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About the Congressional Management Foundation

The Congressional Management Foundation (CMF) is a 501(c)(3) nonpartisan nonprofit whose 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.

Since 1977, CMF has worked internally with Member, committee, leadership, and institutional offices in the House and Senate to identify and disseminate best practices for management, workplace environment, communications, and constituent services. CMF also is the leading researcher and trainer on citizen engagement, educating thousands of individuals and facilitating better understanding, relationships, and communications with Congress.

Learn more at www.CongressFoundation.org and follow us on Twitter (@CongressFdn), LinkedIn, and Facebook.

Special Thanks

CMF would like to thank the following individuals for their hard work and dedication to making the Democracy Awards ceremony possible.

**STEERING COMMITTEE MEMBERS**

Heidi Brock  
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Thomas Kuhn  
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**QUICK FACTS**

- More than 1,100 staff from more than 300 congressional offices participate in the training programs CMF conducts annually.
- Since 2014 CMF has conducted 500 educational sessions with more than 90,000 citizens on effectively communicating with Congress.
- Since 2000, CMF has conducted more than 500 strategic planning or other consulting projects with Members of Congress and their staffs.
About the Democracy Awards

GOALS
The Democracy Awards Program was created by the Congressional Management Foundation (CMF) to recognize non-legislative achievement and performance in congressional offices and by Members of Congress.

Democracy Awards recognize congressional offices for their achievements in the following categories.

- Constituent Service
- Innovation and Modernization
- “Life in Congress” Workplace Environment
- Transparency and Accountability
- Lifetime Achievement

CMF recognizes that most Members of Congress and their staff are hard at work for their constituents and the country. Many are using best business practices and innovative approaches to enhance their performance. But this is not the Congress that the public sees. And there is currently no vehicle to highlight and disseminate best practices to the public or among congressional offices.

By creating an awards system, CMF seeks 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; and
- enhance and improve public understanding and trust in Congress.

SELECTION PROCESS
House and Senate personal offices nominated themselves for Democracy Awards using an online questionnaire for the four office categories. For the Lifetime Achievement award, congressional staff were invited to nominate Members of Congress and other legislative branch staffers for recognition.

For the four office categories, CMF followed up with applicants to conduct interviews with staff and assess the office’s adherence to the established criteria using a detailed checklist. Following this step, CMF staff selected finalists from both parties. After finalists were announced, CMF asked these offices to submit additional documentation to support their applications in each category.

Once these materials were gathered, an expert committee comprised primarily of former Members of Congress and former congressional staffers (representing both parties and chambers) selected two winners (one Republican and one Democrat) from each of the categories using the application, interview notes, and supporting documentation provided by the office.

Nominations for the Staff Lifetime Achievement Award were also reviewed and vetted by CMF staff. Five finalists were provided to the Lifetime Achievement subcommittee who reviewed their nominations and accompanying materials and determined the winner of the Staff Lifetime Achievement Award.

Learn more about the members of the selection committee at the end of this booklet.
Welcome to the Congressional Management Foundation’s third annual Democracy Awards!

Like everything in the world, we were forced to move this year’s ceremony to the virtual world. But, on the upside, instead of a few hundred people meeting these amazing public servants, this virtual ceremony opens up the Democracy Awards to thousands of congressional staff, the Washington, DC community, and indeed all Americans.

At a time when some Americans are losing faith in the Congress and the executive branch to do their jobs, CMF is highlighting the 24 Members and offices who are the finalists and winners of the 2020 Democracy Awards. These are the people in Congress who aren’t just doing their job, they’re excelling at it. We hope you will take the time to watch our virtual ceremony and learn about these extraordinary public servants.

WATCH ON OUR WEBSITE AT:
https://www.congressfoundation.org/projects/democracy-awards

Congratulations TO ALL OUR HONOREES!
Democracy Awards for Constituent Service

This award recognizes offices for their outstanding practices or achievements acting as ombudsmen with the federal government or responding to constituent requests and inquiries.

Sen. John Cornyn (R-TX)

With a full-time staff of eight dedicated caseworkers, all of whom receive a comprehensive 30-day training, the office of Sen. John Cornyn prioritizes their constituent service operation at the highest level. The office has created “cheat sheets” which are consolidated from their several casework manuals for quick reference by their constituent services team. Each caseworker receives a “tickler” on Monday mornings reminding them which of their cases are due for follow-up each week. Staff publish monthly reports highlighting success stories, and the office displays a “Bravo Board” of thank you notes and letters from constituents. To accommodate a large Latino population, Sen. Cornyn’s website is published in both English and Spanish, and the office has several employees fluent in Spanish. Additionally, Sen. Cornyn has seven offices throughout the state to ensure all parts of Texas is represented. The office maintains a high degree of quality control, ensuring that every person who contacts the Senator receives a response. Caseworkers frequently make themselves accessible after-hours for assistance should the need arise. Sen. Cornyn holds tele-town halls, Thursday coffees in his DC office, and regularly visits his constituent services team in Texas.

Rep. Seth Moulton (D-MA)

As a 2018 Democracy Award Winner for Transparency and Accountability, the office of Rep. Seth Moulton has already demonstrated the value they place on accessibility, an emphasis rivaled by their commitment to constituent service. Since 2015, the office has saved constituents $2,475,152; at the conclusion of each case, the office sends a survey by email or phone designed to measure their service both qualitatively and quantitatively. Their customer satisfaction score is exceptional compared to similar measurements in the private sector. Additionally, the office makes itself a resource for new Members. Last year, they wrote a manual on their constituent service operations with the intention of preparing freshmen, and they held two conference calls with staff for new Members. Rep. Moulton hosts both in-person and Facebook Live town halls, and during his first term held an in-person town hall in all 39 cities and towns in his district. Last year, he co-sponsored the TL;DR Act with Rep. Mark Meadows (R-NC), which aims to make letters from federal agencies more easily understood by constituents, a key component of last year’s office goal: making government more accessible to constituents.
Democracy Awards for Innovation and Modernization

This award recognizes offices employing originality or creativity in their constituent interactions, communications, or office operations, as well as intentional efforts to modernize the institution of Congress.

Rep. Kay Granger (R-TX)

The office of Rep. Kay Granger approaches innovation with the question, “How can we use everyday technology to assist today’s constituents in a simple way?” For example, when constituents don’t have easy access to printers, copiers, or scanners, the office’s caseworkers developed the idea to accept evidence and documents via cell phone photos. And that goes both ways – when a constituent was having trouble reaching Veterans Affairs’ for medical coverage, the office took a photo of the constituent to send to the agency. Last year, the office kick-started a social media initiative that included regularly posting to Facebook, Twitter, and Instagram. Additionally, the office conducts semi-annual caseworker roundtables – non-partisan discussions that include constituent service staff from all over North Texas, as well as executive branch agency representatives. The office sees its commitment to innovation as starting with the Member, who openly empowers staff to devise solutions and solve problems.

