

Communicating with Congress Conference



CONFERENCE PROGRAM

October 1, 2007 • Washington, DC



CONGRESSIONAL
MANAGEMENT
FOUNDATION

*Celebrating 30 Years
of Service to Congress:*

1977-2007



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October 1, 2007

Welcome to the *Communicating with Congress* Conference!

All of you are here today because you are among the many stakeholders in the communications relationship between citizens and Members of Congress.

CMF has provided congressional offices with advice on constituent communications for thirty years. While mail has always been one of the biggest management challenges facing Capitol Hill, the advent of e-mail and the Internet shifted the landscape significantly. We began studying the change in 1997, as then-Speaker Gingrich was implementing his CyberCongress Initiative, and we released our first report on the topic, *E-mail Overload in Congress: Managing a Communications Crisis*, in 2001. There we first noted that “rather than enhancing democracy — as so many had hoped — e-mail has heightened the tensions and public disgruntlement with Congress.” Unfortunately, the tension has only escalated.

There is a great deal of frustration on both sides of constituent communications. The senders (citizens, advocacy groups, public affairs organizations) fear that their messages are not being heard, and the receivers (congressional offices) are frustrated because the volumes seem nearly unmanageable while the quality of the content seems to be declining. Ultimately, both sides have the same goal: to maintain open, effective channels of communications between citizens and their representatives in Congress. But everyone has a different understanding of what this means. For the past decade, each side has been acting independently, making use of technology to try to make the communications meet their needs, regardless of the impact it will have on the other side. What has resulted is an arms race with increasingly high stakes. This is, after all, the most basic form of democratic dialogue. What is needed now is not an escalation of the arms race, but diplomacy.

Through today’s conference, CMF hopes to provide a forum for all the stakeholders of the communications equation to come together and learn from one another. We hope that these discussions will facilitate information-sharing, education, and problem-solving. The panels are made up of issue experts, including representatives from Member offices, citizen groups, communications vendors, and the technology industry. Over lunch we will hear a keynote speech by Sam Rodgers from Zogby International previewing brand new data from the second phase of CMF’s *Communicating with Congress* project: our national survey of citizens probing their practices, perceptions, and expectations of their communications with Capitol Hill.

At the conclusion of the *Communicating with Congress* project, we hope to offer recommendations for a new model for communications between constituents and their elected officials — a model that reduces or removes the current frustrations and barriers, facilitates improved citizen participation in the public policy process, and fosters a meaningful democratic dialogue that benefits our nation.

We would like to thank you for taking the time to join us for this important event. The success of this project depends on the participation and ideas generated by everyone here today, so be prepared to jump into the discussion.

Sincerely,

Beverly Bell
Executive Director

Board of Advisors

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Kraft

About the *Communicating with Congress* Project

CMF has undertaken a multi-year effort to help improve communications between Members of Congress and their constituents. CMF has found that, because the Internet and e-mail have made it easier and cheaper, Members of Congress are receiving more communications than ever. However, because technological developments have been so rapid, neither citizens and advocacy groups (the senders) nor congressional offices (the receivers) have learned to use these new communications tools truly effectively. Many citizens and grassroots organizations have focused more on finding the easiest, rather than the best, way to use the Internet to communicate with Congress. At the same time, many congressional offices have focused more on the burdens associated with these communications than on the inherent benefits of new and more frequent constituent interactions. This has led to an arms race, with some in Congress seeking means to keep messages out and citizens and the advocacy community seeking means to get them through. As a result, while more messages are being sent to Congress than ever before, it seems that less actual communication is occurring.

This project seeks to:

- Identify the perceptions, expectations, and practices of both sides of congressional communications;
- Provide information to help educate and guide both congressional offices and citizens — including the grassroots community; and
- Promote changes in the attitudes and practices of both sides of congressional communications that result in more meaningful and manageable dialogue.

The project consists of the following three phases:

1. Our 2005 report, *Communicating with Congress: How Capitol Hill is Coping with the Surge in Citizen Advocacy*, discusses and analyzes the results of focus groups, surveys, and interviews of congressional staff regarding their attitudes and practices with respect to constituent communications.
2. To help Congress better understand the other side of the communications equation, we are pleased to give today's conference participants a sneak peek at the preliminary results from our nationwide survey which identifies the perceptions that citizens and the grassroots community have regarding their communications to Congress. An in-depth report on this fascinating data will be released in the near future.
3. Through today's *Communicating with Congress* Conference, CMF is bringing together key decision-makers and problem-solvers in the House, Senate, grassroots organizations and service providers for both Congress and the grassroots community to discuss the current problems with constituent communications and identify possible solutions. Based on the results of today's conference, all of the research that CMF has conducted to date, and feedback on a draft conference report, CMF will develop a final report with recommendations for ways to improve communications between citizens and Members of Congress.

Today's Agenda

9:30	<p>Coffee and Registration</p>	12:30	<p>Break—Lunch</p>
10:00	<p>Welcome and Overview</p>	12:45	<p>Lunch Keynote Presentation</p> <p>Citizen Perceptions and Expectations in their Communications with Elected Officials</p> <p><i>Sam Rodgers—Analyst and Writer, Zogby International</i></p>
10:15	<p>Panel 1—The Process: How Do Messages Get from Citizens to Capitol Hill and Back?</p> <p>Facilitator: <i>Tim Hysom—Congressional Management Foundation</i></p> <p>This panel will present the basic process for communications used by the different stakeholders. The objective of this panel is to provide an overview of what happens to a message from the time a citizen is engaged until the citizen receives a response.</p> <p><i>Doug Pinkham—Public Affairs Council</i> <i>Mark Reilly—Vocus Software</i> <i>Michael Modica—House Information Resources</i> <i>Bill Sweeney—Office of Senator Debbie Stabenow</i></p>	1:30	<p>Panel 3—The Solutions: Options for a New Model for Constituent Communications that Works for Everyone</p> <p>Facilitator: <i>Tim Hysom—Congressional Management Foundation</i></p> <p>This panel will discuss possible solutions to the current problems with constituent communications. These panelists were provided in advance with a list of the key issues that must be solved, and they were asked to devise a high-level concept that will solve as many of the problems as possible.</p> <p><i>Larry Bradley—Gartner Consulting</i> <i>Rob Pierson—Office of Congressman Mike Honda</i> <i>Barkley Kern—Capitol Advantage</i> <i>Daniel Bennett</i></p>
11:15	<p>Break</p>	2:30	<p>Wrap-up and Next Steps</p>
11:30	<p>Panel 2—The Problems: What About Constituent Communications Isn't Working?</p> <p>Facilitator: <i>Kathy Goldschmidt—Congressional Management Foundation</i></p> <p>This panel will frame the problems as viewed by each side. The objective of this panel is to provide an overview of the crux of the problems faced by congressional staff, advocacy groups, and citizens in their efforts to communicate with one another effectively, especially through organized advocacy campaigns.</p> <p><i>John Wonderlich—The Sunlight Foundation</i> <i>Grace Markarian—The Humane Society of the United States</i> <i>Alan Rosenblatt—Center for American Progress Action Fund</i> <i>Judson Blewett—Office of Senator John Cornyn</i> <i>Mike Panetta—Grassroots Enterprise</i></p>		

