

# *So you're meeting with a Member of Congress*



**Written from a MACOM perspective**

*In order to increase understanding of the Army on Capitol Hill, the Army needs to spend time and energy establishing relationships with as many members of Congress as possible. The Army should not be on the Hill only when it needs something, for then it can be too late.*

*Senator Jack Reed*

*Harvard law graduate, West Point graduate, Army Ranger and paratrooper, 82<sup>nd</sup> Airborne Division*

# Meeting with Congress

## *Policy*

**Defense.** “It is Department of Defense policy to make available timely and accurate information so ...the Congress ...may assess and understand the facts about national security and defense strategy.”

*Donald H. Rumsfeld, Secretary of Defense*

### **Army.**

*Contacts between commanders and officials of the Army and Members of Congress are encouraged. Army officials shall not, however, engage in any activity that could be interpreted as associating the U.S. Army with particular partisan causes or candidates. (Army Regulation 1-20)*

*Commanders and DA officials shall refrain from asking Members of Congress or Congressional staff to support funding requests not supported by the President’s budget, or to enact legislation that is inconsistent with a DA, DOD, or Administration policy or position. (Army Regulation 1-20)*

### **Military installations may not be used for political assemblies or meetings (OSD Policy).**

*See DoD Directive 1344.10 and Army Regulation 360-5.*

*On December 4, 2000, the Office of the Under Secretary of Defense (Acquisition and Technology) issued a memorandum regarding Congressional Constituent Services Offices on Military Installations.*

*The memorandum permits installation commanders to allow use of facilities for constituent services only but prohibits use of installation facilities by any candidate (either incumbents or new office seekers), members of their staffs or their campaign representatives for: political assemblies or meetings; media events, including speeches; fund-raising social events for political candidates, parties, or causes regardless of the sponsorship; press conferences; or any other activity that could be construed as political in nature.*

*Source: Advisory number 01-01, 26 January 2001, DOD Office of General Counsel, Standards of Conduct Office.*



This handbook does not replace Army Regulation 1-20, “Legislative Liaison,” or Department of the Army Standing Operating Procedures, “Congressional Actions Responsibilities.” It is intended as a quick guide for meeting with Members of Congress and their staff. The AR and SOP shall take precedence if information in this handbook conflicts with them.

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# WHY THE MEETING?

## *Why should Congress want to meet with me?*

- To follow up on legislation or funding; gain clarity of impact; or “just interested.”
- To determine what the Army needs – at various levels – or where your command needs help.
- To become more knowledgeable about a constituent’s concern.
- To learn more about an impending or a recently publicized *situation*.
- To perform their role of providing civilian oversight of the military.



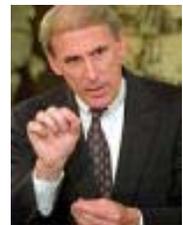
### *Article I, Section 8, The Constitution of the United States of America.*



*The Congress shall have power to raise and support armies...to provide and maintain a navy...to make rules for the government and regulation of the land and naval forces...to provide for calling forth the militia to execute the laws of the Union, suppress insurrections, and repel invasions...to provide for organizing, arming, and disciplining the militia.*

*“We know the Army is out there doing some great things. But we don’t always know exactly what those things are.”*

*Senator Coats of Indiana made this statement on 27 February 1997 when Lieutenant General John E. Miller, former TRADOC Deputy Commanding General for Futures met with him on Capitol Hill to discuss Army of the future (Force XXI).*



*Former Senator Dan Coats*



*“If it does not make sense to the Congress, it will not get funded. Consequently, explaining Army issues and providing timely and accurate information and advice to the Congress are a warfighter’s business”.*

*Former Secretary of the Army Louis Caldera – From March-April 1999 Military Review*

# Why should I want to meet with Congress?



- Congress created all branches of the U.S. military.
- Congress funds all the branches of the U.S. military.
- Congress established our national security and intelligence structure.
- Congress funds defense research programs to keep pace with rapid technological changes in weaponry.
- All Members of Congress have soldiers, families, and/or military facilities in their Congressional districts. Those people are constituents of the Member of Congress.
- The Defense Department is responsible for informing Congress on what they do and how they are progressing.

*The one thing we hate here in the Congress...is to be surprised. If there's something bad going to happen, come and talk to us about it. Don't wait until we read about it and then react, sometimes in anger -- either justified or unjustified. We need to see you. We need to talk to you.*

*Senator John McCain (R-AZ) at a Senate confirmation hearing on January 22, 2003*



*Our success as an institution depends on the degree to which all senior leaders communicate clearly to the American people **why we need an Army** and why we must remain the best Army in the world.... Good congressional relations are good human relations.... The return on investment we get is in direct proportion to the quality time and effort we invest in these relationships.*

*Dennis J. Reimer, Former Chief of Staff of the Army (August 3, 1995)*

## *Building relationships*



*Do you know the name of your hometown Member of Congress?  
When was the last time you visited him or her?*