Rep. Mark Takano (D-CA)

The office of Rep. Mark Takano has a strong reputation for experimenting with innovative tools. The office has a large Tumblr following, uses Yelp for constituents to leave ratings on their office experience, Medium for long form blog posts, and Eventbrite for all DC and district events. They use Facebook Live to conduct interviews with their community, TourTrackr for constituent tours, and Thingiverse for 3D printing enthusiasts to download and print material designed by office staff and fellows. During the last five years, the office has graduated over 200 fellows from the Digital Academy, a hands-on digital engagement training fellowship, which is co-sponsored by their office and Democratic Leader Hoyer’s office. The office attributes their innovative nature to a combination of technology and technique. The office regularly has conversations about where pain points are in the office, and what kind of ideas can offer relief. They’re also not afraid to be the “beta tester for Congress” – for example, trying out Vine before realizing it wasn’t a good fit for the office.
Democracy Awards for “Life in Congress” Workplace Environment

This award recognizes offices that have established both formal policies and informal cultures that enhance the work-life fit and professional development of their staffs.

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Rep. Donna Shalala (D-FL)

The office of Rep. Donna Shalala fosters a welcome and positive office environment; all staff members have regular access to the Member. The staff is 70% bilingual, and roughly half of the staff are female. The office provides 12 weeks of paid family leave, 20-day leave policy, 5 sick days as well as 5 days for bereavement leave. The office has a comprehensive annual review process that includes a self-evaluation component and a sit-down meeting between each staffer and their supervisor. The office encourages professional development, and sent their Staff Assistant and Scheduler to a two-day legislative training program last year. The office considers itself a “no drama” zone, handling disagreements in a mature way. Rep. Shalala takes work-life fit seriously, rarely reaching out on weekends, checking on staff when they’re ill, and bringing fresh fruit to the office. The office hosts regular staff happy hours, where the Chief pays for the first round or two, celebrates birthdays with cupcakes, participated in the Step Challenge and fielded a team for the ACLI Capital Challenge race last April.

Rep. Adrian Smith (R-NE)

The office of Rep. Adrian Smith emphasizes a “Nebraska Nice” approach to their workplace environment, which encourages professional development, staff retention, and work-life fit. Four staff members have been with Rep. Smith since his election in 2007, over half of current staff have been promoted from their original position, and 75% of staffers are originally from Nebraska. With regard to professional development, staff are encouraged to attend training and learning programs as well as educational and networking events related to their legislative portfolios. All staff have weekly one-on-ones with direct supervisors and undergo a mid-year and end-of-year review. The office offers 15 days paid time off, telework options, and comp time for district staff who work weekends. Every intern is provided specific training on office policies and protocols, meets with the Deputy Chief of Staff to learn about office functions, and receives direct training on how to write in the office style. Additionally, interns attend at least one hearing with the Member, have lunch with the Member, and at the end of their time summer interns present why the Member should cosponsor a particular bill. The office recognizes birthdays, plans staff events such as bowling at the White House, and hosts a holiday gift exchange.
Democracy Awards for Transparency and Accountability

This award recognizes offices that hold themselves accountable to their constituents by providing clear and relevant information on their work and performance and publicly acknowledge metrics for that performance.

Rep. Michael Burgess (R-TX)

As a physician for almost three decades prior to serving in Congress, Dr. Burgess incorporates Hippocratic Oath principles into the management of his office. They have established Statements of Ethical Conduct, Principles Guiding Legislative Decisions, and a Statement of Constituent Principles. His website is consistently updated with his voting record, as well as a weekly video that speaks to both the Member’s thoughts on legislation as well as topics his constituents have asked him to address. Since 2009, his office has published Annual Year End Reports, which document a baseline of service to serve as a measure by which constituents can hold the office accountable— all of which are available publicly on his website. Rep. Burgess has held 106 in-person town halls over his 17 years in office, continues to hold three to four live-streamed town halls a year, and also hosts Facebook Live town halls and telephone town halls. Additionally, Rep. Burgess hosts two district based summits annually on Emergency Preparedness and Energy. For staff accountability, Rep. Burgess has DC and district staff provide daily, weekly, and monthly reports for ongoing management purposes. Other Members of Congress have noticed him reviewing these reports when traveling, have commented on their usefulness and inquired about how they can generate their own.

Rep. Chrissy Houlahan (D-PA)

Hitting the ground running in their first year, the office of Rep. Chrissy Houlahan has made transparency and accountability an office priority. Every member of staff in the office answers the phones, including the Member. The office conducts in-person and telephone town halls at least once a month, advertises them widely (across email, social media platforms, and through robocalls), posts the schedule to the website, records the content, and posts recordings online after the events. Any constituent with unanswered questions receives a callback from the office. Rep. Houlahan also hosts “Coffee with Chrissy,” which are smaller, informal get-togethers in the district. And, with a Hispanic-majority city in their district, the office ensures the website has a Spanish language page, materials are printed in Spanish, and Spanish speakers are located in every district office. The district offices all have evening office hours to make them more accessible to constituents, and the Member records a video at the end of most weeks in DC recapping significant votes and other work. Lastly, the office surveys constituents quarterly to assess their performance toward meeting office goals, and sends out bi-monthly e-newsletters to constituents which include upcoming events, legislative highlights, recent constituent meetings, constituent successes, and articles the Member recommends.
Finalists for the Democracy Awards

CONSTITUENT SERVICE

Rep. Don Bacon (R-NE) • The office of Rep. Don Bacon crafted a strategic plan early last year with a vision to “deliver world class congressional services and representation to all our constituents and inspire trust and confidence in government and its elected leaders.” All training programs for new staff/interns go through the strategic plan and all expectations, policies, and procedures flow from this document. Rep. Bacon personally follows through in his dedication to constituents, often handing out his business card and even personal cell phone number to constituents. He makes himself available and accessible to constituents via social media, forwarding direct messages and tweets to staff and has a track record for rapid engagement, action, and response. After case closures, office leadership periodically conduct calls, send emails, and check with constituents to ensure the team delivered according to expectations. Though feedback is rarely negative, any critical comments lead to a staff huddle to brainstorm how they can improve. In addition to in-person and tele-town halls, Rep. Bacon has hosted and participated in live, online webinars on topics ranging from sex trafficking to recreational drone safety. Last year, Rep. Bacon hosted a Civil Rights Grant Forum with the National Parks Service, with subsequent work planned to assist the Malcolm X Foundation in connecting with the right resources to improve the organization’s efforts.