Panelist and Presenter Biographies

DANIEL BENNETT

Daniel Bennett is currently working on projects to improve communication between citizens and Congress. Most recently he was a Practitioner in Residence at The George Washington University's Institute for Politics, Democracy & the Internet (IPDI). As a former Chief Technology Officer for Advocacy Inc., he developed the PhoneBank in a Box which was the cover story for summer 2006 *Campaign and Elections* magazine. Daniel also founded DotGov Communications, the first private webhost for Members of Congress. Prior to his work in the private sector, Daniel worked on Capitol Hill. In that capacity, he was president of the House Systems Administrators Association, co-chair of the Legislative Documents Technical Committee of OASIS/LegalXML and winner of the *Federal Computer Week's Fed 100* in 2000. Daniel drafted the Government Paperwork Elimination Act of 1998, the first federal legislation giving legal status to electronically signed documents. He also co-drafted the E-Sign Act. Daniel was Technology Liaison for Congresswoman Anna Eshoo, representative from California's Silicon Valley. He has consulted for the U.S. House of Representatives, Senate, Library of Congress, Congressional Management Foundation, media organizations, nonprofits, and corporations. He is a writer on technology and politics, including co-writer of *The Net Effect: How Cyberadvocacy is Changing the Political Landscape* and was a columnist for the *National Journal*.

JUDSON BLEWETT

Information Technology Officer, Office of Senator John Cornyn

Born and raised a hopeless technophile in Denver, Colorado, Judson Blewett has worked as both systems administrator and webmaster for Republican member and leadership offices in the U.S. Senate for five years now — four and a half years with the offices of Senator Bill Frist (R-TN), and the last 7 months in the office of Senator John Cornyn (R-TX). Prior to this, he worked for various internet companies for almost a decade during the 90s boom/bust of the dotcoms.

LARRY E. BRADLEY, JR.

Associate Director, Gartner Consulting

Larry Bradley provides strategic IT consulting services as a member of the consulting practice at Gartner, Inc., the premier IT research and market analysis firm worldwide. He offers more than 15 years of experience combining IT strategic planning, IT governance, vendor sourcing, architecture development and technology implementation and management. While at Gartner, Larry has been engaged in developing IT strategies, architectures and governance structures for large Federal government and commercial clients such as the U.S. Air Force, Federal Trade Commission, the Department of Health and Human Services, the National Institutes of Health and Internal Revenue Service as well as the International Monetary Fund

and World Bank Group. Starting in August of 2004, Larry acted as the primary consultant from Gartner for a House IT assessment and strategy development project. During this engagement, Larry conducted interviews and workshops that explored the current state of and future visions for technology in the House of Representatives. Larry worked in conjunction with the Congressional Management Foundation to develop the future vision for technology in the House and the strategic roadmap for achieving this vision which was delivered to the House in December 2006.

BARKLEY KERN

Executive Vice President, Capitol Advantage

Barkley Kern joined Capitol Advantage in 1999 and currently serves as Executive Vice President. Barkley is also President of Capitol Advantage's sister company, Knowlegis. Together, Knowlegis and Capitol Advantage create online software products that enable democracy by helping organizations politically empower citizens via the Internet. The Knowlegis and Capitol Advantage products are in use on more than 1,500 websites including the sites of major trade associations, corporations, nonprofit organizations and major media companies. These groups use the software to educate their stakeholders about important legislative initiatives, and empower them to communicate with their elected officials.

GRACE MARKARIAN

*Online Communications Manager,
Humane Society of the United States*

Grace Markarian is the Online Communications Manager for The Humane Society of the United States, the nation's largest and most powerful animal protection organization. In this role, she coordinates outbound email messaging and advocacy campaigns on The HSUS's priority campaigns and public policy issues to an online community of more than one million advocates. She also coordinates outreach to elected officials (federal, state, and local) from their constituents through The HSUS's web action platform.

MICHAEL MODICA

Customer Manager, House Information Resources

Michael Modica is the Customer Relations Manager for CAO Technology Support. In this capacity he is responsible for managing customer relations, most notably between Correspondence Management Systems (CMS) vendors/service providers and House offices. He also serves as Contracting Officer for a variety of House contracts. Prior to becoming the Customer Relations Manager, Michael held various other positions in House Information Resources, including Engineer Support Branch Manager, System Support Engineer and Technical Support Representative and he served as Legislative Assistant and Systems Manager in the office

of former Representative Toby Roth, managing the day to day constituent correspondence in addition to his legislative duties. Michael has a broad experience in managing correspondence in a Member office.

MIKE PANETTA

Assistant Vice President of Public Affairs and Emerging Media, Grassroots Enterprise

Mike Panetta is currently Assistant Vice President for Public Affairs and Emerging Media at Grassroots Enterprise, a consultancy that uses the Internet to create movements around causes, companies and products to achieve organizational and business objectives. Mike provides strategic counsel for a number of the firm's non-profit, trade association, and political clients and leads its embrace of new technology for political, marketing and advocacy purposes. In November 2006, Mike was elected to the position of U.S. "Shadow" Representative for District of Columbia. In this role, Mike is a leading voice in the fight to give the District of Columbia a vote in the U.S. Congress.

ROB PIERSON

*Director of Online Communications,
Office of Congressman Michael Honda;
President, House Systems Administrator's Association*

Rob Pierson manages constituent and online communications for Congressman Michael Honda (D-CA), a representative from

Silicon Valley. Rob is also the President of the House Systems Administrator's Association, a congressional organization devoted to advocating for and representing System Administrators in the House of Representatives. Prior to his position with Congressman Honda, Rob interned for Senator Charles Schumer (D-NY).

DOUGLAS G. PINKHAM

President, Public Affairs Council

Douglas G. Pinkham is president of the Public Affairs Council, the leading international association for public affairs professionals. The Council is a non-partisan, non-political organization that provides training and development, "best practice" information and benchmarking services to the profession. Founded in 1954, the Council is internationally recognized for its educational programs, conferences, research and publications. It also provides expert advice to executives in government relations, corporate communications and community involvement positions. Over 500 corporations, associations and consulting firms belong to the Council, which is located in Washington, D.C.

