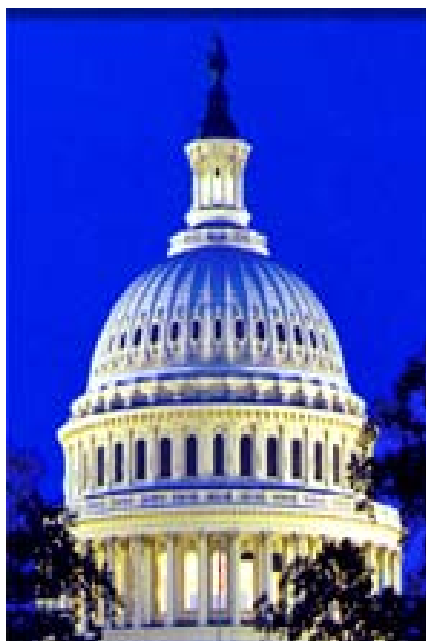


## D.O. Advocacy Handbook



## Grassroots Osteopathic Advocacy Link



DEPARTMENT OF GOVERNMENT RELATIONS



AMERICAN OSTEOPATHIC ASSOCIATION

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# THE POLITICAL ENVIRONMENT: WHY GRASSROOTS ACTION IS NECESSARY

**T**he political environment for organized medicine is radically changing. While a changing political environment is nothing new to our political system, it is important that osteopathic physicians (D.O.s) understand what those changes mean to us and to our profession.

Changes in the political environment directly affect the dynamics of how legislative decisions are made – how individual legislators determine how they will cast their vote on a specific bill on a specific day and time. Changes in the political environment may be as abrupt as a party-upset in a congressional election, or as subtle as increased scrutiny by the press into the ethical conduct of Members of Congress. They may signify fundamental changes in the function and structure of government. Below are just a few reasons organized osteopathic medicine has had to readjust its advocacy strategies.

## Demise of the Seniority System

Twenty years ago, when the seniority system was supreme, Congress was rule by a small cadre of committee chairmen and the party leadership. This system gave Congress a certain cohesiveness and made the lobbyist's job far simpler. In those days, if a lobbyist could convince a committee chairman that his position was right, his job was done. The chairman had both the authority and the power to speak for the committee as a whole. Today, if you convince the committee chairman to adopt your legislative position, you have only one vote and the other committee members remain to be convinced.

## Public Access and Member Accountability

“Open government,” “ethics,” and “campaign finance” reform legislation, adopted in the 1970s, continue to have a tremendous impact on the legislative agenda. These reforms succeeded in opening the system to greater public access in the decision making process. As a result, the policy making process has become increasingly unpredictable and difficult to influence.

## Waning of the Party System

In past years, members were indebted to the political party system for having helped them win their elections. Once in office, members relied on their party for top committee assignments and support for their own legislative agenda. These days, fewer votes follow strict party lines. Even with top committee assignments at stake, members recognize that how they cast their vote may have even greater repercussions back in their district. With the waning of party influence, candidates now are much more independent and likely to raise their own money and define their own issues. They understandably feel little loyalty to a President or party leaders who contributed less to their victories than a host of volunteers, individual contributors, and Political Action Committees (PACs).

## The Role of Political Action Committees (PACs)

Because PACs have grown so rapidly in the past two decades, they have been criticized for the “undue” influence in the political process. In reality, PACs are nothing more than groups of individual citizens who share common concerns and interests. These individuals voluntarily pool their financial resources in an effort to help elect candidates who share their concerns and interests. In so doing, they are

exercising their Constitutional rights of political involvement. They have recognized that “how” a legislator votes on a bill is not so much determined by the facts, but rather “which” candidate is elected to the Congress in the first place. PACs provide citizens with an effective means of competing within the political campaign process, and in so doing, influence the legislative process.

## Explosion in the Number of Special Interest Groups

Add to all of this a genuine explosion in the number, types, and activity level of special interest groups in Washington, D.C. Included in this growth are the so-called public interest groups, single interest groups, ideological groups, and others with special interests – all of which have one thing in common: the desire to influence public policy to meet their own very specific needs and desires. The net effect has been to reduce the certainty and increase the competitive nature of the policy-making process. With each new element that enters the political equation, it becomes more difficult to produce or control legislative policy.

## Why Grassroots Advocacy Works

Whatever the political environment, legislators ultimately are accountable to the constituents who elected them. In the past government relations was thought of as the exclusive province of the professional, full-time lobbyist. The professional lobbyist continues to play a fundamental and necessary role in an effective government relations program, but the presentation of a position on an issue is no longer enough to determine the outcome.

Lobbyists must have a broad base of political support for the legislative positions they present to Members of Congress. That support comes from informed views expressed by constituents who share the same concerns on the issues. When constituents communicate with their legislators, when they are well known by their lawmakers, and when they help their legislators get elected, their views assume even greater importance. This is the essence of grassroots legislative action and why it is a necessary component in any organization’s government relations’ efforts.

The changing political environment for osteopathic medicine has changed the “rules of the game.” Like any other special interest group in America that wants to have a legislative impact, D.O.s must recognize the impact of political change and readjust its own political strategies and approaches to reflect the new political realities brought about by change.

Although osteopathic medicine has responded to the changing political environment in many different ways, the American Osteopathic Association’s (AOA) Grassroots Osteopathic Advocacy Link (GOAL) program is essential if our profession is to have a voice in the U.S. Congress. The characteristics of the current political environment for osteopathic medicine make an organized and effective grassroots-lobbying program a necessity.

No one connected with our profession can escape the impact of the political decisions made by Congress. Political decisions will determine the future of America’s health care delivery system and the quality of health care. As a member of GOAL, the personal, constituent relationships you develop with your legislators can help determine how those decisions will be made.

# POLITICS 101

## Identify Your Legislator

Before you can communicate effectively with your legislators, you need to know who they are and what kind of stature and power they possess. To learn who your Representatives and Senators are, go to the **D.O. Advocacy Action Center** at <http://www.capwiz.com/aoa-aoia> and enter your zip code.

Each constituent is represented by two Senators and one Representative. The Representative serves an area of population, i.e. a “district,” within a state. Your zip code identifies the district of which you are a member. It’s very important to identify the district where you practice medicine or study, as Representatives of that district will want to know what types of things you face in the area they represent.

Although it is advisable to visit with all three elected officials (or four if you include the representative from the district in which you work in), there are some issues that are more readily considered by your Representative than by your Senators. Issues of local or personal importance will more likely be acted upon by your Representative because he or she is more closely tied to local politics. However, national and statewide issues will be addressed by both your Senators and your Representative(s).

## Know Who Holds the Power

It is also important to consider if any of your Members of Congress have the legislative power to address your problem. Although any Member of Congress can introduce a bill, not all can ensure it will be passed into law or even gain a hearing! For this reason, you need to know the committees or subcommittees to which congressmen are assigned (*See Appendix B*). Members of Congress who sit on one of the four major health subcommittees are both better educated on health-related issues and are better able to guide a bill through the legislative process. Members of Congress in leadership positions (*See Appendix A*) can also have a heavy impact on your issues.

## Learn the Rules of the Game

To be a successful grassroots advocate means first understanding how to get involved and then getting in the game. There is one basic principle that all Members of Congress agree upon--Republican, Democrat, or Independent--and that is in order to stay Members of Congress they must be elected by their constituents at home. As a voter and a physician in their district, you present elected officials with a valuable resource, in terms of your knowledge and expertise and your connection to the community.

By becoming a member of GOAL, you are opening the door to valuable relationships that will offer you the opportunity impact your profession, your patients, and your neighborhood.

**Remember, all politics is local...** Staying involved at all stages of the political field can net big results in the long-term. Today’s County Executive is tomorrow’s Congressman.

# THE GRASSROOTS OSTEOPATHIC ADVOCACY LINK (GOAL) PROGRAM

## Introduction

Aside from being a member of the AOA, you are a constituent who is represented by elected officials at the local, state, and federal levels of government. These elected officials place great emphasis on what you have to say, because you the voter will either help re-elect them to another term in office or help elect someone else to take their place.

When constituent involvement in the political process is applied to legislative issues, it is described as “grassroots” lobbying. Today, grassroots action on public issues is critically important to any effective legislative strategy. Recognizing this, grassroots efforts such as the GOAL program have become an important element in the AOA’s government relations’ efforts.

The AOA’s grassroots lobbying approach is based on two central premises.

- \* Politics have their greatest impact at the community level. Accordingly, local constituent pressures can be exerted to help influence how a legislator votes.
- \* Government actions and activities have become so important to the health care delivery system that the responsibility for legislative effectiveness must reside, in part, with all D.O.s – not with just our political professionals in the AOA Department of Government Relations.

While the AOA’s lobbyists play a fundamental role in representing your professional interests in the legislative process, osteopathic medicine needs a broader base of political support for its positions on key issues to improve its effectiveness.

## The GOAL Program

The AOA’s political needs require participation that is more than just an occasional, informal effort. What is required is a systematic approach embodied in an expanded advocacy program. The GOAL program involves taking an active role in the governmental process, getting to know your elected federal representatives and making your views known them. GOAL will also help to promote the interests of all D.O.s and their patients before Congress.

Objectives of the GOAL program:

- \* To promote the best legislation possible which will enhance osteopathic medicine and the delivery of quality care;
- \* To better understand issues affecting osteopathic medicine and explain organized osteopathic medicine’s position to Members of Congress;
- \* To inform other D.O.s of the impact of proposed legislation and regulation on their professional and personal lives;
- \* To help Members of Congress understand the impact proposed legislation and regulation has on osteopathic medicine; and

- \* To motivate other D.O.s to become involved in the political process.

## GOAL Advocate Responsibilities

To carry out the objectives of the GOAL program, you are asked to assume the following responsibilities:

- \* To represent the views of osteopathic medicine to elected federal officials in whose district and state you live;
- \* To develop personal, constituent relationships with your Representative and/or Senators based on mutual respect, trust, and assistance;
- \* To be aware of pending legislation at the federal level and, with the assistance of the AOA, be prepared to discuss its impact on osteopathic medicine, your patients, and the local community;
- \* To help build community understanding and support for osteopathic medicine's position on issues of major concern; and
- \* To assist with the implementation of any future grassroots program activities that involves other D.O.s, their families, and other potential constituent support groups in the local community.

## D.O. Day on Capitol Hill

D.O. Day on Capitol Hill is the preeminent opportunity for D.O.s and students to come to Washington, DC and lobby Members of Congress and their staff face-to-face. Prior to the event participants will receive briefing materials on the key issues to be discussed. Once in Washington, osteopathic advocates will participate in a morning legislative briefing, attend scheduled meetings with Members of Congress and their staff, and report the results at a debriefing room.

Participation in this event is important for members of the osteopathic community. The time you take off from your practice demonstrates the osteopathic community's dedication to protecting and preserving the cornerstones of osteopathic medicine. This is a prime opportunity to educate Members of Congress and their staff on osteopathic medicine and our positions on important health policy issues where legislation is crafted, Capitol Hill.

## Resources Available from the Department of Government Relations

The AOA's Department of Government Relations (*See Appendix D*) in Washington, DC will provide GOAL advocates with assistance on a number of federal issues and programs.

- \* **Grassroots Resource**  
Staff will work with you to help you put together a grassroots presentation and materials for your community. Call (202) 414-0140 to learn what resources are available for your upcoming meeting.
- \* **News and Action Alert Center for the Osteopathic Community**  
Staff releases news and action alerts to members of the osteopathic community involved in the GOAL program. Receive regular updates on Washington policymaking through the D.O. Washington Update and how you can influence current legislative and regulatory activities. Keep track of the AOA's key legislative initiatives through *the D.O. Advocacy Action Center* at <http://www.capwiz.com/aoa-aoia>.
- \* **Key Health Legislation Tracking**

Staff regularly updates the Government Relations web site with legislative information and initiatives affecting the osteopathic medical profession. Call the Department of Government Relations to learn about key healthcare bills currently facing Congress.

- \* **Osteopathic Fact Sheets on States, Districts, and Legislators**  
Staff can create a state, district, or legislator Osteopathic Fact Sheet for your meetings and presentations, detailing the presence of the osteopathic community in your state or district and will contain biographical information on your Members of Congress.
- \* **Policy Articles for State, Specialty College and Affiliate Publications**  
Information published in the D.O. Washington Update or via GOAL Action Alerts is available for use in the State, Specialty College, and Affiliate publications.
- \* **Appointments with Members of Congress and Health LAs**  
Staff will assist GOAL members in setting up meetings with their Members of Congress or Health Legislative Assistants as well as provide briefing materials on time-sensitive issues.
- \* **D.O. Day on Capitol Hill**  
D.O. Day on Capitol Hill is a national event open to D.O.s, spouses, student doctors and others connected to the osteopathic community. Spend a day in Washington, attend policy briefings, advocate for the community and make the D.O. difference.
- \* **Monitors Communications with Members of Congress**  
Staff tracks e-mails, letters, and other records of interaction with congressional offices and Capitol Hill staff. This important information is entered into grassroots tracking-software housed in the Washington Office that provides important information to GOAL advocates.

## DEVELOPING A CONSTITUENT RELATIONSHIP WITH ELECTED OFFICIALS

One of the most important roles you play as a GOAL advocate is to communicate effectively with your Member of Congress. This will require that you develop personal relationships with your chosen Member(s) of Congress. You also will benefit greatly by getting to know your legislators' staff – sometimes referred to as “un-elected representatives.”

As a GOAL advocate you will seek out your federal legislators and offer your assistance to keep them informed on key issues concerning your practice and profession. You may be surprised at how glad they will be to have a constituent's thoughtful views on a particular issue. When contacting your legislators about an issue, you will have a much greater impact if you first have a personal relationship with them and their staff. As in all other professional matters, using good common sense will enhance your ability to develop mutually beneficial relationships with these individuals.

It is important for you to meet with your legislators and not rely solely on the actions of the AOA Washington Office staff. Your personal experience personifies the issue at hand; and you represent a vote. Members of Congress and their staff work for the members of the district they represent.

### Developing Relationships with Legislators and their Staff

Most legislators and their staff want to know as many of their constituents as possible. You should have little or no trouble getting acquainted with them if you take advantage of available or created opportunities to meet with them. Both patience and persistence are valuable in the development of these relationships.

Party affiliation should not restrict anyone; your legislators represent the entire district or state – Republicans, Democrats, and Independents alike. You need not be a member of their political party to talk with them.

Don't wait for problems to arise before you approach the legislator. Any public or official function in which you are involved – building or public project dedications, groundbreakings, open houses, civic or charitable award ceremonies, etc. – is a legitimate opportunity to invite your legislator and selected staff to attend.

### Getting Acquainted with Your Legislators

To make contacts with your legislators meaningful, you should do your homework. First, find out who your elected representatives are and learn all you can about them.

The AOA has available a directory which lists Members of Congress, legislative committees, and other pertinent information. The internet is also an excellent source of information, Members of Congress maintain a personal website through the U.S. Congress which contains valuable information on the key issues they are working on. Once you have become familiar with your legislators' background, it is important to stay abreast of their activities and positions on issues. Information gathered through public

statements, votes taken on issues, and print and broadcast media reports on the legislators' actions will be invaluable when you make personal contacts.

Take advantage of every opportunity to meet and become better acquainted with your legislators. Opportunities may develop through local or state medical society meetings, component society meetings, business associations, local civic or charitable organizations, or local and state political functions. You also can create opportunities to meet your legislators by inviting them and their staff to tour your clinic, hospital, or join you "on the job." Relationships initiated through such meetings can evolve quickly into relationships, which permit discussion of interests concerning your practice and osteopathic medicine.