Rep. Cheri Bustos (D-IL) • The office of Rep. Cheri Bustos makes excellent constituent service a daily expectation, not just a routine practice. Since 2017, the office has recovered over $2,800,000 for constituents, participated in 1754 constituent meetings and district events, and visited 57 rural libraries to donate 2,850 Library of Congress surplus books. Last year alone, the Congresswoman hosted (or attended) over 200 events, including 38 supermarket visits, 19 roundtable discussions, and worked 21 “Cheri on Shifts”, where she shadows constituents in their everyday jobs. The office celebrates constituent success stories, both internally on all staff calls, and externally on social media. Rep. Bustos and her staff constantly evolve to meet the needs of their constituents, which has included holding three minority business assistance workshops, implementing a grant resource fair, and creating the Rural Green Partnership – all addressing gaps in constituent services.

Rep. Kendra Horn (D-OK) • The office of Rep. Kendra Horn has hit the ground running since opening their office in 2019. Local media outlets report that in one year, she’s held more town halls than the past decade of Members from this seat combined. She’s met with over 18,000 constituents since taking office, and has conducted 363 mobile office hours covering every county in the district. She relocated her district office to be more accessible to constituents without a means of reliable transportation, and hired a diverse staff, both with regard to identity and prior work experience. One of the ways Rep. Horn and staff ensure quality assurance in their work is by sending a post-casework survey to every constituent they interact with, aiming to improve office procedures and outcomes. She receives and processes casework requests via her social media accounts, and the office has recouped $561,888 since February 2019 for constituents needing back payments, student loan relief, and/or federal office budgets.

Rep. Mike Kelly (R-PA) • Now a three-time finalist in the Democracy Award Constituent Service category, the office of Rep. Mike Kelly has consistently demonstrated exemplary efforts toward serving their constituents. Their office follows a hybrid casework model which includes two staffers on veterans/military issues, two staffers on general issues, and one staffer who oversees the entire constituent services operation and handles more complex cases. In 2019, Rep. Kelly hosted four tele-town halls; a School Safety Seminar in partnership with the U.S. Secret Service, the FBI, and the U.S. Attorney’s Office; a Veterans Resource Fair; and a Fighting Fraud and Scams Workshop. In their most recent town hall, the office dialed out to almost 100,000 households, leaving 68,000 informal messages, and had approximately 5,000 attendees. The office continuously recognizes constituents for various reasons and through multiple methods, including their Community Champion Award program which highlights selfless and service-minded individuals. In 2020, the office is launching the Keystone Standout Award to honor students dedicated to improving the quality of life in their communities and the Veteran of the Month program, created in order to celebrate, praise and support America's heroes. In addition, Rep. Kelly regularly participates in the Congressional Art Competition and Congressional App Challenge, proudly embracing all opportunities to connect with and serve his constituency.

Rep. Donna Shalala (D-FL) • The office of Rep. Donna Shalala sees delivering effective constituent service as part of their complex and nuanced understanding of the district they serve. As such, most of the staff originates from the district and most are fully bilingual to accommodate the diversity of their constituency in Miami, Florida. Press releases, franking pieces, social media, and the website are all accessible in both English and Spanish. By the end of 2019, Rep. Shalala held 20 town
Finalists for the Democracy Awards

halls in her district as well as 11 “Desayunos Con Donna” (“Breakfast with Donna”) in DC. Rep. Shalala remains at town halls until every question is answered, often staying well after scheduled departure time. When possible, she personally calls constituents to deliver good news regarding their cases. Regarding mail, the office has one of the lowest mail aging numbers on the Hill, with average annual mail age at 7 days, with average mail time during the last quarter of the year reduced to 2 days. The office celebrates successes during weekly staff meetings, makes themselves available an hour before every town hall to sign up constituents for casework, and works with constituents to find a time to meet with them if they are unavailable during business hours.

Rep. Rob Wittman (R-VA) • As a 2018 Democracy Award Winner for Transparency and Accountability, the office of Rep. Rob Wittman is no stranger to recognition for their office operations. With regard to constituent service, they take a multi-level approach, including bi-annual satisfaction surveys in spring and fall to solicit constituent feedback, a ‘Constituent Service Success Stories’ series, and several task force meetings and symposiums throughout the year. In 2019, this included five seniors symposiums, three veterans’ symposiums, the third meeting of the First District Rural Broadband Task Force, and the inaugural meeting of the First District Career and Technical Education Task Force. Additionally, Rep. Wittman hosted four in-person town halls, several tele-town halls, and started a new constituent outreach program, “Breakfast with Rob.” The office also sends out weekly surveys to gauge constituent interest on pressing news of the week. Over the past several years, they’ve grown their opt-in mail file by 50,000, and batched constituents into targeted coalitions, providing customized content based on their interests.

INNOVATION AND MODERNIZATION

Rep. Tom Graves (R-GA) • As Vice Chair of the Select Committee on the Modernization of Congress, Rep. Tom Graves has been working for the last year to bring innovative solutions to the institution, which includes crafting dozens of recommendations that promote civility and bipartisanship, increase administrative efficiencies, improve technology, and boost diversity in Congress. In addition to the herculean efforts of modernizing the institution, Rep. Graves has taken an innovatively bipartisan approach as to how he works with his counterpart, Chairman Rep. Derek Kilmer. Whenever he’s asked to speak on modernization, he ensures Rep. Kilmer is there with him. For example, when he was invited to speak to the Republican Study Committee, he invited Rep. Kilmer to come with him, a rare instance of allowing a Member of the opposing party to speak to the group. In his personal office, Rep. Graves has been heavily involved with cybersecurity, and built out his website to support the efforts, including answering questions in videos on social media on the topic.

Rep. Derek Kilmer (D-WA) • As Chair of the Select Committee on the Modernization of Congress, Rep. Derek Kilmer has employed several innovative and modern tactics, including a shared committee staff with his Republican Vice-Chair, Tom Graves. Innovations also include a shared committee budget, staggered seating arrangements at hearings (with Democrats and Republicans sitting next to each other), and frequent bipartisan member meetings to work through issues as a group. An asset to Rep. Kilmer has been his state legislature experience, which inspired the shared committee staff idea. He was insistent that committee efforts should not fail even if the resources weren’t provided, so to boost efforts he incorporated shared staff and brought in fellows. In order to maximize the committee’s impact, leadership decided to release recommendations on a rolling basis. His personal office uses Instagram and Facebook to share information with constituents, conducts Facebook Town Halls (which are saved for posterity on the office page), and uses Monday.com for project management in the office. Additionally, the Member values the array of experience in his office (his Legislative Correspondent is a marine biologist, for example) and believes everyone has something to contribute. Finally, Chairman Kilmer’s leadership on the Select Committee has led to dozens of recommendations for enhancing the performance of the U.S. House of Representatives and services to constituents – the first time in decades a series of improvements to the Congress have been adopted on a bipartisan basis.

