Garrison
Secretary

Domenika Lynch

Brooke Sheldon

Donato J. Tramuto

David Whitestone

Stefania Yanachkov

Marcela Urrutia Zamora
STRENGTHENING CONGRESS AND BUILDING TRUST IN ITS WORK WITH AND FOR THE AMERICAN PEOPLE.

216 Seventh Street SE, Second Floor
Washington, DC 20003
202-546-0100
CMF@CongressFoundation.org
https://CongressFoundation.org

FOLLOW US

Photo credits:
Architect of the Capitol (pages 1, 5, 25)
Stony Brook University (page 20)