MARK REILLY

*Director Government Relations
Professional Services,
Vocus Software*

Mark Reilly is Director of Government Relations Professional Services for Vocus Software. Mark manages a team of Professional

Panelist and Presenter Biographies, cont'd

Service Consultants responsible for PAC and Government Relations product deployments, professional services offerings, client trainings, and custom development projects. Mark also provides support for product management for the PAC and Government Relations product line at Vocus. Mark's writings on online public affairs and online grassroots have appeared in *Campaigns & Elections* magazine, *PRNEWS*, and the Public Affairs Council newsletter *Impact*. Mark has a BA in International Affairs and an MBA with a concentration in Managing Science, Innovation and Technology both from The George Washington University.

SAM RODGERS

*Analyst and Writer,
Zogby International*

Sam Rodgers is an analyst and writer for Zogby International. Before joining Zogby, Sam worked for several political campaigns and organizations, including the AFL-CIO. His previous political work has covered local, state and national levels, although his primary focus at Zogby has been national politics and international issues. He is a graduate of the University of Georgia where he received undergraduate degrees in History and Political Science and a Master's in Public Administration. He is also the author of several published works, including a recent article in *Challenge*, an economic journal.

ALAN ROSENBLATT

*Associate Director of Online Advocacy,
Center for American Progress Action
Fund*

Alan Rosenblatt, Ph.D. is the Associate Director for Online Advocacy at CAPAF. He is a frequent speaker and author on digital media, advocacy, and politics, including social networking, blogging, grassroots, and mobile advocacy strategies. He is the founder of the Internet Advocacy Center; an adjunct professor at Georgetown and American Universities, where he teaches Media and Politics in the Digital Age, Internet Politics, and Internet Advocacy Communications; and a blogger at TechPresident.com and DrDigiPol.com. Alan is also a founding team member of Media Bureau Networks (MBN), a pioneer in streaming media services; a contributing editor to Politics Online; and serves on the editorial boards of several scholarly journals dedicated to the study of the internet, politics, and government. He taught Political Science at George Mason University for nine years, where, in 1995, he launched the first-ever cyberpolitics course. With MBN, he webcasted live coverage of the 2000 Presidential Conventions. In 2001, he served as Vice President for Online Advocacy Services division at Stateside Associates. From 2003 to 2005 he served as Director of Training Programs at e-advocates. Alan has a Ph.D. in Political Science from American University, an M.A. in Political Science from Boston

College, and a B.A. in Political Science and Philosophy from Tufts University. He lives in Arlington, Virginia.

BILL SWEENEY

*Director of Information Technology,
Office of Senator Debbie Stabenow*

Bill Sweeney has been Senator Debbie Stabenow's (D-MI) Director of Information Technology since she was sworn in to the Senate in 2001. He is responsible for managing the office's information systems, intranet, and mail operation. He also coordinates the office's mail and new media outreach, including e-mail outreach and the Senator's website. Prior to joining the Senate staff, he worked as a campaign fundraiser for Stabenow and for U.S. Representative Tammy Baldwin (D-WI).

JOHN WONDERLICH

*Program Director, The Sunlight
Foundation*

John Wonderlich is the Sunlight Foundation's Program Director. After starting the Congressional Committees Project on Daily Kos, he organized a collaborative examination of the U.S. House of Representatives. This work resulted in his joining the Sunlight Foundation to lead the Open House Project, coordinating congressional transparency reform by working with Congress and Internet users to create digital public access to legislative information. He has a degree in Philosophy from Penn State University.

CMF Biographies

BEVERLY BELL

Executive Director, Congressional Management Foundation

Beverly Bell is CMF's Executive Director, and she has more than 20 years of experience working for and with Members of Congress and their staff. Beverly began her professional career on Capitol Hill in 1983 and spent 12 years working for two Members of the House of Representatives. The majority of her time was spent in the legislative positions where she covered a wide range of policy matters. She was Chief of Staff for her last five years on the Hill. She spent 10 years in the private sector in the Government and Regulatory Affairs Office at PricewaterhouseCoopers and the legacy firm of Coopers & Lybrand. Beverly served on the CMF Board of Governors from 1997 to 2006 and is an officer of the House Chief of Staff Alumni Association. She is a Phi Beta Kappa graduate of Agnes Scott College in Atlanta, Georgia.

KATHY GOLDSCHMIDT

Deputy Director, Congressional Management Foundation

Kathy Goldschmidt is the Deputy Director of CMF and co-author of the report *Communicating with Congress: How Capitol Hill is Coping with the Surge in Citizen Advocacy*. For almost ten years, she has been providing congressional offices with guidance on constituent communications and using technology more effectively. Kathy directed the work of the Congress Online Project, and she was the principal author of the reports



Congress Online: Assessing and Improving Capitol Hill Web Sites and E-mail Overload in Congress: Managing a Communications Crisis, co-author of *Congress Online 2003: Turning the Corner on the Information Age*, and contributor to *Constituents and Your Web Site: What Citizens Want to See on Congressional Web Sites*. Kathy has also managed a number of contracts with the House of Representatives to develop strategies for House use of information and communications technologies, and she has spoken extensively on the topics of congressional communications and legislative e-government at conferences and roundtables throughout the country. Kathy has also advised visiting delegations from throughout the world on implementing legislative e-government. Prior to her work at CMF, Kathy worked in a congressional office and as an Internet Analyst and Communications Specialist for a small consulting firm. She holds a B.A. from Carleton College.

TIM HYSOM

Director of Communications and Technology Services, Congressional Management Foundation

Tim Hysom is CMF's Director for Communications and Technology Services. In this capacity, he conducts and oversees CMF's grant and contract work in these areas in addition to serving as a trainer and consultant. He is project manager for CMF's evaluations of congressional Web sites and was a contributor to the *2006 Gold Mouse Report: Recognizing the Best Web Sites on Capitol Hill*. He is also the project manager for CMF's *Communicating with Congress* Project. Prior to coming to CMF Tim was a Legislative Assistant to a Member of Congress. While on Capitol Hill he developed deep expertise in web design, strategic management of constituent communications and all other aspects of congressional office technology and communications. Prior to coming to Washington, Tim worked for Autodesk, Inc. in various marketing and communications roles and in the district office of a Member of Congress. He holds a B.A. from the Dominican University of California.

For more information
about CMF, please
visit us online at
www.cmfweb.org.



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The Communicating with Congress SPONSORS

Congressional Management Foundation would like to thank the sponsors who made this *Communicating with Congress* Conference possible. Their generous support demonstrates their belief, not only in this project, but in CMF's mission of advocating for good government through good management.