## The Importance of Staff

The demands on a legislators' time make staff very important. Staff members serve as legislators' eyes and ears, bringing issues to their attention and relaying constituent concerns. While there is no substitute for working directly with a legislator at key points in the legislative process, building rapport with staff is essential for carrying out the day-to-day job of a GOAL advocate. For that reason, if the legislator is unavailable, you should schedule the initial meeting with a key staff aide.

*"Approaching staffers can be easy but their time is precious and they have other priorities... They serve their best when they act as shortstops and handle matters so their boss doesn't have to address them. They are public servants charged with listening to all points of view. But they are quick to figure out whom to trust and that is why an approach to them has to be based on facts, fairness and respect. "*

- Gary Hymel, Former Spokesman to former Speaker Tip O' Neill

In a sense, the staff is a legislator's alter ego. After you meet with a staff member, he or she is likely to summarize the meeting in a memo to the legislator. If you present your legislators with a complex problem, they probably will ask for staff recommendations before taking any action.

## Who's Who in Your Legislator's Office

Each federal legislator's office is organized differently, but most offices include the following staff positions:

- \* The **director of the district or state office** is the staff member closest to the constituents and, as a result, is particularly sensitive to their concerns. Though principally concerned with local matters, the district or state director can be an excellent conduit for conveying your views on national issues to the legislator. Getting to know the district or state director can be important to establishing a relationship with the legislator.
- \* The **administrative assistant** is the legislator's chief of staff and is normally based in Washington. The "AA" directs the rest of the staff and usually follows both local and national issues, especially political ones.
- \* The **appointment secretary** is the keeper of the legislator's calendar. Get to know this staff member if you want to have ready access to the legislator.
- \* **Legislative assistants** are issue specialists. Since each "LA" is assigned different issues, you should become acquainted with the LAs who follow the issues in which you are interested, particularly the health care LA. This person is almost always based in the Washington office.

- \* If a legislator has attained substantial seniority on a committee or subcommittee, his or her work on issues within the panel's jurisdiction may be handled by **committee or subcommittee staff** who are experts on the issues they cover. Though employed by the committee or subcommittee, these staffers will be responsive to the constituents of the legislator. Have the legislator's administrative assistant introduce you to them.
- \* **Case and project workers** are responsible for responding to non-legislative constituent concerns – including any specific problems constituents have with government agencies. These workers may be in Washington, district, or state offices. Whatever the arrangement, case or project staff usually work closely with the district or state director.

## Maintaining A Constituent Relationship

Keep in mind also that your goal is to develop an ongoing personal relationship with your legislators in order to facilitate communications on legislation concerning osteopathic medicine. Once you have become acquainted with your legislators a small effort will help maintain a good relationship:

- \* Keep up with what the legislators are doing and the votes they cast on issues of concern to osteopathic medicine.
- \* Let the legislators know when you are pleased or displeased with their votes or expressed opinions on an issue of special concern to you and osteopathic medicine.
- \* Visit the legislators' offices and get to know the staff both in Washington and the district or state, specifically the administrative assistant, the legislative assistant, and the personal appointments secretary. Talk to them succinctly about key issues, the political scene, or subjects of common interest.
- \* Invite your legislators to speak at a state, county or component society meetings or events, awards presentations, or to a group of D.O.s in your community.
- \* Invite your legislators and their spouses to small social gatherings with other D.O.s and their families, friends, and neighbors, including events hosted in your home.
- \* Invite your legislators to lunch. Offer to arrange transportation to and from the luncheon. Be prepared to discuss their activities, the local political scene, or particular legislation of mutual concern.
- \* Attend political functions and fundraisers. At each function, introduce your legislators to as many people as possible.
- \* Invite your legislators and members of their staff to visit your office or clinic, or to join you on your rounds at the hospital.
- \* Get involved both personally and financially in your legislators' political campaigns or in local projects they undertake.

When your legislators or their staff members begin to ask advice from you on legislative matters relating to the interests of osteopathic medicine, you'll know you have built productive constituent relationships.

# MEETING WITH MEMBERS OF CONGRESS

## Meeting With Your Legislators

Personal meetings, either to discuss a specific issue or just to introduce yourself as a constituent, are the most effective means of political communication. Given a legislator's busy schedule, meetings are sometimes difficult to arrange, yet they are just as vital as any other extremely important professional meeting. The contact can be made with the legislator directly or through key staff aides. Unless you already know your legislator, you should write, rather than phone, to request an appointment or schedule a special event. Do not overlook the opportunity to meet with a staff aide, particularly if he/she is working closely with the legislator on an issue of concern to you. Further, try to schedule meetings with your legislators when they are in the district or state visiting their constituents (including you).

If the meeting is to discuss a specific issue, it is important to be thoroughly familiar with all aspects of the issue prior to the meeting. When talking to the legislator, try to be concise and well organized. Demonstrate a regard for his/her schedule. Most of all, state your views firmly, but be attentive to the legislators' position as well. The meeting should be an exchange of ideas, not a lecture. During the meeting, use of personal anecdotes/contacts should be limited to only those that are pertinent to the issue being discussed.

## Rules for meeting with Elected Officials and their Staff

1. Keep it short.
2. Know the other side's arguments.
3. Know your issues. Document your position with summary and supporting papers and leave them with the staff.
4. Promise to supply answers and documents requested. Remember to follow-up with the answers.
5. Be cordial. In politics, today's enemy is tomorrow's friend. If the Member or staff position is not in line with the AOA's position, agree to disagree, but be respectful.
6. If you see a Member alone, make sure you follow up with staff.
7. Tell them who your allies are, if any.
8. Tell them why they might be interested in your position, from a local or issue-related point of view.
9. Be educated on bills and efforts Members and staff have taken on behalf osteopathic medicine.
10. Always say please and thank you. The basic rules of courtesy still apply.

## Tips for Successful Hill Visits

1. **Plan Your Visit.** Decide what it is that you want to achieve. Determine key issues and participants.
2. **Make an Appointment.** Write, fax, and follow up by phone your targeted office in advance. Always use one key staff contact identified by Hill staff for your issue. In your communication with offices it is important to relay all contact information, affiliations you will be representing, and key issues you would like to discuss. Be sure to communicate that you are a constituent!

3. **Be Prompt and Patient.** Arrive to your meeting neat, on time and prepared. Members are extremely busy and often have rigorous schedules. If interruptions occur during your meeting, please remain patient and flexible.
4. **Be Prepared.** Be direct about *your* perspectives of legislative issues and provide background materials. In addition to Members of Congress, Hill staffers also maintain a hectic schedule comprised of tracking numerous bills and political developments. Explain how the legislation affects you and why you support or oppose it.
5. **Be Political.** Remind Members that you are a constituent and you have a vote. Legislators are elected to their office by their constituents -- that means you! Legislators want to be known for best representing their district's residents. Request commitment (but do not threaten retaliation!)
6. **Be Responsive.** Answer questions to the best of your knowledge. If you can't answer a question, use this opportunity to tell staffers you will get them more detailed information. If more information is requested promise to send it -- and follow up.
7. **Follow Up.** After your meeting send a letter of thanks. Use this letter as an opportunity to review points covered, identify points of agreement, target next steps, and provide requested information.
8. **Do Not Be Intimidated.** Members of Congress are elected to work for you. Legislators and their staff want to meet with you to learn more about your views as a constituent.

## After the Meeting

The most important part of your meeting is that you have established a base, both as an individual and as a representative of osteopathic medicine. Name recognition will most likely earn you a future meeting and will initiate the line of communication for AOA Washington staff with that Member of Congress.

1. Follow up with a thank you letter (*See Appendix C*) and re-emphasize key points which were discussed.
2. Send a note of thanks to those staff people who helped arrange the visit or who participated in the meeting.
3. Advise the AOA of any significant items which were discussed during the visit.

# COMMUNICATING WITH MEMBERS OF CONGRESS

## Letter Writing Tips

Because much of a legislator's time is spent in Washington, DC most of the communications you have will probably be written. When writing to a legislator as a GOAL advocate it is important to keep the following guidelines in mind:

1. Use your office letterhead when writing legislators at the request of the AOA. Personal stationary should be used if your home address is in the district of the legislator, and your office is in another district.
2. Address the letter correctly.
  - a. On the envelope and on the inside heading refer to the elected official as "The Honorable (Name)."
  - b. Address the letter as follows:
    - i) Members of the U.S. House of Representatives  
The Honorable (Name)  
United States House of Representatives  
Washington, DC 20515  
  
Dear Congressman/woman (Name)
    - ii) Members of the U.S. Senate  
The Honorable (Name)  
United States Senate  
Washington, DC 20510  
  
Dear Senator (Name)
3. State the reason for writing. If extending an invitation or requesting a meeting, suggest a time and date, or several dates, for the visit. Be flexible. Indicate how much time you would like with the legislator and the purpose of the meeting. If you are scheduling a meeting, many offices set aside 15, 20, or 30-minute "slots" for meetings. If you are trying to schedule a tour of your hospital or facility, try to give approximate length of time that it will take.
4. If applicable, provide brief background information about your practice (number of patients and employees, length of time in the community, medical society positions held, etc.)
5. Keep your comments short and to the point. Cover only one issue per letter, if you are writing to express your views.
6. Identify the subject clearly. Use the bill number, if available, when writing about a piece of legislation and indicate which committee is dealing with the bill.
7. If you are communicating your views about an issue, explain how the issue would affect you, your family, your patients, and the delivery of quality health care, as well as any specific impact it would have on your community or state.
8. Be reasonable. Don't ask the impossible. Don't use threats. Be courteous and respectful in all communications. Ask the legislator to respond and explain his or her position on the issues.

9. Be constructive. If a bill deals with a problem but seems to represent the wrong solution, propose constructive alternatives.
10. Avoid form letters of stereotyped phrases and sentences that give the appearance of form letters. Communications written in your own words that reflect your own personality and cite your own expertise are more effective. Type all correspondence; handwritten letters are difficult to read and may not be understood clearly.
11. Don't forget to write when a legislator does something that deserves approval or thanks. A word of appreciation will create a more favorable light for the next communication.

## The Role of Email in Congressional Offices

Following September 11<sup>th</sup> and anthrax attacks on Washington, DC constituent communications with Congress has changed dramatically. Sending letters through the postal system now takes an extended period of time, mail must now be sent to a sorting house to be irradiated causing long delays in the delivery process. In order to communicate messages on a timely basis Congress now relies on phone calls, fax, and email.

In the past email was only accepted by a few offices, but in the past two years the majority of Members of Congress have enacted systems to receive constituent mail via the Internet. In order to ensure that your communications are read you must include your full name and address at the beginning of the email to identify yourself as a constituent. Without this information your email will likely be deleted.

Congressional offices tend to reply to email in the same manner as other communications. Your message will be logged in and forwarded to the appropriate legislative aide and a response letter will be written and mailed to you. It is unlikely that you will receive a response to your inquiry via email, though you may receive an automatic 'thank you for contacting us' message.

## CONDUCTING FACILITY TOURS

**T**ours of your clinic's facilities or local hospital provide one of the most effective methods of communication between you and your federal legislators. In an age when visibility and image contribute a great deal to effectiveness, seeing and being seen take on new importance for everyone. Tours are a very good vehicle for mutual benefit to osteopathic medicine and to the legislator.

### Why Conduct A Tour?

Visiting a clinic or hospital gives legislators a valuable opportunity to meet constituents and at the same time helps them develop a good sense of the role osteopathic medicine plays in the community. Tours are particularly useful for introducing legislators to a large number of constituents and voters. Additionally, tours present you and other D.O.s and their families with a chance to get to know your legislator and to describe first-hand the problems you face.

Tours are tools that can help you accomplish several objectives as a GOAL advocate. Before organizing one, however, you should consider the following:

1. Why should the tour be conducted? Determine what is to be accomplished with the tour or event and if the timing is appropriate. Coordinate your planning with the AOA's staff.
2. What will the tour accomplish for your legislative agenda? Will the meeting provide a concrete opportunity to explain how an issue affects osteopathic medicine or is the tour only meant to build rapport?
3. What will your legislator get out of the tour? In addition to meeting constituents, be sure to give the legislator relevant and useful information. If possible, plan other opportunities, such as a speaking engagement at a staff meeting or a county medical society meeting prior to or following the tour.
4. Will you benefit from the tour? Be certain that the meeting is a prime opportunity for you to establish or build constituent relationship with your legislator.
5. Are there options other than a tour that can help you achieve your objectives? Ensure that the time invested in planning and conducting a tour is well spent. Sometimes, other options are more appropriate. For examples, you may decide to host a fundraiser in your home on behalf of your legislator's election campaign.

### How to Plan A Tour

Careful planning for a visit by a legislator, as with any important visitor, maximizes results. The following points are helpful in setting up the meeting:

1. Send a written invitation to the legislator. Don't be discouraged if it takes several invitations before the legislator accepts. Legislators have many demands on the time they spend in the district or state. Your persistence will pay off.
2. Develop a schedule that allows enough time to tour the facility and to enjoy informal discussion. If the legislator's schedule permits, plan for a small luncheon or reception following the tour.
3. Find out who will be accompanying the legislator and make necessary transportation arrangements to and from the facility.

4. Let your colleagues, employees, or hospital staff know the exact date and time of the visit in advance. If possible, share the highlights of the legislator's biography. Introduce colleagues by name. Remember, all citizens are constituents and potential voters.
5. Try to include colleagues or associates who you know are politically active locally or who have a special relationship with the legislator or staff member.
6. Map out the route. Choose particular areas that illustrate the points you want to make. Include quiet areas to talk along the way.
7. If appropriate, arrange to have a photographer cover the tour and take photographs for use in various AOA or local publications.
8. Keep track of time. Don't rush the tour, but keep things moving. Find out how much time your guest has.
9. Leave someone in charge of receiving messages for the legislator and make sure he/she knows where to reach you during the tour.
10. If the legislator's schedule will not permit an informal luncheon or reception, conclude the tour or visit with a short private discussion in your office or the physicians' lounge. It might be advantageous to arrange for the legislator to meet with selected colleagues or other community leaders. In either case, discuss with the legislator those issues of greatest importance to osteopathic medicine and your community.

## Effective Follow-Up Activities

1. Write a note of thanks after the legislator has visited your clinic or hospital, or attended a special event. In that letter, re-emphasize key points made during the visit.
2. Express interest in the legislator's political and legislative activities. Ask to receive the legislator's newsletter.
3. If photos of the tour were taken during the tour or visit, send copies to the legislator and the AOA Washington office.
4. Provide the legislator with copies of any newspaper and state or component society articles detailing the visit to the facility.
5. Visit key aides or friends who accompanied the legislator to the facility. Express interest in continuing contact with them.
6. Urge other D.O.s to make their views known to their legislators concerning bills and legislation affecting medicine.
7. Inform your legislator of your activities and continuing problems. Don't hesitate to state your position on upcoming legislation.
8. Keep track of what your legislator is doing and how he/she is voting. Send a note of thanks when the legislator pleases you with votes on an issue. Also, let your legislator know when a vote is contrary to the well being of osteopathic medicine.

## GETTING INVOLVED IN POLITICAL CAMPAIGNS

**T**here is no more effective way to cement a good relationship with a legislator than to participate in his or her (re) election campaign. Most candidates take a very personal view of their election efforts, because it is their careers that are at stake. If you make a financial investment in their campaigns or, better yet, volunteer your services, you will have an excellent chance of becoming one of their valued constituents and friends.