Rep. Alexandria Ocasio-Cortez (D-NY) • Known for her candid Instagram stories offering a behind-the-scenes look at legislating, Rep. Ocasio-Cortez is a leader of innovation in Congress. Her office uses online project management software to keep track of workflow, meetings, and projects, and advanced software for online graphic development as well as to manage Service Academy Nominations Applications. The office was one of the first to spearhead the use of Google’s G-Suite, Asana, Slack, and Airtable, and pushed for their approvals by House Information Resources. They live-stream monthly in-person town halls to the Member’s Facebook page, and their newsletter format uses modern formatting styles as well as infographics to better display the office’s accomplishments. Additionally, the use of Google Sheets assists in keeping
Finalists for the Democracy Awards

track of the office’s work in real time, including walk-ins, phone calls, co-sponsored bills, and district meetings. The office takes a holistic look at innovation, incorporating non-technological novelties into their operations – including paying junior staffers a living wage and compensating interns $15 an hour.

Rep. Rob Woodall (R-GA) • Rep. Rob Woodall has put himself at the forefront of every chance to embrace innovative ideas and modern solutions. Years before House and Senate approved pay for congressional interns, Rep. Woodall implemented an office policy where interns were paid a living wage. As a member of the Select Committee on the Modernization of Congress, Rep. Woodall has pushed for bipartisan reforms, and as one of the few lawmakers who has been both a Hill staffer and a Member, he offers a unique perspective. Rep. Woodall was one of the first to embrace IT phone technology, back in 2006 when he was a Chief of Staff, and again in 2010 when he was first elected to Congress. Their office was also one of the first to use telephone town hall technology. And yet the office also prioritizes personal relationships, as the Member feels all the technology in the world isn’t enough to bridge the trust gap that exists between public officials and the constituents they represent.

“LIFE IN CONGRESS” WORKPLACE ENVIRONMENT

Sen. Steve Daines (R-MT) • The 2019 Democracy Awards Winner for Transparency, Accountability & Innovation, the office of Sen. Steve Daines promotes and encourages a positive workplace culture by recognizing hard work, supporting and motivating his team, and highlighting his guiding principle of service to Montana. Since the Senator was elected in 2015, the office has offered 12 weeks of paid family and medical leave and has paid interns even before there was funding in place. Staff participate annually in a performance review system, as well as biannual check-in calls or meetings with the Senator. In both instances, staff are encouraged to seek professional development opportunities through the Senate’s Office of Training and Development programs as well as external training courses. Staff communicate via Slack but emphasize the importance of phone conversations instead of long email threads. The office has a teleworking policy, and every intern participates in a shadow day with the Senator, allowing students to attend meetings, hearings, and experience a day in the life of Senator Daines. The office has a competitive bracket for March Madness every year, hosts a chili contest, participates in the Cherry Blossom Run, and attends an annual “staff appreciation barbeque” at the Senator’s home back in Montana.

Rep. Ro Khanna (D-CA) • As the 2019 Democracy Awards Winner for Constituent Service, the office of Rep. Ro Khanna delivers the same zeal for a positive and flexible workplace environment as it does dedication to serving constituents - but it didn’t start out that way. After his first term, Rep. Khanna and senior staff collaborated on improvements to the standard handbook, including establishing a formal telecommuting policy, offering flexible time for appointments, creating a “no questions asked” policy for mental health days and loosening the dress code on non-session days. To improve communication between the DC and district offices, regular catch-ups occur between staffers on shared projects, and both the district and DC staff participate in a weekly video conference call. The office has had minimal turnover since opening three years ago, and four interns have been subsequently hired as employees. The office pays their interns $15 an hour. Annual self-evaluations for all staff members include an assessment of five performance categories. Following the completion of the evaluation, employees meet with their direct supervisors for discussion. Additionally, the Member provides feedback to supervisors on each employee during the review process. The office celebrates birthdays, anniversaries, and special occasions, and staff gather outside the office for board games.

Rep. Alexandria Ocasio-Cortez (D-NY) • The office of Rep. Ocasio-Cortez prides itself on a workplace culture of inclusivity, egalitarianism, and social justice. Representing one of the most diverse neighborhoods in the country, her staff is ethnically, racially, and LGBTQ+ diverse, and proficient in seven languages. Each staff member (including interns) has a weekly check-in with their supervisor, and the office has the goal of bi-annual one-on-one meetings for each staffer with the Member. All team members take turns in staffing and leading meetings with the Member. When determining goals for the upcoming year, the Member actively solicits input from the entire office. With a 12-week paid parental leave policy, a 25-day leave policy, formal telework policy, and unlimited sick days, staff are empowered to be effective, productive, and feel appreciated. Junior staffers and interns both receive a living wage ($52,000 a year for junior staff and $15 an hour for interns). All staff and interns in the district office have developed individual six-month plans that include personal development goals. Staff gathers for team dinners after Rep. Ocasio-Cortez’s monthly district town halls at a restaurant in the district or at a colleague’s home.

Rep. Fred Upton (R-MI) • The office of Rep. Fred Upton strives to create a workplace that is vibrant, active, friendly, and respectful. With 12 weeks of paid family and medical leave, a formal telework policy, and minimal staff
to availability and responsiveness to his constituents. His office is proud to be a pet-friendly office, which gives the office a friendly, relaxed feel. The office’s intern program is extremely hands-on, where interns sit in on meetings and events with the Member so that their time on Capitol Hill is memorable as well as educational. It is essential for all staff to understand the roles and responsibilities of their colleagues, so the office encourages district staff to come to DC and vice versa. Outside of professional interactions, the office has an active book club, attends events on the Hill together, and participates in social gatherings after work such as White House tours and the National Christmas Tree lighting ceremony.

TRANSPARENCY AND ACCOUNTABILITY

**Rep. Cindy Axne (D-IA)** • Named as one of the most accessible Members of Congress by the Town Hall Project, the office of Rep. Cindy Axne has made impressive strides in the area of transparency and accountability in their first term. Between January and April of 2019, Rep. Axne held 28 town halls. All of her town halls are posted on both Facebook and her website. Some had specific themes – such as a tele-town hall specific to flooding in the district, at which she also invited FEMA, SBA, HUD, USDA and both Republican and Democratic officials to participate. Additionally, when she learned federal relief funds may have been backed up for her district, she started a “Show Me the Money” flood tracker, highlighting how much funding was going to Iowa, collecting data on grants approved vs. pending vs. denied, and publishing resources on where Iowans could apply for grants. Each month, Rep. Axne travels hundreds of miles, ensuring she visits every county in her 16-county district. She’s known to go anywhere she’s invited, taking meetings at the airport, grocery store, or the YMCA. In 2019, the office received and responded to just under 100,000 pieces of mail, with no backlog heading into the end of December.