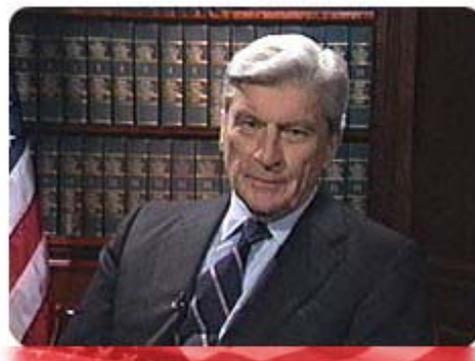


**I**f Congress initiates the visit, it is usually with something specific in mind.

**O**n the other hand, if you initiate the visit, you don't always need to carry baggage. *Some members think the only time the Army comes to see them is if there is a problem.*

**I**f your visit is simply a courtesy call, let the Member know up front, so he can relax and enjoy the visit. *Otherwise, he may spend the entire visit anticipating what problem you are bringing him.*

*General William Hartzog, former Commander of TRADOC, visited Senator John Warner on Capitol Hill. The Senator was elated when he learned the general came just to say hello. Senator Warner told his staff member: "Can you believe it...this is great...an Army general came by just to say hello." Senator Warner started out showing General Hartzog his personal artwork and, guess what? They also talked about business.*



*Senator John W. Warner (R-VA)*

# WHERE AND WHEN?

## *Visits on Capitol Hill*

Usually conducted in a member's office, but sometimes in a conference area. At least one of the Member's staff will likely attend.

Sometimes Members will travel to the Pentagon for a special event or discussions.

A DOD bus runs from the Pentagon South Parking lot to Capitol Hill every 20 minutes when Congress is in session; every 30 minutes otherwise.

An Army officer from Legislative Liaison<sup>1</sup> or Budget Liaison<sup>2</sup> will escort you to Capitol Hill.



Also, prior to your visit, someone from Legislative Liaison<sup>1</sup> or Budget Liaison<sup>2</sup> will provide you an overview of current Hill activities.

*The Army (OCLL) has two offices on Capitol Hill; one in the Senate, one in the House. Those can serve as your “stopover points” while on the Hill.*

*Military members wear “Class A” uniforms. Civilians wear business attire.*

<sup>1</sup> Office, Chief of Legislative Liaison (OCLL), serves as Congressional liaison with all members except those who are appropriators.

<sup>2</sup> Assistant Secretary of the Army for Financial Management, Budget Liaison (SAFM-BUL), serves as Congressional liaison with members who serve on the House and Senate Appropriations Committees.

## *Visits to the headquarters, schools, or centers*

The commanding general normally hosts visits by Members of Congress. A deputy commander usually hosts when the commander is not available.

The Deputy Commanding General / Chief of Staff or a staff principal is usually appointed to host visits by congressional staff.

Consider inviting Members to visit (non-reimbursable travel) when they are in their home district.



*Considering the history and/or beauty of most Army installations, what a shame when a visitor gets to see only the inside of a briefing room.*

*Only the Offices of the Secretary of Defense or the Secretary of the Army may extend invitations for non-reimbursable travel to Members of Congress, their family members, or Congressional staff. DA officials shall not unilaterally issue invitations for non-reimbursable Congressional travel. (Army Regulation 1-20)*

*If you are inviting a Member of Congress to an event that may result in travel away from the D.C. area, first coordinate your plans with the Congressional Activities Office and Army OCLL.*



*Members of Congress do not like surprises, especially those that occur in their backyard. Advance notice and comprehensive briefings are invaluable in maintaining a strong, positive relationship between Congress and the military. In addition, the officers assigned to an Army installation in a state should also establish a relationship with the appropriate representatives and senators.*

*I think the Army hesitates to arrange orientation trips because there are not alluring aircraft carriers or fighter jets to offer. But the Army has possibly one of the greatest assets of any services – soldiers. In my experience, most members of Congress are not as impressed by hardware as they are by simply talking with dedicated, disciplined soldiers and watching them in action.* From March-April 1999 Military Review -- Senator Jack Reed, Harvard law graduate, West Point graduate, Army Ranger and paratrooper, 82<sup>nd</sup> Airborne Division

## *When? - The scheduling challenge*

**Members of Congress outrank EVERYONE in the Pentagon.**



**Office personnel who are responsible for your calendar need to factor that in when scheduling appointments.**

### **Things to consider –**

**In session.** When Congress is in session, most hearings and floor votes occur on Tuesday through Thursday. Monday mornings and Friday afternoons are usually light, to allow for travel time if Members go home for the weekend.

**In recess.** During recess, Members are usually in their home districts or states.

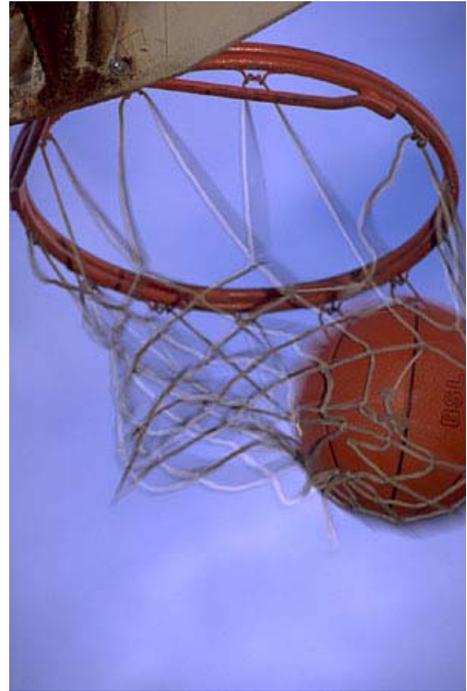
**Calendars.** Members of Congress will not be able to firm up their plans until a few days ahead of time, so once you offer a date on your calendar, that date will need to stay open until the Member knows more about his or her commitments.