One of the easiest forms of involvement is to make a personal contribution to the candidate's campaign. In addition, you can become involved in the AOIA's political action committee (OPAC) and encourage OPAC to demonstrate the profession's support of your candidate. OPAC is the preeminent osteopathic political action committee committed to (re) electing friends of osteopathic medicine.

To really maximize the impact of your financial involvement, however, you may decide to host a fundraiser in your home on behalf of your candidate.

### Hosting A Candidate Fundraiser

A very effective and simple way to develop a personal relationship with a legislator, or a potential legislator, is to host a candidate fundraiser in your home. As a GOAL advocate, this is a logical extension of your responsibilities. Further, hosting a fundraiser will help to establish you as a key player in the politics of your district or state.

There are a wide variety of fundraisers that you could sponsor or host, such as auctions, raffles, big dinners, special events in large rented halls, etc. As a GOAL advocate, the best approach, at least initially, is to conduct a fundraiser in your home. There are two good reasons why this approach is recommended. First, you have an opportunity to make the fundraiser more personal and intimate, and thus foster a closer relationship with the candidate. Second, a fundraiser in your home will have more of an impact on the candidate. He or she will have been a guest in your home and had the opportunity to meet and speak with dozens of potential voters. You can be sure the candidate will remember you for making this effort.

### Legal Considerations

If you hold a fundraiser on behalf of a candidate for federal office, you should be aware of certain provisions in Federal Election Law. You and your spouse are permitted to spend up to \$1,000 for the costs of invitations, food, and beverages when you hold a fundraiser, or any other event in your home on behalf of the candidate without it being counted as a campaign contribution. Further, you may make these expenditures in any single election, which means that you may host a fundraiser during the primary and again during the general election on behalf of a federal candidate. These expenditures do not count against the individual contribution limit of \$2,000 per candidate per election.

### Candidate Considerations

In order to maximize the effectiveness of the fundraiser on the osteopathic profession, you must consider the candidate's position on key health care issues. Contact the AOA's Department of Government Relations to determine if the candidate has a record of support on health care issues, specifically issues of importance to the osteopathic community. In addition, you should speak with the

Director of OPAC to determine if the PAC has made a political contribution to this candidate or any other declared candidate in this race. While it is not required that you support only OPAC candidates, we encourage you to keep the Department of Government Relations informed of your activities on behalf of candidates for federal office and to utilize the skills and resource available to you from those who spend their days in the ‘political trenches’ of Washington, DC. Staff also benefits from the insight offered by D.O.s in the district, providing an inside look at candidates at home.

## Getting Started

The first step you should take is to let the candidate know you are interested in hosting a fundraiser in your home. On some occasions the campaign staff may approach you and ask you to take on this assignment. More often, you must take the initiative and contact the candidate and his/her campaign and let them know of your interest.

To arrange a fundraiser with the candidate, you should contact the candidate, the campaign manager, the fundraising chairman, and/or the campaign scheduler, depending on how the campaign is organized. Together, you should set a date, time, and place for the fundraiser. Make sure that the candidate can attend rather than a surrogate representative for the campaign. After you have set the date, follow-up with a letter to the campaign to confirm your event. In setting the date, you will need to allow for a lead-time of approximately nine weeks, if possible.

You may decide to host an informal coffee, a cocktail reception, or a reception and dinner in your home. A coffee or reception will require a shorter time frame than a dinner, and the type of fundraiser you host may be dictated by the candidate’s schedule. Your choice also may depend on whether the candidate wants a small intimate fundraiser with high-level contributors, or one that attracts more voters. For example, you will be able to host more guests at a reception than a dinner, but at a lower ticket price.

Try to have a realistic expectation of how much money you can expect to raise. Often ticket prices are determined by several factors, including the kind of event, the nature of the office being sought, whether the candidate is an incumbent, and the leadership positions he/she may hold.

If your event is for a federal candidate and the price is more than \$50 per person, say in the case of a more expensive fundraising dinner, the reply card must comply with certain federal reporting requirements. Ask the campaign staff for assistance in developing the card to be certain it meets state and federal legal requirements.

The most important step in organizing and planning a fundraiser in your home is to develop a steering committee to assist in selling tickets. Your colleagues in osteopathic medicine and related health fields, friends, neighbors, and local political party activists are good choices. Remember, the larger you make the steering committee, the better odds that you’ll have a good turnout at the fundraiser.

Finally, as in planning any successful event, you will need to develop a time line for the fundraiser that details and sets deadlines for every activity to be completed.

## Fundraiser Time Line

The following time line is suggested and based on a lead-time of nine weeks. You will want to adapt this to your own specific needs.

- A. Nine Weeks
  - 1. Determine the date, time, and location for the event in conjunction with the campaign staff.
  - 2. Confirm the event and date in writing with the candidate/campaign staff.
- B. Eight Weeks
  - 1. Determine and recruit individuals to serve as honorary chairs of the steering committee.
  - 2. Seek approval from the honorary chairs to include their names in the fundraising invitation, and advises them to schedule the event on their calendars.
  - 3. Draft an invitation letter and seek appropriate approval. Determine a key individual who should sign the letter. Work with campaign staff to ensure that the response card meets all legal requirements.
  - 4. Get cost estimates from printers for producing the invitations.
  - 5. Compile invitation list:
    - a. Past contributors
    - b. D.O. lists
    - c. Business/industry lists
    - d. Targeted lists available from campaign
    - e. Neighbors and friends
  - 6. Determine date and location of first steering committee meeting.
  - 7. Send out meeting notices to steering committee members.
- C. Seven Weeks
  - 1. Print invitations.
  - 2. Purchase postage for invitations.
  - 3. Recruit volunteers to address, stuff, stamp, and seal invitations.
  - 4. Draft and approve follow-up letter.
- D. Six Weeks
  - 1. Address, stuff, stamp, seal and mail invitations
  - 2. Conduct first steering committee meeting.
    - a. Give each member five to ten invitations for personal recruitment.
    - b. Thank them for agreeing to assist.
  - 3. Print follow-up letter.
  - 4. Determine location for phone banks (depending upon the size of your event).
  - 5. Begin recruiting volunteers for phone banks.
- E. Five Weeks
  - 1. Follow up with steering committee (phone calls and personal letters).
  - 2. Recruit photographer and entertainment (if desired).
  - 3. Stuff, stamp, seal and mail follow-up letter.
  - 4. Determine date and location for second steering committee meeting.
- F. Four Weeks

1. Write script; get materials and information sheets for volunteers to use in phone bank.
2. Continue steering committee follow-up.

#### G. Three Weeks

1. Conduct second steering committee meeting. Evaluate status of ticket sales, and what plan of action must be undertaken to meet fundraising goal.
2. Determine menu and physical requirements.
3. Begin phone bank calling.

#### H. Two Weeks

1. Determine which VIPs will attend.
2. Follow up steering committee progress.

#### I. One Week

1. Continue to follow up with steering committee.
2. Recruit volunteers for evening of reception.

#### J. Day of Fundraiser

1. Check physical arrangements and logistics.
2. Secure materials for volunteers.
3. Secure microphones if needed.
4. Secure nametags.
5. Have a master list of invitees.
6. Secure campaign material for candidate from campaign staff. Material such as bumper stickers and pins may be sold at the reception.

#### K. Fundraising Event

1. Plan to introduce the candidate to all attendees.
2. Plan for candidate to make approximately ten minutes of comments midway through the fundraiser.
3. Allow the candidate to mingle freely with the guests and help avoid a few people dominating the candidate's time.
4. Have someone at a table near the entrance of your home to take personal checks and distribute campaign literature.
5. Make sure no one contributes more than the \$2,000 legal limit to a federal candidate's campaign.

#### L. Post Fundraising Activities

1. Send all checks to the candidate's treasurer as soon as possible.
2. Follow-up with a note of thanks to candidate for making the fundraiser a success, and reiterating your support for his/her candidacy.
3. Send thank you letters to steering committee and volunteers.
4. Follow up all pledges.
5. Put together a financial report.
6. Write up a summary of event with any recommendations concerning future fundraisers.
7. Refine master list for next fundraiser.

## The Role of PACs and OPAC

The proliferation of Political Action Committees (PACs) during the last twenty years represents a relatively new technique for competing to have our views heard in the democratic process. Through the American Osteopathic Information Association Osteopathic Political Action Committee (OPAC), D.O.s who share the same interests and concerns can participate in the political process and help elect legislators who will best represent them in government.

## The Legal Framework for PACs

Congress enacted the Federal Election Campaign Act (FECA) in 1972, and amended it in 1974, 1976, and 1979. This Act, which required more complete disclosure of political funding than ever before, legitimized PACs by explicitly giving organizations the right to use treasury money to establish and administer separate segregated funds, commonly known as Political Action Committees. In 2002 Congress passed the Bipartisan Campaign Reform Act (BCRA) to eliminate soft money (corporate dollars) from the fundraising process. As a result, PAC dollars and individual contributions (also known as hard money) are more valuable than ever. Though the Supreme Court is still determining the constitutionality of many of the provisions contained in BCRA candidates and organizations are operating under the law as passed.

As a result, the election process today is more open and better documented than ever. The public now has access to the who, what, when, and how much of campaign contributions, and the media has access to the Federal Election Commission (FEC) records to see how much individuals, political parties, and PACs are giving to the candidates for federal office.

The maximum amount the law allows a PAC to contribute is \$5,000 a candidate per election (primary, general, special, and run-off). Both the PAC and the candidate are required to file periodic public reports of all receipts and expenditures with the FEC.

## Types of PACs

There are two major categories of Political Action Committees at the federal level: 1) party and candidate committees and 2) non-party committees. The first category includes local, state and national political party committees and individual candidate campaign committees. The second category, non-party committees, consists of two basic types or PACs: connected and non-connected PACs.

### \* **CONNECTED PACs**

Connected PACs are formed by sponsoring organizations such as corporations, labor unions, trade and professional associations, cooperatives, and corporations without stock. Since the law permits sponsoring organizations to pay the administrative and solicitation costs of their PACs, every dollar given to these PACs can be contributed directly to candidates and party committees. These PACs are restricted in who they may solicit for funds, professional associations may solicit members and their families. OPAC is a connected PAC through the American Osteopathic Information Association.

Within this group of connected PACs there are significant differences in focus and methods of operation. Some PACs view themselves as “ideological” PACs – supporting only those candidates that reflect their view, while others contribute to almost any candidate that requests support. The vast majority of professional PACs, like OPAC, use much more practical and flexible criteria for

selecting candidates that are based on voting records, issue positions, constituent relationships, and other factors.

\* **NON-CONNECTED PACs**

Non-connected PACs, as the name implies, operate as independent entities without sponsoring organizations. Non-connected PACs represent all ranges of the political spectrum, from the conservative National Conservative Political Action Committee to the liberal National Committee for an Effective Congress, and may solicit any American citizen. Their administrative and fundraising costs must be paid from the dollars they raise; consequently, a significant portion of each contributor's donation, often more than 50%, is used to defray operating costs.

## The Costs of Campaigns

Like everything else, the cost of campaigns has skyrocketed. To comply with election law, most candidates find it necessary to hire accountants, attorneys, and political consultants. Add to that the huge outlays for media advertising and direct-mail appeals, and the reasons for multi-million dollar political campaigns become obvious.

Candidates seek every possible source of campaign support: individuals, PACs, political parties, and their own personal resources, but candidates have quickly discovered that contributions from PACs mean more actual dollars in their campaign coffers than contributions from individuals. It costs an average campaign approximately 50 cents to raise one dollar from an individual contributor. In contrast, it costs only about a nickel to raise a dollar from a PAC, like OPAC, because the PAC – not the candidate – has paid the costs of fundraising. Although every contribution is important to the candidate's campaign, PAC contributions make greater impact because candidates know that the money comes from a broad base of contributors, many of who are constituents from back home.

## The D.O.s Role in Politics

PACs strengthen our representative form of government by involving more citizens in the political process. PACs provide people, many of whom have never done anything more political than voting, with a convenient and meaningful way to exercise their rights as citizens.

Today, OPAC is getting D.O.s involved in government by supporting candidates from all political parties who share our concerns on issues that affect osteopathic medicine. OPAC gives D.O.s an effective voice in Washington, DC. It offers D.O.s the opportunity to make a difference, to play an important role in ensuring that government represents all sectors of our society – including osteopathic medicine.

OPAC plays a critical role in helping GOAL advocates meet their responsibilities to develop constituent relationships with their legislators. As such, your personal financial support of OPAC, as well as the support of your colleagues, is vitally important. A well-funded PAC will enable osteopathic medicine to provide campaign support to our friends and potential friends in Congress.

As a GOAL advocate, you should be aware that OPAC may be able to assist candidates running for federal office in your district or state. This assistance will depend upon available resources, as well as the candidate's stature and position on issues important to osteopathic medicine. Whenever possible, OPAC contributions are given to candidates by local D.O.s when the candidates are in the district or state. GOAL advocates are in an excellent position to present these OPAC contributions and can benefit from the personal relationships that develop as a result.

# FEDERAL LEGISLATIVE PROCESS

The primary work of the Congress is to make laws. Most measures that become public law are introduced as bills. Thousands of bills are introduced during each session of Congress, but few are ever enacted into law. The deliberative process that determines which proposals become law is long, complex, and often tortuous. Conflicts of power, bargaining, and compromise are inevitably involved in the making or changing of public policy.

## Subcommittee and Committee Activity is Critical

Health and medical-related legislation has a significant impact on the practice of osteopathic medicine. These areas are technically complicated and politically emotional. Finding the proper legislative balance can be complex. It is only at the working level of Congress – the committee and subcommittee staff, personal staff, and legislators themselves – that there is the intimate knowledge necessary to make these judgments. It is at the subcommittee and committee level that a law is formulated and balanced with public comment.

Once a health or medical-related bill has reached the floor of the House or Senate for a vote, seldom will it be reshaped or defeated. Clearly, public comment to adjust a law's content must occur well before the bill reaches the floor.

## Your Role in the Legislative Process

Legislators must deal with and understand hundreds of different issues and then determine how best to vote and represent their constituents' views. Your elected legislators receive information on new legislative proposals from many sources. Media, trade and professional associations, public interest groups, law firms, labor unions, and businesses are frequently the dominant information and lobbying source for your legislator. Seldom are legislators approached by a group of people representing a broad cross-section of interests from their home districts who offer thoughtful, constructive, and balanced options while the legislation is still in the formative stage at the subcommittee or committee level.

It may be possible for a legislator to ignore a lobbying thrust from Washington, but only a foolish person would ignore a lobbying thrust from local constituents. As a constituent and a GOAL advocate, you can help your colleagues in your community develop a constructive and positive approach to issues. If you communicate your views to your legislators, they will be able to better represent those views while the subcommittee develops legislation on the issues.

## How a Bill Becomes a Law

### **I. Introducing a Bill**

A bill can be introduced into either the House or the Senate by a member of that body, or it can be introduced simultaneously in both houses. Proposals introduced in the Senate are designated S. (bill number) and H.R. (bill number) in the House. Under the Constitution, revenue bills must be introduced in the House of Representatives first; otherwise, there are no restrictions as to where a measure originates.

Sources of legislative proposals are unlimited and diverse, an idea conceived by a Member of Congress, either from a campaign promise or from experience after taking office, to constituents – individually or through organizations such as corporations, labor and management groups, trade and professional associations, and consumer groups –petitioning or writing to legislators, making their desires for particular legislation known. In addition, coalition groups and lobbyists – whether business, labor, or other special interest groups – give political expression to the values and interests of various constituent groups.