**Rep. Will Hurd (R-TX)** • For the office of Rep. Will Hurd, transparency and accountability are the keys to providing gold standard service to their constituents. Known as “Will” around the district, Rep. Hurd has hosted over 100 town hall meetings and over 200 more public meetings over the last five years. Through his “DC to DQ” tour (there’s a Dairy Queen in each county in the district), he’s committed to availability and responsiveness to his constituents. His town halls are open-forum (no pre-screened questions), and those questions which are not answered due to time constraints later receive a response from the office. The office records a “Year in Review” video, which features a variety of achievements from the previous year (number of school visits, constituent cases closed, etc.). The office solicits feedback from constituents through surveys, and monitors social media in order to generate a comprehensive analysis of how they’re doing as an office, and how they can improve. Rep. Hurd is active across social media platforms, and the office has an e-newsletter and targeted outreach program. He uses geo-targeting to ensure the correct towns receive information about local opportunities to engage with the office.

**Rep. Tom O’Halleran (D-AZ)** • A 2019 Transparency and Accountability finalist, the office of Rep. Tom O’Halleran is a leader when it comes to openness and availability to constituents. The Member’s meetings, both in Arizona and DC, are tracked and shared on his website, in addition to all of his votes and legislation (co-sponsored and sponsored). Information regarding all of these activities are posted to his social media accounts, and the office sends constituents interactive newsletters inviting them to share their thoughts, stories, and opinions on issues affecting communities in the district. In the 116th Congress, Rep. O’Halleran has held 26 in-person town halls and six open office hours. He’s driven over 12,300 miles during district work periods, visiting 50 individual communities to hold over 400 meetings with Arizonians. His office has a policy that every Arizonian who wants a meeting gets one, and staff ensure Rep. O’Halleran is included in as many constituent meetings as possible.

**Rep. Van Taylor (R-TX)** • One of the transparency hallmarks of the office of Rep. Van Taylor is his “100 Percent Constituent Meeting” policy, which guarantees he will meet one-on-one with any constituent who requests a meeting – regardless of policy topic, political views, or even how many times they have already met with him. Since January 2019, Rep. Taylor has held 459 meetings with 781 constituents. He’s hosted 37 public forums and regularly conducts telephone town hall meetings, after which he personally calls constituents whose questions weren’t answered. Rep. Taylor has participated in 68 school and business tours, as well as 49 public speaking events. He ensures that his meetings and work both in DC and Texas are posted to Facebook, Instagram, and Twitter, including concise (yet specific) one-page summary documents on legislation he has introduced. During staff meetings, the office discusses detailed reports on accountability measures such as constituent mail response status, casework status, and constituent engagement.
Democracy Awards for Lifetime Achievement

These awards recognize individuals who have had long, respected careers in the Congress and have had positive impacts on the management and operations of the institution.

The winners of the 2020 Democracy Award for Lifetime Achievement, Representative John Lewis and Representative Amo Houghton, maintained a deep and abiding friendship. The two men—good friends from the very beginning of their congressional careers—worked across the aisle not only on legislation, but on moral leadership. Together they were co-chairs of the Faith and Politics Institute, leading annual commemorations of civil rights by marching across the Edmund Pettus Bridge, the site of one of the most brutal attacks of protesters during the 1960s movement. They also worked tirelessly together to gain their colleagues’ support in awarding Nelson Mandela a Congressional Gold Medal before he became the international beacon of human rights he today represents.

CMF is honored to posthumously award Representatives John Lewis and Amo Houghton for their exemplary careers in Congress.
Democracy Awards for Lifetime Achievement

The Honorable John Lewis (D-GA)

An icon of nonviolent civil rights activism, and a respected Member of Congress who served his Atlanta, Georgia constituents for 34 years, Rep. John Lewis lived his values. Known by many of his colleagues as “the conscience of Congress,” he demonstrated what a life of deep engagement and activism looks like. His motto was to get into “good trouble,” and he inspired countless people around the world to stand up for what they believe in.

Rep. Lewis was born to sharecroppers in segregated rural Alabama. As a child he practiced his ministry and oratory skills on his chickens, and his family called him “Preacher.” He expected to become a religious leader, attending American Baptist Theological Seminary in Nashville, TN. While at seminary, he was inspired by the words and activities of the Reverend Dr. Martin Luther King, Jr. and became a leader of the civil rights movement and a champion of nonviolence, despite repeatedly being on the receiving end of violence during his activism.

Rep. Lewis was one of the founders of the Student Nonviolent Coordinating Committee, through which he organized and led lunch counter sit-ins to protest segregation in the eateries. He was one of the original Freedom Riders protesting segregated interstate travel. He spoke at and helped organize the March on Washington for Jobs and Freedom in 1963, at which Dr. King was the headline speaker. And he led the march across the Edmund Pettus Bridge in Selma, Alabama in 1965, which—because of the brutal response of state troopers—became known as Bloody Sunday and galvanized support for desegregation and the Voting Rights Act.

He began his career in elected public service in 1981 as a member of the Atlanta City Council, and he was elected to Congress in 1986. In Congress he remained true to his activist roots, even getting arrested several times during protests as a Member of Congress. He spoke often on and off the floor of the House of Representatives about civil and human rights, maintaining his moral grounding through his religion and personal experience. In 2011, Rep. Lewis was awarded the Presidential Medal of Freedom by President Obama.

He also maintained a sense of humor. His staff—many of whom worked for him long beyond typical congressional staff tenures—remember a man who liked to laugh and who could be seen breaking into a dance in the office from time to time.
Democracy Awards for Lifetime Achievement

The Honorable Amo Houghton (R-NY)

Scion of one of the wealthiest families in the United States, Representative Amo Houghton was known in both business and Congress as an affable, self-deprecating leader with an unwavering sense of conscience and integrity. A man of faith who considered the priesthood and missionary work at various points in his life, he lived by his favorite prayer: “Grant, oh Lord, that in all the joys of life, we may never forget to be kind. Help us to be unselfish in friendship, thoughtful of those less happy than ourselves and eager to bear the burden of others. Through Jesus Christ, our Lord.”

Born to a wealthy and influential family of corporate leaders, ambassadors, and philanthropists, he worked his way up in his family’s business—Corning Glass works, one of the world’s biggest glassmakers—ultimately serving for nearly 20 years as Chairman and Chief Executive. During his tenure at the glass works, he greatly expanded its revenues and employment, even after having to guide it through recovery after a destructive hurricane in the 1970s. He is beloved by the upstate New York community in which Corning is based because, immediately after the hurricane, he took to the radio to pledge not to relocate the company and to rebuild bigger and better than before. He kept that pledge.