**Congressional schedule.** At the beginning of a new year, each chamber of Congress publishes a Congressional recess schedule. Review that schedule before arranging a meeting with a Member of Congress. It is available on the Internet at either [www.house.gov](http://www.house.gov) or [www.senate.gov](http://www.senate.gov)

# PREPARING

## *What's your goal?*

- To get acquainted?
- To just say hello?
- To inform?
- To articulate?
- To understand?
- To seek advice and assistance?
- To follow up?
- To provide official testimony?



## *What's the expected outcome?*

- Relationship established?
- Information conveyed?
- Information or understanding gained?
- Advice obtained?
- Dialogue, relationship continued?
- Program support reinforced?
- Issue resolved?

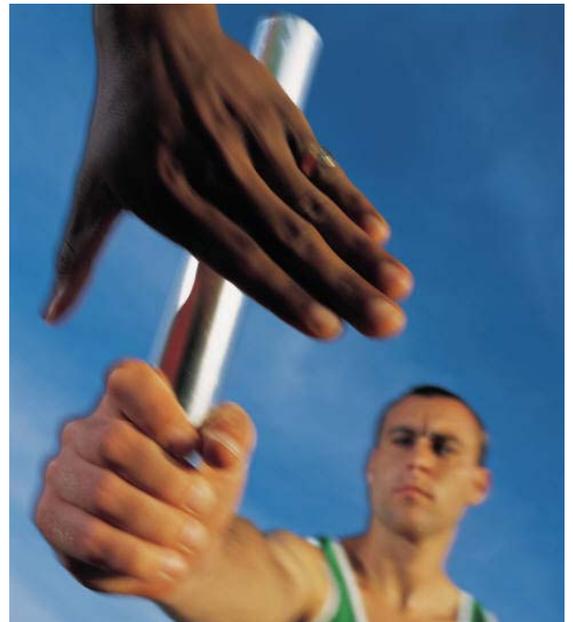


# What's your key message?

## Think big; Congress does.

- Be prepared to discuss your message on a broad scale – no minutia.
- Keep your message simple and understandable.
- Weave your message throughout your discussions.
- Try not to BRIEF!!!
  - ✓ Engage in interactive conversation.
  - ✓ Speak in terms your mother or spouse would understand.

*Make your point and move on. Never argue. Maintaining a good relationship is much more important than your “winning” a point.*



**If you could relay only one thought or impression, what would it be?**

# Will you use props?



*Can you talk without charts? Many Members of Congress think military members cannot speak unless they have charts.*

- Prepare your message and talking points **before** preparing charts.
- Then, if necessary, prepare a chart, two or three at most, to emphasize your main point.

*When using charts, most people tend to talk to and focus on the charts and not the person with whom they should be having a two-way conversation.*

**One Chart.** *During General Wesley Clark's tenure as the TRADOC Deputy Chief of Staff for Concepts, Doctrine, and Developments (Oct 89-Oct 91), he met with Ms. Jane Mathias, a Congressional staff member. The visit lasted for an entire hour, yet he referred to only one chart while he explained the full spectrum of military operations and the implications of each.*



*Ms. Mathias referred to that one chart on several occasions. She remembered it!*

*At the top of the chart was nuclear war and at the bottom was humanitarian assistance. General Clark explained the type of operations performed most by the Army and stressed those for which the Army must be trained and ready to perform.*

## Getting help

You can expect a **functional expert** within your activity to provide talking points and a chart or two on the subject you plan to discuss.

You can expect **Army OCLL<sup>1</sup>** or **SAFM-BUL<sup>2</sup>** to provide an Army escort for visits to the Hill. Also, they will provide background information on Members and an overview briefing on current Hill activities. OCLL or SAFM-BUL will also escort Members of Congress and staff on invitational (non-reimbursable) travel, because they are the only ones with authorized funds to pay for lodging, and other travel expenses.



Consider taking a **functional expert** from the Department of the Army when the subject of your meeting needs an Army team perspective.

Other help may come from the organization within your activity that supports your interface with Members of congress. That office should be able to provide background information on the Member(s) with whom you are meeting. That information might include—

- Biographical sketch
- Background research (*bills, interests, constituency concerns, previous support, previous contacts*)
- Relevant speeches made on the floor of the House or Senate or comments made during Congressional hearings

*Most of this information can be gathered from the Member's web site (start at [www.House.gov](http://www.House.gov) or [www.Senate.gov](http://www.Senate.gov)) or from the Library of Congress Legislative web site, THOMAS -- <http://thomas.loc.gov/>. Other might be taken from information the TRADOC Congressional Activities Office routinely sends to TRADOC activities – weekly updates, defense bills, and hearing transcripts.*

<sup>1</sup> Office, Chief of Legislative Liaison (OCLL), serves as Congressional liaison with all members except those who are appropriators.