The most prominent promoter of legislative ideas is the President of the United States, who defines a legislative program yearly in the State of the Union and Budget messages. The President also makes known his desires for new or revised laws through Executive Communications to departments and agencies which transmit proposed legislation to Congress.

Finally, a congressional committee will sometimes write its own bills or make so many amendments to a bill under consideration that the committee decides to develop a new or “clean” bill.

Knowing the source of proposed legislation can reveal a great deal about it, including its chance of passage. Many bills never get beyond this first step.

**II. Committee Assignment**

Upon introduction of a bill, the Speaker of the House or the President of the Senate refers it to the committee having proper jurisdiction. Each committee has jurisdictional responsibility for several general issue areas.

Most of the legislative initiatives concerning Medicare reimbursement for osteopathic services are considered by the Senate Finance, House Energy and Commerce, and the House Ways and Means Committees. Additionally, the AOA actively tracks the Senate Appropriations and Health, Education, Labor, and Pensions (HELP) Committees, as well as the House Appropriations, Education and the Workforce, and Judiciary Committees.

The standing committees of the House and Senate are as follows:

<b>SENATE COMMITTEES</b>	
Agriculture, Nutrition, And Forestry	Governmental Affairs
Appropriations	Health, Education, Labor And Pensions
Armed Services	Judiciary
Banking, Housing, And Urban Affairs	Rules And Administration
Budget Committee	Small Business
Commerce, Science, And Transportation	Veterans' Affairs
Energy And Natural Resources	Indian Affairs
Environment And Public Works	Select Committee on Ethics
Finance	Select Committee on Intelligence
Foreign Relations	Special Committee on Aging

<b>HOUSE COMMITTEES</b>	
Agriculture	Resources
Appropriations	Rules

Armed Services	Science
Budget	Small Business
Education and the Workforce	Standards of Official Conduct
Energy and Commerce	Transportation and Infrastructure
Financial Services	Veterans Affairs
Government Reform	Ways and Means
House Administration	Permanent Select Committee on Intelligence
International Relations	Select Committee on Homeland Security
Judiciary	

### III. Committee Action

Although congressional committees are not mentioned in the Constitution, they are perhaps the most important phase of the legislative process. They carry out the central functions of Congress – processing bills that have been introduced, investigating the need for new legislation, and overseeing the executive branch – within their own particular areas of jurisdictional interest. Each committee also is required to oversee the administration of those laws that Congress enacts in the area over which it has legislative jurisdiction.

Though each standing committee has jurisdiction over only one broad area of concern before the House or Senate, workloads are extremely heavy. As a result, there is a need for further specialization and division. To meet this need, subcommittees have been formed for each standing committee. When a bill is referred to a committee, the committee chairman refers the bill to the appropriate subcommittee. Members of the subcommittee decide whether or not the legislation is worth considering and, if so, in what manner. Committee action generally falls into one of three categories:

A. **Hearings** In performing their functions, committees rely to a large degree on the hearing process – inviting other Members of Congress, public officials, business people, private citizens, experts, and other interested groups to offer their opinions on a particular issue being considered by the committee. The purpose of a hearing can be to:

1. Determine the possible impact of proposed legislation;
2. Seek and obtain information;
3. Test public opinion;
4. Build support for proposals;
5. Delay action on a bill;
6. Provide a forum for parties to be heard; and
7. Provide an opportunity for the legislators to examine the performance of an agency or program to see if it is meeting the intention of the law as it was passed by Congress.

This last purpose describes one way in which Congress carries out its “oversight” responsibility. Committees have investigative powers to assure that the programs established and the laws passed are being properly administered. Committees oversee the agencies and departments whose activities fall into their own committee jurisdictions by checking records, asking questions, and holding public hearings. Agencies tend to be responsive to congressional oversight efforts because of Congress’ control over the federal purse strings.

**B. Mark-up Sessions** At the completion of scheduled hearings, the subcommittee will usually consider a bill in an executive session known as the “mark-up” session. There the views of all sides are studied, the bill is examined, usually line-by-line, frequently amended, and a vote is taken at the conclusion to determine the action of the subcommittee. The members may decide to report the bill out favorably to the full committee with or without amendment, to report it unfavorably, or to “table” the measure and take no further action. The full committee may then decide to simply approve the action of the subcommittee or repeat any or all of the subcommittee’s procedures.

**C. Reporting Bills** In reporting a bill to either the House or Senate, the full committee may:

1. Report the bill as it was introduced;
2. Report the bill with amendments;
3. Report the bill unfavorably; or
4. Decide to introduce a “clean” bill. (If there have been many amendments to a bill, the committee can order the introduction of a new bill encompassing the amendments.)

If a committee votes to report a bill favorably to the House or Senate, a committee report is written which explains the justification for the measure, describes the purpose, scope and impact of the bill, and elaborates on any changes the committee made in the original version. If a committee fails to report a bill, the measure is dead – with few exceptions it cannot proceed to full House or Senate consideration. This is the stage where most bills die as few are ever reported from committees.

#### **IV. Scheduling**

If the bill is reported favorably out of committee, it is placed on a legislative calendar for debate. In the House, the Rules Committee will determine on which of the five calendars the bill is placed. The Rules Committee must also grant each bill a rule before it can be considered on the House floor. The type of rule granted determines how much time will be permitted for debate, and whether or not the bill may be amended by the full House. Most often, a denial of a rule for House action by the Rules Committee will halt further action on the bill.

Although the Senate also has a Rules Committee, its function is more a formality; it does not exercise any of the power of the House Rules Committee. The Senate Majority Leader determines if and when a bill comes to the floor for debate and there are fewer time constraints on its consideration. Because of the complexity in moving a bill from the calendar to the floor, this is another stage at which many bills die.

#### **V. Floor Action**

Policy in the House and Senate requires that a quorum be present before official business can be transacted. However, for most floor debate and even some non-controversial votes, each body operates under the “assumption” that a quorum is present – even if only a single member is in the chamber. When an issue becomes heated a Member of Congress will raise the issue of a quorum prohibiting further votes until a majority convenes.

Most votes are decided by simple majority, though certain types of action require a larger percentage. For example, a two-thirds vote of the total membership in each chamber is necessary to adopt a resolution to amend the Constitution, to override a Presidential veto, or to suspend the rules of the chamber.

The House and the Senate utilize two principal types of votes – the voice vote and the roll call or recorded vote. The voice vote is used primarily for routine or non-controversial matters, whereas the roll call or recorded vote is used for more substantive or controversial issues. Only the roll call or recorded vote is made part of the public record.

#### **VI. Second Chamber Action**

The first chamber to pass a bill sends it to the presiding officer of the other chamber – the Speaker of the House or the President of the Senate – to repeat the steps taken in the originating chamber. If both chambers are working simultaneously on identical or similar measures, the first one completed will be sent to the other body for consideration.

#### **VII. Conference**

The House and Senate often pass different versions of the same bill. Before it can be finalized and sent to the President for executive action, identical language must be approved by both Houses of Congress. To reach this goal, a conference committee, composed of members of both chambers, is created to resolve conflicts in the legislation.

Members of the conference committee are selected by the Speaker of the House and the presiding officer of the Senate. Selections usually are made from the members of the House and Senate committees that first handled the legislation. Conferees from either side generally have three options available to them in trying to reconcile two bill versions:

1. Recommending the other chamber withdraw from its provisions;
2. Recommending their own chamber withdraw from its provisions to accept those of the other house; or
3. Recommending that both chambers withdraw on some of its provisions in exchange for keeping others – in effect, a compromise.

Most bills that survive a conference follow the lines of this third option. In this case, the conference committee's function resembles very closely that of the original legislative committee's during the mark-up stage. The conferees analyze the differences line by line, voting on amendments and compromises throughout the process.

If the conference committee is able to resolve all the points of disagreement, it votes to issue a conference report – much like the original committee voting to report the bill. Occasionally, however, conferees are unable to come to an agreement, and any bill that is not reported back to both chambers “dies in conference.”

#### **VIII. Final Floor Action**

Since a bill may have undergone considerable rewriting in conference, it is necessary for both the House and Senate to pass it again in its amended form. However, this step is a formality, because legislators no longer have the opportunity to offer amendments. The bill is usually brought up on the floor for a limited amount of debate and is then subject to a ye and nay vote. If both chambers vote to accept the final language – which is generally the case – the bill is put in final form and signed by the Speaker of the House and the President Pro Tempore of the Senate.

#### **IX. Executive Action**

The bill is then forwarded to the President who has ten days in which to sign or veto it. If he chooses to sign it, it becomes a public law that same day. If he vetoes it, it is sent back to Congress for a chance to override the veto. If, however, the President chooses not to sign the measure during the ten-day period and Congress adjourns at the end of a session, then the bill dies by “pocket veto” without Congress having the chance to reconsider. If Congress remains in session, the bill becomes law without the President’s signature.

#### **X. Congressional Override**

A bill vetoed by the President still has an opportunity for enactment. When it is returned to Congress, a measure is subject to an override vote, in which both houses can decide whether to honor the President’s veto or to enact the law without his signature. However, unlike the simple majority required to initially pass the legislation, an override action requires a two-thirds vote in both chambers. If this occurs, the bill becomes public law, having the same effect and power as if it has been approved by the President.

It is important to note that the date a bill becomes law may have little bearing on when it is subject to enforcement. Most bills contain language stating the date they go into effect – frequently some months after enactment, and is subject to the Regulatory Process established by the federal agency with jurisdiction over the affected policy area.

### Congressional Power Centers

The basic process by which legislation is considered and approved is affected by two major power structures within the Congress – political party leadership and committee leadership – as well as by other forces.

Party leadership is the most longstanding power center within Congress. Although the influence of party leaders has diminished in recent years, they remain a pervasive force in the legislative process. The House and Senate are each controlled by the party to which a majority of the chamber’s members belong. The members of the major political parties in each chamber elect their own officers. Also, the proportion of majority members to minority members on each committee is determined by the total proportion in each house.

The Speaker of the House is the presiding officer of that chamber and is the leader of the majority party. The Speaker is his party’s chief strategist and devotes a great deal of time to promoting the legislative policies of his party. The Speaker also exerts considerable influence over assignments of individuals to committees as he serves as chairman of the Committee on Committees.

Although the Vice President of the United States presides officially as the President of the Senate, the Senate does “elect” from its membership a President Pro Tempore, who acts in the absence of the Vice President. The President Pro Tempore customarily is the majority party’s senior Senator and usually the chairman of a major legislative committee. Vice Presidents today rarely preside, except on rare occasions or when their vote may be need to break a tie.

Both the House and the Senate elect Majority and Minority Leaders who coordinate the conduct of business in the two chambers and manage legislation on the floor. They are elected by their political party’s caucus principally for their seniority, party standing, and legislative leadership ability.

The Majority Leader of the Senate is the real leader in that chamber. Like the Speaker of the House, the Majority Leader acts as the principle legislative strategist for the majority party and influences decisions regarding committee assignments. The Senate Majority Leader and the Speaker of the House are perhaps the most powerful individuals within the Congress.

The next layer in the congressional power structure is made up of the standing committee chairman. Committee chairmen derive their power from control over bills referred to their committees and may determine whether or not bills will even be considered. Committee chairmen can delay, block, or expedite action on measures with few restrictions. In most cases, the chairmen also select subcommittee chairmen under their jurisdiction, or choose to serve as subcommittee chairmen themselves. Generally, committee and subcommittee chairman hire and supervise their own committee staff. In addition, committee chairmen are usually the floor managers for bills reported from their committees, and, in the House, determine who will participate in floor debate on the bills.

At times, these power blocs work together on issues vital to all of their interests. More often, they must bargain and compromise to resolve conflicts and emerge with a portion of what they set out to achieve. The role that each individual power center plays within the Congress is an integral part of the legislative process.

## The Legislative Process

### **Introduction:**

Only a Member of Congress can introduce legislation. There are four basic types of legislation: bills, joint resolutions, concurrent resolutions, and simple resolutions. Bills and resolution are numbered - H.R. (#) in the House and S. (#) in the Senate.

### **Step 1. Referral to Committee:**

With few exceptions, bills are referred to standing committees in the House or Senate according to carefully delineated rules of procedure.

### **Step 2. Committee Action:**

A bill can be referred to a subcommittee or considered by the committee as a whole. It is at this point that a bill is examined carefully and its chances for passage are determined. If the committee does not act on a bill, it is the equivalent of killing it.

### **Step 3. Subcommittee Review:**

Often, bills are referred to a subcommittee for study and hearings. Hearings provide the opportunity to put on the record the views of the executive branch, experts, other public officials, supporters and opponents of the legislation.

### **Step 4. Mark Up:**

When the hearings are completed, the subcommittee may meet to "mark up" the bill (make changes and amendments) prior to recommending the bill to the full committee. If a subcommittee votes not to report legislation to the full committee, the bill dies.

### **Step 5. Committee Action to Report A Bill:**

Upon receiving the subcommittee's report on a bill, the full committee can conduct further study and hearings or vote on the any recommendations and proposed amendments. The full committee then votes on its recommendation to the House or Senate. This procedure is called "ordering a bill reported."

### **Step 6. Publication of a Written Report:**

After a committee votes to have a bill reported, the committee chairman instructs staff to prepare a written report on the bill. This report describes the intent and scope of the legislation, impact on existing laws and programs, position of the executive branch, and views of dissenting members of the committee.

### **Step 7. Scheduling Floor Action:**

After a bill is reported back to the chamber where it originated, it is placed in chronological order on the calendar. The House has several different legislative calendars, and the Speaker and Majority Leader largely determine if, when, and in what order bills come up; the Senate has only one legislative calendar.

### **Step 8. Debate:**

When a bill reaches the floor of the House or Senate, there are rules or procedures governing the debate on legislation. These rules determine the conditions and amount of time allocated for general debate.

### **Step 9. Voting:**

After the debate and the approval of any amendments, the bill is passed or defeated by the members voting.

### **Step 10. Referral to Other Chamber:**

When a bill is passed by the House or the Senate it is referred to the other chamber where it usually follows the same route through committee and floor action. This chamber may approve the bill as received, reject it, ignore it, or change it.

### **Step 11. Conference Committee Action:**

If only minor changes are made to a bill by the other chamber, the legislation goes back to the first chamber for concurrence. However, when the actions of the other chamber significantly alter the bill, a conference committee is formed to reconcile the differences. If the conferees are unable to reach agreement, the legislation dies.

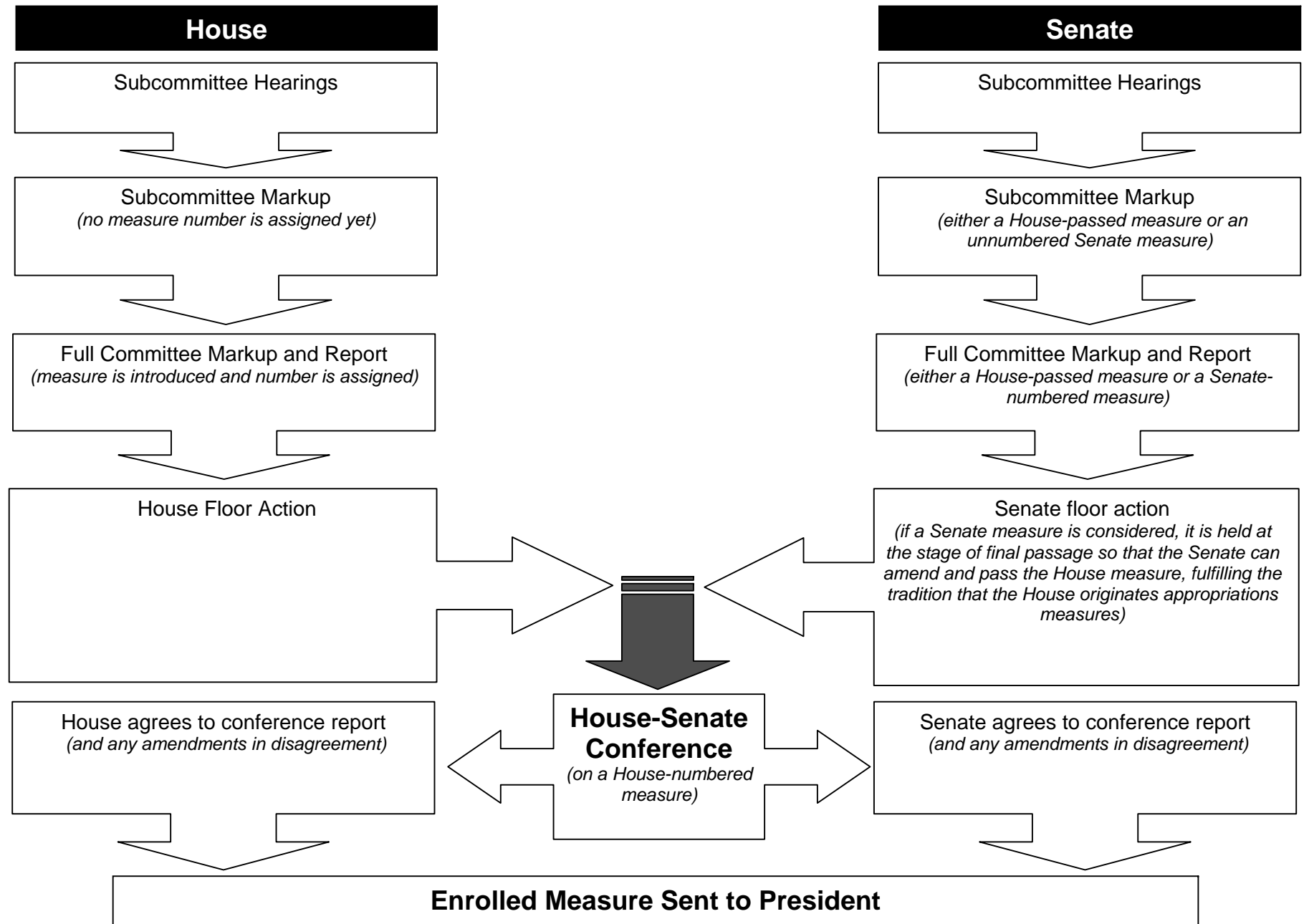
### **Step 12. Final Actions:**

After a bill passes both the House and Senate in identical form, it is sent to the President who can sign it or, take no action for ten days while Congress is in session, to become law. The President can veto it or take no action after the Congress has adjourned its second session it becomes a "pocket veto".

### **Step 13. Overriding a Veto:**

If the President vetoes a bill, Congress may attempt to "override the veto." This requires a two-thirds roll call vote of the members who are present in sufficient numbers for a quorum.

# The Appropriations Process



# FEDERAL REGULATORY PROCESS

**W**hile it is the job of Congress is to make laws, federal regulatory agencies create the rules to implement them. Once the President signs a bill into law, the regulatory process begins. This process allows the public, and the AOA, additional opportunities to affect how a bill will be implemented into law. Agencies take various steps to develop and issue rules used to enforce effective regulations.

The Federal Register Process (FRP), established in the 1930s as a result of New Deal legislation, delegated responsibility from Congress to agencies to regulate complex social and economic issues. The Federal Register (FR) provides official notice of a document's existence, its contents and legal effect, date of issuance and effective date of actions, specifies the legal authority of the agency, gives documents evidentiary status, and shows how and when the Code of Federal Regulations (CFR) will be amended.

The regulatory process can be triggered by any number of events:

- \* Legislation, Congressional hearings/reports;
- \* Executive orders and the Office of Management and Budget (OMB) Circulars;
- \* Court Orders;
- \* Agencies act on own initiative to carry out mission;
- \* Petitions for Rulemaking and informal requests from affected parties;
- \* Federal Advisory Committee Recommendations;
- \* Emergency situations, technological developments; or
- \* Political Factors.

## The Rulemaking Process

1. Grant of rulemaking authority
  - a. Congress delegates authority directly to agencies
  - b. President may delegate constitutional authority to subordinates
  - c. President or Agency Head may re-delegate authority to subordinates
2. Proposed Rule stage
  - a. OMB reviews
  - b. Agencies publish Proposed Rule in FR for public comment
3. Final Rule stage
  - a. OMB reviews again
  - b. Agencies publish final rule in FR
    - i) responds to comments, amends CFR, sets effective date
4. Congressional review
  - a. Agencies submit rules to Congress and the General Accounting Office (GAO) [could nullify rule]
5. Effective date

- a. 30 day minimum, 60 days for major rule, no minimum for good cause
- b. Agency may delay or withdraw rule before it becomes effective

## Comment Period Activity is Critical

Once a rule has been proposed, the agency initiates the notice and comment rulemaking process. Agencies are required to consider public comments, justify decisions to finalize, change or withdraw proposed rules. Agencies may invoke a “good cause exception” if a proposed rule is ‘impracticable, unnecessary, or contrary to the public interest.’

It is at this point in the process that the AOA submits comments on the effect proposed rules will have on the osteopathic profession and the ability to provide quality health care to the public. The AOA actively works to modify proposed rules that increase the burden on physicians and take time away from patients.

## Your Role in the Regulatory Process

Comments directly from the D.O. community on the impact of proposed rules are key to successfully effecting change. As rules are proposed the Department of Government Relations will notify the osteopathic community of the opportunity to submit comments and personal anecdotes on the feasibility of the rule.

Anyone can file comments. Comments may be submitted directly to the agency or may be sent to the Department of Government Relations. Any comments on proposed rules should include why you feel the rule is impracticable or should be changed and anecdotal information on how the rule would impact your ability to maintain your practice and treat your patients. Each proposed rule clearly details the specific dates, deadlines, and locations for filing comments and reply comments.

## Writing a Comment Letter

1. Docket Number
2. Copies
  - a. Generally, you must file only one (1) original plus two (2) copies of comments, reply comments or petitions.
3. Type Size
  - a. All filings must be in 12 point type, or legibly written.
4. Signatures
  - a. You need to place an original signature above your typed or clearly printed name.
5. Notations
  - a. If your document contains information you wish withheld from public inspection, you must write "Confidential, Not for Public Inspection" on the upper right hand corner of each page. The documents should then be placed in an envelope also marked "Confidential, Not for Public Inspection."

# GLOSSARY OF LEGISLATIVE AND POLITICAL TERMINOLOGY

## Grassroots Terms

**ACTION ALERTS:** A letter, newsletter, mailgram, phone call, fax, email message, or other communication from an interest group to supporters designed to activate a specific contact response.

**ASTROTURF:** A mass or volume grassroots program that involves the instant manufacturing of public support for a point of view in which either uninformed activists are recruited or means of deception are used to recruit them.

**BOUNCE-BACKS:** Direct mail response vehicles, often pre-printed, postage-paid business reply cards, that are signed by the activist confirming that they have completed their lobbying task, be it writing, faxing, emailing, visiting or calling a public official.

**COALITIONS:** Interest groups or individuals who have common public policy goals who come together, either in formal structure or ad hoc arrangement, to support specific issues through cooperative efforts such as cost or information sharing, public endorsements or coordinated lobbying activities.

**GRASSROOTS LOBBYING:** The process by which an interest group identifies, recruits, and activates citizens to contact public officials (usually legislators) on behalf of their shared public policy views. Citizens who are mobilized are often affiliated in some way with the lobby organization, such as members or employees, but may also include wider constituencies not directly tied to the group but who have propensities to support their governmental goals.

**GRASSTOPS:** Those that involve the identification, recruitment and activation of a small number of influential citizens and opinion makers to contact public officials through personalized letters, phone calls or visits.

**MOBILIZATION:** The overall process in which individual constituents or groups are organized to provide a show of strength to a public official on a certain issue as part of grassroots lobbying.

**TELEPHONE PATCH THROUGH:** A contact technique, also referred to as direct-connects or third party calling, in which a phone bank for a lobbying organization gets an agreeable activist on the line and directly contacts him or her to the targeted public official or staff member so that the activist can deliver a personal message.

**VOLUME GRASSROOTS PROGRAMS:** Those that involve getting activists to sign petitions, pre-printed post cards, form letters that are addressed to public officials.

**ZIP TO DISTRICT MATCH:** A process where the addresses of potential or recruited activists are sorted by local, state, or federal legislative districts.

## Legislative Terms

**ACT:** Legislation (a bill or joint resolution, see below) that has passed both chambers of Congress in identical form, been signed into law by the President, or passed over his veto, thus becoming law.

**ADJOURN:** A motion to adjourn in the Senate/House (or a committee) ends that day's session. Under the Constitution, neither chamber may adjourn for more than three days without the approval of the other.

**ADJOURNMENT SINE DIE:** The end of a legislative session "without day." These adjournments are used to indicate the final adjournment of an annual or the two-year session of a Congress.

**ADVICE AND CONSENT:** Under the Constitution, presidential nominations for executive and judicial posts take effect only when confirmed by the Senate, and international treaties become effective only when the Senate approves them by a two-thirds vote.

**AMENDMENT:** A proposal to alter the text of a pending bill or other measure by striking out some of it, by inserting new language, or both. Before an amendment becomes part of the measure, the Senate must agree to it.

**AMENDMENT IN THE NATURE OF A SUBSTITUTE:** An amendment that would strike out the entire text of a bill or other measure and insert a different full text.

**APPEAL:** When the Chair rules on a point of order, any Member may appeal the ruling, in which case the full Senate makes a final decision on the point of order by voting whether to sustain or reverse the ruling.

**APPROPRIATION:** Provision of law that provides authority for Federal agencies to obligate funds and to make payments out of the Treasury for specified purposes. Appropriations for the Federal government are provided both in annual appropriations acts and in permanent provisions of law.

**AUTHORIZATION:** Statutory provision in an authorizations act that authorizes appropriations for a program or an agency. An authorization may be effective for one year, a fixed number of years, or for an indefinite period. An authorization may be for a definite amount of money or for "such sums as may be necessary."

**AUTHORIZATIONS ACT:** A law that establishes or continues one or more Federal agencies or programs, establishes the terms and conditions under which they operate, authorizes the enactment of appropriations, and specifies how appropriated funds are to be used. Authorizations acts sometimes provide permanent appropriations.

**BALANCED BUDGET:** A budget in which receipts equal outlays.

**BASELINE:** Projection of the receipts, outlays, and other budget amounts that would ensue in the future without any change in existing policy. Baseline projections are used to gauge the extent to which proposed legislation, if enacted into law, would alter current spending and revenue levels.

**BILL:** The principal vehicle employed by lawmakers for introducing their proposals (enacting or repealing laws, for example) in either Chamber. Bills are designated S. in the Senate or H.R. in the

House depending on the order in which they are introduced. They address either matters of general interest ("public bills") or narrow interest ("private bills").

**BUDGET AUTHORITY:** Authority provided by law to enter into obligations that will result in outlays of Federal funds. Budget authority may be classified by the period of availability (one-year, multi-year, no-year), by the timing of congressional action (current or permanent), or by the manner of determining the amount available (definite or indefinite).

**BUDGET RESOLUTION:** Legislation in the form of a concurrent resolution setting forth the congressional budget. The budget resolution establishes various budget totals, divides spending totals into functional categories (e.g., transportation), and may include reconciliation instructions to designated House or Senate committees.

**CALENDAR OF BUSINESS:** A Senate publication sent to each lawmaker's office (and other offices) every day the Senate is in session. It contains information on, for instance, measures reported from the various standing committees, bills in conference, and the status of appropriation bills.

**CAUCUS:** An informal organization of Members of the House or the Senate, or both, that exists to discuss issues of mutual concern and possibly to perform legislative research and policy planning for its members. There are regional, political or ideological, ethnic, and economic-based caucuses.

**CHAMBER:** Place where the entire House or Senate meets to conduct business; also, the House of Representatives or Senate itself.

**CHAIRMAN:** The presiding officer of a committee or subcommittee. *In the Senate, chairmanship is based on seniority of committee tenure, but a Senator may not chair more than one standing committee.*

**CHRISTMAS TREE BILL:** Informal nomenclature for a bill on the Senate floor that attracts many, often unrelated, floor amendments. The amendments which adorn the bill may provide special benefits to various groups or interests.

**CLEAN BILL:** Generally, after a committee has amended legislation, the chairman may be authorized by the panel to assemble the changes and what remains unchanged from the original bill and then reintroduce everything as a clean bill. A clean bill may expedite Senate action by avoiding separate floor consideration of each committee amendment.

**CLOTURE:** The only procedure by which the Chamber can vote to place a time limit on consideration of a bill or other matter, and thereby overcome a filibuster.

**COMMITTEE:** Subsidiary organization of the Chamber established for the purpose of considering legislation, conducting hearings and investigations, or carrying out other assignments as instructed by the parent chamber. Members are assigned to specific committees by their party conference. Seniority, regional balance, and political philosophy are the most prominent factors in the committee assignment process. The subjects and functions assigned to a committee by rule, resolution, precedent, or practice, including legislative matters, oversight and investigations, and nominations of executive officers.

**COMMITTEE AMENDMENT:** An amendment recommended by a committee in reporting a bill or other measure.

**COMPANION BILL OR MEASURE:** Similar or identical legislation that is introduced in the Senate and House. House and Senate lawmakers who share similar views on legislation may introduce a companion bill in their respective chambers to promote simultaneous consideration of the measure.

**CONCURRENT RESOLUTION:** A legislative measure, designated "S. or H. Con. Res." and numbered consecutively upon introduction, generally employed to address the sentiments of both chambers, to deal with issues or matters affecting both houses, such as a concurrent budget resolution, or to create a temporary joint committee. Concurrent resolutions are not submitted to the President and thus do not have the force of law.

**CONDITIONAL ADJOURNMENT:** When Congress adjourns for more than three days, authority is often provided the Speaker and President Pro Tempore (or the Senate Majority Leader) to reconvene Congress at an earlier date to address an emergency or important issue. This authority is provided in the concurrent resolution authorizing the conditional adjournment.

**CONFEREES:** Members appointed to serve on conference committees. They are also called "managers." Conferees are usually appointed from the committee or committees that reported the legislation; they are expected to try and uphold the Chambers' position on measures when they negotiate with conferees from the other body.

**CONFERENCE COMMITTEE:** A temporary, ad hoc panel composed of House and Senate conferees that is formed for the purpose of reconciling differences in legislation that has passed both chambers. Conference committees are usually convened to resolve bicameral differences on major and controversial legislation.

**CONFERENCE REPORT:** The compromise product negotiated by the conference committee. The "conference report," which is printed and available to Members, is submitted to each chamber for its consideration.

**CONGRESSIONAL RECORD:** The substantially verbatim account of daily proceedings on the Chamber floor. It is printed for each day the Congress is in session. At the back of each daily issue is the "Daily Digest," which summarizes the day's floor and committee activities.

**CONSIDERATION:** To "call up" or "lay down" a bill or other measure on the Chamber floor is to place it before the full Chamber for consideration, including debate, amendment, and voting. Measures normally come before the Chamber for consideration by the Majority Leader requesting unanimous consent that the Chamber take it up.

**CONTINUING RESOLUTION/CONTINUING APPROPRIATIONS:** Legislation in the form of a joint resolution enacted by Congress, when the new fiscal year is about to begin or has begun, to provide budget authority for Federal agencies and programs to continue in operation until the regular appropriations acts are enacted.

**COSPONSOR:** Member who has joined one or more other members to sponsor a measure.

**ENACTED:** Once legislation has passed both chambers of Congress in identical form, been signed into law by the President, become law without his signature, or passed over his veto, the legislation is enacted.

**ENGROSSED BILL:** The official copy of a bill or joint resolution passed by the Chamber and certified by the Secretary of the Senate or House.

**ENROLLED BILL:** The final copy of a bill or joint resolution that has passed both chambers in identical form. It is printed on parchment paper, signed by appropriate House and Senate officials, and submitted to the President for signature.

**ENTITLEMENT:** A Federal program or provision of law that requires payments to any person or unit of government that meets the eligibility criteria established by law. Entitlements constitute a binding obligation on the part of the Federal Government, and eligible recipients have legal recourse if the obligation is not fulfilled. Social Security and veterans' compensation and pensions are examples of entitlement programs.

**EXECUTIVE BUSINESS:** Nominations and treaties; called executive business because these categories of business are received by the Chamber from the President, rather than introduced by Members.

**FILIBUSTER:** Informal term for any attempt to block or delay Chamber action on a bill or other matter by debating it at length, by offering numerous procedural motions, or by any other delaying or obstructive actions. The Senate's rules permitting unlimited debate and the extraordinary majority it requires to invoke cloture make filibusters particularly effective in the Senate. The House maintains stricter rules, by which filibusters are short-lived and rarely attempted.

**FISCAL YEAR:** The fiscal year (FY) for the Federal Government begins on October 1 and ends on September 30. The fiscal year is designated by the calendar year in which it ends; for example, fiscal year 2004 begins on October 1, 2003 and ends on September 30, 2004.

**FLOOR:** Action "on the floor" is that which occurs as part of a formal session of the full Chamber. An action "from the floor" is one taken by a Member during a session of the Chamber. A Member who has been recognized to speak by the Chair is said to "have the floor."

**FLOOR AMENDMENT:** An amendment offered by an individual Member from the floor during consideration of a bill or other measure, in contrast to a committee amendment.

**FLOOR LEADERS:** The Majority Leader and Minority Leader are elected by their respective party conferences to serve as the chief Chamber spokesmen for their parties and to manage and schedule the legislative and executive business of the Chamber. By custom, the Presiding Officer gives the floor leaders priority in obtaining recognition to speak on the floor of the Chamber.

**FLOOR MANAGER:** Members designated to lead and organize consideration of a bill or other measure on the floor. They usually are the chair and ranking minority member of the reporting committee or their designees.

**GERMANE:** On the subject of the pending bill or other business; a strict standard of relevance.

**HEARING:** A meeting of a committee or subcommittee -- generally open to the public -- to take testimony in order to gather information and opinions on proposed legislation, to conduct an investigation, or review the operation or other aspects of a Federal agency or program.

**HOLD:** An informal practice by which a Member informs his or her floor leader that he or she does not wish a particular bill or other measure to reach the floor for consideration. The Majority Leader need

not follow the Member's wishes, but is on notice that the opposing Member may filibuster any motion to proceed to consider the measure.

**ITEM VETO:** Authority to veto part rather than all of an appropriations act. The President does not now have item-veto authority. He must sign or veto the entire appropriations act. The item veto sometimes is referred to as a line-item veto.

**JOINT COMMITTEE:** Committees including membership from both houses of Congress. Joint committees are usually established with narrow jurisdictions and normally lack authority to report legislation. Chairmanship usually alternates between the House and Senate members from Congress to Congress.

**JOINT MEETING:** An occasion, often ceremonial, when the House and Senate meet together to hear an address by various dignitaries, such as foreign leaders.

**JOINT RESOLUTION:** A legislative measure, designated "S. or H. J. Res." and numbered consecutively upon introduction, which requires the approval of both chambers and, with one exception, is submitted (just as a bill) to the President for possible signature into law. The one exception is that joint resolutions (and not bills) are used to propose constitutional amendments. These resolutions require a two-thirds affirmative vote in each house but are not submitted to the President; they become effective when ratified by three-quarters of the States.

**JOINT SESSION:** When the House and Senate meet together to conduct formal business or to hear an address by the President of the United States.

**LAME DUCK SESSION:** When Congress (or either chamber) reconvenes in an even-numbered year following the November general elections to consider various items of business. Some lawmakers who return for this session will not be in the next Congress, thereby becoming "lame duck" Members participating in a "lame duck" session. A President nearing the end of his second term is also referred to as a "lame duck."

**LAYOVER:** Informal term for a period of delay required by rule. For example, when a bill or other measure is reported from committee, it may be considered on the floor only after it "lies over" for one legislative day and after the written report has been available for two calendar days. Layover periods may be waived by unanimous consent.

**LEGISLATIVE DAY:** A "day" that starts when the Chamber meets after an adjournment and ends when the Chamber next adjourns. Hence, a legislative day may extend over several calendar days or even weeks and months.

**LEGISLATIVE SESSION:** That part of the Chamber's daily session in which it considers legislative business (bills, resolutions, and actions related thereto).

**MAJORITY LEADER:** Chief Spokesman and strategist for the majority party, elected by members of the majority party. *See* Floor Leaders.

**MAJORITY WHIP:** *See* Whips.

**MARKUP:** The process by which congressional committees and subcommittees debate, amend, and rewrite proposed legislation.

**MEMBER:** One who serves in the U.S. House of Representatives or the U.S. Senate.

**MINORITY LEADER:** Chief Spokesman and strategist for the minority party, elected by members of the minority party. *See* Floor Leaders.

**MINORITY WHIP:** *See* Whips.

**MOTION:** A formal proposal for procedural action, such as to consider, to amend, to lay on the table, to reconsider, to recess, or to adjourn.

**MOTION TO PROCEED TO CONSIDER:** A motion, usually offered by the Majority Leader to bring a bill or other measure up for consideration. The usual way of bringing a measure to the floor when unanimous consent to do so cannot be obtained. For legislative business, the motion is debatable under most circumstances, and therefore may be subject to filibuster.

**MUST PASS BILL:** A vitally important measure that Congress must enact, such as annual money bills to fund operations of the government. Because of their must-pass quality, these measures often attract "riders" (unrelated policy provisos).

**NONGERMANE AMENDMENT:** An amendment that would add new and different subject matter to, or may be irrelevant to, the bill or other measure it seeks to amend.

**OFF-BUDGET ENTITIES:** The budget authority, outlays, and receipts of certain Federal entities that have been excluded from budget totals under provisions of law. At present, off-budget entities include the Social Security trust funds and the Postal Service.

**ORIGINAL BILL:** A bill that is drafted by a committee. It is introduced by the committee or subcommittee chairman after the committee votes to report it, and it is placed directly on the Chamber's Calendar of Business.

**OUTLAYS:** Outlays are payments made (generally through the issuance of checks or disbursement of cash) to liquidate obligations. Outlays during a fiscal year may be for payment of obligations incurred in prior years or in the same year.

**OVERRIDE OF A VETO:** The process by which each chamber of Congress votes on a bill vetoed by the President. To pass a bill over the President's objections requires a two-thirds vote in each Chamber. Historically, Congress has overridden fewer than ten percent of all presidential vetoes.

**OVERSIGHT:** Committee review of the activities of a Federal agency or program.

**PERMANENT APPROPRIATION:** Budget authority that becomes available as the result of previously enacted legislation (substantive legislation or prior appropriations act) and does not require current action by Congress. Budget authority is considered to be "current" if provided in the current session of Congress and "permanent" if provided in prior sessions.

**PETITION:** A formal plea by a citizen, group, or organization that asks Congress to take some legislative action or oppose an action.

**POCKET VETO:** The Constitution grants the President 10 days to review a measure passed by the Congress. If the President has not signed the bill after 10 days, it becomes law without his signature. However, if Congress adjourns during the 10-day period, the bill does not become law.

**POINT OF ORDER:** A claim made by a Member from the floor that a rule of the Chamber is being violated. If the Chair sustains the point of order, the action in violation of the rule is not permitted.

**POLICY COMMITTEES:** Each party policy committee provides research and other services to Members and also serves as a forum for discussion of party legislative strategy. Each policy committee holds weekly lunches for party members, and the Chamber normally takes a recess to allow Members to attend.

**PRESIDENT OF THE SENATE:** *See* Vice President.

**PRESIDENT PRO TEMPORE:** A constitutionally recognized officer of the Senate who presides over the chamber in the absence of the Vice President. The President Pro Tempore (or, "president for a time") is elected by the Senate and is, by custom, the Senator of the majority party with the longest record of continuous service.

**PRESIDENTIAL SIGNATURE:** A proposed law passed by Congress must be presented to the President, who then has 10 days to approve or disapprove it. The President signs bills he supports, making them law. He vetoes a bill by returning it to the house in which it began, usually with a written message. Normally, bills he neither signs nor vetoes within 10 days become law without his signature.

**PRESIDING OFFICER:** A majority-party Member who presides over the Chamber and is charged with maintaining order and decorum, recognizing Members to speak, and interpreting the Chamber's rules, practices and precedents.

**PRIVATE LAW:** A private bill enacted into law. Private laws have restricted applicability, often addressing immigration and naturalization issues affecting individuals.

**PRO FORMA SESSION:** A brief meeting (sometimes only several seconds) of the Chamber in which no business is conducted. It is held usually to satisfy the constitutional obligation that neither chamber can adjourn for more than three days without the consent of the other.

**PROXY VOTING:** The practice of allowing a Member to cast a vote in committee for an absent Member.

**PUBLIC LAW:** A public bill or joint resolution that has passed both chambers and been enacted into law. Public laws have general applicability nationwide.

**QUORUM:** The number of Members that must be present for the Chamber to do business. The Constitution requires a majority of Members (51 in the Senate, 218 in the House) for a quorum. Often, fewer Members are actually present on the floor, but the Chamber presumes that a quorum is present unless the contrary is shown by a roll call vote or quorum call.

**QUORUM CALL:** A call of the roll to establish whether a quorum is present. If any Member "suggests the absence of a quorum," the Presiding Officer must direct the roll to be called. Often, a quorum call is terminated by unanimous consent before completion, which permits the Chamber to use the quorum call to obtain a brief delay to work out some difficulty or await a Member's arrival.

**RANKING MINORITY MEMBER:** The highest ranking (and usually longest serving) minority member of a committee or subcommittee. Members may not serve as ranking minority member on more than one standing committee.

**RECESS:** A temporary interruption of the Chamber's (or a committee's) business. Generally, the Chamber recesses (rather than adjourns) at the end of each calendar day.

**RECOGNIZE:** The Chair permits a Member to speak by recognizing him or her; the Member then "has the floor." When time is controlled, a Member must have time yielded to him or her before he or she can be recognized.

**RECONCILIATION BILL:** A bill containing changes in law recommended pursuant to reconciliation instructions in a budget resolution. If the instructions pertain to only one committee in a chamber, that committee reports the reconciliation bill. If the instructions pertain to more than one committee, the Budget Committee reports an omnibus reconciliation bill, but it may not make substantive changes in the recommendations of the other committees.

**RECONCILIATION INSTRUCTION:** A provision in a budget resolution directing one or more committees to report (or submit to the Budget Committee) legislation changing existing law in order to bring spending, revenues, or the debt-limit into conformity with the budget resolution. The instructions specify the committees to which they apply, indicate the appropriate dollar changes to be achieved, and usually provide a deadline by which the legislation is to be reported or submitted.

**RECONCILIATION PROCESS:** A process established in the Congressional Budget Act of 1974 by which Congress changes existing laws to conform tax and spending levels to the levels set in a budget resolution. Changes recommended by committees pursuant to a reconciliation instruction are incorporated into a reconciliation measure

**REFERRAL:** After a bill or resolution is introduced it is normally referred to the committee having jurisdiction over the subject of the bill.

**REPORT:** Chamber committees usually publish a committee report to accompany the legislation they have voted out. These reports are numbered consecutively in the order in which they are filed in the Chamber. Committee reports discuss and explain the purpose of measures and contain other, related information.

**RESCISSION:** The cancellation of budget authority previously provided by Congress. The Impoundment Control Act of 1974 specifies that the President may propose to Congress that funds be rescinded. If both Houses have not approved a rescission proposal (by passing legislation) within 45 days of continuous session, any funds being withheld must be made available for obligation.

**RESOLUTION:** A simple resolution; that is, a nonlegislative measure effective only in the house in which it is proposed and not requiring concurrence by the other chamber or approval by the president. Simple resolutions are designated H. Res. in the House and S. Res. in the Senate and are consecutively numbered in the order of their introduction during a two-year Congress. Simple resolutions express nonbonding opinions on policies or issues or deal with the internal affairs or prerogatives of a house.

**RIDDICK'S SENATE PROCEDURE:** Named after Senate Parliamentarian Emeritus Floyd M. Riddick, this Senate document contains the contemporary precedents and practices of the Senate. It is updated periodically by the Senate Parliamentarian.

**RIDER:** Informal term for a nongermane amendment to a bill or an amendment to an appropriation bill that changes the permanent law governing a program funded by the bill.

**ROLL CALL VOTE:** A vote in which each Member votes "yea" or "nay" as his or her name is called by the Clerk, so that the names of Members voting on each side are recorded. Under the Constitution, a roll call vote must be held if demanded by one-fifth of a quorum of Members present, a minimum of 11 in the Senate and 44 in the House.

**SCHEDULING:** Chamber practice today generally concedes to the Majority Leader the prerogative of arranging the floor schedule of the Chamber and making unanimous consent requests and motions to proceed to consider bills and other items of business. The Majority Leader is also chiefly responsible for negotiating unanimous consent agreements governing the consideration of items of business.

**SECRETARIES, PARTY:** The Secretary for the Majority and the Secretary for the Minority are elected to serve as scheduling and information coordinators between the party floor leaders and individual Members within the party. The party secretaries may also assist their party conference with its work.

**SECRETARY OF THE SENATE:** The chief legislative officer nominated by the majority party conference and elected by the Senate. The Secretary affirms the accuracy of bill text by signing all measures that pass the Senate. The Secretary supervises the preparation and printing of bills and reports, the publication of the Congressional Record and Senate journals, and other matters.

**SELECT OR SPECIAL COMMITTEE:** A committee established by either Chamber for a limited time period to perform a particular study or investigation.

**SESSION:** The period during which Congress assembles and carries on its regular business. Each Congress generally has two regular sessions (a first session and a second session), based on the constitutional mandate that Congress assemble at least once each year.

**SIMPLE RESOLUTION:** Designated "S. Res." or "H. Res." simple resolutions are used to express non-binding positions or to deal with the Chamber's internal affairs, such as the creation of a special committee.

**SPONSOR:** The principle proponent and introducer of a measure or an amendment.

**STANDING COMMITTEE:** Permanent committees established under the standing rules of the House and Senate specializing in the consideration of particular subject areas.

**SUBCOMMITTEE:** Subunit of a committee established for the purpose of dividing the committee's workload. Recommendations of a subcommittee must be approved by the full committee before being reported to the Chamber.

**SUPPLEMENTAL APPROPRIATION:** Budget authority provided in an appropriations act in addition to regular or continuing appropriations already provided. Supplemental appropriations generally are made to cover emergencies, such as disaster relief, or other needs deemed too urgent to be postponed until the enactment of next year's regular appropriations act.

**TABLE, MOTION TO:** A Member may move to table any pending question. The motion is not debatable, and agreement to the motion is equivalent to defeating the question tabled. The motion is used to dispose quickly of questions the Chamber does not wish to consider further.

**UNANIMOUS CONSENT:** A Member may request unanimous consent on the floor to set aside a specified rule of procedure so as to expedite proceedings. If no Member objects, the Chamber permits the action, but if any one Member objects, the request is rejected. Unanimous consent requests with only immediate effects are routinely granted, but ones affecting the floor schedule, the conditions of considering a bill or other business, or the rights of other Members, are normally not offered, or a floor leader will object to it, until all Members concerned have had an opportunity to inform the leaders that they find it acceptable.

**UNANIMOUS CONSENT AGREEMENT:** A unanimous consent request setting terms for the consideration of a specified bill or other measure. These agreements are usually proposed by the Majority Leader or floor manager of the measure, and reflect negotiations among Members interested in the measure. Many are "time agreements," which limit the time available for debate and specify who will control that time. Many also permit only a list of specified amendments, or require amendments to be to the measure. Many also contain other provisions; such as empowering the Majority Leader to call up the measure at will or specifying when consideration will begin or end.

**VETO:** The procedure established under the Constitution by which the President refuses to approve a bill or joint resolution and thus prevents its enactment into law. A regular veto occurs when the President returns the legislation to the house in which it originated. The President usually returns a vetoed bill with a message indicating his reasons for rejecting the measure. The veto can be overridden only by a two-thirds vote in both the Senate and the House.

**VICE PRESIDENT:** Under the Constitution, the Vice President serves as President of the Senate. He may vote in the Senate in the case of a tie, but is not required to. The President Pro Tempore (and others designated by him) usually perform these duties during the Vice President's frequent absences from the Senate.

**VOICE VOTE:** A vote in which the Presiding Officer states the question, then asks those in favor and against to say "Yea" or "Nay," respectively, and announces the result according to his or her judgment. The names or numbers of Members voting on each side are not recorded.

**VOTE:** Unless rules specify otherwise, the Chamber may agree to any question by a majority of Members voting, if a quorum is present. The Chair puts each question by voice vote unless the "yeas and nays" are requested, in which case a roll call vote occurs.

**WHIPS:** Assistants to the floor leaders who are also elected by their party conferences. The Majority and Minority Whips (and their deputies) are responsible for mobilizing votes within their parties on major issues. In the absence of a party floor leader, the whip often serves as acting floor leader.

**YIELD:** When a Member who has been recognized to speak "yields" to another, he or she permits the other to speak while the first Member retains the floor. Technically, a Member may yield to another only for a question.

**YIELD THE FLOOR:** A Member who has been recognized to speak yields the floor when he or she completes his or her remarks and terminates his or her recognition.

**YIELD TIME:** When the Chamber has reached a unanimous consent agreement limiting the time for debate and placing it under the control of floor managers, a Member may be recognized to speak only if a manager yields the Member a specified amount of time to speak. The Chair then recognizes the Member receiving the time, not the manager who yields the time, to hold the floor.

## Political Terms

**ADVISORY OPINIONS (AOS):** Federal Election Commission responses to questions it has received relating to specific situations. These responses provide guidelines for PACs that may have similar questions.

**AFFILIATED COMMITTEES:** All authorized committees of the same candidate or all committees established, financed, maintained or controlled by the same corporation, labor organization, person or group.

**BCRA:** Bipartisan Campaign Reform Act, campaign finance laws restricted the solicitation and contribution of unlimited and unregulated soft or corporate dollars. Also known as McCain-Feingold or Shays-Meehan after the bill's sponsors in the Senate and House, respectively.

**CANDIDATE COMMITTEE:** A political committee established by a candidate for the primary purpose of raising funds to support the candidate's campaign.

**CHALLENGER:** An incumbent candidate's opponent.

**COMMON CAUSE:** A self styled citizens' lobby organization which opposes PACs and supports public financing of congressional campaigns.

**CONNECTED PACS:** Political action committees which are formed by sponsoring organizations such as corporations, labor unions, trade and professional associations, cooperatives and corporations without stock. The sponsoring organization may pay the administrative and fundraising costs out of general treasury money.

**CONTRIBUTION:** Anything of value given to (or provided on behalf of) a candidate or political committee to influence a Federal election.

**DISBURSEMENT:** Any purchase or payment made by a political committee.

**ELIGIBLE EMPLOYEES:** Executive and administrative personnel who may be solicited by a corporate PAC.

**EXECUTIVE AND ADMINISTRATIVE EMPLOYEES:** Employees of a corporation who are paid on a salary rather than an hourly basis and who have policy making, managerial, professional or supervisory responsibilities.

**EXPENDITURE:** A purchase or payment made to influence a federal election.

**FAMILY:** Family includes the mother, father, sons, and daughters who live in the same household. The families of eligible employees may participate in a corporate PAC.

**FEC:** The Federal Elections Commission, the agency that administers the laws governing our federal election process.

**FECA:** The Federal Election Campaign Act, the primary body of law governing the federal election process.

**GENERAL ELECTION:** The final election to determine which candidate will be elected to office.

**HARD DOLLARS:** Contributions from individuals to PACs (up to \$5,000 per year), candidates (up to \$2,000 per election), and national party committees (up to \$20,000 per year).

**INCUMBENT:** The person currently holding public office.

**INDEPENDENT EXPENDITURES:** Money spent to advocate the election or defeat of a candidate that is not made with the cooperation or prior consent of any candidate or candidate committee. There are no limits on the amount of money that can be spent in this fashion. Independent expenditures are most often made by non-connected PACs.

**IN-KIND CONTRIBUTION:** Services, goods or property offered free or at less than the usual charge to a political committee.

**LAME DUCK:** 1) a legislator who has announced his or her intent not to run for re-election; or 2) a legislative session held after a general election but before those elected who have been sworn into office.

**MAX OUT:** Contributing the maximum amount permitted by law to a candidate's campaign. For PACs the limit is \$5,000 per candidate per election. For individuals, the limit is \$2,000 per candidate per election. Individuals may give up to \$5,000 to a PAC.

**MULTI-CANDIDATE COMMITTEE:** A political committee with more than 50 contributors that has been registered with the FEC for at least 6 months and has made contributions to 5 or more candidates for federal office. Most corporate PACs are multi-candidate committees that qualifies them to contribute up to \$5,000 per candidate per election.

**NON-CONNECTED PACS:** Political action committees that operate as independent entities without sponsoring organizations. These PACs may solicit any American citizen, but administrative and fundraising costs must be paid with the dollars raised.

**NON-PARTY COMMITTEE:** Any political committee that is a connected or non-connected PAC and not sponsored by a political party or candidate.

**OPEN SEAT:** An election contest with no incumbent candidate.

**PARTY COMMITTEE:** Any fundraising committee organized by local, state, or national political parties.

**POLITICAL ACTION COMMITTEES (PACS):** All non-candidate and non-party political committees, including those that have no sponsoring organization.

**POLITICAL COMMITTEE:** Candidate committees, state and local political party committees, organizations and associations and PACs can be defined as political committees.

**PRIMARY ELECTION:** An election to determine which candidate from a major political party will meet the opposing party's candidate in the general election.

**PUBLIC FINANCING:** An effort to replace the present system of campaign finance with taxpayer financed campaigns.

**RECEIPT:** Anything of value (money, goods, services or property) received by a political committee.

**RESTRICTED CLASS:** Those individuals within an organization who may be solicited at any time for contributions to the organization's PAC and who may receive partisan communications from the organization.

**RUN-OFF ELECTION:** An election held when no one candidate of a single political party receives a majority of the votes cast in a primary election.

**SEPARATE SEGREGATED FUND (SSF):** A connected political action committee established by a corporation, labor organization or incorporated membership organization to accept voluntary contributions that are used to support federal candidates. The term "political action committee" is the popular expression for a separate segregated fund.

**SOFT DOLLARS:** Corporate contributions. The Bipartisan Campaign Reform Act (BCRA) bars corporations from contributing soft money (previously unlimited) to candidates and party committees. While PACs may receive soft money contributions, they cannot use those funds for the purpose of electing candidates to federal office.

**SPECIAL ELECTION:** An election held to fill a vacancy caused by the death or resignation of an incumbent.

**STOCKHOLDER:** A person who has a vested beneficial interest in stock, the power to direct how that stock is to be voted (if it is voting stock) and the right to receive dividends. Stockholders who meet this definition may be solicited by a corporate PAC.

## Appendix A - Facts About the 109th Congress

	<b>Membership</b>		<b>Re-Election 2006</b>			
	Senate	House	Senate		House	
			Incumbent	Open Seat	Incumbent	Open Seat
Republicans	55	232	15	1*	232	-
Democrats	44	202	17	-	201	1
Independent	1	1	1	-	1	-

\*Anticipated

### Senate Leadership

REPUBLICANS	DEMOCRATS
<b>President Pro Tem</b> Ted Stevens (AK)	
<b>Majority Leader</b> Bill Frist (TN)	<b>Minority Leader</b> Harry Reid (NV)
<b>Majority Whip</b> Mitch McConnell (KY)	<b>Minority Whip</b> Dick Durbin (IL)
<b>Conference Chairman</b> Rick Santorum (PA)	<b>Conference Chairman</b> Harry Reid (NV)
<b>Conference Secretary</b> Kay Bailey Hutchison (TX)	<b>Conference Secretary</b> Debbie Stabenow (MI)
<b>Policy Committee Chair</b> Jon Kyl (AZ)	<b>Policy Committee Chair</b> Byron Dorgan (ND)
<b>National Republican Senatorial Comm. Chair</b> Elizabeth Dole (NC)	<b>Democratic Senatorial Campaign Comm. Chair</b> Charles Schumer (NY)

### House Leadership

REPUBLICANS	DEMOCRATS
<b>Speaker</b> J. Dennis Hastert (IL)	
<b>Majority Leader</b> Roy Blunt (MO) <i>Acting</i>	<b>Minority Leader</b> Nancy Pelosi (CA)
<b>Majority Whip</b> Roy Blunt (MO)	<b>Minority Whip</b> Steny Hoyer (MD)
<b>Conference Chair</b> Deborah Pryce (OH)	<b>Caucus Chair</b> James Clyburn (SC)
<b>Nat'l Republican Congressional Comm. Chair</b> Tom Reynolds (NY)	<b>Dem. Congressional Campaign Comm. Chair</b> Rahm Emanuel (IL)

## Appendix B – Key Committees of the 109th Congress

### House Appropriations Committee

State	Member of Congress	
Alabama	Robert Aderholt (R)	Bud Cramer (D)
Arkansas		Marion Berry (D)
Arizona	Jim Kolbe (R)	Ed Pastor (D)
California	Jerry Lewis (R) John Doolittle (R)	Lucille Robyal-Allard (D) Sam Farr (D)
Connecticut		Rosa DeLauro (D)
Florida	Bill Young (R) <i>Chair</i> Dave Weldon (R) Ander Crenshaw (R)	Allen Boyd (D)
Georgia	Jack Kingston (R)	Sanford Bishop (D)
Idaho	Michael Simpson (R)	
Illinois	Ray LaHood (R) Mark Kirk (R)	Jesse Jackson (D)
Indiana		Peter Visclosky (D)
Iowa	Tom Latham (R)	
Kansas	Todd Tiahrt (R)	
Kentucky	Harold Rogers (R) Anne Northup (R)	
Louisiana	Rodney Alexander (R)	
Maryland		Steny Hoyer (D)
Massachusetts		John Olver (D)
Michigan	Joe Knollenberg (R)	Carolyn Kilpatrick (D)
Minnesota		Martin Olav Sabo (D)
Missouri	Jo Ann Emerson (R)	
Mississippi	Roger Wicker (R)	
Montana	Dennis Rehberg (R)	
New Jersey	Rodney Frelinghuysen (R)	Steven Rothman (D)
New York	Jim Walsh (R) John Sweeney (R)	Nita Lowey (D) Jose Serrano (D) Maurice Hinchey (D)
North Carolina	Charles Taylor (R)	David Price (D)
Ohio	Ralph Regula (R) David Hobson (R)	Marcy Kaptur (D)
Oklahoma	Ernie Istook (R)	
Pennsylvania	John Peterson (R)	John Murtha (D)

Rhode Island	Don Sherwood (R)	Chaka Fattah (D)
South Carolina		Patrick Kennedy (D)
Tennessee	Zach Wamp (R)	James Clyburn (D)
Texas	Henry Bonilla (R)	Chet Edwards (D)
	Kay Granger (R)	
	John Culberson (R)	
	John Carter (R)	
Virginia	Frank Wolf (R)	Jim Moran (D)
	Virgil Goode (R)	
Washington		Norm Dicks (D)
West Virginia		Alan Mollohan (D)
Wisconsin		David Obey (D) <i>Ranking Member</i>

## House Education and the Workforce Committee

State	Member of Congress	
Arizona		Raul Grijalva (D)
California	Howard McKeon (R)	Susan Davis (D) George Miller (D) <i>Ranking Member</i> Lynn Woolsey (D)
Colorado	Marilyn Musgrave (R)	
Delaware	Michael Castle (R)	
Florida	Ric Keller (R)	
Georgia	Charlie Norwood (R) Tom Price (R)	John Barrow (D)
Illinois	Judy Biggert (R)	Danny Davis (D)
Indiana	Mark Souder (R)	
Louisiana	Bobby Jindal (R) Charles Boustany (R)	
Maryland		Chris Van Hollen (D)
Massachusetts		John Tierney (D)
Michigan	Vernon Ehlers (R)	Dale Kildee (D)
Minnesota	John Kline (R)	Betty McCollum (D)
Nebraska	Tom Osborne (R)	
Nevada	Jon Porter (R)	
New Jersey		Robert Andrews (D) Rush Holt (D) Donald Payne (D)
New York	Randy Kuhl (R)	Major Owens (D) Carolyn McCarthy (D) Tim Bishop (D)
North Carolina	Virginia Foxx (R)	
Ohio	John Boehner (R) <i>Chair</i> Pat Tiberi (R)	Tim Ryan (D) Dennis Kucinich (D)
North Carolina		David Wu (D)
Pennsylvania	Todd Platts (R)	
Puerto Rico	Luis Fortuno (R)	
South Carolina	Joe Wilson (R) Bob Inglis (R)	
Texas	Sam Johnson (R) Kenny Marchant (R)	Reuben Hinojosa (D)
Virginia	Thelma Drake (R)	Bobby Scott (D)
Washington	Cathy McMorris (R)	
Wisconsin	Tom Petri (R)	Ron Kind (D)

## House Energy and Commerce Committee

State	Member of Congress	
Arizona	John Shadegg (R)	
Arkansas		Mike Ross (D)
California	George Radanovich (R) Mary Bono (R)	Lois Capps (D) Henry Waxman (D) Anna Eshoo (D) Hilda Solis (D)
Colorado		Diana DeGette (D)
Florida	Michael Bilirakis (R) <i>Health Cmte Chair</i> Cliff Stearns (R)	Jim Davis (D)
Georgia	Charlie Norwood (R) Nathan Deal (R)	
Idaho	Butch Otter (R)	
Illinois	John Shimkus (R)	Bobby Rush (D) Jan Schakowsky (D)
Indiana	Steve Buyer (R)	
Kentucky	Ed Whitfield (R)	
Maine		Tom Allen (D)
Maryland		Albert Wynn (D)
Massachusetts		Edward Markey (D)
Michigan	Mike Rogers (R) Fred Upton (R)	John Dingell, (D) <i>Ranking Member</i> Bart Stupak (D)
Mississippi	Charles "Chip" Pickering, Jr. (R)	
Nebraska	Lee Terry (R)	
New Hampshire	Charlie Bass (R)	
New Jersey	Mike Ferguson (R)	Frank Pallone, Jr. (D)
New Mexico	Heather Wilson (R)	
New York	Vito Fossella (R)	Ed Towns (D) Eliot Engel (D)
North Carolina	Sue Myrick (R)	
Ohio	Paul Gillmor (R)	Sherrod Brown (D) <i>Health Ranking</i> Ted Strickland (D)
Oklahoma	John Sullivan (R)	
Oregon	Greg Walden (R)	
Pennsylvania	Joseph Pitts (R) Tim Murphy (R)	Mike Doyle (D)
South Carolina	J. Gresham Barrett (R)	
Tennessee	Marsha Blackburn (R)	Bart Gordon (D)
Texas	Joe Barton (R) Mike Burgess (R)	Charles Gonzalez (D) Gene Green (D)

Virginia	Ralph Hall ®	Rick Boucher (D)
Washington		Jay Inslee (D)
Wisconsin		Tammy Baldwin (D)
Wyoming	Barbara Cubin ®	

## House Judiciary Committee

State	Member of Congress	
Alabama	Spencer Bachus (R)	
Arizona	Jeff Flake (R) Trent Franks (R)	
California	Elton Gallegly (R) Dan Lungren (R) Darrell Issa (R)	Maxine Waters (D) Linda Sanchez (D) Howard Berman (D) Zoe Lofgren (D) Adam Schiff (D)
Florida	Ric Keller (R) Tom Feeney (R)	Robert Wexler (D) Debbie Wasserman Schultz (D)
Illinois	Henry Hyde (R)	
Indiana	Michael Pence (R) John Hostettler (R)	
Iowa	Steve King (R)	
Maryland		Chris Van Hollen (D)
Massachusetts		Marty Meehan (D) Bill Delahunt (D)
Michigan		John Conyers (D) <i>Ranking Member</i>
New York		Jerry Nadler (D) Anthony Weiner (D)
North Carolina	Howard Coble (R)	Mel Watt (D)
Ohio	Steve Chabot (R)	
South Carolina	Bob Inglis (R)	
Tennessee	Bill Jenkins (R)	
Texas	Lamar Smith (R) Louis Gohmert (R)	Sheila Jackson Lee (D)
Utah	Christopher Cannon (R)	
Virginia	Robert Goodlatte (R) Randy Forbes (R)	Bobby Scott (D) Rick Boucher (D)
Wisconsin	Jim Sensenbrenner (R) <i>Chair</i> Mark Green (R)	

## House Ways and Means Committee

State	Member of Congress	
Arizona	JD Hayworth (R)	
California	Bill Thomas (R) <i>Chair</i> Wally Herger (R) Devin Nunes (R)	Pete Stark (D) <i>Health Cmte Ranking</i> Xavier Becerra (D) Mike Thompson (D)
Colorado	Bob Beauprez (R)	
Connecticut	Nancy Johnson (R) <i>Health Cmte Chair</i>	John Larson (D)
Florida	E. Clay Shaw (R) Mark Foley (R)	
Georgia	John Linder (R)	John Lewis (D)
Illinois	Jerry Weller (R)	Rahm Emanuel (D)
Indiana	Chris Chocola (R)	
Iowa	Jim Nussle (R)	
Kentucky	Ron Lewis (R)	
Louisiana	Jim McCrery (R)	Bill Jefferson (D)
Maryland	Ben Cardin (D)	
Massachusetts	Richie Neal (D)	
Michigan	Dave Camp (R)	Sander Levin (D)
Minnesota	Jim Ramstad (R)	
Missouri	Kenny Hulshof (R)	
New York	Tom Reynolds (R)	Charlie Rangel (D) <i>Ranking Member</i> Mike McNulty (D)
North Dakota	Earl Pomeroy (D)	
Ohio	Stephanie Tubbs Jones (D)	
Pennsylvania	Phil English (R) Melissa Hart (R)	
Tennessee	John Tanner (D)	
Texas	Sam Johnson (R) Kevin Brady (R)	Lloyd Doggett (D)
Virginia	Eric Cantor (R)	
Washington	Jim McDermott (D)	
Wisconsin	Paul Ryan (R)	

## Senate Appropriations Committee

State	Member of Congress
Alaska	Ted Stevens (R)
Alabama	Richard Shelby (R)
California	Dianne Feinstein (D)
Colorado	Wayne Allard (R)
Hawaii	Daniel Inouye (D)
Iowa	Tom Harkin (D)
Idaho	Larry Craig (R)
Illinois	Richard Durbin (D)
Kansas	Sam Brownback (R)
Kentucky	Mitch McConnell (R)
Louisiana	Mary Landrieu (D)
Maryland	Barbara Mikulski (D)
Missouri	Kit Bond (R)
Mississippi	Thad Cochran (R) <i>Chair</i>
Montana	Conrad Burns (R)
Nevada	Harry Reid (D)
New Hampshire	Judd Gregg (R)
New Mexico	Pete Domenici (R)
North Dakota	Byron Dorgan (D)
Ohio	Mike DeWine (R)
Pennsylvania	Arlen Specter (R)
South Dakota	Tim Johnson (D)
Texas	Kay Bailey Hutchison (R)
Utah	Bob Bennett (R)
Vermont	Patrick Leahy (D)
Washington	Patty Murray (D)
West Virginia	Robert Byrd (D) <i>Ranking Minority Member</i>
Wisconsin	Herb Kohl (D)

## Senate Finance Committee

State	Member of Congress
Arkansas	Blanche Lincoln (D)
Arizona	Jon Kyl (R) <i>Health Committee Chair</i>
Idaho	Mike Crapo (R)
Iowa	Charles Grassley (R) <i>Chair</i>
Kentucky	Jim Bunning (R)
Massachusetts	John Kerry (D)
Maine	Olympia Snowe (R)
Mississippi	Trent Lott (R)
Montana	Max Baucus (D) <i>Ranking Minority Member</i>
New York	Charles Schumer (D)
North Dakota	Kent Conrad (D)
New Mexico	Jeff Bingaman (D)
Oregon	Gordon Smith (R) Ron Wyden (D)
Pennsylvania	Rick Santorum (R)
Tennessee	Bill Frist (R)
Utah	Orrin Hatch (R)
Vermont	Jim Jeffords (I)
West Virginia	Jay Rockefeller (D) <i>Health Committee Ranking Member</i>
Wyoming	Craig Thomas (R)

## Senate HELP Committee

State	Member of Congress
Alabama	Jeff Sessions (R)
Connecticut	Christopher Dodd (D)
Georgia	Johnny Isakson (R)
Iowa	Tom Harkin (D)
Kansas	Pat Roberts (R)
Massachusetts	Ted Kennedy (D) <i>Ranking Minority Member</i>
Maryland	Barbara Mikulski (D)
North Carolina	Richard Burr (R)
New Hampshire	Judd Gregg (R)
New Mexico	Jeff Bingaman (D)
Nevada	John Ensign (R)
New York	Hillary Rodham Clinton (D)
Ohio	Mike DeWine (R)
Rhode Island	Jack Reed (D)
Tennessee	Lamar Alexander (R) Bill Frist (R)
Utah	Orrin Hatch (R)
Vermont	Jim Jeffords (I)
Washington	Patty Murray (D)
Wyoming	Mike Enzi (R) <i>Chair</i>

## Senate Judiciary Committee

State	Member of Congress
Alabama	Jeff Sessions (R)
Arizona	Jon Kyl (R)
California	Dianne Feinstein (D)
Delaware	Joseph Biden (D)
Iowa	Charles Grassley (R)
Illinois	Richard Durbin (D)
Kansas	Sam Brownback (R)
Massachusetts	Ted Kennedy (D)
New York	Charles Schumer (D)
Ohio	Mike DeWine (R)
Oklahoma	Tom Coburn (R)
Pennsylvania	Arlen Specter (R) <i>Chair</i>
South Carolina	Lindsey Graham (R)
Utah	Orrin Hatch (R)
Texas	John Cornyn (R)
Vermont	Patrick Leahy (D) <i>Ranking Minority Member</i>
Wisconsin	Russ Feingold (D) Herb Kohl (D)

## Appendix C – Sample Letters

### Requesting Member Support of an Issue

**[Date]**

The Honorable **[Name]**  
United States Senate  
**[Number/Name]** Senate Office Building  
Washington, DC 20510

The Honorable **[Name]**  
United States House of Representatives  
**[Number/Name]** House Office Building  
Washington, DC 20515

Dear Senator/Representative **[Name]**:

I am writing to urge you to cosponsor the “Medicare Physician Payment Fairness Act of 2001” (S. 1660) introduced by Sens. James Jeffords (D-VT) and John Breaux (D-LA). Please extend your support to any vehicle containing this important legislation.

As you are aware, the Centers for Medicare and Medicaid Services (CMS) announced that unless Congress acts, Medicare payments to all physicians and other health care providers will fall by 5.4% on January 1, 2002.

Over the past 10 years, physicians have faced costly new federal requirements. This gap between the expense of providing care and the reimbursement for the care leads to access problems for millions of beneficiaries. Medicare already must face the exodus of Medicare+Choice plans despite a guaranteed annual pay increase of 2%. Approximately 85% of elderly and disabled Americans rely on fee-for-service Medicare, and for an increasing number, there is no other option available. The Medicare program simply can’t afford any additional decrease in access for beneficiaries.

For these reasons I strongly support S. 1660, which would reduce the cut in Medicare’s 2002 physician conversion factor to 0.9% versus the proposed 5.4%. S. 1660 also would provide an opportunity for Congress to make changes in the physician update system next year. In addition, it would require the Medicare Payment Advisory Commission (MedPAC) to make further refinements in the Commission’s proposal to eliminate the expenditure target or Sustainable Growth Rate (SGR) which now helps determine annual updates in the conversion factor.

I hope that you will agree that your support of this legislation will ensure that our elderly and disabled patients can continue to receive the care they deserve and depend on.

Sincerely,

**[Name]**, D.O.

cc: Leann Fox, Director of Federal Advocacy, American Osteopathic Association

## Thanking a Member for Support of an Issue

**[Date]**

The Honorable **[Name]**  
United States Senate  
[Number/Name] Senate Office Building  
Washington, DC 20510

The Honorable **[Name]**  
United States House of Representatives  
[Number/Name] House Office Building  
Washington, DC 20515

Dear Senator/Representative **[Name]**:

I am writing to thank you for cosponsoring the “Medicare Physician Payment Fairness Act of 2001” (S. 1660) introduced by Sens. James Jeffords (D-VT) and John Breaux (D-LA).

As you are aware, the Centers for Medicare and Medicaid Services (CMS) announced that unless Congress acts, Medicare payments to all physicians and other health care providers will fall by 5.4% on January 1, 2002. Over the past 10 years, physicians have faced costly new federal requirements. This gap between the expense of providing care and the reimbursement for the care leads to access problems for millions of beneficiaries. Approximately 85% of elderly and disabled Americans rely on fee-for-service Medicare, and for an increasing number, there is no other option available.

On behalf of my practice and patients, thank you for your continued support of this issue.

Sincerely,

**[Name]**, D.O.

cc: Leann Fox, Director of Federal Advocacy, American Osteopathic Association

## Post Meeting Thank You

**[Date]**

The Honorable **[Name]**  
United States Senate  
[Number/Name] Senate Office Building  
Washington, DC 20510

The Honorable **[Name]**  
United States House of Representatives  
[Number/Name] House Office Building  
Washington, DC 20515

Dear Senator/Representative **[Name]**:

I want to thank you for taking the time out of your busy schedule to meet with me on **[insert date]**. It was truly a pleasure talking with you about **[insert issue]**.

I also greatly appreciated the opportunity to discuss with you the osteopathic profession and its presence in your district. As I mentioned during my visit, over **[insert number]** doctors of osteopathic medicine (D.O.s) reside and practice in **[Member of Congress’]** district. In addition, there are **[insert number]** accredited osteopathic health care facilities and **[insert other D.O. data]**.

Thank you for your time and consideration of this important issue, I hope you will be able to support **[bill number]**. Please let me know if you need further information.

Sincerely,

**[Name]**, D.O.

cc: Leann Fox, Director of Federal Advocacy, American Osteopathic Association

## Appendix D – Department of Government Relations

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*Directs Grassroots Osteopathic Advocacy Link (GOAL) program and osteopathic advocacy efforts on the federal level. Directs department communications on Washington policymaking activities.*

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*Liaison to Members of Congress and their staff to advocate on behalf of the osteopathic medical profession. Reviews and analyzes legislative initiatives.*

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Director, OPAC

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*profession in Washington by increasing the size and stature of AOIA-OPAC through fundraising, communications, and contributions to osteopathic friendly candidates.*

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*Oversees policy and advocacy activities affecting hospitals, medical educators, and osteopathic graduate medical education programs. Responsible for Medicare graduate medical education payment issues. Directs and staffs the AOA Council of Hospitals, the Osteopathic Medical Educators Council, and the Osteopathic Graduate Medical Education Task Force. Provides policy advocacy services to the Association of Osteopathic Directors of Medical Educators.*

## Appendix E – GOAL Registration Form



The American Osteopathic Association (AOA) wants you to help shape the future of health care! Policymakers are changing the future of your profession – TODAY! While the AOA is working on a day-to-day basis in Washington, your participation in the legislative process is key! ***Register now to become part of the AOA’s Grassroots Osteopathic Advocacy Link (GOAL) program.***

The AOA’s political needs require participation that is more than just an occasional, informal effort. What is required is a systematic approach embodied in an expanded advocacy program. The GOAL program involves taking an active role in the governmental process, getting to know your elected federal representatives and making your views known them. GOAL will also help to promote the interests of all D.O.s and their patients before Congress.

GOAL arms the osteopathic community with the up-to-date health care policy information necessary to illuminating osteopathic perspectives to Washington policymakers.

\* **D.O. Washington Update**

A monthly email newsletter to keep you informed on key legislative and regulatory policy changes. The D.O. Washington Update contains active links to more in-depth information, including links to legislative votes and bill text.

\* **GOAL Advocacy Alerts**

Email alerts on legislation as it moves through the House and Senate. GOAL members will be updated on key points of the bill, given talking points to use with their legislators, and provided a means for taking action – either through a sample letter or via phone. Access up to date legislative information through the D.O. Advocacy Action Center at [www.capwiz.com/aoa-aoia](http://www.capwiz.com/aoa-aoia)

\* **D.O. Day on Capitol Hill**

D.O. Day provides D.O.s and members of the osteopathic family the opportunity to come to Washington, be briefed on key healthcare legislation, and provided the opportunity to meet with their Senators and Representatives and their staff.

**Sign Up Today!**

Name		AOA ID	<input type="checkbox"/> D.O.	<input type="checkbox"/> Student
			<input type="checkbox"/> State/Specialty Exec	<input type="checkbox"/> Intern
			<input type="checkbox"/> Osteopathic Family	<input type="checkbox"/> Resident
Address (Home)		City	State	Zip
Address (Work)		City	State	Zip
E-mail	Phone	Fax		
	(    )	(    )		

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