Prior to his work at Corning, he volunteered in the Marine Corps in the final year of World War II. Upon completing his service, he went on to Harvard University to earn his BA and MBA. After more than 30 years at Corning, he stepped down in 1983 and was elected to Congress in 1986—following in his grandfather’s footsteps—where he served his constituents for nine terms.

In Congress he was known as a hard-working moderate who voted his conscience, even when it meant going against his party on major legislation, including the war in Iraq, tax cuts, the minimum wage, organized prayer in public schools, and impeaching President Clinton. Rep. Houghton was also a champion for comity and bipartisanship, leading and organizing periodic retreats for Members of Congress and their families to get to know each other and build relationships across the aisle. His vision was to foster greater cooperation and civility in a time where Congress was becoming increasingly polarized.

As a boss in Congress, Rep. Houghton applied his management and leadership skills. Many of his employees stayed with him long beyond the average staff tenure, and even those who did not stay long attributed working for him as critical to their later success. He supported and encouraged his employees’ professional development, often providing guidance himself.
Democracy Awards for Lifetime Achievement

The Democracy Awards also honor the dedicated public servants who work mostly behind the scenes to help citizens and improve Congress as an institution. All legislative branch staffers who have worked in Congress for at least 20 years are eligible for this award. This includes staffers who work in personal, committee, leadership, and institutional offices.

Liz McBride has served as the Director of the Office of Employee Assistance (OEA) since 2017, where she previously worked as Senior Employee Assistance Counselor. Throughout her 29-year tenure at the OEA, Liz has maintained primary responsibility for overseeing the daily operations of the office, as well as providing an extraordinary volume of direct service to employees, their family members, managers, and work teams of all sizes.

In the past three years, Liz has significantly expanded health offerings to the House community by setting up the House Wellness Center, which offers comprehensive wellness information and resources to employees of the House and several other congressional institutions. The Wellness Center has become a valued addition to complement the OEA’s supportive services, offering employees additional avenues to enhance their overall well-being and work productivity. Simultaneously, Liz expanded the size of the OEA staff, enabling the OEA to provide more core services such as confidential supportive counseling and expanding the OEA’s ability to facilitate staff retreats for congressional offices.

Liz’s work ethic and commitment to excellence in all facets of her work have been recognized by countless employees, managers and Members of the House, as well as leaders within the Congressional Budget Office and U.S. Capitol Police over the years. Liz has been honored with significant awards from the House Chief Administrative Officer (CAO), including the 2016 CAO Employee Excellence Award, as well as the Employee Assistance Professionals Association (EAPA) in recent years. The OEA office has been honored by past Speakers, the Chief of the U.S. Capitol Police, and EAPA for being a vital aspect of the House organization and a leader in the field of employee assistance.

The Congressional Management Foundation is honored to present Liz McBride with the 2020 Staff Lifetime Achievement Democracy Award.
Kevin Fogarty has spent nearly 22 years working for Rep. Peter King (R-NY) as communications director, legislative director, and now as Chief of Staff – a position he has held for over a decade.

Kevin coordinated Rep. King’s efforts to win the Chairmanship of the Homeland Security Committee at an important time in the War Against Terrorism. He played a critical role in the development of the Good Friday Accords, which helped to resolve the “Troubles” in Northern Ireland ushering in a period of peace and stability. Similarly, he worked to secure passage of legislation directly impacting Rep. King’s constituents in New York: the James Zadroga 9/11 Health and Compensation Act following the Al-Qaeda attacks and the relief and reconstruction legislation addressing the aftermath of the 2012 Hurricane Sandy. Kevin has worked tirelessly as a strategic policy and communications advisor to Rep. King while ensuring flawless constituent services. His hallmark has been a friendly work environment that has led to minimal staff turnover and a stable workplace.

Kevin has an ability to reach across the aisle – a talent that is slowly being lost on Capitol Hill. In doing so, he has followed in the footsteps of Rep. King who has been consistently ranked as one of the most bipartisan members of the House of Representatives.

Janine Osborne has served Congress for 35 years, currently as the Director of Constituent Services for Rep. Mark Walker (R-NC). She was an original staff member for former Rep. Howard Coble (R-NC) and served as his District Representative for 30 years. Her duties include constituent casework, meetings with constituents, and representing the Congressman at events.

Known as “Miss Janine” to many, she is a beloved figure in the community and has dedicated her career to providing professional, compassionate services for thousands of constituents. She has helped veterans obtain millions of dollars in benefits they were due; helped save countless vacations and urgent travel that hinged on getting a last-minute passport; and assisted in reuniting many immigrant families.

During her career, Janine has accumulated an encyclopedic level of casework knowledge, and she believes in ‘paying it forward’ by teaching and instructing fellow caseworkers and raising up a new generation of leaders. She has been instrumental in the education and advancement of dozens of district staffers, and she advises others in the fundamentals of casework, shares her resources, and answers all questions, no matter how small. Janine has played a role in the education of dozens of interns, junior staffers, and senior staffers alike.

(continued on next page)
Finalists for Lifetime Achievement

Janine often says that immigration casework was her first love, and her passion for serving the immigrant communities is extraordinary. Recently, a distraught mother came into the office because her teenaged, U.S. citizen son was being unlawfully detained at an airport in another country. Janine worked tirelessly to reach the airline company, find this woman's son, and make sure he got home to his family. One of the first stops the family made once they picked him up was to thank Janine in person for her assistance. In addition to serving the public, Janine also raised two daughters, one of whom has carried on her mother's legacy in working for a U.S. Senator. Janine has also served on numerous boards over the years, including that of a non-profit dispute settlement organization.

Tim Rieser
MINORITY CLERK, SUBCOMMITTEE ON STATE, FOREIGN OPERATIONS, AND RELATED PROGRAMS, U.S. SENATE COMMITTEE ON APPROPRIATIONS
SENIOR FOREIGN POLICY AIDE, SENATOR PATRICK LEAHY (D-VT)

Tim Rieser has spent over 30 years on Capitol Hill where he is considered one of the most influential staffers in foreign policy and a leader in opening U.S. policy towards Cuba. He is currently serving as Minority Clerk of the Senate Appropriations Subcommittee on State, Foreign Operations, and Related Programs. He is also a Senior Foreign Policy Aide to his home-state senator, Senator Patrick Leahy (D-VT), for whom he has worked since 1985. In 2016, he was included in Politico's Top 50 list of “thinkers, doers and visionaries transforming American politics.”