<sup>2</sup> Assistant Secretary of the Army for Financial Management, Budget Liaison (SAFM-BUL), serves as Congressional liaison with members who serve on the House and Senate Appropriations Committees.

# *Be in step with The Army*

**Army Posture Statement.** Know what it says. *It's the approved message to Congress.*

**Budget disclosure.** Do not disclose information in a budget proposal that has not yet cleared the Office of Management and Budget (OMB).

**Army Programs.** Talk to Army staff. Know the DOD and Army position.

**Wild card -- UFRs.** Sometimes during posture hearings Congress asks Service Chiefs for a list of priority unfunded requirements (UFR). *If you are seeking support for something not in the President's budget, it should be on this **approved** UFR list.*



*“When meeting with Members of Congress or their staffs, ensure that your official comments are within your area of responsibility and are consistent with Department of the Army (DA), Office of the Secretary of Defense, and Administration policy. If asked, you may provide a personal opinion but you must make it clear that such comments are not to be construed as the official DA position.”* Secretary of the Army Memo, 7 June 2003, signed R. L. Brownlee, Acting Secretary



*As part of an effective communications strategy, the entire Army, not just that part located in Washington, must step up its efforts to familiarize the Congress with the Army, including our values, heritage, issues, and programs. This is particularly true since, as several members of Congress note, the trend of a declining number of members and staffers with military experience is likely to continue.*  
*Former Secretary of the Army Louis Caldera – From March-April 1999 Military Review*

## *Know the restrictions*

**Funding requests.** *Commanders and DA officials shall refrain from asking Members of Congress or Congressional staff to support funding requests not supported by the President's budget, or to enact legislation that is inconsistent with a DA, DOD, or Administration policy or position. (AR 1-20)*

**Anti-Lobbying.** *Federal law prohibits the use of appropriated funds to encourage, pressure, or suggest that private citizens, citizens' groups, corporations, associations, or other organizations contact or solicit Congress on a legislative matter. The restrictions in Federal law do not prohibit DA officials from providing information or engaging in direct contacts with Members of Congress. (AR 1-20)*

**Contract personnel.** *Department of the Army contract employees and consultants may not represent Army interests with the Congress. However, they may provide support to DA personnel during their interactions with the Congress. (AR 1-20)*

**Stay in your lane.** *When meeting with Members of Congress and their staff, official statements by DA officials will be confined to matters under their responsibility and shall be factual, forthright, and responsive. (AR 1-20)*

**Contract awards.** *Public Law prohibits release of information to anyone concerning the identity or location of the person, company, or corporation to whom any contract has been awarded by DOD (including a Member of Congress) prior to public announcement. (AR 1-20)*

**Classified information.** *Members of Congress and Congressional committee staffs are authorized access to classified and unclassified information when necessary to perform their governmental functions. Members of Congress and their staff are, however, subject to applicable laws, Executive Orders, and Army Regulations pertaining to access to classified information (AR 380-5 and AR 340-21). Congressional committees handle classified information under security procedures similar to those of the military departments. (AR 1-20)*



# *Know and appreciate your audience*



*“Few in Congress today have been professional soldiers, and thus do not have much expertise in technical military matters that take years of study and experience to master. On the other hand, few professional soldiers have experience as politicians and, apparently, have little appreciation for the political process.”* Professor Peter Maslowski, US Army Command and General Staff College, from the April 1999 Military Review.

**M**embers of Congress are civilians and have a very broad range of responsibilities. Although they may know, in broad terms, more about your programs than you do, don't expect them to know all the details.

*First and foremost, a Member of Congress is a decision-maker.*

**M**embers are faced with **hundreds of decisions** in both recorded and unrecorded votes. Many decisions must be made quickly. Decisions are often second-guessed by constituents, campaign opponents, colleagues, lobbyists, and media critics.



**M**eetings are **continual** -- *in committee rooms, in private offices, in corridors, and in gatherings on the floor.* **Highly visible issues** are debated on the House or Senate floor, fully televised, and a Member's absence or presence is duly noted.

**Sacks of mail, faxes, and e-mails** are received daily and need responses. **Press releases, speeches, and remarks** for committee reports need writing.

**Staff numbers are few.** **House** members have 22 or fewer staff people spread amongst their Washington and home district office(s). The size of a **Senator's** staff depends on the state's population. The average is 38 (from 27 for Wyoming to 70 for California).

**Office space** is often cramped.

**Journalists** seek comment. **Programs** need oversight. **Scandals** need investigation.

**Constituents** seek assistance obtaining federal grants, government jobs, and help in overcoming bureaucratic obstacles.