ALA American Library Association

THE AMERICAN LIBRARY ASSOCIATION (ALA)

is the oldest and largest library association in the world with some 66,000 members, primarily school, public, academic and some special librarians, but also trustees, publishers and friends of libraries. The Association provides leadership for the development, promotion and improvement of library and information services and the profession of librarianship to enhance learning and ensure access to information for all.

ALA was founded in 1876 in Philadelphia and subsequently chartered in the Commonwealth of Massachusetts. Its mission is "to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all." Its membership is open to "any person, library, or other organization interested in library service and librarianship...upon payment of the dues provided for in the Bylaws."

It is governed by an elected Council, its policy-making body, and an Executive Board, which "acts for the Council in the administration of established policies and programs." ALA members elect the ALA President, who serves a three-year term as President-elect, President and Immediate Past President, and the ALA Treasurer. Policies and programs are

proposed by standing committees, designated as committees of the Association or committees of Council. Headquartered in Chicago, its operations are directed by an Executive Director and implemented by staff through a structure of programmatic offices and support units.

ALA is home to eleven membership divisions, each focused on a type of library or type of library function. It also includes round tables, groups of members "interested in the same field of librarianship not within the scope of any division." A network of affiliates, chapters and other organizations enables ALA to reach a broad audience.

ALA focuses on the governance and policies of the Association, on the committees and discussion groups and other opportunities for active member participation, and on the services and products available to members.

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Founded in 1986, Capitol Advantage is a veteran in the political technology industry. The company made a name for itself by providing printed directories of Congressional Members, and the directories remain a cornerstone of our business today. In the mid-90s, Capitol Advantage pioneered the development of online advocacy applications with the launch of Capwiz·XC which helps organizations educate their stakeholders about legislative issues, and empower them to communicate with their elected officials. For more than two decades Capitol Advantage has been committed to delivering the promise of online democracy for our customers and Congress.

Just a few of our innovations:

- **XC-mail** (constituent mail): the first system that automatically channels citizen messages to their elected officials.
- **Smart Alerts:** the first system that lets constituents know whether their Member of Congress already supports legislation before they contact them.
- **Smart addressing:** the first system that helps focus constituent communications based on voting records and sponsorship status meaning elected officials get fewer “shotgun” messages and more on issues where they make a difference for their constituents.

Capitol Advantage is committed to delivering identifiable constituent communications that policymakers can trust and that help organization members have their voices heard.

Citizens can send e-mail, letters, faxes, hand-delivered letters, and phone calls via the Capwiz·XC suite of online tools.

What Members of Congress don't get: messages generated from a list.

What they do get: messages personally sent by constituents about issues important to them. Authentication tools and an automatic cc: to the sender help ensure messages are legitimate and authentic.

We're committed to enhancing communication in both directions.

Capitol Advantage has a full time Director of Government Outreach and Constituent Communication who is charged with helping our customers and Congress manage Capwiz·XC communications. Kenny Ames (kames@capitoladvantage.com) currently holds this position and is available to work with your office or organization to take advantage of the citizen communications created with Capwiz·XC.

Thank you for attending today's conference. Capitol Advantage has been involved with the Communicating with Congress project from the beginning and has enjoyed working with the Congressional Management Foundation for several years. We look forward to today's dialogue.

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CONVIO works with nonprofit organizations, institutions of higher education, associations, faith-based groups and other organizations to help them use the Internet for taking relationships to new levels. The company delivers a full suite of online constituent relationship management (eCRM) solutions through a Software as a Service (SaaS) model, along with professional services and support that helps nonprofits drive extraordinary results in fundraising, advocacy, outreach and other forms of mission-critical support. An industry pioneer in online marketing, Convio is developing a community of clients, partners and employees that share ideas, foster innovation and work together to elevate online marketing and the nonprofit community as a whole. As a trusted Internet partner for organizations of all sizes and missions, Convio neither advocates nor opposes the issues our clients represent — we simply offer the tools they need to connect with their constituents online and take relationships to new levels.

Experience

Founded in April 1999, Convio conducted more than 1,000 interviews with nonprofit executives to drive development of a comprehensive platform that addresses the unique fundraising, communication, advocacy and relationship management requirements of nonprofit organizations. In early 2007, Convio acquired GetActive Software, an eCRM vendor in the nonprofit sector that was founded by staff of a leading environmental advocacy organization. The combined heritage of experience and engagement with the nonprofit community has helped Convio consistently deliver solutions that help clients: increase donor/member retention rates; realize operational efficiencies in fundraising and communications; empower constituents to become engaged in new and creative ways; and to efficiently manage a dynamic Web presence without requiring significant in-house technical expertise.

In addition to its online solutions, Convio provides clients with access to a comprehensive training program and a dedicated account management team composed of talented individuals with expertise in technology, fundraising, advocacy, nonprofit management, direct mail, online marketing and the world of Web 2.0. This experience along with a full team of professional services

and support personnel help ensure clients have the right strategy and support to effectively use the Internet to achieve extraordinary results.

Solutions

Convio provides Internet tools and professional services that help organizations attract, motivate and retain constituents for fundraising, advocacy and other forms of support. Convio's online software suite includes solutions for general and volunteer fundraising, ecommerce, Web content management, email marketing, advocacy, event registration, online community-building and more. The Convio platform automatically shares data among all product modules and with offline databases, giving organizations a unified view of each constituent so staff members can conduct more personalized and targeted marketing. Convio also offers services to help nonprofits adopt online marketing best practices. With Convio, organizations can more effectively market, raise funds and mobilize constituents to build a loyal support base.

The Convio community

Convio's client community consists of more than 1,200 of the nation's leading nonprofit organizations. Through multiple channels, Convio's experienced team has helped drive Internet adoption across the nonprofit sector by working closely with its client community to collaborate, share ideas, foster innovation and provide ongoing professional development. In addition, Convio clients have access to Convio's Online Community, enabling them to participate in forums, share best practices, discuss product and service ideas, as well as obtain insight and feedback from Convio team members. As pioneers in online marketing, Convio works closely with clients to help them take relationships to new levels and more effectively fulfill their missions.

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 Website: www.convio.com

Products and Services that Make Sense for Public Affairs



Over the past decade, Democracy Data & Communications (DDC) has provided our clients with access to industry-leading public affairs resources. As we have grown, so have our core offerings, expanding to include a range of technology products and success-oriented services that provide our clients with every tool necessary to maintain and grow a robust public affairs program.

Technology with a Vision for Constant Growth

DDC's technology products are developed with an eye toward evolution: As the public affairs marketplace changes, so do our applications. With each new release of our core Democracy Direct™ system, we include new features that meet the growing needs of our corporate and association clients. And between releases, we make regular updates to the features within the system, ensuring that each component of Democracy Direct continues to keep pace with our clients' evolving requirements.