Throughout his career, Tim has ensured that respect for human rights is integrated into American foreign security assistance and makes time to speak up for the voiceless. Among many other achievements, he was instrumental in securing the release of jailed American contractor Alan Gross from Cuba in 2014, the culmination of a two-year effort. Tim helped write the Leahy Law, a human rights vetting standard that bans the United States from providing military assistance to foreign armies that violate human rights without being held to account. He was one of the architects of the 1992 law that banned land mines.

Prior to his work in Sen. Leahy's office, Tim worked at Harvard Law School's Harvard negotiation project and was a public defender in Vermont. In 1985, Tim volunteered with the United Nations High Commissioner for Refugees in Ethiopia.
Lisa Sherman
CHIEF OF STAFF, REPRESENTATIVE SUSAN DAVIS (D-CA)

Lisa Sherman has served Congress for almost three decades spending 20 years with Rep. Susan Davis (D-CA) where she is currently Chief of Staff. Previously she worked for Rep. Darlene Hooley (D-OR).

Lisa goes out of her way to mentor every staffer in the Davis office and cares deeply about each person's professional growth. She has dedicated herself to improving congressional office work environments for women, parents, people of color, and all minority groups. Her dedication to Congress extends beyond her own office. She has helped many freshmen chiefs of staff set up their offices graciously sharing her employee, intern and job-specific guides; mentored women across Capitol Hill; and hosted bipartisan hall parties in an effort to create bonds across party lines. She was heavily involved in the 2020 creation of the handbook, *The House of Representatives Communications Standards Manual*, which modernized the franking rules to recognize the new ways Members of Congress communicate with their constituents.

Under Lisa's leadership, Rep. Davis’ office won the inaugural Democracy Award for “Life in Congress” Workplace Environment and was named a finalist the following year in the category of Constituent Service. Rep. Davis’ office was one of 30 House and Senate offices honored by *Working Mother* magazine, an advocate and resource for women committed to both their families and their careers.

Lisa is a past Stennis Center Fellow, a year-long program that brings together senior staff members from the Legislative and Executive Branch for leadership development.
ELISE BEAN

Elise Bean worked for nearly 30 years as an investigator for Senator Carl Levin (D-MI), including 15 years at the Senate Permanent Subcommittee on Investigations (PSI). Appointed his PSI staff director and chief counsel in 2003, Ms. Bean handled investigations, hearings, and legislation on matters involving money laundering, offshore tax abuse, corruption, shell companies, and corporate misconduct. After Senator Levin retired in 2015, she helped establish the Levin Center at Wayne Law in his honor, and now works for the Center to help elected legislatures conduct oversight investigations. In 2018, she authored a book: *Financial Exposure: Carl Levin’s Senate Investigations into Finance and Tax Abuse.*

JOYCE M. BRAYBOY

Joyce M. Brayboy is the Vice President of Government Affairs with Goldman Sachs in Washington, DC, representing the firm on a variety of issues primarily on Capitol Hill. Joyce serves as Vice Chair and board member of The Faith and Politics Institute and Common Threads Advisory Committee, and on the board of March on Washington Film Festival. In 2007, Joyce founded the African-American Women on the Hill Network. Joyce graduated from Duke University with a B.A. in Public Policy Studies. She completed the Leadership Development Program for Minority Managers and received an MBA from Johns Hopkins University. She previously served on the Congressional Black Caucus Foundation Corporate Advisory Committee, the Bryce Harlow Foundation Board of Directors, the SCORE Board of Directors and the Johnson C. Smith University Board of Visitors. Joyce is the recipient of the second annual Trailblazer Award from the Congressional Black Associates and was honored as “Lobbyist of the Year” by the Washington Government Relations Group. Joyce previously served as Chief of Staff for Rep. Mel Watt (D-NC).

STACY CARLSON

Stacy Carlson was the minority then majority staff director of the Committee on House Administration from 1993-1997. After the 1994 election, Carlson helped craft and implement the many reforms that modernized Member allowances, technology and House operations as part of the Contract with America. She returned to the House from 2011 to 2014 to serve as Deputy Chief Administrative Officer. Carlson has also held senior positions in banking, public policy and speechwriting. She earned a B.A. in Economics from California State University, Bakersfield, an MBA from Stanford University and is currently pursuing a Masters in Divinity at the Virginia Theological Seminary in Alexandria, VA.

THE HONORABLE TOM DAVIS

Tom Davis is a Washington, D.C., attorney for the law firm Holland & Knight, who focuses his practice on handling a variety of congressional and regulatory affairs, including congressional investigations, land use and legislative strategy. Davis served 14 years in the U.S. House of Representatives, representing the 11th Congressional District of Virginia. He served as chairman of the Committee on Oversight and Government Reform from 2003 to 2007, where he led a number of high-profile investigations. In addition, Mr. Davis was elected chairman of the National Republican Congressional Committee and served in that role from 1999 to 2002. When he joined Congress, Mr. Davis was the first freshman representative in 50 years to hold a subcommittee chairmanship, taking the gavel of the Subcommittee on the District of Columbia. A 1971 graduate of Amherst College, Davis earned a J.D. from the University of Virginia in 1975. He attended the officer candidate school of the U.S. Army, served on active duty and spent eight years with the Virginia National Guard and the U.S. Army Reserve.

KEVIN ESTERLING

Kevin Esterling is Professor of Political Science and Public Policy, and the Director of the Laboratory for Technology, Communication and Democracy (TeCD Lab), at the University of California, Riverside. He is the past interim dean of the UCR Graduate Division. His current work focuses on deliberative democracy and the design of technology that lead citizens to engage constructively in public discourse. His work has been funded by the National Science Foundation, The Democracy Fund, and the MacArthur Foundation. Esterling was previously a Robert Wood Johnson Scholar in Health Policy Research at the University of California, Berkeley and a postdoctoral research fellow at the A. Alfred Taubman Center for Public Policy and American Institutions at Brown University. He received his Ph.D. in political science from the University of Chicago in 1999.
Selection Committee Biographies

ZACH GRAVES
Zach Graves is the head of policy at the Lincoln Network, where he manages the policy and programming team. His research and advocacy focuses on the intersection of technology and governance issues, including work to strengthen science and technology expertise and capacity in Congress. Before joining Lincoln, he was director of the R Street Institute's technology and innovation policy program. Prior to that, he worked at the Cato Institute. Zach is also a visiting fellow at the National Security Institute at George Mason University’s Antonin Scalia Law School. He holds a master’s degree from the California Institute of the Arts and a bachelor’s degree from the University of California at Davis. Zach is married and lives in Washington, DC.

JOE GREANEY
Joe Greaney is the Associate Manager of Policy and Outreach at the Millennial Action Project. In this capacity he works closely with the Congressional Future Caucus, the largest, bipartisan caucus of young legislators in Congress. Joe also supports the Millennial Action Project’s work with state legislators and external partners to advance understanding of next generation policy priorities. Prior to joining MAP, Joe received his B.A. in Political Science and Spanish from the College of the Holy Cross and his M.A. in Spanish Language from Middlebury College and worked as a campaign staffer.