*“Never try to match workload with a Member of Congress or their staff -- you'll lose.”*

*Mr. Joel D. Hedenstrom, Chief of TRADOC Congressional Activities Office, July 2003.*

# *Allow for dialog*

- Don't do all the talking.
- Wait for feedback.
- Provide information and seek advice or assistance – share ownership.
- Involve your listeners (*Congress*).
- If the meeting is to get acquainted, ask questions of the Member to learn about him or her.



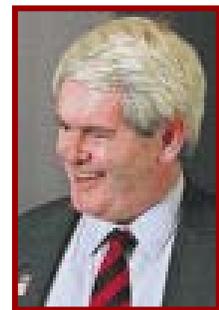
*Allow Congress to feel a part of what you're doing. You can't "know it all" and neither can they. But they may have a much broader perspective, which could help you when trying to promote your ideas to others.*



*If you don't know something, **don't guess**. No one can know it all.*

*During a visit to HQ TRADOC in the early 1990s, Representative Newt Gingrich (R-GA) told TRADOC leaders to seek the advice of individual Members of Congress regarding TRADOC's future plans.*

*He said that Members appreciate being asked and they could help refine the messages and presentations. And that was exactly what Mr. Gingrich did during the TRADOC presentations he sat through that day and on following visits to the headquarters. His comments and critique helped to refine the ideas and presentations for TRADOC's proposal (and eventual funding) for Battle Labs.*



*Former Speaker of the House Newt Gingrich*



*In the early 1980's, Brigadier General Donald R. Morelli and the TRADOC doctrine staff developed briefings on AirLand Battle doctrine. After Congressman Newt Gingrich of Georgia heard the briefing, he paved the way for then Vice President George Bush to also hear it. Then, later as President of the United States, George Bush employed AirLand Battle doctrine during the 1991 Gulf War.*

# SOME THINGS TO CONSIDER

## *Don't chase agendas*

- Don't get hung up or consumed with learning *their* agenda.
- Know *your* agenda – the Army message, the TRADOC message -- and stick to it.

***The TRADOC or Army message should not change according to someone else's agenda.***



## **Two Achilles' Heels**

*After 28 years as an Army "OCLL" bridge between the Army's functional smart people and the Congress – I've concluded there are two Achilles' Heels undermining the Army's ability to effectively communicate with Congress.*

*First, it spends an enormous amount of time and effort looking for others' agendas rather than focusing on what's what. And, second, it simply is not comfortable operating in the "gray" environment of the Hill.*

*The former wastes intellectual energy and blurs focus. The latter is a leader development shortcoming.*

*Mr. Joel D. Hedenstrom, Chief of TRADOC Congressional Activities Office, August 2003.*

## **A Soldier's Duty**

*"We all know that it is a soldier's duty to communicate with the boss... Congress is one of our bosses in a very real and constitutional sense.*

*"How can we communicate effectively? In general, the answer is for all of us to know the Army story and to be able to articulate it well. Specifically, the techniques differ slightly at every level of command. At the unit level, communication with Congress is both simplest and most effective.*

*"Company commanders and first sergeants can let members of Congress and their staffs observe training events and talk freely with soldiers. When members visit our troops in the field, they never fail to be impressed by the training and commitment of our men and women in uniform."*

*General Dennis J. Reimer, former U.S. Army Chief of Staff, March-April 1999 Military Review*



## *Don't delve into the politics*



- Your mission is to **inform and educate** about the Army or TRADOC.
- Leave the politics to the politicians.

*The late, Honorable Herb Bateman (R-1-VA), once ripped a chart out of a TRADOC briefing, threw it on the floor, and counseled the command to "Leave the politics up to the politicians."*

*The chart portrayed a wolf named BRAC growling down on Fort Monroe. The chart was created to emphasize the remarks made by a Member of Congress about closing "the old fort with a moat."*



*Congress serves an important function in holding us accountable for stewardship of resources, intelligent implementation of orders, and sound military thinking .... Military professionals and members of Congress must trust one another to operate in the nation's best interests within their own spheres of influence.*

*From March-April 1999 Military Review – The Soldier and Congress by Lieutenant Colonel Matthew Moten and Major Christopher P. Gibson, U.S. Army*

# *Never underestimate the power of the staff*

**A**lthough the Member's personal staff may be young, they are generally very smart and capable. And they are usually very knowledgeable on specific issues.

**S**taffs gather information, learn the issues, and guide the Member of Congress.



*Remember that staff members talk to their Congressman everyday. When the Congressman asks: "How was your trip to Fort xxx?" Hopefully the staff will be able to say the Army was very cordial and provided the information they needed.*

***R&D Funding for TRADOC.*** Retired Army Colonel Bill Hubbard, former TRADOC director of Battle Lab Integration, agreed to come in on a training holiday (2 July 1993) to provide a briefing to Ms. Claire Kelly, who worked for a member who served on the House Appropriations Committee. During the discussions, COL Hubbard mentioned that TRADOC Battle Labs had to use other people's money because TRADOC had no funds for research and development (R&D). Ms. Kelly asked if it would help if TRADOC had its own "funding line" for R&D. And within the year that's exactly what happened. This visit was initially thought to be just another tutorial on TRADOC battle labs, but the staff member appreciated COL Hubbard's kindness (working on a holiday) so much that when he identified a problem, she worked to solve it.