Our core Democracy Direct system is a seamlessly integrated set of grassroots and PAC applications, any of which can stand alone, but all of which are designed to work together to provide a single public affairs technology solution. Democracy Direct is comprised of:

- **Grassroots asset-management and mobilization tools**, including an advocacy website, a communications center, and legislative matching, asset tracking and mapping, lobby reporting, and relationship-management features. These applications help our clients better assess and leverage their grassroots capabilities.
- **PAC administration, solicitation, and data-management applications**, including a PAC compliance database, PAC-eligible tracking, a solicitation website, and a PAC communications center. These tools help our clients better manage PAC information, engage eligible employees as members, and maximize fundraising success.

Services that Help You Succeed

DDC is committed to helping our clients build and sustain the strongest public affairs programs possible. While technology infrastructure is a key component of long-term success, we have found that our clients' efforts are made even stronger by the non-technological services we provide. These services include:

- **PAC compliance outsourcing**, which can relieve PAC managers of the day-to-day hassles of PAC administration and allow them to focus on long-term fundraising goals and disbursement strategies.
- **PAC development tools and strategies** for better educating eligibles about the PAC and government affairs, maximizing PAC participation, and soliciting contributions.
- **Communications offerings**, which provide our clients with access to communications development, production, and delivery capabilities.
- **Creative services** that range from copywriting and graphic design to message development and program branding.





Grassroots Enterprise uses the Internet to create movements around causes, companies and products to achieve organizational and business objectives. As traditional media outlets diminish in influence, Americans continue to move to the Internet to gather the information that shapes their lives. Grassroots Enterprise is the future of public affairs, public relations and communications.

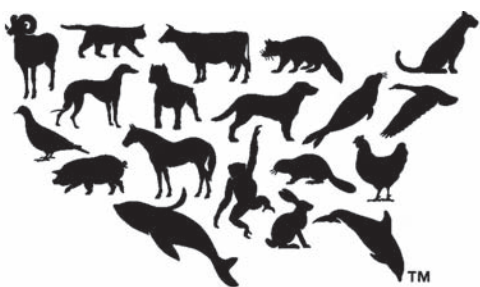
Why We're Different:

- **We cost-effectively recruit supporters and mavens.** We craft strategies and methods to identify people who are likely to care about our client's issue or cause, find them online, and get them to listen. We then engage them, turning them from casual supporters into fervent evangelists. And finally, we provide them with the tools to motivate them - and provide them with the tools to recruit more people to the cause. We don't just recruit supporters, we recruit viral marketers. And we make it easy for them to evangelize.
- **We have an immensely sophisticated technology platform.** It includes the most advanced features available today for Internet movement-building, enabling us to serve our clients far more quickly than our competitors and those consultants who build each online campaign from scratch. Our technology doesn't interfere with creativity, it enables creativity to be the primary driver of our campaigns.
- **Our creativity is award winning.** We've earned a long list of accolades and awards for our success in helping our clients solve communications problems in creative, compelling, even provocative ways. We are experts in public affairs, communications, issue advocacy and viral marketing - we're just the rare new breed that does those things online.
- **We generate quantifiable results.** We take the guess work out of investment in communications, providing our clients with far greater visibility than traditional PR and grassroots efforts into the actual impact of our communications - how many people hear us, how many change their behavior as a result, and how many spread the word. We develop success metrics and our clients know whether or not we achieve them - in real time.

Washington, DC
 1101 17th Street NW
 Suite 1350
 Washington, DC
 (202) 783-5910

San Francisco
 120 Montgomery Street
 Suite 1970
 San Francisco, CA
 (415) 633-1100

Toronto
 161 Eglinton Ave. E
 Suite 704
 Toronto, Canada
 (416) 955-4588



THE HUMANE SOCIETY OF THE UNITED STATES

THE HUMANE SOCIETY of the United States is the nation's largest and most powerful animal protection organization—backed by ten million Americans, or one in every 30. Established in 1954, The HSUS seeks a humane and sustainable world for all animals—a world that will also benefit people. We are America's mainstream force against cruelty, exploitation, and neglect, and also the nation's most trusted voice extolling the human-animal bond.

Our mission statement:

Celebrating Animals, Confronting Cruelty.

We work to reduce suffering and to create meaningful social change for animals by advocating for public policies to protect animals, investigating cruelty and working to enforce existing laws, educating the public about the issues, and conducting hands-on programs. We are the lead disaster relief agency for animals, and we provide direct care for thousands of animals at our sanctuaries, wildlife rehabilitation centers, and mobile veterinary clinics.

We celebrate pets, as well as wildlife and habitat protection. We are the nation's most important advocate for local humane societies, providing shelter standards and evaluations, training programs, direct support, and national conferences. We operate a Humane Wildlife Solutions program to

provide homeowners and businesses with humane and effective solutions to conflicts with our wild neighbors. The HSUS publishes *All Animals*, a membership magazine, and *Animal Sheltering*, a bi-monthly magazine for animal sheltering professionals.

We confront national and global cruelties through major campaigns targeting the barbaric practices of dogfighting and cockfighting; abusive "puppy mills" where dogs are treated not like family but like production machines; the worst cruelties of factory farming in modern agribusiness such as confinement of animals in crates and cages; inhumane and unsporting hunting practices such as "canned hunts" of captive exotic animals; the slaughter of American horses for export to foreign countries where horsemeat is considered a delicacy; and the clubbing of baby seals and other animals for the commercial fur trade. Our track record of effectiveness has led to meaningful victories for animals in Congress, state legislatures, courtrooms, and corporate boardrooms.

Our website: humanesociety.org
The Humane Society of the United States
Email: humanesociety@hsus.org
2100 L Street, NW, Washington, DC 20037
202-452-1100

About Issue Dynamics Inc.

www.idi.net

2006 marks the 20th anniversary for Issue Dynamics Inc. (IDI) which was founded by Samuel Simon, the former President of one of the nation's oldest consumer groups. Over the last two decades IDI has separated itself from other public affairs firms and has become both a leader and pioneer in creating and sustaining strategic alliances; developing and managing successful campaigns; and producing and advancing effective online communications strategies.



IDI was the very first to:

- **Launch** a corporate public affairs Internet site on the World Wide Web (1993 – *Bell Atlantic* – www.ba.com).
- **Create** a major political party committee and candidate Internet site (1994 – *Democratic Senate Campaign Committee* – www.dscc.org).
- **Establish** an independent Congressional website (1994 – policy.net/congress.org).
- **Develop** a media relations web page for a major corporation.
- **Offer** Blogger Relations to assist their clients in monitoring, maintaining and positioning their issues with Blogs.

In fact, IDI's innovation in online communication technologies, public affairs campaigns and strategic relationship building has earned us, and our clients, esteemed recognition including several Showalter Group Grassroots Innovation Awards, American Association of Political Consultants Pollie Awards, George Washington University Graduate School of Political Management Golden Dot Awards and many others.

IDI's 20 years of proven success has given us a top-rate reputation, allowing us to form and sustain strategic relationships with influential decision makers. We have effectively connected our clients with groups and organizations to help build strong and on-going relationships that achieve campaign objectives. For 20 years, IDI has been a leader and innovator in public affairs campaigns. Today we continue our tradition of success by remaining well ahead of the curve in an ever-changing political and communications environment.

Our services include:

- Issues Management
- Strategic Alliances
- Media Relations
- Internet Communications
- Blogger Relations
- Non-Profit Services

Contact us for a free consultation!

Call: 202.263.2900
Email: comments@idi.net



919 18th Street, NW
10th Floor

Washington, DC 20006
<http://www.idi.net>



NATIONAL ASSOCIATION OF REALTORS®

2007 FACT SHEET

WHAT: The NATIONAL ASSOCIATION OF REALTORS®, “The Voice for Real Estate,” is America’s largest trade association, representing 1.3 million members, including NAR’s institutes, societies and councils, involved in all aspects of the residential and commercial real estate industries.

WHO: Our membership is composed of residential and commercial REALTORS®, who are brokers, salespeople, property managers, appraisers, counselors and others engaged in all aspects of the real estate industry. Members belong to one or more of some 1,600 local associations/boards and 54 state and territory associations of REALTORS®. They are pledged to a strict Code of Ethics and Standards of Practice.

WHY: Working for America’s property owners, the National Association provides a facility for professional development, research and exchange of information among its members and to the public and government for the purpose of preserving the free enterprise system and the right to own real property.

THE TERM REALTOR®

The term REALTOR® is a registered collective membership mark that identifies a real estate professional who is a member of the NATIONAL ASSOCIATION OF REALTORS® and subscribes to its strict Code of Ethics.

NATIONAL ASSOCIATION OF REALTORS®

430 North Michigan Avenue
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500 New Jersey Avenue NW
Washington, DC 20001-2020

1-800-874-6500

Website: www.realtor.org

Email: infocentral@realtors.org



NATIONAL WRITE YOUR CONGRESSMAN

Our Mission

To encourage responsible Americans to use their influence in government to preserve the freedoms set forth by our Founding Fathers.

Our Company

NATIONAL WRITE YOUR CONGRESSMAN is the leading unbiased, nonpartisan legislative research firm in the country with representatives in all 50 states. Founded in 1958, we remain a constant source of information concerning current legislation in Congress. By supplying our members with both sides of the issues and encouraging them to voice their opinions, we serve as a conduit between constituents and their congressional legislators.

Our People

Three generations after Dave Adamson founded NATIONAL WRITE YOUR CONGRESSMAN, we continue to be a family-owned business. Our strength derives from a talented and committed team of leaders who are dedicated to keeping our members up-to-date on pending legislation.

Our Membership

Our customer base is the heart of America. It is comprised primarily of owners of small to medium sized businesses.

Our Publications

We provide our members with publications and information which make it easy for them to formulate their own opinions about vital legislative issues and to voice these opinions to their lawmakers. Our publications include: Constituent Opinion Ballots, Congressional Guides, Legislative Updates, TaxFaxes and Congressional Review & Preview Reports.

National Write Your Congressman
 2435 N Central Expressway Ste 300
 Richardson, TX 75080-2770
 (214) 342-0299
 Website: www.nwyc.com



PITNEY BOWES is a mailstream technology company that helps organizations manage the flow of information, mail, documents and packages. Our 35,000 employees deliver technology, service and innovation to more than two million customers worldwide. The company was founded in 1920, is headquartered in Stamford, Connecticut and annual revenues total \$5.8 billion.

We created an industry when we introduced the postage meter in 1920, and today we continue to be a leader in the development of mailstream technology. In addition to our postage meter products and related services, we have been manufacturing, marketing, and servicing a full line of tabletop and production mail and paper handling systems for nearly four decades. During that time, Pitney Bowes has remained in constant touch with this rapidly expanding market and continues to expand our offerings to meet customer needs.

- We are a \$5.8 billion, Fortune 500 company, celebrating 87 years as the world leader in mailing, shipping, document management, products, software and related services.
- We are a stable company with a solid financial profile and A+ credit rating from Standard & Poors.
- Our products, services, technologies, and business systems are in use by approximately 2 million customers worldwide.
- We invest over \$100 million annually in research and development.

- Pitney Bowes' intellectual property portfolio includes more than 3,500 patents worldwide in areas such as ticketing, cellular phone payment, shipping, laser printing, encryption and mail production and processing. The Intellectual Property Owners (IPO) Association has consistently ranked Pitney Bowes in the top 200 companies receiving U.S. patents.

Pitney Bowes is uniquely qualified to help businesses of all sizes maximize the value of mailstream because of the depth and breadth of our offerings for customers of all sizes, and our reach, which includes processing over 1 million pieces of mail, packages and documents a day, and more than 30 billion high-volume mail pieces a year.

Today, Pitney Bowes and its subsidiaries operate globally in two reportable segments: Mailstream Solutions and Mailstream Services.

Pitney Bowes Inc.
World Headquarters
1 Elmcroft Road
Stamford, CT 06926-0700
1-800-356-5000
Website: www.pb.com



PUBLIC AFFAIRS COUNCIL

THE PUBLIC AFFAIRS COUNCIL is the leading international association for public affairs executives and managers. Founded in 1954, the Council's mission is to provide best-practice information, training and other resources to support its members' efforts in government, community and public relations. The Council is non-partisan and non-political.

More than 625 corporations and associations – representing 5,000 professionals – currently belong to the organization. Members of the Council are Fortune 500 corporations, emerging growth companies, associations and consulting firms at the forefront of the public affairs field. The firm-based membership structure of the Council allows a Member's entire public affairs staff to participate and benefit from the membership.

Benefits of membership with the Public Affairs Council include:

Timely and cost-effective advice. The Council's professional staff is available to provide information, research issues and supply other resources on a variety of topics. We encourage our members to contact us with questions about: grassroots advocacy, PAC fundraising and administration, federal and state lobbying, community involvement, issues management, and general public affairs matters. Staff will also review documents and help connect you with peers at other organizations who have faced similar issues. Expert legal guidance on campaign finance and lobbying laws is available at no cost through attorney Kenneth Gross at Skadden, Arps, Slate, Meagher & Flow, LLP.

First-rate education and training programs. The Public Affairs Council holds more than 30 conferences and workshops annually, including the largest national conferences on corporate and association grassroots, political action committees, international public affairs, and corporate philanthropy. Members receive substantial discounts on the vast majority of Council meetings. In fact, some members save enough money through conference discounts to cover their entire annual dues!

Consulting and benchmarking services. Members who want to compare themselves with "best practice" organizations or see how their departments measure up to competitors find the Council's benchmarking services invaluable. Many companies and associations also take advantage of our management consulting services. The Public Affairs Council produces unique survey reports on state and federal government relations, PACs, grassroots and public affairs compensation.

Publications and news services. The Public Affairs Council, in conjunction with the Foundation for Public Affairs, produces numerous high-impact publications and research studies. Members of the Council receive subscriptions to the monthly Impact newsletter, the Public Affairs News Monitor (a twice-monthly electronic news service) and the quarterly Public Affairs Management Report series.

Connections to the public affairs profession. Members often say the Council's most valuable service is the opportunities it provides for comparing notes with colleagues from other organizations. Public affairs professionals interact by attending Council seminars, Board meetings and social receptions; working together on task forces; contributing to consortium research projects; and participating in online discussions forums.

Members of the Public Affairs Council know they are more than customers --- they are investors in an organization that provides exceptional returns. For membership and dues information, please contact Elizabeth Goins at 202/721-0902, egoins@pac.org, or visit our website at www.pac.org.

2033 K Street, NW, suite 700, Washington, D.C. 20006
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2100 L Street, NW, Washington, DC 20037
202-452-1100



STAKEHOLDER INCORPORATED

Providing custom-service oriented solutions for over 30 years

Stakeholder, Inc. is a full service public affairs agency that specializes in technology solutions for elected officials and grassroots organizations. Our focus is creating a trustworthy link between elected official and constituent that will lead to an active and productive dialogue. We work directly with governmental units to design and build constituent management systems to assist legislative and administrative staff in managing, maintaining and responding to constituent contacts in a timely and efficient process. We also work with grassroots organizations who wish to reach their stakeholders and connect them with their elected officials at the local, state and federal levels. Our clients have the confidence that our products and services are uniquely designed to meet their needs, have the right focus to achieve their goals, and bring the correct level of intensity and vision to the communications we help to deliver.

Stakeholder principals can be contacted at:

Stakeholder, Incorporated
6161 Hillside Avenue
Indianapolis, Indiana 46220
1-800-727-5022

Website: www.stakeholder.com
Email: info@stakeholder.com



U.S. Chamber of Commerce

About the Chamber

From its headquarters near the White House, the Chamber maintains a professional staff of more than 300 of the nation's top policy experts, lobbyists, lawyers, and communicators. The Washington staff is supported by eight regional offices around the country, offices in New York and Brussels, an on-the-ground presence in China, and a network of grassroots business activists.

Distinctive Chamber capabilities and affiliates include the following:

- **The National Chamber Litigation Center**—our law firm that defends business interests and sues government agencies.
- **The Institute for Legal Reform**—the Chamber affiliate that challenges lawsuit abuse on many fronts, fights for legal reform legislation, and educates voters in state judicial and attorneys general races.
- **The National Chamber Foundation**—our public policy think tank that drives the debate, develops data and arguments, and influences policy options on critical business issues.
- **The Political Program**—the Chamber's aggressive political action component that endorses, supports, raises money, and turns out the vote for pro-business congressional candidates from both parties who are engaged in key races.
- **The International Division**—our trade and foreign affairs experts who work to lower barriers and expand our members' commercial interests across the globe.
- **The Center for International Private Enterprise**—a Chamber-led project of the National Endowment for Democracy that helps emerging nations develop the free market practices and institutions needed to succeed in the global economy.
- **TradeRoots**—a sustained grassroots trade education program that supports free trade legislation and works with chambers, communities, and governors to help small and medium-size companies expand into the global marketplace.
- **The Institute for a Competitive Workforce**—the Chamber affiliate that focuses on workforce development and education.
- **Business Civic Leadership Center**—an organization devoted to advancing the positive role of business in society.
- **U.S. Chamber Center for Capital Markets Competitiveness (CCMC)**—a Chamber-sponsored initiative to make U.S. capital markets the most fair, efficient, transparent, and attractive in the world by promoting and advancing legal, regulatory, and structural reforms that reduce the cost of capital for all businesses.
- **U.S. Chamber Institute for 21st Century Energy**—a Chamber initiative working to unify energy stakeholders and policymakers behind a common strategy to ensure that America's supply of fuel and power is adequate, stable, and affordable, while protecting national security and improving the environment.

The U.S. Chamber is the world's largest business federation representing more than 3 million businesses and organizations of every size, sector, and region.



1615 H Street, NW
Washington, DC 20062
202-463-5589
www.uschamber.com



Vocus eAdvocacy



Vocus is the leading provider of on-demand software for corporate communications and public affairs. Vocus provides one of the most influential software products in American politics and is now in use by hundreds of corporations and associations that manage their grassroots networks influence legislation and run their PACs

Strong, consistent advocacy efforts go a long way in influencing legislation and making your issues known. Vocus can help you more effectively build and manage your advocacy efforts at all stages in the outreach process to insure you and your issues get heard!

Vocus eAdvocacy is a customized Web site that educates your grassroots contacts about your issues and pending legislation affecting your organization. It also provides powerful tools that help drive traffic to your web site and enable your contacts to make their positions known to their federal and state legislators. Vocus eAdvocacy even helps you track activity on your web site- giving you valuable information about your visitors and what actions they took.

Best of all, Vocus eAdvocacy is fully integrated with the complete Vocus Government Relations and PAC solution, providing you the tools to manage a full spectrum of government affairs activities from one comprehensive solution.

Educate

The first step towards generating action in any grassroots program or PAC is educating your potential supporters. Vocus eAdvocacy provides a centralized resource for visitors to review and search for information about their legislators and their positions. You can provide the latest information on key legislation and explain your position on issues affecting your organization. You can also more effectively recruit and retain supporters to your causes- and provide them the fuel to take action.

Communicate

Proactively update and communicate with your members to keep them involved, informed, and active. Alert advocates with legislative updates, provide follow-up communications for those who have yet to take action, and build goodwill by thanking them for their involvement. You can also point supporters to specific areas and messaging, insuring they are focused on the messages and issues of the most impact to them and their legislators.

Mobilize

Help your advocates be an active part of the legislative process! Vocus eAdvocacy provides a powerful way to mobilize your grassroots contacts into an effective political force. It provides tools that help your contacts make their positions known to their federal, state, and local legislators - including single-click correspondence with representatives as well as sample letters that address important issues and legislation. Send letters, faxes, or emails- Vocus eAdvocacy makes it easy for your supporters to make their positions known.

Measure

Understand the effectiveness of your PAC or advocacy efforts to better manage your fundraising efforts or influence issues. With Vocus, you can track every message sent by your contacts and analyze the number of communications sent by issue, legislator or by supporter. You can also conduct online surveys of your web site visitors- providing real-time feedback on your programs and efforts.

U.S. Congressman Jerry Lewis (R-CA-41)

Capital Address:	2112 Rayburn House Office Building	Capital (City State Zip):	Washington DC 20515
Phone Number:	(202) 225-5861	Fax Number:	(202) 225-6498
E-mail Address:	Uses web-based mail form	Website:	http://www.house.gov/jerrylewis/
Lists:		Relationship:	YES
Full Name:	Congressman Jerry Lewis	Full Formal Name:	Congressman Jerry Lewis (R-CA-41)
Formal Name:	Congressman Lewis		

Biographical Information

Year Elected:	1970	ReElect Year:	2006
Birth Date:	10/21/1924	Home City:	Redlands
Birth City:	San Bernardino Ca.	Birth State:	CA
U/G Institution:	University of California at Los Angeles	U/G Degree:	B.A.
Graduate:	Core Foundation, San Francisco	Graduate Degree:	

Legislative Action Center

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[Profile] [Contact]

State Legislators

Your Profile:

Joe User
123 Main St.
Hollywood, MD 20684



voterVOICE's mission is to be the premier provider of grassroots lobbying technologies by profitably delivering affordable internet-based technologies that empower customers to participate more fully in the political process. Over the last six years, voterVOICE has become the online grassroots solution for over 450 organizations nationwide and boasts a 95% annual renewal rate with existing customers.

Neal Fuller is owner and CEO of voterVOICE, an on-demand software provider that helps corporations, associations, and political

interest groups facilitate grassroots lobbying over the Internet. Neal holds a Masters degree in Political Science and a Masters in Business Administration, both from Louisiana State University. Having worked for several years as a trade association executive, lobbyist, and campaign consultant, Neal learned first hand what is needed to mobilize and organize effective grassroots lobbying and support.

questions@votervoice.net
Toll-free: (800) 834-8494
Local: (225) 612-2130
Fax: (225) 218-0101

Mailing:

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P O Box 82130
Baton Rouge, LA 70884

Physical:

Louisiana Technology Park
7117 Florida Boulevard
Baton Rouge, LA 70806
www.votervoice.net



The Zogby Way— A Commitment to Excellence

“To offer the best polling, market research, & information services worldwide based on accuracy & detailed strategic information.”

ZOGBY INTERNATIONAL is respected nationally and internationally for its opinion research capabilities. Since 1984 Zogby International has empowered clients with powerful information and knowledge critical for making informed strategic decisions. The firm conducts multi-phased opinion research engagements for banking and financial services institutions, insurance companies, hospitals and medical centers, retailers and developers, religious institutions, cultural organizations, colleges and universities, and a variety of public and private groups. Zogby International’s dedication and commitment to excellence and accuracy are reflected in their state of the art opinion research capabilities and objective analysis and consultation.

Political Polling and Analysis

Zogby International’s reputation for accuracy and reliability has set a new standard in political polling. From our Upstate New York location, we have astounded the political pundits with our accuracy in calling the 1996 national election to the exact percentage point, and for being the only pollster to call New York’s 1994 gubernatorial race.

In 2000, Zogby International was the only polling firm to show Gore ahead in the popular vote by 2% in the 2000 election. Final results show Gore won the popular vote by 1%. The firm correctly

predicted outcomes of the 2000 elections in Mexico and Canada. Zogby International came the closest in predicting the outcome in the Super Tuesday 2000 elections. Since 1984, 95% of our election polling has been within 1% of the final result.

Business and Consumer Public Opinion Surveys

We bring to our clients the same single-minded dedication for accuracy and reliability found in our political research. Our data has had a significant impact on employment, public policy, education, health care, economic development, and global marketing. Whether for a small regional company striving to improve its market share or for a large multi-national conglomerate competing for global markets, our perceptive and thorough research is making Zogby International’s carefully crafted studies a benchmark for the market research industry.

We bring to the field of opinion research a range of precise data collection methods including, focus groups, executive interviews, telephone, mail, door-to-door, intercept surveys, market sector analysis, and feasibility studies. Every element of the process is painstakingly examined to ensure that the study is accurate, free from bias and error, and performs as expected.

“We are determined to bring to this field the same accuracy and expertise that propelled Zogby International to the top in political forecasting,” says John Zogby, President and founder. “Our investment in R&D reflects our determination to bring to our clients the absolute best in public opinion research.” Zogby International is a member of The Advertising Research Foundation.



About the Congressional Management Foundation

The Congressional Management Foundation (CMF) is a non-profit, non-partisan organization dedicated to promoting a more effective Congress. CMF has pursued this mission for 30 years by working internally with Member offices, committees, leadership, and institutional offices in the House and Senate to foster improved management practices. Simply put, CMF advocates good government through good management. CMF engages in three primary activities, outlined below.

Management Books and Research Tailored for Congress

Though there are ample books on the general topic of "management," only CMF produces publications adapted to the unique congressional environment. Our management handbooks for congressional staff include: *Setting Course: A Congressional Management Guide*; *Frontline Management: A Guide for Congressional District/State Offices*; *The Insider's Guide to Research on Capitol Hill*; and the *Congressional Intern Handbook: A Guide for Interns and Newcomers to Capitol Hill*. CMF also conducts research on timely topics of importance to managers in congressional offices, which has resulted in reports such as: *Communicating with Congress: How Capitol Hill is Coping with the Surge in Citizen Advocacy*; *2006 Gold Mouse Report: Recognizing the Best Web Sites on Capitol Hill*; studies on House and Senate office compensation and benefit practices; and a brief on managing the transition process for new committee chairs.

Office Management Services

CMF provides a range of confidential services to congressional offices including: facilitating office retreats that typically focus on strategic planning and improving office operations; conducting office

assessments to examine overall office operations, identify office strengths and weaknesses, and develop strategies for improving performance; and conducting assessments to improve constituent correspondence management. CMF also provides consulting services to House and Senate institutional offices, primarily on training, human resources, operational effectiveness, and strategic technology projects.



Staff Training

To meet the distinct needs of congressional offices, CMF provides free training workshops to top level congressional staff on topics including: strategic planning; motivating staff and reducing turnover; assessing management skills; measuring office performance; supervising staff; and improving internal office communications. Under contract with the House of Representatives, CMF also provides orientation programs for interns and Staff Assistants and workshops on writing constituent correspondence.



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