MARCI HARRIS
Marci Harris is passionate about the responsible use of technology to benefit humanity. She developed the concept for POPVOX while working as a Congressional staffer on the team drafting the Affordable Care Act. She serves on the boards of the People-Centered Internet and LaunchTN, was named a “Top 100 Most Creative People in Business” by Fast Company (2012), and has been a fellow with the Harvard Kennedy School’s Ash Center for Democracy (2016), New America California (2017), and is an affiliated scholar with the CITRIS Policy Lab at UC Berkeley. She holds a B.A. from Franklin University Lugano, Switzerland, a J.D. from the University of Memphis and an LL.M. from the American University Washington College of Law.

BETSY WRIGHT HAWKINGS
Betsy Wright Hawkings served as chief of staff to four Republican House members over 25 years, including Congressman Christopher Shays, helping to develop coalitions to pass cross-partisan legislation like the Congressional Accountability Act, the 9-11 Commission and legislation to implement its recommendations. The founding Managing Director of Democracy Fund’s Governance Program, she now heads Article One Advisors, providing support to entrepreneurial organizations seeking to foster dialogue across the ideological spectrum; promote more effective congressional systems, processes and procedures; develop innovative programs to deepen leadership development for members of Congress and staff; and reduce incentives for hyper-partisanship and gridlock in government.

MARK JOHNSON
Mark Johnson is the Director of Government Relations for Toyota in its Washington, DC office focusing on issues related to financial services, vehicle safety and intellectual property. Mark has worked at the company for over 15 years. Prior to joining Toyota’s Government Relations office, Mark spent 12 years working on Capitol Hill first as a legislative assistant for Rep. Don Sundquist (R-TN), Deputy Chief of Staff for Rep. Ed Bryant (R-TN), and Chief of Staff for Rep. Shelley Moore Capito (R-WV). Mark serves on the Board of Directors for the Congressional Sports for Charity organization, which hosts the annual Congressional Baseball Game raising money for local charities. Mark also serves on the Presidents Advisory Board for Augustana College.

LORELEI KELLY
Lorelei Kelly is an expert on building inclusive and informed democratic systems. She leads the Resilient Democracy Coalition (RDC) and is based at the Beeck Center for Social Impact and Innovation at Georgetown University. The coalition assesses how data, technology and new engagement methods can help build a more resilient democracy, specifically focused on Congress.

KEVIN R. KOSAR
Kevin R. Kosar is a resident scholar in Social, Cultural, and Constitutional Studies at the American Enterprise Institute. He studies Congress and the separation of powers. Previously he was the vice president of research partnerships at the R Street Institute. There
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he also co-founded the Legislative Branch Capacity Working Group, which aims to strengthen Congress, and established LegBranch.org, a scholarly site. Between 2003 and 2014, Kosar served as an analyst and research manager at the Congressional Research Service. He is the co-editor of the forthcoming Congress Overwhelmed: Congressional Capacity and Prospects for Reform (2020), and Failing Grades: The Federal Politics of Education (2006). He has testified before Congress several times, and he has written for scholarly and professional journals, such as National Affairs and Public Administration Review, and in popular media, including the New York Times, and Politico. He received his Ph.D. in politics from New York University and lives in Washington, DC.

MICHAEL NEBLO

Michael Neblo is a professor of political science and (by courtesy) philosophy, communication, and public policy at The Ohio State University where he also directs the Institute for Democratic Engagement and Accountability (IDEA). He was awarded an Andrew Carnegie Fellowship for 2020-2022 and serves on the board of directors for the National Issues Forum Institute. Neblo’s research focuses on deliberative democracy and political psychology. His most recent book, Politics with the People: Building a Directly Representative Democracy (with Kevin Esterling and David Lazer, 2018), develops and tests a new model of politics connecting citizens and elected officials to improve representative government. He was invited to testify before Congress about these findings. Neblo received his Ph.D. in political science from the University of Chicago and a Bachelor of Arts in Philosophy and Mathematical Methods in the Social Sciences from Northwestern University.

KRISTIN NICHOLSON

Kristin Nicholson is the Director of the Government Affairs Institute at Georgetown University. Prior to joining GAI, she spent two decades on Capitol Hill, where she served for 16 years as Chief of Staff to Congressman Jim Langevin (D-RI). She spent her early years on the Hill serving in senior staff positions for Rep. Glenn Poshard (D-IL) and Rep. David Phelps (D-IL). Kristin is also the co-founder of Congress Too, an organization of former congressional staff dedicated to addressing issues of sexual harassment in and around Congress. Kristin holds a B.S. from Northwestern University and a J.D. from the University of Colorado School of Law, and she was selected as a Stennis Congressional Staff Fellow in the 109th Congress. She lives in Washington, DC with her husband and two sons.

THE HONORABLE EARL POMEROY

Earl Pomeroy serves as Senior Counsel for the D.C. branch of the international global law firm Alston & Bird, where he works on the firm’s Legislative & Public Policy Group. He provides strategy and advocacy services to clients in a variety of sectors, including health care delivery and reimbursement, energy, employee benefits, social security, tax, and trade. Previously, Pomeroy represented North Dakota’s at-large congressional district from 1993 to 2011, where he would become a senior member of the Ways and Means committee and chair of the Social Security subcommittee. Before the U. S. House of Representatives, Pomeroy served in the North Dakota House of Representatives, and then as the state’s Insurance Commissioner and president of the National Association of Insurance Commissioners. Pomeroy received a Bachelor of Arts degree in political science from the University of North Dakota and a JD from the University of North Dakota School of Law. In 2011, he received an honorary Doctor of Letters degree from the University of North Dakota.

DANIEL SCHUMAN

Daniel Schuman leads Demand Progress and Demand Progress Education Fund’s efforts on issues that concern government transparency, accountability, ethics, and reform; protecting civil liberties; and strengthening the legislative branch. He co-founded the Congressional Data Coalition, created the First Branch Forecast, built EveryCRSReport, co-directs FutureCongress, and runs the Transparency RoundTable. Daniel directs the Advisory Committee on Transparency, which supports the work of the Congressional Transparency Caucus, and was a fellow at CodeX, the Stanford Center for Legal Informatics. Daniel has testified before Congress on numerous occasions and has been interviewed in the New York Times, the Washington Post, NPR, Fox News, C-SPAN, and elsewhere. Daniel was instrumental in drafting and enacting legislation including the DATA Act, FOIA modernization, public access to CRS Reports, publication of legislative information as data, obtaining a study on restarting the Office of Technology Assessment, and dozens of House rules changes.
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