***\$71.7M BASOPS cut to noncombat commands.*** The FY95 Senate Appropriations Committee Report (HRpt 103-321) included a \$71.7 million cut in base operations support for "noncombat commands like TRADOC and MDW." The TRADOC commander at the time, General Fred Franks, with approval from the Army Chief of Staff, met with the congressional staff member who had written the language in the report. After General Franks explained the relevance of the Army's Land Warfare University (TRADOC), the language was not included in the joint conference version of the defense bill. The staff member had the power to include the language and the power to remove it.

# THE MEETING

## *Composure*

- Don't be upset if you end up meeting with a staff person instead of the Member.

*The staff will brief the Member about your meeting.*

*The legislative assistant may be the one with the time to pay attention to details.*

*Personal staffs tend to be young and overworked. Don't be offended if one appears abrupt or arrogant.*



- Don't give the impression that you're in a hurry.

*You got on the Member's schedule and a lot of other people didn't. So they must want to see you.*

## *Who will take the lead?*

*Plan ahead for who will facilitate the introductions when you meet the Member and who will go into the meeting room with you.*

- Introduce yourself and your organization briefly.
- Allow other participants to say who they are and what they do.
- Overview the topics you would like to discuss.



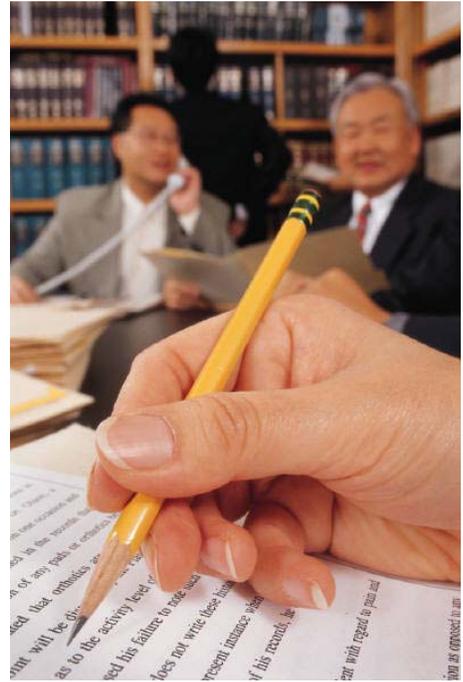
*Never present a problem without also presenting a possible solution.*

## *Who will take notes?*

Unless someone from your command's staff is with you, you will need to take notes. *You will want notes to refer to when reporting the contact to your leader and when following up on due outs.*

Notes taken by the Army escort from Legislative Liaison (OCLL) or Budget Liaison (SAFM-BUL) may not be made available to you when needed – if at all.

It's OK to openly take notes – it shows you value what's being said.



*When visiting Capitol Hill, keep your entourage small. Members have small staffs. A large group will outnumber the Member's attendees and could send a signal that you can't stand on your own feet.*

## *Will you leave a handout?*



Leave an **approved** fact sheet that summarizes your key points on one typewritten page. Make sure your organization's name is on this one-pager or attach your business card.

*Even though the value of your personal communications will go farther than any piece of paper you leave behind, handouts do serve as another reminder of you and your organization.*

*Be aware, however, that Members' offices receive brochures and "slick books" by the dozens. Therefore, only a handout that includes useful information and succinct facts will likely end up in a staff member's issue folder, whereas a glitzy promotional or advertising type brochure could end up in the trash.*

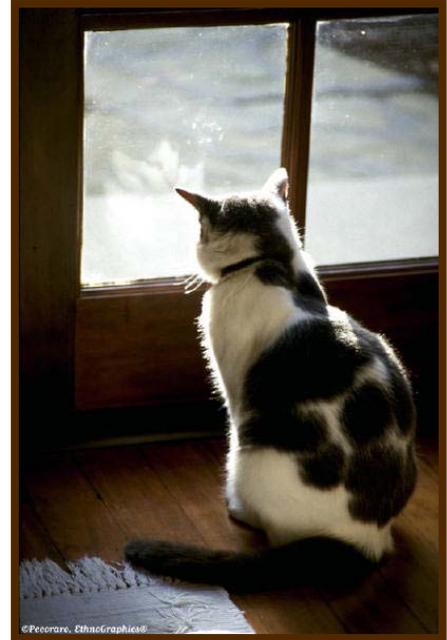
## *Plan your exit*

**D**on't go over your set time. *Most members won't cut you off, but their staff will interrupt to end the meeting.*

**O**nce you've made your points and answered questions, wrap up the meeting in a crisp, timely manner.

- Present your “leave-behind” material.
- Thank the Member for taking the time to visit.

*Wasting or abusing a Member's time is a sure way to create a negative impression that could affect their actions or their willingness to interact in the future.*



## *Thank the staff*

**B**e sure to especially thank the legislative assistant who supported the meeting. *If given the opportunity, speak alone with him or her after leaving the Member's office. Recognize their importance.*

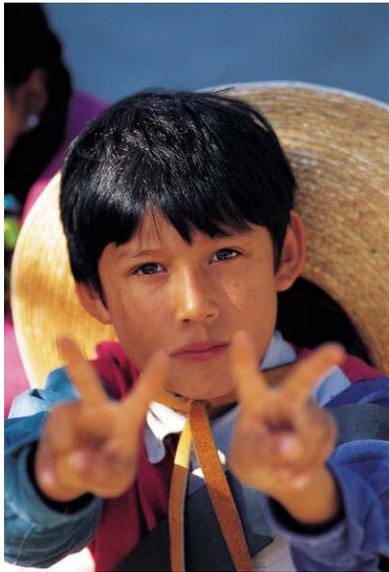
- Offer to provide any follow-up support or information.
- Ask for the legislative assistant's business card. *This individual will most likely serve as your primary source of contact for subsequent telephone calls and information correspondence.*



**A**s you leave the office, thank everyone, individually, in sight or not in sight.

# AFTER THE MEETING

## *Send a “Thank You”*



*Solidifies the contact by getting your name in front of the Member again.*

- Summarize your position or any agreements, commitments, or concerns.
- Provide any details you were unable to convey at the meeting.
- If you met with a staff person, tell the Member how helpful he or she was.

## *Follow up*

- Did you make any commitments?  
*Travel, speaking engagement, future meeting*
- Do you owe anything – due outs?  
*Unanswered questions, copies of written material, date of future event*
- Are you owed anything?
- Ask yourself: “Did I stay in step with the Army?”  
“Did I misspeak? Do I need to mend any fences?”
- Consider calling, writing, or paying another visit.  
*Maybe something warrants further explanation.*  
*If you meet and then disappear off the radar screen, you’ve lost the opportunity and the reason you visited.*

*The objective is to cultivate relationships with the Member and the staff.*



# *Keep your leaders informed*

*AR 1-20 requires a written report of congressional contacts. However, when an Army legislative liaison officer accompanies congressional personnel, a report to the Department of the Army is not required. But commanders may submit a report to provide their perspectives and highlight key issues.*

All commanders should keep their leaders informed on contacts with Congress.

Following visits with Congress, TRADOC commanding generals usually --

- Send an after-action report by e-mail to the Chief of Staff of the Army.
- Report in by phone or stop by the Chief's office while in the Pentagon.



Commanders of TRADOC centers, schools, and activities and HQ TRADOC Deputy Chiefs of Staff should send an after action report of a contact by email to the Deputy Commanding General / Chief of Staff. Commanders can also send a note to the TRADOC Commander. *See information on WEB FORM below.*



*Think about sharing your experience with others who might one day have the opportunity to meet with a Member of Congress.*

**WEB FORM.** *To make reporting Congressional contacts easier for you, we have created a web form (<http://www.tradoc.army.mil/cong/reportingContacts.asp>). You should report a contact in advance, when known, but reporting after the contact is mandatory. Use of the web form is optional. However, the form meets the reporting requirements (format and addressees) of Department of the Army as well as HQ TRADOC. If you prefer standard email that's fine -- as long as you provide the information required by AR 1-20 (see next page) and report the results of your contacts to the Deputy Command General and Chief of Staff of TRADOC; the Congressional Activities Office (ATCS-CA@monroe.army.mil); and to OCLL (OCLL.SPOTREP@hqda.army.mil).*

*See next page for information required by AR 1-20.*

## *What to report* (from AR 1-20)

**Bolded** items are required for the *BEFORE* the contact report. All items are required for the *AFTER* the contact report.

- **Date, place, and duration of visit**
- **Names of members and staff representatives**
- **Areas of interest**
- Summary of information furnished
- Any corrective action taken or recommended
- Any due outs resulting from the visit



*A web form is available at:*

*<http://www.tradoc.army.mil/cong/ReportingContacts.asp>*

*See samples on pages 23 and 24 of reports completed by using the web form.*

*Commanders and Heads of Army Agencies will provide timely notice to OCLL or SAFM-BUL of contacts with Members of Congress, their staff, committee staff, or requests to visit activities or installations. (AR 1-20)*

***Before the Contact:** The report will include the date, place for the meeting or contact, the Members or staff to be included, and a summary of the matters expected to be discussed. (AR 1-20)*

***After the Contact:** Officials will provide a summary of the meeting or contact by email to OCLL as soon as practicable. (AR 1-20)*

# *Sample of a completed report*

## **Reporting Contacts with Congress - Before the Contact** (Sent by SGS, Fort Rucker)

### **Who Initiated Contact:**

Ms. Mary Ellen Fraser, General Council to HASC subcommittee for readiness

### **Date and Duration of Contact:**

**FROM :** 8/14/2003

**TO :** 8/15/2003

### **Location of Contact:**

Fort Rucker

### **Purpose Of Contact:**

Gain better understanding of Flight School XXI versus current Army Aviation Training.

### **Names of Members and Staff:**

Mary Ellen Fraser, General Council to HASC subcommittee for readiness

Escort Officer from OCLL - LTC Michael Barbero

No other known staff members attending

### **Lead Briefer or Host:**

Host - BG EJ Sinclair, Fort Rucker Deputy Commanding General, Assistant Commandant

# *Sample of a completed report*

## **Reporting Contacts with Congress - After the Contact** (Sent by Deputy Garrison Commander)

**Who Initiated Contact:** Senator Nickles requested to meet with Soldiers from Ft. Sill who supported and participated in Operation Iraqi Freedom.

**Date and Duration of Contact:**

**FROM :** 7/8/2003                      **TO :** 7/8/2003

**Location of Contact:** Fort Sill

**Purpose Of Contact:** Meet with Soldiers who supported and participated in Operation Iraqi Freedom.

**Names of Members and Staff:**

- 1) Senator Nickles
- 2) Mr. Derek Albro (Senator Nickles' Military Legislative Assistant)
- 3) Mr. Brook Simmons (Senator Nickles' Director of Policy and Communications)
- 4) Mrs. Mary Eichinger (Senator Nickles' Field Representative)

**Lead Briefer or Host:**

*Host:* MG Michael D. Maples                      *Briefer:* BG Richard P. Formica

**Areas of Interest:**

- Active Duty Soldiers who deployed in support of Operation Iraqi Freedom
- Reserve and National Guard Soldiers who activated to support Operation Iraqi Freedom
- The logistics involved in deploying soldiers and equipment to OIF.
- Mobilization and Demobilizations occurring at Ft. Sill in support of OIF.
- Fort Sill's Garrison Priorities
- Installation Management and Funding
- NLOS Cannon
- BRAC
- Senator Nickles reacted to comments by one soldier that our allies (UK) had better living conditions than US soldiers (climate controlled tents).

**Summary of information Furnished:**

- III Corps Artillery Status and Posture
- Activities of 4th Bde, 75th Div and 2d Simulations Exercise Group during OIF
- Windshield Tour of Fort Sill including the following:
  - Historical Area and Museum
  - Military Construction Projects
  - Power Projection Capabilities
  - Motor Pools
  - Deployment Complex

# CONTACTS AND WEB LINKS

**TRADOC Congressional Activities Office**      757-788-3684      DSN: 680-xxxx  
757-778-3682  
757-788-3581  
757-788-3470

Email: [ATCS-CA@monroe.army.mil](mailto:ATCS-CA@monroe.army.mil)

Web: <http://www.TRADOC.Army.mil/Cong/>

Web Form for reporting contacts: <http://www.tradoc.army.mil/cong/reportingContacts.asp>

Mailing address: 33 Ingalls Road, Fort Monroe, VA 23651-1067

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**Army OCLL**      Chief      703-697-6767      DSN: 22x-xxxx  
Deputy Chief      703-695-6368  
Executive Officer      703-695-3524  
Programs Division      703-693-8766 or 9915  
Investigations and  
Legislative Division      703-697-2106

House Liaison Division      202-225-3853      DSN: 325-2676  
(Room B325, Rayburn Building)

Senate Liaison Division      202-224-2881      DSN: 325-2566  
(Room SR183, Russell Building)

Web: <http://www.hqda.army.mil/ocll/>

Mailing address: 1600 Army Pentagon, Washington, DC 20310-1600

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**SAFM-BUL**      Chief (Room 3E315)      703-614-6759      DSN: 22x-xxxx  
Deputy Chief      703-915-2549  
Secretary      703-692-9755

Web: <http://www.asafm.army.mil/secretariat/org/of/abo/bul.asp>

Mailing address: 109 Army Pentagon, Washington, DC 20310-0109

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## Legislative Branch

Web: <http://thomas.loc.gov/home/legbranch/legbranch.html>

### House

Web: <http://www.house.gov>

Mailing address: United States House of Representatives, Washington, DC 20515

### Senate

Web: <http://www.senate.gov>

Mailing address: United States Senate, Washington, DC 20510

# Views from the Hill



A common area of criticism for the Army has been an apparent unwillingness of Army leaders to actively court members' support or work

with the Congress to gain support for critical initiatives.

The Army believes the merit and purity of the Army requirements for modernization will carry the day on Capitol Hill and no further action is required or desirable.

Unfortunately, the Army is the only service that holds this view, and the results speak to the validity of this position.

*Senator Rick Santorum -- The son of two Veterans Administration employees, and a member of the Senate Armed Services Committee.*



When visiting members of Congress and their staffs, the Army should market its top programs.

Virtually every member of Congress or staffer knows that the Navy needs submarines and aircraft carriers and the Air Force needs new fighter jets.

However, even those well versed in military affairs might find it difficult to name the top three Army programs.

I think the Army hesitates to arrange orientation trips because there are no alluring aircraft carriers or fighter jets to offer. But the Army has possibly one of the greatest assets of any service—soldiers. In my experience, most members of Congress are not as impressed by hardware as they are by simply talking with dedicated, disciplined soldiers and watching them in action.

*Senator Jack Reed, (Harvard law graduate, West Point graduate, Army Ranger and paratrooper, 82<sup>nd</sup> Airborne Division)*

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Above quotes are from the March - April 1999 special edition of *Military Review*, titled *The Army and Congress*, prepared by the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas.