

FY 06

ORDER FOR SUPPLIES AND SERVICES		IMPORTANT: See Instructions in GSAR 553.370-300-1 for distribution	PAGE 1 OF 1 PAGES
1. DATE OF ORDER 02/24/06	2. ORDER NUMBER	3. CONTRACT NUMBER EAC 06-05	4. ACT E4019905

FOR GOVERNMENT USE ONLY	5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
	FUND 8036	ORG CODE TZM91100	B/A CODE 10	O/C CODE 25	AC	SS	VENDOR NAME
	FUNC CODE 000	C/E CODE 516	PROJ./PROS. NO.	CC-A	MDL	FI	G/L DEBT
	W/ITEM	CC-B	PRT./CRFT		AI	LC	DISCOUNT

7. TO: CONTRACTOR (Name, address and zip code)

Job Serebrov
[REDACTED]

Contact: Job Serebrov [REDACTED]

8. TYPE OF ORDER REFERENCE YOUR

A. PURCHASE

B. DELIVERY
 This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract

C. MODIFICATION NO. AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER
144-64-7486

9B. CHECK, IF APPROPRIATE
 WITHHOLD 20%

10A. CLASSIFICATION

A. SMALL BUSINESS
 B. OTHER THAN SMALL BUSINESS
 C. SMALL DISADVANTAGED
 D. SMALL WOMEN-OWNED

11. ISSUING OFFICE (Address, zip code, and telephone no.)
 Election Assistance Commission
 1225 New York Ave, NW Suite - 1100
 Washington, DC 20005

12. REMITTANCE ADDRESS (MANDATORY)
 Job Serebrov
 2110 South Spring Street
 Little Rock, AR 72206

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10B. TYPE OF BUSINESS ORGANIZATION
 A. CORPORATION
 B. PARTNER-SHIP
 C. SOLE

13. SHIP TO (Consignee address, zip code and telephone no.)
 Same as block 11

4. PLACE OF INSPECTION AND ACCEPTANCE
 J.S. EAC, 1225 NY Ave., NW, Suite 1100, Wash., DC 20005

15. REQUISITION OFFICE (Name, symbol and telephone no.)
 U.S. Election Assistance Commission

6. F.O.B. POINT
 Destination

17. GOVERNMENT B/L NO.

18. DELIVERY F.O.B. POINT ON OR BEFORE
 2/26/06

19. PAYMENT/DISCOUNT TERMS
 Net 30

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1	Under the authority of Public Law 107-252, dated October 29, 2002, establishing the U.S. Election Assistance Commission (EAC). Request to provide consulting services to the EAC to assist in the development of a Voting Fraud and Voter Intimidation Project. See the attached statement work for a description of the specifics. Labor: \$24,975.00 Travel: \$3,500.00 TOTAL COST OF CONTRACT: \$28,475.00				

RECEIVING OFFICE (Name, symbol and telephone no.)
 S. Election Assistance Commission (202) 566-3100

SHIPPING POINT

23. GROSS SHIP WT.	TOTAL FROM 300-A(s)	\$28,475.00
	GRAND TOTAL	28,475.00

MAIL INVOICE TO: (Include zip code)
 General Services Administration (FUND)
 Election Assistance Commission
 1225 New York Avenue, NW, Suite 1100
 Washington, DC 20005

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
 Diana M. Scott

25B. TELEPHONE NO.
 (202) 566-3100

26A. NAME OF CONTRACTING/ORDERING OFFICER (Type)
 Thomas F. Wilkey, Executive Director

26B. TELEPHONE NO.
 (202) 566-3100

26C. SIGNATURE

013287

PURCHASE ORDER TERMS AND CONDITIONS

52.229-70 FEDERAL, STATE, AND LOCAL TAXES (APR 1984)

The contract price includes all applicable Federal, State, and local taxes. No adjustment will be made to cover taxes which may subsequently be imposed on this transaction or changes in the rates of currently applicable taxes. However, the Government will, upon the request of the Contractor, furnish evidence appropriate to establish exemption from any tax from which the Government is exempt and which was not included in the contract price.

52.210-79 PACKING LIST (DEC 1989)

a) A packing list or other suitable shipping document shall accompany each shipment and shall indicate (1) Name and address of consignor; (2) Name and address of consignee; (3) Government order or acquisition number; (4) Government bill of lading number covering the shipment (if any); and (5) Description of the material shipped, including item number, quantity, number of containers, and package number (if any).

b) When payment will be made by Government commercial credit card, in addition to the information in (a) above, the packing list or shipping document shall include: (1) Cardholder name and telephone number and (2) the term "Credit Card".

2.232-1 PAYMENTS (APR 1984)

The Government shall pay the Contractor, upon the submission of proper invoices or vouchers, the prices stipulated in this contract for supplies delivered and accepted or services rendered and accepted, less any deductions provided in this contract. Unless otherwise specified in this contract, payment shall be made on partial deliveries accepted by the Government if: (a) The amount due on the deliveries warrants it; or (b) The Contractor requests it and the amount due on the deliveries is at least \$1,000 or 50 percent of the total contract price.

2.232-8 DISCOUNTS FOR PROMPT PAYMENT (APR 1989)

i) Discounts for prompt payment will not be considered in the valuation of offers. However, any offered discount will form a part of the award, and will be taken if payment is made within the discount period indicated in the offer by the offeror. As an alternative to offering a prompt payment discount in conjunction with the offer, offerors awarded contracts may include prompt payment discounts on individual invoices.

ii) In connection with any discount offered for prompt payment, time shall be computed from the date of the invoice. For the purpose of computing the discount earned, payment shall be considered to have been made on the date which appears on the payment check or the date on which an electronic funds transfer was made.

PROMPT PAYMENT

The prompt payment clause 52.232-25 is incorporated in this contract by reference. The clause contains information on payment due date, invoice requirements, constructive acceptance and interest penalties. Certain portions of the clause regarding payment due date, invoice requirements, and constructive acceptance have been extracted for your convenience. All days referred to in the extracts below are calendar days.

(1) . . . The due date for making invoice payments by the designated payment office shall be the later of the following two events:

- (i) The 30th day after the designated billing office has received a proper invoice from the Contractor.
- (ii) The 30th day after Government acceptance of supplies delivered or services performed by the Contractor . . .

(4) . . . An invoice shall be prepared and submitted to the designated billing office specified in the contract. A proper invoice must include the items listed in . . . (i) through . . . (viii) . . . If the invoice does not comply with these requirements, then the Contractor will be notified of a defect within 7 days after receipt of the invoice at the designated billing office . . . Untimely notification will be taken into account in the computation of any interest penalty owed the Contractor . . .

(i) Name and address of the Contractor.

(ii) Invoice date.

(iii) Contract number or other authorization for supplies delivered or services performed (including order number and contract line item number).

(iv) Description, quantity, unit of measure, unit price, and extended price of supplies delivered or services performed.

(v) Shipping and payment terms (e.g., shipment number and date of shipment, prompt payment discount terms), Bill of lading number and date of shipment will be shown for shipments on Government bills of lading.

(vi) Name and address of Contractor official to whom payment is to be sent (must be the same as that in the contract or in a proper notice assignment).

(vii) Name (where practicable), title, phone number, and mailing address of person to be notified in event of a defective invoice.

NOTE: Invoices must include the ACT number (block 4) and shall be submitted in an original only, unless otherwise specified, to the billing office designated in block 24 to receive invoices. The "remittance" address must correspond to the remittance address in block 12.

(a)(6)(i) For the sole purpose of computing an interest penalty that might be due the Contractor, Government acceptance shall be deemed to have occurred constructively on the 7th day (unless otherwise specified in block 20) after the Contractor delivered the supplies or performed the services in accordance with the terms and conditions of the contract, unless there is a disagreement over quantity, quality or contractor compliance with a contract provision . . .

52.222-40 SERVICE CONTRACT ACT OF 1965, AS AMENDED - - CONTRACTS OF \$2,500 OR LESS (MAY 1989)

Except to the extent that an exception, variation, or tolerance would apply if this contract were in excess of \$2,500, the Contractor and any subcontractor shall pay all employees working on the contract not less than the minimum wage specified under Section 6 a) (1) of the Fair Labor Standards Act of 1938, as amended (29 U.S.C. 201-208). Regulations and Interpretations of the Service Contract Act of 1965 are contained in 29 CFR Part 4.

52.222-41 SERVICE CONTRACT ACT OF 1965, AS AMENDED (MAY 1989)

52.222-42 STATEMENT OF EQUIVALENT RATES FOR FEDERAL HIRES (MAY 1989)
(52.222-41 and 52.222-42 apply to service contracts when the amount exceeds \$2,500).

The GSA Form 2166, Service Contract Act of 1965 and Statement of Equivalent Rates for Federal Hires is attached hereto and made a part hereof.

52.252-2 CLAUSES INCORPORATED BY REFERENCE (JUN 1988)

This contract incorporates the following clauses by reference with the same force and effect as if they were given in full text. Upon request the Contracting Officer will make their full text available:

FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1) CLAUSES

Applicable to purchase orders for supplies or services:

- 52.203-1 Officials Not to Benefit (APR 84)
- 52.203-3 Gratuities (APR 84)
- 52.203-5 Covenant Against Contingent Fees (APR 84)
- 52.203-6 Restriction on Subcontractor Sales to the Government (JUL 85)
- 52.203-7 Anti-Kickback Procedures (OCT 88)
- 52.212-9 Variation in Quantity (APR 84)
(In the preceding clause, the permissible variations are stated in the schedule.)
- 52.222-3 Convict Labor (APR 84)
- 52.222-26 Equal Opportunity (APR 84)(Applies when amount exceeds \$10,000.)
- 52.222-35 Affirmative Action for Special Disabled and Vietnam Era Veterans (APR 84)(Applies when amount exceeds \$10,000.)
- 52.222-36 Affirmative Action for Handicapped Workers (APR 84)(Applies when amount exceeds \$2,500.)
- 52.222-37 Employment Reports on Special Disabled Veterans and Veterans of the Vietnam Era (JAN 88)(Applies whenever clause 52.222-35 is included.)
- 52.223-6 Drug Free Workplace (JUL 90)(Applies if contract is awarded to an individual.)
- 52.226-3 Buy American Act - Supplies (JAN 89)
- 52.226-11 Restrictions on Certain Foreign Purchases (MAY 92)
- 52.232-25 Prompt Payment (SEP 92)
- 52.233-1 Disputes (DEC 91)
- 52.233-3 Protest After Award (AUG 89)
- 52.246-1 Contractor Inspection Requirements (APR 84)
- 52.249-8 Default (Fixed-Price Supply and Service)(APR 84)

Applicable to purchase orders for supplies:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 86)(Applies when amount is between \$2,500 and \$10,000.)
- 52.222-20 Walsh-Healey Public Contracts Act (APR 84)(Applies when amount exceeds \$10,000.)
- 52.243-1 Changes - Fixed Price (AUG 87)
- 52.249-1 Termination for Convenience of the Government (Fixed Price)(Short Form)(APR 84)

Applicable to purchase orders for services:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 86)(Applies when amount exceeds \$2,500.)
- 52.243-1 Changes - Fixed Price (APR 84) - Alt. II
- 52.249-4 Termination for Convenience of the Government (Services)(Short Form)(APR 84)

013288

ORDER FOR SUPPLIES AND SERVICES

NOTE: MARK ALL PACKAGES WITH ORDER NUMBER/CONTRACT NUMBER

PAGE 1 OF 1 PAGES

1. DATE OF ORDER: 12/24/06
 2. ORDER NUMBER: [REDACTED]
 3. CONTRACT NUMBER: EAC 06-05
 4. ACT NUMBER: E4019905

IMPORTANT:

- * This form is not to be used as an invoice. See reverse for invoice requirements and payment information.
- * The invoice remit to address must be the same as Block 12. Notify the contracting/ordering officer if the information in Block 12 is incorrect.
- * Failure to show the ACT number (Block 4) on invoice will delay payment and render the invoice improper.
- * Failure to mail invoice to address in Block 24 will delay payment.
- * Failure of service contractors to provide information in Block 9A will result in 20% of payment being withheld (26 U.S.C. 3406(a)).

TO: CONTRACTOR (Name, address and zip code)
 Job Serebrov
 [REDACTED]

B. TYPE OF ORDER REFERENCE YOUR
 A. PURCHASE

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including

B. DELIVERY
 This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract

C. MODIFICATION NO. AUTHORITY FOR ISSUING

V. EMPLOYER'S IDENTIFICATION NUMBER
 44-64-7486

9B. CHECK, IF APPROPRIATE
 WITHHOLD 20%

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

JA. CLASSIFICATION
 A. SMALL BUSINESS
 B. OTHER THAN SMALL BUSINESS
 C. SMALL DISADVANTAGED
 D. SMALL WOMEN-OWNED

10B. TYPE OF BUSINESS ORGANIZATION
 A. CORPORATION
 B. PARTNER-SHIP
 C. SOLE

11. ISSUING OFFICE (Address, zip code and telephone no.)
 Election Assistance Commission
 1225 New York Ave, NW Suite - 1100
 Washington, DC 20005

12. REMITTANCE ADDRESS (MANDATORY)
 Job Serebrov
 2110 South Spring Street
 Little Rock, AR 72206

13. SHIP TO (Consignee address, zip code and telephone no.)
 Same as block 11

14. PLACE OF INSPECTION AND ACCEPTANCE
 U.S. EAC, 1225 NY Ave., NW, Suite 1100, Wash., DC 20005

15. REQUISITION OFFICE (Name, symbol and telephone no.)
 U.S. Election Assistance Commission

16. F.O.B. POINT
 Destination

17. GOVERNMENT B/L NO.

18. DELIVERY F.O.B. POINT ON OR BEFORE
 2/26/06

19. PAYMENT/DISCOUNT TERMS
 Net 30

20. SCHEDULE

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
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RECEIVING OFFICE (Name, symbol and telephone no.)
 U.S. Election Assistance Commission (202) 566-3100

TOTAL FROM 300-A(s) \$28,475.00

SHIPPING POINT

23. GROSS SHIP WT.

GRAND TOTAL 28,475.00

MAIL INVOICE TO: (Include zip code)
 Federal Services Administration (FUND)
 Election Assistance Commission
 225 New York Avenue, NW, Suite 1100
 Washington, DC 20005

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
 Diana M. Scott

25B. TELEPHONE NO.
 (202) 566-3100

26A. NAME OF CONTRACTING/ORDERING OFFICER (Type)
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26B. TELEPHONE NO.
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26C. SIGNATURE

013289

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a)(4) . . . An invoice shall be prepared and submitted to the designated billing office specified in the contract. A proper invoice must include the items listed in . . . (i) through . . . (viii) . . . If the invoice does not comply with these requirements, then the Contractor will be notified of the defect within 7 days after receipt of the invoice at the designated billing office . . . Untimely notification will be taken into account in the computation of any interest penalty owed the Contractor . . .

(i) Name and address of the Contractor.

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NOTE: Invoices must include the ACT number (block 4) and shall be submitted in an original only, unless otherwise specified, to the billing office designated in block 24 to receive invoices. The "remit to" address must correspond to the remittance address in block 12.

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- 52.249-8 Default (Fixed-Price Supply and Service)(APR 84)

Applicable to purchase orders for supplies:

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- 52.243-1 Changes - Fixed Price (AUG 87)
- 52.249-1 Termination for Convenience of the Government (Fixed Price)(Short Form)(APR 84)

Applicable to purchase orders for services:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 86)(Applies when amount exceeds \$2,500.)
- 52.243-1 Changes - Fixed Price (APR 84) - Alt. II
- 52.249-4 Termination for Convenience of the Government (Services)(Short Form)(APR 84)

013290

ACT NUMBER E4019905; EAC CONTRACT NUMBER 06-05
Personal Services Contract for Interim Expert Services

Background

Section 241 of HAVA lists a number of election administration topics on which the U.S. Election Assistance Commission may elect to do research. In particular, Section 241(b) (6) and (7) state the two topics of nationwide statistics and methods of identifying, deterring and investigating voting fraud in elections for Federal offices; and identifying, deterring and investigating methods of voter intimidation. The EAC Board of Advisors has recommended that the EAC make research on these topics a high priority.

The EAC seeks to obtain consulting services from an individual who can provide advice drawn from broad professional and technical experience in the area of voter fraud and intimidation. The EAC needs this expert to conduct a preliminary examination of these topics to determine if a larger research project might be warranted. To promote a balanced and non-partisan approach to this effort, EAC is contracting with two experts, who will work jointly to perform the work described below. This contract is a follow-on agreement to EAC Contract Number 05-67. That agreement for non-severable services expires February 25, 2006, without completion of the project. The originally estimated labor hours for the project were insufficient. As such, the EAC seeks to continue the work started in the previous contract but has changed the scope (or duties) of the contractor to limit project costs. This change is reflected in the scope of work section, below.

Nature of the Appointment

The EAC enters into this contract pursuant to its authority to contract for consultants and experts under 5 U.S.C. §3109 (See 42 U.S.C. §15324(b)). As such, this contract is for personal services and creates a limited employment relationship. (See 5 C.F.R. §304). The initial appointment under this agreement shall be for the intermittent employment of an expert as defined by 5 C.F.R. §304.102(d) and (e). The expert (hereinafter "contractor") shall work as required by the EAC, without a regularly scheduled tour of duty. Under no circumstances may contractor work more than 225 hours during the term of this agreement (5 C.F.R. §304.103(c)(2)(i)).

Supervision and Management.

The EAC Manager and Contracting Officer's Representative (COR) for this effort is Peggy Sims. Ms. Sims will provide taskings, and authorize, supervise, review and approve all work and performance. She will also approve all labor hours on invoices and travel vouchers submitted for compensation under this agreement.

Period of Appointment.

The appointment under this contract is temporary and shall be for a period of up to four months. The contract period shall begin February 26, 2006. The contract may be extended and contractor reappointed for an additional period (not exceed one year) upon agreement of both parties. (See 5 C.F.R. §304.103(c)).

Compensation

The consultant shall be paid at a rate of \$111 per hour. Contractor shall perform the services prescribed by this agreement as directed by the COR on an intermittent basis. **However, in any event, the contractor shall not work more that [41 hours] in either of the 2 two week periods that make up each four week pay period.** Further, as aforementioned, the contractor may not work more than 225 hours during the term of this agreement. The dates of performance are flexible but shall be based upon the needs of the project and the EAC. COR shall provide contractor notice and authorization when performance under this agreement is required.

The consultant shall not incur overtime and is not eligible for premium pay under subchapter V of chapter 55 of title 5, United States Code. (5 C.F.R. §304.106(b)). The contractor, as an intermittent appointee, is also not entitled to sick or annual leave. Contractor will not receive compensation for Federal holidays when no work is performed. (5 C.F.R. §304.106(b)). The contractor shall **not** receive automatic adjustments of pay based upon 5 U.S.C. §5303. Contractor's pay rate may be increased at the sole discretion of the Contracting Officer, consistent with Federal regulations. Contractor may be reimbursed for other costs, such as local travel, consistent with this agreement if approved by the COR and submitted in writing via invoice.

Travel

The contractor may be required to travel on a periodic, as needed basis, throughout the duration of their appointment. All travel must be pre-approved by the EAC COR. The contractor will be reimbursed for hotel and ground transportation costs, proper incidental expenses, and per diem while on official, pre-approved EAC travel. Compensation for travel shall be made in accordance with the rates set forth in the Federal Travel Regulation. The amount reimbursed for travel shall not exceed \$3,500 in Federal Fiscal Year 2006.

Release of Information

As a result of the limited employment relationship created by this agreement, and pursuant to this agreement, you are required to follow all Federal laws and regulations as they relate to the release of agency documents and information. All research, information, documents and any other intellectual property (including but not limited to policies, procedures, manuals, and other work created at the request or otherwise while laboring for the EAC) shall be owned exclusively by the EAC, including copyright. All

such work product shall be turned over to the EAC upon completion of your appointment term or as directed by the EAC. The EAC shall have exclusive rights over this material. You may not release government information or documents without the express written permission of the EAC.

Compensation Procedures

Compensation shall be made for work done (labor hours) by submitting invoices. Invoices shall be submitted every four weeks from the date of award. A week shall be from Sunday to Saturday. The first pay period shall begin February 26, 2006. Invoices must be submitted every 4 weeks when compensable work under this contract has been performed. The COR will provide the contractor with an invoice schedule, identifying each of the invoice periods, and model invoice forms. Invoices shall be delivered to the COR for review and approval. Each invoice shall:

- (1) Identify each day (by date) that work was performed and the number of labor hours performed that day. Briefly describe the nature of the work performed for that day;
- (2) State the total number of labor hours that have been expended under the agreement for the invoice period;
- (3) State the total number of hours worked for each of the two week periods that make up the total invoice time;
- (4) Provide a cumulative total of hours worked during the entire contract performance period (one year);
- (5) Submit, as a separate line item, all reimbursable travel costs for approval. The submission must provide dates of travel, receipts and other information as required by the Federal Travel Regulation.
- (6) Include the contractor's signature, affirming that information contained in the invoice is accurate.

Duty Location

Contractor's duty station shall be his/her home or place of business. The contractor has access to and shall supply common office equipment to include telecommunications, internet access, a computer, office supplies, facsimile machine and common workplace software (including Microsoft Word, Project and Excel). All other resources will be provided by the EAC as needed and at its discretion.

Notices

Any notice, given by any of the parties hereunder, shall be sufficient only if in writing and delivered in person or sent by telegraph, telegram, registered, or regular mail as follows:

To EAC: 1225 New York Avenue, Suite 1100, Washington, DC 20005,
Attention: Contracting Officer Representative, Peggy Sims.

To Contractor: At EAC and at the Contractor's address shown on the Cover Page of this contract or to such other address as either of such parties shall designate by notice given as herein required. Notices hereunder shall be effective in accordance with this clause or on the effective date of the notice whichever is later.

Areas of Responsibility (Statement of Work)

1. Submit a revised work plan reflecting revised due dates for deliverables.
2. Develop a comprehensive description of what constitutes voting fraud and voter intimidation in the context of Federal elections.
3. Using the description developed for 2 above, perform background research, including both Federal and State administrative and case law review, and a summation of current activities of key government agencies, civic and advocacy organizations regarding these topics. Deliver a written summary of this research and all source documentation.
4. Work in consultation with other EAC staff and the Commissioners to identify a working group of key individuals and representatives of organizations knowledgeable about the topics of voting fraud and voter intimidation. The Working Group will be provided with the results of the consultant's research (discussed in 2 and 3, above) as background information. The consultant will be responsible for developing a discussion agenda and convene the Working Group with the objective of identifying promising avenues for future research by EAC.
5. The consultant shall be responsible for creating a report summarizing the findings of this preliminary research effort and Working Group deliberations. This report should include any recommendations for future EAC research resulting from this effort.

Terms and Conditions

The following additional terms and conditions shall apply to this personal services contract:

a. Federal Acquisition Regulation Clauses Incorporated by Reference:

This contract incorporates the following clauses by reference with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. These clauses may be obtained on the internet at <http://farsite.hill.af.mil/>.

52.203-7 Anti-Kickback Procedures (JUL 1995)

52.203-12 Limitation on Payments to Influence Certain Federal Transactions (Sept 2005)

52.215-2	Audit and Records -- Negotiation (Jun 1999)
52.224-1	Privacy Act Notification (APR 1984)
52.224-2	Privacy Act (APR 1984)
52.232-17	Interest (JUN 1996)
52.246-25	Limitation of Liability-Services (FEB 1997)
52.252-4	Alterations in Contract (APR 1984)

b. Federal Acquisition Regulation Clauses in Full Text:

Contract Termination (FAR 52.249-12)

The Government may terminate this contract at any time upon at least 15 days' written notice by the Contracting Officer to the Contractor. The Contractor, with the written consent of the Contracting Officer, may terminate this contract upon at least 15 days' written notice to the Contracting Officer. (End of Clause)

Site Visit (FAR 52.237-1)

Offerors or quoters are urged and expected to inspect the site where services are to be performed and to satisfy themselves regarding all general and local conditions that may affect the cost of contract performance, to the extent that the information is reasonably obtainable. In no event shall failure to inspect the site constitute grounds for a claim after contract award. (End of Clause)

Protection of Government Buildings, Equipment, and Vegetation (FAR 52.237-2)

The Contractor shall use reasonable care to avoid damaging existing buildings, equipment, and vegetation on the Government installation. If the Contractor's failure to use reasonable care causes damage to any of this property, the Contractor shall replace or repair the damage at no expense to the Government as the Contracting Officer directs. If the Contractor fails or refuses to make such repair or replacement, the Contractor shall be liable for the cost, which may be deducted from the contract price. (End of Clause)

Covenant Against Contingent Fees (FAR 52.203-5)

(a) The Contractor warrants that no person or agency has been employed or retained to solicit or obtain this contract upon an agreement or understanding for a contingent fee, except a bona fide employee or agency. For breach or violation of this warranty,

the Government shall have the right to annul this contract without liability or, in its discretion, to deduct from the contract price or consideration, or otherwise recover, the full amount of the contingent fee.

(b) "Bona fide agency," as used in this clause, means an established commercial or selling agency, maintained by a contractor for the purpose of securing business, that neither exerts nor proposes to exert improper influence to solicit or obtain Government contracts nor holds itself out as being able to obtain any Government contract or contracts through improper influence.

"Bona fide employee," as used in this clause, means a person, employed by a contractor and subject to the contractor's supervision and control as to time, place, and manner of performance, who neither exerts nor proposes to exert improper influence to solicit or obtain Government contracts nor holds itself out as being able to obtain any Government contract or contracts through improper influence.

"Contingent Fee," as used in this clause, means any commission, percentage, brokerage, or other fee that is contingent upon the success that a person or concern has in securing a Government contract.

"Improper influence," as used in this clause, means any influence that induces or tends to induce a Government employee or officer to give consideration or to act regarding a Government contract on any basis other than the merits of the matter.
(End of Clause)

Disputes (FAR 52.233-1), Alternate I

(a) This contract is subject to the Contract Disputes Act of 1978, as amended (41 U.S.C. 601-613).

(b) Except as provided in the Act, all disputes arising under or relating to this contract shall be resolved under this clause.

(c) "Claim," as used in this clause, means a written demand or written assertion by one of the contracting parties seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to this contract. However, a written demand or written assertion by the Contractor seeking the payment of money exceeding \$100,000 is not a claim under the Act until certified. A voucher, invoice, or other routine request for payment that is not in dispute when submitted is not a claim under the Act. The submission may be converted to a claim under the Act, by complying with the submission and certification requirements of this clause, if it is disputed either as to liability or amount or is not acted upon in a reasonable time.

(d) (1) A claim by the Contractor shall be made in writing and, unless otherwise stated in this contract, submitted within 6 years after accrual of the claim to the Contracting Officer for a written decision. A claim by the Government against the Contractor shall be subject to a written decision by the Contracting Officer.

(2)

(i) The contractor shall provide the certification specified in paragraph (d)(2)(iii) of this clause when submitting any claim exceeding \$100,000.

(ii) The certification requirement does not apply to issues in controversy that have not been submitted as all or part of a claim.

(iii) The certification shall state as follows: "I certify that the claim is made in good faith; that the supporting data are accurate and complete to the best of my knowledge and belief; that the amount requested accurately reflects the contract adjustment for which the Contractor believes the Government is liable; and that I am duly authorized to certify the claim on behalf of the Contractor."

(3) The certification may be executed by any person duly authorized to bind the Contractor with respect to the claim.

(e) For Contractor claims of \$100,000 or less, the Contracting Officer must, if requested in writing by the Contractor, render a decision within 60 days of the request. For Contractor-certified claims over \$100,000, the Contracting Officer must, within 60 days, decide the claim or notify the Contractor of the date by which the decision will be made.

(f) The Contracting Officer's decision shall be final unless the Contractor appeals or files a suit as provided in the Act.

(g) If the claim by the Contractor is submitted to the Contracting Officer or a claim by the Government is presented to the Contractor, the parties, by mutual consent, may agree to use alternative dispute resolution (ADR). If the Contractor refuses an offer for ADR, the Contractor shall inform the Contracting Officer, in writing, of the Contractor's specific reasons for rejecting the offer.

(h) The Government shall pay interest on the amount found due and unpaid from

(1) the date that the Contracting Officer receives the claim (certified, if required); or

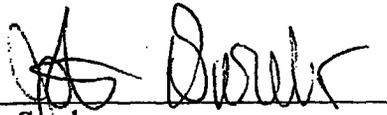
(2) the date that payment otherwise would be due, if that date is later, until the date of payment.

With regard to claims having defective certifications, as defined in FAR 33.201, interest shall be paid from the date that the Contracting Officer initially receives the claim. Simple interest on claims shall be paid at the rate, fixed by the Secretary of the Treasury as provided in the Act, which is applicable to the period during which the Contracting Officer receives the claim and then at the rate applicable for each 6-month period as fixed by the Treasury Secretary during the pendency of the claim.

(i) The Contractor shall proceed diligently with performance of this contract, pending final resolution of any request for relief, claim, appeal, or action arising under or relating to the contract, and comply with any decision of the Contracting Officer.
(End of Clause)

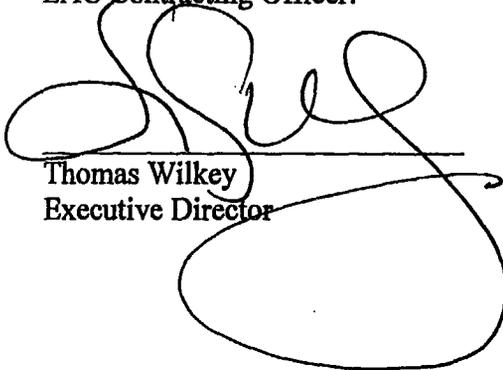
By signing below, contractor agrees to furnish the personal services set forth or otherwise identified, above, consistent with the conditions noted above and for the consideration stated herein.

Contractor:



Job Serebrov

EAC Contracting Officer:



Thomas Wilkey
Executive Director

F-106

ORDER FOR SUPPLIES AND SERVICES

IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution

PAGE 1 OF 1 PAGES

3. CONTRACT NUMBER: EAC 06-04

4. E4019904

1. DATE OF ORDER: 02/24/06

2. ORDER NUMBER:

5. ACCOUNTING CLASSIFICATION			
FUND 8036	ORG CODE TZM91100	B/A CODE 10	O/C CODE 25
FUNC CODE 000	C/E CODE 516	PROJ./PROS. NO.	CC-A
W/ITEM	CC-B	PRT./CRFT	

6. FINANCE DIVISION		
AC	SS	VENDOR NAME
MDL	FI	G/L DEBT
AI	LC	DISCOUNT

TO: CONTRACTOR (Name, address and zip code)

Tova Wang

Contact: Tova Wang

8. TYPE OF ORDER REFERENCE YOUR

A. PURCHASE

B. DELIVERY

9. MODIFICATION NO. AUTHORITY FOR ISSUING

11. EMPLOYER'S IDENTIFICATION NUMBER: 19-70-1137

10A. CLASSIFICATION

A. SMALL BUSINESS

B. OTHER THAN SMALL BUSINESS

C. SMALL DISADVANTAGED

D. SMALL WOMEN-OWNED

11. ISSUING OFFICE (Address, zip code, and telephone no.)

Election Assistance Commission
25 New York Ave, NW Suite - 1100
Washington, DC 20005

12. REMITTANCE ADDRESS (MANDATORY)

Tova Wang
201 West 74th Street, Apt. 11F
New York, NY 10023

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10B. TYPE OF BUSINESS ORGANIZATION

A. CORPORATION

B. PARTNER-SHIP

C. SOLE

13. SHIP TO (Consignee address, zip code and telephone no.)
Same as block 11

14. PLACE OF INSPECTION AND ACCEPTANCE

S. EAC, 1225 NY Ave., NW, Suite 1100, Wash., DC 20005

15. REQUISITION OFFICE (Name, symbol and telephone no.)

U.S. Election Assistance Commission

16. F.O.B. POINT OF ORIGIN

17. GOVERNMENT B/L NO.

18. DELIVERY F.O.B. POINT ON OR BEFORE 2/26/06

19. PAYMENT/DISCOUNT TERMS

Net 30

20. SCHEDULE					
ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Under the authority of Public Law 107-252, dated October 29, 2002, establishing the U.S. Election Assistance Commission (EAC). Request to provide consulting services to the EAC to assist in the development of a Voting Fraud and Voter Intimidation Project. See the attached statement work for a description of the specifics.				
	Labor: \$24,975.00 Travel: \$3,448.34 TOTAL COST OF CONTRACT: \$28,423.34				

11. RECEIVING OFFICE (Name, symbol and telephone no.)

Election Assistance Commission (202) 566-3100

TOTAL FROM 300-A(s) \$28,423.34

GRAND TOTAL 28,423.34

11. MAIL INVOICE TO: (Include zip code)

Services Administration (FUND)

Election Assistance Commission

5 New York Avenue, NW, Suite 1100

Washington, DC 20005

23. GROSS SHIP WT.

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
Diana M. Scott

25B. TELEPHONE NO. (202) 566-3100

26A. NAME OF CONTRACTING/ORDERING OFFICER (Type)
Thomas R. Wilkey, Executive Director

26B. TELEPHONE NO. (202) 566-3100

26C. SIGNATURE

PURCHASE ORDER TERMS AND CONDITIONS

552.229-70 FEDERAL, STATE, AND LOCAL TAXES (APR 1984)

The contract price includes all applicable Federal, State, and local taxes. No adjustment will be made to cover taxes which may subsequently be imposed on this transaction or changes in the rates of currently applicable taxes. However, the Government will, upon the request of the Contractor, furnish evidence appropriate to establish exemption from any tax from which the Government is exempt and which was not included in the contract price.

552.210-79 PACKING LIST (DEC 1989)

(a) A packing list or other suitable shipping document shall accompany each shipment and shall indicate (1) Name and address of consignor; (2) Name and address of consignee; (3) Government order or requisition number; (4) Government bill of lading number covering the shipment (if any); and (5) Description of the material shipped, including item number, quantity, number of containers, and package number (if any).

(b) When payment will be made by Government commercial credit card, in addition to the information in (a) above, the packing list or shipping document shall include: (1) Cardholder name and telephone number and (2) the term "Credit Card".

52.232-1 PAYMENTS (APR 1984)

The Government shall pay the Contractor, upon the submission of proper invoices or vouchers, the prices stipulated in this contract for supplies delivered and accepted or services rendered and accepted, less any deductions provided in this contract. Unless otherwise specified in this contract, payment shall be made on partial deliveries accepted by the Government if: (a) The amount due on the deliveries warrants it; or (b) The Contractor requests it and the amount due on the deliveries is at least \$1,000 or 50 percent of the total contract price.

2.232-8 DISCOUNTS FOR PROMPT PAYMENT (APR 1989)

a) Discounts for prompt payment will not be considered in the valuation of offers. However, any offered discount will form a part of the award, and will be taken if payment is made within the discount period indicated in the offer by the offeror. As an alternative to offering a prompt payment discount in conjunction with the offer, offerors awarded contracts may include prompt payment discounts on individual invoices.

b) In connection with any discount offered for prompt payment, time shall be computed from the date of the invoice. For the purpose of computing the discount earned, payment shall be considered to have been made on the date which appears on the payment check or the date on which an electronic funds transfer was made.

PROMPT PAYMENT

Prompt Payment clause 52.232-25 is incorporated in this contract by reference. The clause contains information on payment due date, invoice requirements, constructive acceptance and interest penalties. Certain portions of the clause regarding payment due date, invoice requirements, and constructive acceptance have been extracted for your convenience. All days referred to in the extracts below are calendar days.

(2) . . . The due date for making invoice payments by the designated payment office shall be the later of the following two events:

(i) The 30th day after the designated billing office has received a copy invoice from the Contractor.
(ii) The 30th day after Government acceptance of supplies delivered services performed by the Contractor . . .

(4) . . . An invoice shall be prepared and submitted to the designated billing office specified in the contract. A proper invoice must include items listed in . . . (i) through . . . (viii) . . . If the invoice does not comply with these requirements, then the Contractor will be notified of defect within 7 days after receipt of the invoice at the designated billing office . . . Untimely notification will be taken into account in the computation of any interest penalty owed the Contractor . . .

i) Name and address of the Contractor.

ii) Invoice date.

iii) Contract number or other authorization for supplies delivered or services performed (including order number and contract line item number).

v) Description of quantity, unit of measure, unit price, and extended price of supplies delivered or services performed.

v) Shipping and payment terms (e.g., shipment number and date of payment, prompt payment discount terms), Bill of lading number and weight of shipment will be shown for shipments on Government bills of lading.

vi) Name and address of Contractor official to whom payment is to be sent (must be the same as that in the contract or in a proper notice assignment).

vii) Name (where practicable), title, phone number, and mailing address of person to be notified in event of a defective invoice.

NOTE: Invoices must include the ACT number (block 4) and shall be submitted in an original only, unless otherwise specified, to the billing office designated in block 24 to receive invoices. The "remittance to" address must correspond to the remittance address in block 12.

(a)(6)(ii) For the sole purpose of computing an interest penalty that might be due the Contractor, Government acceptance shall be deemed to have occurred constructively on the 7th day (unless otherwise specified in block 20) after the Contractor delivered the supplies or performed the services in accordance with the terms and conditions of the contract, unless there is a disagreement over quantity, quality or contractor compliance with a contract provision . . .

52.222-40 SERVICE CONTRACT ACT OF 1965, AS AMENDED - - CONTRACTS OF \$2,500 OR LESS (MAY 1989)

Except to the extent that an exception, variation, or tolerance would apply if this contract were in excess of \$2,500, the Contractor and any subcontractor shall pay all employees working on the contract not less than the minimum wage specified under Section 6 a) (1) of the Fair Labor Standards Act of 1938, as amended (29 U.S.C. 201-208). Regulations and interpretations of the Service Contract Act of 1965 are contained in 29 CFR Part 4.

52.222-41 SERVICE CONTRACT ACT OF 1965, AS AMENDED (MAY 1989)

52.222-42 STATEMENT OF EQUIVALENT RATES FOR FEDERAL HIRES (MAY 1989)
(52.222-41 and 52.222-42 apply to service contracts when the amount exceeds \$2,500).

The GSA Form 2166, Service Contract Act of 1965 and Statement of Equivalent Rates for Federal Hires is attached hereto and made a part hereof.

52.252-2 CLAUSES INCORPORATED BY REFERENCE (JUN 1988)

This contract incorporates the following clauses by reference with the same force and effect as if they were given in full text. Upon request the Contracting Officer will make their full text available:

FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1) CLAUSES

Applicable to purchase orders for supplies or services:

- 52.203-1 Officials Not to Benefit (APR 84)
- 52.203-3 Gratuities (APR 84)
- 52.203-5 Covenant Against Contingent Fees (APR 84)
- 52.203-8 Restriction on Subcontractor Sales to the Government (JUL 85)
- 52.203-7 Anti-Kickback Procedures (OCT 88)
- 52.212-9 Variation in Quantity (APR 84)
(In the preceding clause, the permissible variations are stated in the schedule.)
- 52.222-3 Convict Labor (APR 84)
- 52.222-26 Equal Opportunity (APR 84)(Applies when amount exceeds \$10,000.)
- 52.222-35 Affirmative Action for Special Disabled and Vietnam Era Veterans (APR 84)(Applies when amount exceeds \$10,000.)
- 52.222-36 Affirmative Action for Handicapped Workers (APR 84)(Applies when amount exceeds \$2,500.)
- 52.222-37 Employment Reports on Special Disabled Veterans and Veterans of the Vietnam Era (JAN 88)(Applies whenever clause 52.222-35 is included.)
- 52.223-8 Drug Free Workplace (JUL 90)(Applies if contract is awarded to an individual.)
- 52.225-3 Buy American Act - Supplies (JAN 89)
- 52.225-11 Restrictions on Certain Foreign Purchases (MAY 92)
- 52.232-25 Prompt Payment (SEP 92)
- 52.233-1 Disputes (DEC 91)
- 52.233-3 Protest After Award (AUG 89)
- 52.246-1 Contractor Inspection Requirements (APR 84)
- 52.249-8 Default (Fixed-Price Supply and Service)(APR 84)

Applicable to purchase orders for supplies:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 86)(Applies when amount is between \$2,500 and \$10,000.)
- 52.222-20 Walsh-Healey Public Contracts Act (APR 84)(Applies when amount exceeds \$10,000.)
- 52.243-1 Changes - Fixed Price (AUG 87)
- 52.249-1 Termination for Convenience of the Government (Fixed Price)(Short Form)(APR 84)

Applicable to purchase orders for services:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 86)(Applies when amount exceeds \$2,500.)
- 52.243-1 Changes - Fixed Price (APR 84) - Alt. II
- 52.249-4 Termination for Convenience of the Government (Services)(Short Form)(APR 84)

013300

ORDER FOR SUPPLIES AND SERVICES

NOTE: MARK ALL PACKAGES WITH ORDER NUMBER/CONTRACT NUMBER

PAGE 1 OF 1 PAGES

DATE OF ORDER

2. ORDER NUMBER

3. CONTRACT NUMBER

4. ACT NUMBER

2/24/06

EAC 06-04

E4019904

IMPORTANT:

- * This form is not to be used as an invoice. See reverse for invoice requirements and payment information.
- * The invoice remit to address must be the same as Block 12. Notify the contracting/ordering officer if the information in Block 12 is incorrect.
- * Failure to show the ACT number (Block 4) on invoice will delay payment and render the invoice improper.
- * Failure to mail invoice to address in Block 24 will delay payment.
- * Failure of service contractors to provide information in Block 9A will result in 20% of payment being withheld (26 U.S.C. 3406(a)).

TO: CONTRACTOR (Name, address and zip code)

Tova Wang

Contact: Tova Wang

8. TYPE OF ORDER

REFERENCE YOUR

A. PURCHASE

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including

B. DELIVERY

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract

C. MODIFICATION NO.

AUTHORITY FOR ISSUING

9. EMPLOYER'S IDENTIFICATION NUMBER

19-70-1137

9B. CHECK, IF APPROP

WITHHOLD 20%

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10. CLASSIFICATION

A. SMALL BUSINESS

B. OTHER THAN SMALL BUSINESS

C. SMALL DISADVANTAGED

D. SMALL WOMEN-OWNED

10B. TYPE OF BUSINESS ORGANIZATION

A. CORPORATION

B. PARTNER-SHIP

C. SOLE

11. ISSUING OFFICE (Address, zip code and telephone no.)

Election Assistance Commission
25 New York Ave, NW Suite - 1100
Washington, DC 20005

12. REMITTANCE ADDRESS (MANDATORY)

Tova Wang
201 West 74th Street, Apt. 11F
New York, NY 10023

13. SHIP TO (Consignee address, zip code and telephone no.)

Same as block 11

14. PLACE OF INSPECTION AND ACCEPTANCE

S. EAC, 1225 NY Ave., NW, Suite 1100, Wash., DC 20005

15. REQUISITION OFFICE (Name, symbol and telephone no.)

U.S. Election Assistance Commission

16. F.O.B. POINT

Destination

17. GOVERNMENT B/L NO.

18. DELIVERY F.O.B. POINT ON OR BEFORE

2/26/06

19. PAYMENT/DISCOUNT TERMS

Net 30

20. SCHEDULE

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Under the authority of Public Law 107-252, dated October 29, 2002, establishing the U.S. Election Assistance Commission (EAC). Request to provide consulting services to the EAC to assist in the development of a Voting Fraud and Voter Intimidation Project. See the attached statement work for a description of the specifics. Labor: \$24,975.00 Travel: \$3,448.34 TOTAL COST OF CONTRACT: \$28,423.34				

21. RECEIVING OFFICE (Name, symbol and telephone no.)

Election Assistance Commission (202) 566-3100

TOTAL FROM 300-A(s)

\$28,423.34

22. SHIPPING POINT

23. GROSS SHIP WT.

GRAND TOTAL

28,423.34

24. MAIL INVOICE TO: (Include zip code)

Federal Services Administration (FUND)
Election Assistance Commission
25 New York Avenue, NW, Suite 1100
Washington, DC 20005

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:

Diana M. Scott

25B. TELEPHONE NO.

(202) 566-3100

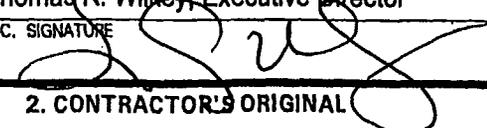
26A. NAME OF CONTRACTING/ORDERING OFFICER (Type)

Thomas R. Wilkey, Executive Director

26B. TELEPHONE NO.

(202) 566-3100

26C. SIGNATURE



013301

PURCHASE ORDER TERMS AND CONDITIONS

552.229-70 FEDERAL, STATE, AND LOCAL TAXES (APR 1984)

The contract price includes all applicable Federal, State, and local taxes. No adjustment will be made to cover taxes which may subsequently be imposed on this transaction or changes in the rates of currently applicable taxes. However, the Government will, upon the request of the Contractor, furnish evidence appropriate to establish exemption from any tax from which the Government is exempt and which was not included in the contract price.

552.210-79 PACKING LIST (DEC 1989)

(a) A packing list or other suitable shipping document shall accompany each shipment and shall indicate (1) Name and address of consignor; (2) Name and address of consignee; (3) Government order or requisition number; (4) Government bill of lading number covering the shipment (if any); and (5) Description of the material shipped, including item number, quantity, number of containers, and package number (if any).

(b) When payment will be made by Government commercial credit card, in addition to the information in (a) above, the packing list or shipping document shall include: (1) Cardholder name and telephone number and (2) the term "Credit Card".

52.232-1 PAYMENTS (APR 1984)

The Government shall pay the Contractor, upon the submission of proper invoices or vouchers, the prices stipulated in this contract for supplies delivered and accepted or services rendered and accepted, less any deductions provided in this contract. Unless otherwise specified in this contract, payment shall be made on partial deliveries accepted by the Government if: (a) The amount due on the deliveries warrants it; or (b) The Contractor requests it and the amount due on the deliveries is at least \$1,000 or 50 percent of the total contract price.

52.232-8 DISCOUNTS FOR PROMPT PAYMENT (APR 1989)

(a) Discounts for prompt payment will not be considered in the valuation of offers. However, any offered discount will form a part of the award, and will be taken if payment is made within the discount period indicated in the offer by the offeror. As an alternative to offering a prompt payment discount in conjunction with the offer, offerors awarded contracts may include prompt payment discounts on individual invoices.

(b) In connection with any discount offered for prompt payment, time shall be computed from the date of the invoice. For the purpose of computing the discount earned, payment shall be considered to have been made on the date which appears on the payment check or the date on which an electronic funds transfer was made.

PROMPT PAYMENT

Prompt Payment clause 52.232-25 is incorporated in this contract by reference. The clause contains information on payment due date, invoice requirements, constructive acceptance and interest penalties. Certain portions of the clause regarding payment due date, invoice requirements, and constructive acceptance have been extracted for your convenience. All days referred to in the extracts below are calendar days.

(1) . . . The due date for making invoice payments by the designated payment office shall be the later of the following two events:

- (i) The 30th day after the designated billing office has received a proper invoice from the Contractor.
- (ii) The 30th day after Government acceptance of supplies delivered or services performed by the Contractor . . .

(4) . . . An invoice shall be prepared and submitted to the designated billing office specified in the contract. A proper invoice must include the items listed in . . . (i) through . . . (viii) . . . If the invoice does not comply with these requirements, then the Contractor will be notified of the defect within 7 days after receipt of the invoice at the designated billing office . . . Untimely notification will be taken into account in the computation of any interest penalty owed the Contractor . . .

(i) Name and address of the Contractor.

(ii) Invoice date.

(iii) Contract number or other authorization for supplies delivered or services performed (including order number and contract line item number).

(iv) Description, quantity, unit of measure, unit price, and extended price of supplies delivered or services performed.

(v) Shipping and payment terms (e.g., shipment number and date of shipment, prompt payment discount terms), Bill of lading number and date of shipment will be shown for shipments on Government bills of lading.

(vi) Name and address of Contractor official to whom payment is to be sent (must be the same as that in the contract or in a proper notice assignment).

(vii) Name (where practicable), title, phone number, and mailing address of person to be notified in event of a defective invoice.

NOTE: Invoices must include the ACT number (block 4) and shall be submitted in an original only, unless otherwise specified, to the billing office designated in block 24 to receive invoices. The "remittance to" address must correspond to the remittance address in block 12.

(a)(6)(i) For the sole purpose of computing an interest penalty that might be due the Contractor, Government acceptance shall be deemed to have occurred constructively on the 7th day (unless otherwise specified in block 20) after the Contractor delivered the supplies or performed the services in accordance with the terms and conditions of the contract, unless there is a disagreement over quantity, quality or contractor compliance with a contract provision . . .

52.222-40 SERVICE CONTRACT ACT OF 1965, AS AMENDED - - CONTRACTS OF \$2,500 OR LESS (MAY 1989)

Except to the extent that an exception, variation, or tolerance would apply if this contract were in excess of \$2,500, the Contractor and any subcontractor shall pay all employees working on the contract not less than the minimum wage specified under Section 8 a) (1) of the Fair Labor Standards Act of 1938, as amended (29 U.S.C. 201-206). Regulations and interpretations of the Service Contract Act of 1965 are contained in 29 CFR Part 4.

52.222-41 SERVICE CONTRACT ACT OF 1965, AS AMENDED (MAY 1989)

52.222-42 STATEMENT OF EQUIVALENT RATES FOR FEDERAL HIRES (MAY 1989)

(52.222-41 and 52.222-42 apply to service contracts when the amount exceeds \$2,500).

The GSA Form 2166, Service Contract Act of 1965 and Statement of Equivalent Rates for Federal Hires is attached hereto and made a part hereof.

52.252-2 CLAUSES INCORPORATED BY REFERENCE (JUN 1988)

This contract incorporates the following clauses by reference with the same force and effect as if they were given in full text. Upon request the Contracting Officer will make their full text available:

FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1) CLAUSES

Applicable to purchase orders for supplies or services:

- 52.203-1 Officials Not to Benefit (APR 84)
- 52.203-3 Gratuities (APR 84)
- 52.203-6 Covenant Against Contingent Fees (APR 84)
- 52.203-8 Restriction on Subcontractor Sales to the Government (JUL 85)
- 52.203-7 Anti-Kickback Procedures (OCT 88)
- 52.212-9 Variation in Quantity (APR 84)
(in the preceding clause, the permissible variations are stated in the schedule.)
- 52.222-3 Convict Labor (APR 84)
- 52.222-26 Equal Opportunity (APR 84)(Applies when amount exceeds \$10,000.)
- 52.222-35 Affirmative Action for Special Disabled and Vietnam Era Veterans (APR 84)(Applies when amount exceeds \$10,000.)
- 52.222-36 Affirmative Action for Handicapped Workers (APR 84)(Applies when amount exceeds \$2,500.)
- 52.222-37 Employment Reports on Special Disabled Veterans and Veterans of the Vietnam Era (JAN 88)(Applies whenever clause 52.222-35 is included.)
- 52.223-8 Drug Free Workplace (JUL 90)(Applies if contract is awarded to an individual.)
- 52.225-3 Buy American Act - Supplies (JAN 89)
- 52.225-11 Restrictions on Certain Foreign Purchases (MAY 92)
- 52.232-25 Prompt Payment (SEP 92)
- 52.233-1 Disputes (DEC 91)
- 52.233-3 Protest After Award (AUG 89)
- 52.246-1 Contractor Inspection Requirements (APR 84)
- 52.249-8 Default (Fixed-Price Supply and Service)(APR 84)

Applicable to purchase orders for supplies:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 88)(Applies when amount is between \$2,500 and \$10,000.)
- 52.222-20 Walsh-Healey Public Contracts Act (APR 84)(Applies when amount exceeds \$10,000.)
- 52.243-1 Changes - Fixed Price (AUG 87)
- 52.249-1 Termination for Convenience of the Government (Fixed Price)(Short Form)(APR 84)

Applicable to purchase orders for services:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 88)(Applies when amount exceeds \$2,500.)
- 52.243-1 Changes - Fixed Price (APR 84) - Alt. II
- 52.249-4 Termination for Convenience of the Government (Services)(Short Form)(APR 84)

013302

ACT NUMBER E4019904; EAC CONTRACT NUMBER 06-04
Personal Services Contract for Interim Expert Services

Background

Section 241 of HAVA lists a number of election administration topics on which the U.S. Election Assistance Commission may elect to do research. In particular, Section 241(b) (6) and (7) state the two topics of nationwide statistics and methods of identifying, deterring and investigating voting fraud in elections for Federal offices; and identifying, deterring and investigating methods of voter intimidation. The EAC Board of Advisors has recommended that the EAC make research on these topics a high priority.

The EAC seeks to obtain consulting services from an individual who can provide advice drawn from broad professional and technical experience in the area of voter fraud and intimidation. The EAC needs this expert to conduct a preliminary examination of these topics to determine if a larger research project might be warranted. To promote a balanced and non-partisan approach to this effort, EAC is contracting with two experts, who will work jointly to perform the work described below. This contract is a follow-on agreement to EAC Contract Number 05-66. That agreement for non-severable services expires February 15, 2006, without completion of the project. The originally estimated labor hours for this project were insufficient. As such, the EAC seeks to continue the work started in this previous contract but has changed the scope (or duties) of the contractor to limit project costs. This change is reflected in the scope of work section, below.

Nature of the Appointment

The EAC enters into this contract pursuant to its authority to contract for consultants and experts under 5 U.S.C. §3109 (See 42 U.S.C. §15324(b)). As such, this contract is for personal services and creates a limited employment relationship. (See 5 C.F.R. §304). The initial appointment under this agreement shall be for the intermittent employment of an expert as defined by 5 C.F.R. §304.102(d) and (e). The expert (hereinafter "contractor") shall work as required by the EAC, without a regularly scheduled tour of duty. Under no circumstances may contractor work more than 225 hours during the term of this agreement (5 C.F.R. §304.103(c)(2)(i)).

Supervision and Management.

The EAC Manager and Contracting Officer's Representative (COR) for this effort is Peggy Sims. Ms Sims will provide taskings, and authorize, supervise, review and approve all work and performance. She will also approve all labor hours on invoices and travel vouchers submitted for compensation under this agreement.

013303

Period of Appointment.

The appointment under this contract is temporary and shall be for a period of up to four months. The contract period shall begin February 26, 2006. The contract may be extended and contractor reappointed for an additional period (not exceed one year) upon agreement of both parties. (See 5 C.F.R. §304.103(c)).

Compensation

The consultant shall be paid at a rate of \$111 per hour. Contractor shall perform the services prescribed by this agreement as directed by the COR on an intermittent basis. However, in any event, the contractor shall not work more than [41 hours] in either of the 2 two week periods that make up each four week pay period. Further, as aforementioned, the contractor may not work more than 225 hours during the term of this agreement. The dates of performance are flexible but shall be based upon the needs of the project and the EAC. COR shall provide contractor notice and authorization when performance under this agreement is required.

The consultant shall not incur overtime and is not eligible for premium pay under subchapter V of chapter 55 of title 5, United States Code. (5 C.F.R. §304.106(b)). The contractor, as an intermittent appointee, is also not entitled to sick or annual leave. Contractor will not receive compensation for Federal holidays when no work is performed. (5 C.F.R. §304.106(b)). The contractor shall not receive automatic adjustments of pay based upon 5 U.S.C. §5303. Contractor's pay rate may be increased at the sole discretion of the Contracting Officer, consistent with Federal regulations. Contractor may be reimbursed for other costs, such as local travel, consistent with this agreement if approved by the COR and submitted in writing via invoice.

Travel

The contractor may be required to travel on a periodic, as needed basis, throughout the duration of their appointment. All travel must be pre-approved by the EAC COR. The contractor will be reimbursed for hotel and ground transportation costs, proper incidental expenses, and per diem while on official, pre-approved EAC travel. Compensation for travel shall be made in accordance with the rates set forth in the Federal Travel Regulation. The amount reimbursed for travel shall not exceed \$6,500 in Federal Fiscal Year 2006.

Release of Information

As a result of the limited employment relationship created by this agreement, and pursuant to this agreement, you are required to follow all Federal laws and regulations as they relate to the release of agency documents and information. All research, information, documents and any other intellectual property (including but not limited to policies, procedures, manuals, and other work created at the request or otherwise while laboring for the EAC) shall be owned exclusively by the EAC, including copyright. All

such work product shall be turned over to the EAC upon completion of your appointment term or as directed by the EAC. The EAC shall have exclusive rights over this material. You may not release government information or documents without the express written permission of the EAC.

Compensation Procedures

Compensation shall be made for work done (labor hours) by submitting invoices. Invoices shall be submitted every four weeks from the date of award. A week shall be from Sunday to Saturday. The first pay period shall begin February 26, 2006. Invoices must be submitted every 4 weeks when compensable work under this contract has been performed. The COR will provide the contractor with an invoice schedule, identifying each of the invoice periods, and model invoice forms. Invoices shall be delivered to the COR for review and approval. Each invoice shall:

- (1) Identify each day (by date) that work was performed and the number of labor hours performed that day. Briefly describe the nature of the work performed for that day;
- (2) State the total number of labor hours that have been expended under the agreement for the invoice period;
- (3) State the total number of hours worked for each of the two week periods that make up the total invoice time;
- (4) Provide a cumulative total of hours worked during the entire contract performance period (one year);
- (5) Submit, as a separate line item, all reimbursable travel costs for approval. The submission must provide dates of travel, receipts and other information as required by the Federal Travel Regulation.
- (6) Include the contractor's signature, affirming that information contained in the invoice is accurate.

Duty Location

Contractor's duty station shall be his/her home or place of business. The contractor has access to and shall supply common office equipment to include telecommunications, internet access, a computer, office supplies, facsimile machine and common workplace software (including Microsoft Word, Project and Excel). All other resources will be provided by the EAC as needed and at its discretion.

Notices

Any notice, given by any of the parties hereunder, shall be sufficient only if in writing and delivered in person or sent by telegraph, telegram, registered, or regular mail as follows:

To EAC: 1225 New York Avenue, Suite 1100, Washington, DC 20005,
Attention: Contracting Officer Representative, Peggy Sims.

To Contractor: At EAC and at the Contractor's address shown on the Cover Page of this contract or to such other address as either of such parties shall designate by notice given as herein required. Notices hereunder shall be effective in accordance with this clause or on the effective date of the notice whichever is later.

Areas of Responsibility (Statement of Work)

1. Submit a revised work plan reflecting revised due dates for deliverables.
2. Develop a comprehensive description of what constitutes voting fraud and voter intimidation in the context of Federal elections.
3. Using the description developed for 2 above, perform background research, including both Federal and State administrative and case law review, and a summation of current activities of key government agencies, civic and advocacy organizations regarding these topics. Deliver a written summary of this research and all source documentation.
4. Work in consultation with other EAC staff and the Commissioners to identify a working group of key individuals and representatives of organizations knowledgeable about the topics of voting fraud and voter intimidation. The Working Group will be provided with the results of the consultant's research (discussed in 2 and 3, above) as background information. The consultant will be responsible for developing a discussion agenda and convene the Working Group with the objective of identifying promising avenues for future research by EAC.
5. The consultant shall be responsible for creating a report summarizing the findings of this preliminary research effort and Working Group deliberations. This report should include any recommendations for future EAC research resulting from this effort.

Terms and Conditions

The following additional terms and conditions shall apply to this personal services contract:

a. Federal Acquisition Regulation Clauses Incorporated by Reference:

This contract incorporates the following clauses by reference with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. These clauses may be obtained on the internet at <http://farsite.hill.af.mil/>.

52.203-7 Anti-Kickback Procedures (JUL 1995)

52.203-12 Limitation on Payments to Influence Certain Federal Transactions (Sept 2005)

- 52.215-2 Audit and Records -- Negotiation (Jun 1999)
- 52.224-1 Privacy Act Notification (APR 1984)
- 52.224-2 Privacy Act (APR 1984)
- 52.232-17 Interest (JUN 1996)
- 52.246-25 Limitation of Liability-Services (FEB 1997)
- 52.252-4 Alterations in Contract (APR 1984)

b. Federal Acquisition Regulation Clauses in Full Text:

Contract Termination (FAR 52.249-12)

The Government may terminate this contract at any time upon at least 15 days' written notice by the Contracting Officer to the Contractor. The Contractor, with the written consent of the Contracting Officer, may terminate this contract upon at least 15 days' written notice to the Contracting Officer. (End of Clause)

Site Visit (FAR 52.237-1)

Offerors or quarters are urged and expected to inspect the site where services are to be performed and to satisfy themselves regarding all general and local conditions that may affect the cost of contract performance, to the extent that the information is reasonably obtainable. In no event shall failure to inspect the site constitute grounds for a claim after contract award. (End of Clause)

Protection of Government Buildings, Equipment, and Vegetation (FAR 52.237-2)

The Contractor shall use reasonable care to avoid damaging existing buildings, equipment, and vegetation on the Government installation. If the Contractor's failure to use reasonable care causes damage to any of this property, the Contractor shall replace or repair the damage at no expense to the Government as the Contracting Officer directs. If the Contractor fails or refuses to make such repair or replacement, the Contractor shall be liable for the cost which may be deducted from the contract price. (End of Clause)

Covenant Against Contingent Fees (FAR 52.203-5)

(a) The Contractor warrants that no person or agency has been employed or retained to solicit or obtain this contract upon an agreement or understanding for a contingent fee, except a bona fide employee or agency. For breach or violation of this warranty,

the Government shall have the right to annul this contract without liability or, in its discretion, to deduct from the contract price or consideration, or otherwise recover, the full amount of the contingent fee.

(b) "Bona fide agency," as used in this clause, means an established commercial or selling agency, maintained by a contractor for the purpose of securing business, that neither exerts nor proposes to exert improper influence to solicit or obtain Government contracts nor holds itself out as being able to obtain any Government contract or contracts through improper influence.

"Bona fide employee," as used in this clause, means a person, employed by a contractor and subject to the contractor's supervision and control as to time, place, and manner of performance, who neither exerts nor proposes to exert improper influence to solicit or obtain Government contracts nor holds itself out as being able to obtain any Government contract or contracts through improper influence.

"Contingent Fee," as used in this clause, means any commission, percentage, brokerage, or other fee that is contingent upon the success that a person or concern has in securing a Government contract.

"Improper influence," as used in this clause, means any influence that induces or tends to induce a Government employee or officer to give consideration or to act regarding a Government contract on any basis other than the merits of the matter.
(End of Clause)

Disputes (FAR 52.233-1), Alternate I

(a) This contract is subject to the Contract Disputes Act of 1978, as amended (41 U.S.C. 601-613).

(b) Except as provided in the Act, all disputes arising under or relating to this contract shall be resolved under this clause.

(c) "Claim," as used in this clause, means a written demand or written assertion by one of the contracting parties seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to this contract. However, a written demand or written assertion by the Contractor seeking the payment of money exceeding \$100,000 is not a claim under the Act until certified. A voucher, invoice, or other routine request for payment that is not in dispute when submitted is not a claim under the Act. The submission may be converted to a claim under the Act, by complying with the submission and certification requirements of this clause, if it is disputed either as to liability or amount or is not acted upon in a reasonable time.

(d) (1) A claim by the Contractor shall be made in writing and, unless otherwise stated in this contract, submitted within 6 years after accrual of the claim to the Contracting Officer for a written decision. A claim by the Government against the Contractor shall be subject to a written decision by the Contracting Officer.

(2)

(i) The contractor shall provide the certification specified in paragraph (d)(2)(iii) of this clause when submitting any claim exceeding \$100,000.

(ii) The certification requirement does not apply to issues in controversy that have not been submitted as all or part of a claim.

(iii) The certification shall state as follows: "I certify that the claim is made in good faith; that the supporting data are accurate and complete to the best of my knowledge and belief; that the amount requested accurately reflects the contract adjustment for which the Contractor believes the Government is liable; and that I am duly authorized to certify the claim on behalf of the Contractor."

(3) The certification may be executed by any person duly authorized to bind the Contractor with respect to the claim.

(e) For Contractor claims of \$100,000 or less, the Contracting Officer must, if requested in writing by the Contractor, render a decision within 60 days of the request. For Contractor-certified claims over \$100,000, the Contracting Officer must, within 60 days, decide the claim or notify the Contractor of the date by which the decision will be made.

(f) The Contracting Officer's decision shall be final unless the Contractor appeals or files a suit as provided in the Act.

(g) If the claim by the Contractor is submitted to the Contracting Officer or a claim by the Government is presented to the Contractor, the parties, by mutual consent, may agree to use alternative dispute resolution (ADR). If the Contractor refuses an offer for ADR, the Contractor shall inform the Contracting Officer, in writing, of the Contractor's specific reasons for rejecting the offer.

(h) The Government shall pay interest on the amount found due and unpaid from

(1) the date that the Contracting Officer receives the claim (certified, if required); or

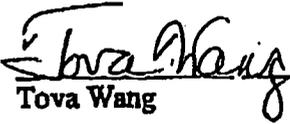
(2) the date that payment otherwise would be due, if that date is later, until the date of payment.

With regard to claims having defective certifications, as defined in FAR 33.201, interest shall be paid from the date that the Contracting Officer initially receives the claim. Simple interest on claims shall be paid at the rate, fixed by the Secretary of the Treasury as provided in the Act, which is applicable to the period during which the Contracting Officer receives the claim and then at the rate applicable for each 6-month period as fixed by the Treasury Secretary during the pendency of the claim.

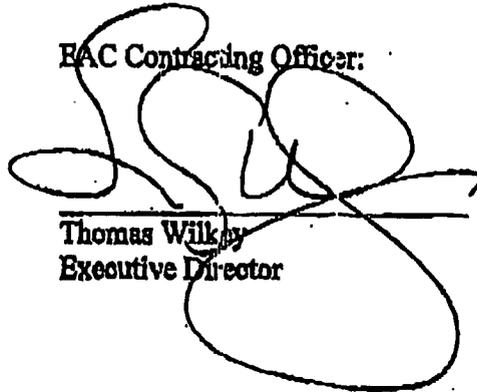
(i) The Contractor shall proceed diligently with performance of this contract, pending final resolution of any request for relief, claim, appeal, or action arising under or relating to the contract, and comply with any decision of the Contracting Officer.
(End of Clause)

By signing below, contractor agrees to furnish the personal services set forth or otherwise identified, above, consistent with the conditions noted above and for the consideration stated herein.

Contractor:


Tova Wang

EAC Contracting Officer:


Thomas Wilkey
Executive Director

Obligated FPO5

ORDER FOR SUPPLIES AND SERVICES

IMPORTANT: See Instructions in GSAR 553.370-300-1 for distribution

PAGE 1 OF 1 PAGES

1. DATE OF ORDER: 11/08/05
 2. ORDER NUMBER: [REDACTED]
 3. CONTRACT NUMBER: EAC 05-66
 4. AC: E4019697

5. ACCOUNTING CLASSIFICATION

FUND: 8035	ORG CODE: TZM91100	B/A CODE: 10	O/C CODE: 25
FUNC CODE: 000	C/E CODE: 516	PROJ./PROS. NO.	CC-A
W/ITEM	CC-B	PRT./CRFT	

6. FINANCE DIVISION

AC	SS	VENDOR NAME
MDL	FI	G/L DEBT
AI	LC	DISCOUNT

7. TO: CONTRACTOR (Name, address and zip code)

Tova Wang
 [REDACTED]
 [REDACTED]

Contact: Tova Wang [REDACTED]

8. TYPE OF ORDER REFERENCE YOUR

A. PURCHASE
 B. DELIVERY

Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated.

This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract

C. MODIFICATION NO. AUTHORITY FOR ISSUING

9A. EMPLOYER'S IDENTIFICATION NUMBER: 119701137

9B. CHECK, IF APPROPRIATE WITHHOLD 20%

10A. CLASSIFICATION

A. SMALL BUSINESS
 B. OTHER THAN SMALL BUSINESS
 C. SMALL DISADVANTAGED
 D. SMALL WOMEN-OWNED

11. ISSUING OFFICE (Address, zip code, and telephone no.)
 Election Assistance Commission
 225 New York Ave., N.W., Suite 1100
 Washington, DC 20005

12. REMITTANCE ADDRESS (MANDATORY)
 Tova Wang
 201 West 74th Street, Apt. 11F
 New York, NY 10023

Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.

10B. TYPE OF BUSINESS ORGANIZATION

A. CORPORATION
 B. PARTNER-SHIP
 C. SOLE

13. SHIP TO (Consignee address, zip code and telephone no.)
 Same as block 11

4. PLACE OF INSPECTION AND ACCEPTANCE: AC, 1225 New York Ave., NW, #1100, Wash. DC 20005

15. REQUISITION OFFICE (Name, symbol and telephone no.)
 Election Assistance Commission

17. GOVERNMENT B/L NO.

18. DELIVERY F.O.B. POINT ON OR BEFORE: 09/01/05

19. PAYMENT/DISCOUNT TERMS: Net 30

20. SCHEDULE

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	Under the authority of Public Law 107-252, dated October 29, 2002, establishing the U.S. Election Assistance Commission (EAC). Request to provide consulting services to the EAC to assist in the development of a Voting Fraud and Voter Intimidation Project. See the attached statement work for a description of the specifics.				
	LABOR COST: \$50,000.00 TRAVEL COST: \$5,000.00 TOTAL COST OF CONTRACT: \$55,000.00				

RECEIVING OFFICE (Name, symbol and telephone no.)
 Election Assistance Commission (202) 566-3100

SHIPPING POINT

23. GROSS SHIP WT.

25A. FOR INQUIRIES REGARDING PAYMENT CONTACT:
 Diana Scott

25B. TELEPHONE NO.
 202-566-3100

26A. NAME OF CONTRACTING/ORDERING OFFICER (Type)
 Gracia Hillman, Chair

26B. TELEPHONE NO.
 202-566-3100

28C. SIGNATURE

MAIL INVOICE TO: (Include zip code)
 Federal Services Administration (FUND)
 Election Assistance Commission
 225 New York Ave., NW Suite 1100
 Washington, DC 20005

TOTAL FROM 300-A(s)	\$55,000.00
GRAND TOTAL	55,000.00

PURCHASE ORDER TERMS AND CONDITIONS

552.229-70 FEDERAL, STATE, AND LOCAL TAXES (APR 1984)

The contract price includes all applicable Federal, State, and local taxes. No adjustment will be made to cover taxes which may subsequently be imposed on this transaction or changes in the rates of currently applicable taxes. However, the Government will, upon the request of the Contractor, furnish evidence appropriate to establish exemption from any tax from which the Government is exempt and which was not included in the contract price.

552.210-79 PACKING LIST (DEC 1989)

(a) A packing list or other suitable shipping document shall accompany each shipment and shall indicate (1) Name and address of consignor; (2) Name and address of consignee; (3) Government order or requisition number; (4) Government bill of lading number covering the shipment (if any); and (5) Description of the material shipped, including item number, quantity, number of containers, and package number (if any).

(b) When payment will be made by Government commercial credit card, in addition to the information in (a) above, the packing list or shipping document shall include: (1) Cardholder name and telephone number and (2) the term "Credit Card".

52.232-1 PAYMENTS (APR 1984)

The Government shall pay the Contractor, upon the submission of proper invoices or vouchers, the prices stipulated in this contract for supplies delivered and accepted or services rendered and accepted, less any deductions provided in this contract. Unless otherwise specified in this contract, payment shall be made on partial deliveries accepted by the Government if: (a) The amount due on the deliveries warrants it; or (b) The Contractor requests it and the amount due on the deliveries is at least \$1,000 or 50 percent of the total contract price.

52.232-8 DISCOUNTS FOR PROMPT PAYMENT (APR 1989)

(a) Discounts for prompt payment will not be considered in the evaluation of offers. However, any offered discount will form a part of the award, and will be taken if payment is made within the discount period indicated in the offer by the offeror. As an alternative to offering a prompt payment discount in conjunction with the offer, offerors awarded contracts may include prompt payment discounts on individual invoices.

(b) In connection with any discount offered for prompt payment, time shall be computed from the date of the invoice. For the purpose of computing the discount earned, payment shall be considered to have been made on the date which appears on the payment check or the date on which an electronic funds transfer was made.

PROMPT PAYMENT

Prompt Payment clause 52.232-25 is incorporated in this contract by reference. The clause contains information on payment due date, invoice requirements, constructive acceptance and interest penalties. Certain portions of the clause regarding payment due date, invoice requirements, and constructive acceptance have been extracted for your convenience. All days referred to in the extracts below are calendar days.

(a)(2) . . . The due date for making invoice payments by the designated payment office shall be the later of the following two events:

- (i) The 30th day after the designated billing office has received a proper invoice from the Contractor.
- (ii) The 30th day after Government acceptance of supplies delivered or services performed by the Contractor . . .

(a)(4) . . . An invoice shall be prepared and submitted to the designated billing office specified in the contract. A proper invoice must include the items listed in . . . (i) through . . . (viii) . . . If the invoice does not comply with these requirements, then the Contractor will be notified of the defect within 7 days after receipt of the invoice at the designated billing office . . . Untimely notification will be taken into account in the computation of any interest penalty owed the Contractor . . .

(i) Name and address of the Contractor.

(ii) Invoice date.

(iii) Contract number or other authorization for supplies delivered or services performed (including order number and contract line item number).

(iv) Description, quantity, unit of measure, unit price, and extended price of supplies delivered or services performed.

(v) Shipping and payment terms (e.g., shipment number and date of shipment, prompt payment discount terms), Bill of lading number and weight of shipment will be shown for shipments on Government bills of lading.

(vi) Name and address of Contractor official to whom payment is to be sent (must be the same as that in the contract or in a proper notice assignment).

(vii) Name (where practicable), title, phone number, and mailing address of person to be notified in event of a defective invoice.

NOTE: Invoices must include the ACT number (block 4) and shall be submitted in an original only, unless otherwise specified, to the billing office designated in block 24 to receive invoices. The "remittance to" address must correspond to the remittance address in block 12.

(a)(6)(i) For the sole purpose of computing an interest penalty that might be due the Contractor, Government acceptance shall be deemed to have occurred constructively on the 7th day (unless otherwise specified in block 20) after the Contractor delivered the supplies or performed the services in accordance with the terms and conditions of the contract, unless there is a disagreement over quantity, quality or contractor compliance with a contract provision . . .

52.222-40 SERVICE CONTRACT ACT OF 1965, AS AMENDED - CONTRACTS OF \$2,500 OR LESS (MAY 1989)

Except to the extent that an exception, variation, or tolerance would apply if this contract were in excess of \$2,500, the Contractor and any subcontractor shall pay all employees working on the contract not less than the minimum wage specified under Section 8 a) (1) of the Fair Labor Standards Act of 1938, as amended (29 U.S.C. 201-208). Regulations and interpretations of the Service Contract Act of 1965 are contained in 29 CFR Part 4.

52.222-41 SERVICE CONTRACT ACT OF 1965, AS AMENDED (MAY 1989)

52.222-42 STATEMENT OF EQUIVALENT RATES FOR FEDERAL HIRES (MAY 1989)
(52.222-41 and 52.222-42 apply to service contracts when the amount exceeds \$2,500).

The GSA Form 2166, Service Contract Act of 1965 and Statement of Equivalent Rates for Federal Hires is attached hereto and made a part hereof.

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This contract incorporates the following clauses by reference with the same force and effect as if they were given in full text. Upon request the Contracting Officer will make their full text available:

FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1) CLAUSES

Applicable to purchase orders for supplies or services:

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- 52.203-3 Gratuities (APR 84)
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- 52.212-9 Variation in Quantity (APR 84)
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- 52.223-6 Drug Free Workplace (JUL 90)(Applies if contract is awarded to an individual.)
- 52.225-3 Buy American Act - Supplies (JAN 89)
- 52.225-11 Restrictions on Certain Foreign Purchases (MAY 92)
- 52.232-25 Prompt Payment (SEP 92)
- 52.233-1 Disputes (DEC 91)
- 52.233-3 Protest After Award (AUG 89)
- 52.246-1 Contractor Inspection Requirements (APR 84)
- 52.249-8 Default (Fixed-Price Supply and Service)(APR 84)

Applicable to purchase orders for supplies:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 86)(Applies when amount is between \$2,500 and \$10,000.)
- 52.222-20 Walsh-Healey Public Contracts Act (APR 84)(Applies when amount exceeds \$10,000.)
- 52.243-1 Changes - Fixed Price (AUG 87)
- 52.249-1 Termination for Convenience of the Government (Fixed Price)(Short Form)(APR 84)

Applicable to purchase orders for services:

- 52.222-4 Contract Work Hours and Safety Standards Act - Overtime Compensation - (MAR 86)(Applies when amount exceeds \$2,500.)
- 52.243-1 Changes - Fixed Price (APR 84) - Alt. II
- 52.249-4 Termination for Convenience of the Government (Services)(Short Form)(APR 84)

013312

ACT NUMBER E4019697; EAC CONTRACT NUMBER 05-66

Consulting Services to Assist EAC in the Development of a Voting Fraud and Voter Intimidation Project

Background

Section 241 of HAVA lists a number of election administration topics on which the U.S. Election Assistance Commission may elect to do research. In particular, Section 241(b) (6) and (7) state the two topics of nationwide statistics and methods of identifying, deterring and investigating voting fraud in elections for Federal offices; and identifying, deterring and investigating methods of voter intimidation. The EAC Board of Advisors has recommended that the EAC make research on these topics a high priority.

The EAC seeks to obtain consulting services from an individual who can provide advice drawn from broad professional and technical experience in the area of voter fraud and intimidation. The EAC needs this consultant to conduct a preliminary examination of these topics to determine if a larger research project might be warranted. If so, the consultant would also be tasked to define the scope of the project and prepare a Statement of Work for the EAC to use for a subsequent competitive procurement. To promote a balanced and non-partisan approach to this effort, EAC is contracting with two consultants, who will work jointly to perform the work described below.

Nature of the Appointment

The EAC enters into this contract pursuant to its authority to contract for consultants under 5 U.S.C. §3109 (See 42 U.S.C. §15324(b)). As such this contract is for personal services and creates a limited employment relationship. (See 5 C.F.R. §304). As a result of this unique relationship, and pursuant to this agreement, you are required to follow all Federal laws and regulations as they relate to the release of agency documents and information, travel and conduct. All research, information, documents and any other intellectual property, (including but not limited to policies, procedures, manuals, and other work created at the request or otherwise while laboring for the EAC) shall be owned exclusively by the EAC, including copyright. All such work product shall be turned over to the EAC upon completion of your appointment term or as directed by the EAC. The EAC shall have exclusive rights over this material. You may not release government information or documents without the express permission of the EAC.

Supervision and Management.

The EAC Project Manager for this effort is Margaret Sims, EAC Research Specialist. Ms. Sims will provide taskings, and supervise, review and approve all work and performance.

Period of Appointment, Compensation and Travel.

The period of appointment under this contract is estimated at six months. The appointment shall constitute intermittent appointment (without a regularly scheduled tour of duty) per 5 C.F.R. §340.401(b). The consultant shall not incur overtime. The consultants shall not receive automatic adjustments of pay based upon 5 U.S.C. 5303. The consultants are not eligible for sick and annual leave, nor compensation for work performed on federal holidays. The Consultant is expected to work 450 hours during the estimated six month appointment period. These hours must be distributed evenly over the period so that the Consultant is working approximately, but no more than 20 hours per week. The consultant shall be paid at a rate of \$111 per hour. The dates of performance are flexible but shall be based upon the needs of the project and the EAC. The project at issue is sought to be completed within the sixth month period. The period of appointment shall continue until the project, outlined below, is completed.

Consultant's duty station shall be his/her home or place of business. The consultant has access to and shall supply common office equipment to include telecommunications, internet, a computer, office supplies, facsimile machine and common workplace software (including Microsoft Word and Excel). Other resources will be provided by the EAC as needed and at its discretion.

The Consultant is required to travel on a periodic, as needed basis, throughout the duration of their appointment. All travel must be pre-approved by the EAC per Federal Travel Regulations and EAC policy. The Consultant will be reimbursed, at the Federal government rates, for hotel and ground transportation costs, proper incidental expenses, and per diem while on official, pre-approved EAC travel.

Areas of Responsibility

1. Develop a comprehensive description of what constitutes voting fraud and voter intimidation in the context of Federal elections.
2. Using the description developed above, perform background research, including both Federal and State administrative and case law review, and a summation of current activities of key government agencies, civic and advocacy organizations regarding these topics. Deliver a written summary of this research and all source documentation.
3. Work in consultation with other EAC staff and the Commissioners to identify a working group of key individuals and representatives of organizations knowledgeable about the topics of voting fraud and voter intimidation. The Working Group will be provided with the results of Tasks 1 and 2 as background information. The consultant will be responsible for developing a discussion agenda and convene the Working Group with the objective of identifying promising avenues for future research by EAC.

4. The consultant shall be responsible for creating a report summarizing the findings of this preliminary research effort and Working Group deliberations. This report should include any recommendations for future research resulting from this effort.
5. Should the EAC decide to pursue one or more of the recommendations made in the report noted above, the consultant will be responsible for defining the appropriate project scope(s) and preparing Statement(s) of Work sufficient for use in a competitive procurement.

Compensation Procedures

Compensation shall be made for work done by submitting invoices. Invoices shall be submitted on a monthly basis. These invoices shall state the number of labor hours that have been expended. Invoices shall be delivered to Ms. Margaret Sims for review and Ms. Diana Scott, Administrative Officer, U.S. Election Assistance Commission, 1225 New York Avenue, N.W., Suite 1100, Washington DC 20005. Compensation for travel shall be submitted by travel voucher consistent with federal travel regulation and EAC requirements.

Termination

This consultant contract can be terminated without cause in advance of the current end date by two weeks' notice in writing by either of the parties.

Estimated Project Timetable.

Deliverable	Due Date
Project work plan	10 days after contract award
Progress reports	monthly
Description of voting fraud and voter intimidation	October 2005
Summary of background research and associated source documentation	January 2006
Convene working group	February 2006
Summary report describing findings and recommendations for future EAC research	March 2006
Statement(s) of Work for future research project(s)	TBD

PROPOSAL TO THE U.S. ELECTION ASSISTANCE COMMISSION

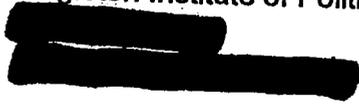
Eagleton Institute of Politics, Rutgers, The State University of New Jersey
With the Moritz College of Law, The Ohio State University

Providing Research Assistance to the Election Assistance Commission for the
development of voluntary guidance on Provisional Voting and Voter Identification
Procedures

March 22, 2005

CONTACT

Ruth B. Mandel, Director
Principal Investigator
Eagleton Institute of Politics



CONTENTS OF THE PROPOSAL PACKAGE

Technical Proposal, including Project Workplan

- Attachment 1 -- Preliminary Gantt Chart
- Attachment 2 -- Matrix of Personnel
- Attachment 3 -- Qualifications of the Principal Investigator
- Attachment 4 -- Comparable Projects of Eagleton Institute
- Attachment 5 -- Risks for Successful Completion of Provisional Voting
- Attachment 6 -- Risks for Successful Completion of Voter ID
- Attachment 7 -- Reasons the Project Team is the Best Qualified
- Attachment 8 -- Resumes of Project Team
- Separate File -- Cost Proposal

The Eagleton Institute of Politics at Rutgers, The State University of New Jersey, together with the Moritz College of Law and the Department of Political Science at The Ohio State University have formed a consortium to respond to the U.S. Election Assistance Commission's Request for Proposals to support the development of voluntary guidance on Provisional Voting and Voter Identification Procedures. These institutions have a record of accomplishment in this and closely related fields and are pleased to have this opportunity to contribute to the nationally significant research agenda proposed by the Commission. The consortium offers an independent, objective team of scholars and researchers whose experience and previous contributions to the field will facilitate the completion of the ambitious research agenda in the compressed time established in the RFP.

The research described follows the Commission's Resolution of October 12, 2004 that made the following points:

- Provisional Voting should ensure that all voters who are --or believe they are-- registered can cast a ballot in federal elections with the knowledge that a fair process will be followed to determine if the provisional ballot should be counted;
- Election officials have a duty to make certain that provisional balloting is administered fairly and effectively;
- Just before the election, the public was unclear about Provisional Voting procedures;

The Consortium

THE EAGLETON INSTITUTE

The Eagleton Institute explores state and national politics through research, education, and public service, linking the study of politics with its day-to-day practice. It focuses attention on how contemporary political systems work, how they change, and how they might work better. Eagleton offers a range of education programs, including an undergraduate certificate, graduate fellowships, research internships, and opportunities to interact with political practitioners. Eagleton's unusual experience in combining scholarly work with the practice of politics means that the Commission will receive information, analysis and recommendations that are credible, practical, and effective.

The Institute regularly undertakes projects to enhance political understanding and involvement, often in collaboration with government agencies, the media, non-profit groups, and other academic institutions. Its faculty, centers and programs specialize in fields that are directly relevant to the Commission's needs, including the study of: state legislatures; minority and immigrant political behavior; campaigns, elections and political parties; and civic education. The Institute is well known for its Eagleton Poll, a survey research center, which may contribute to this project if the EAC elects to include the optional surveys of young voters (who face particular hurdles as first-time registrants and voters) and of local election officials across the country. These surveys are described in this proposal as possible supplements to the research outlined specifically in the Commission's RFP.

THE MORITZ COLLEGE OF LAW

The College of Law has served the citizens of Ohio and the nation since its establishment in 1891. It has played a leading role in the legal profession through countless contributions made by graduates and faculty. It offers a broad and deep curriculum of approximately 145 courses, covering nearly every area of the law. Its contributions to election law have become well known through its Election Law @ Moritz website. *Election Law @ Moritz* illuminates public understanding of election law and its role in our nation's democracy. Moritz's role in the research may be enhanced by the inclusion of the OSU Department of Political Science, which is prepared to undertake an in-depth survey of provisional voting and voter identification requirements in one to three states if EAC elects to include that optional research in its contract.

Design and Management of the Project

The Consortium's work will be directed by a Project Team. Dr. Ruth B. Mandel, Director of the Eagleton Institute of Politics and Board of Governors Professor of Politics at Rutgers, chairs the Project Team, and will be the Principal Investigator. Project Team members are:

Edward B. Foley, Robert M. Duncan/Jones Day Designated Professor of Law at the Moritz College of Law and Director of Election Law @ Moritz

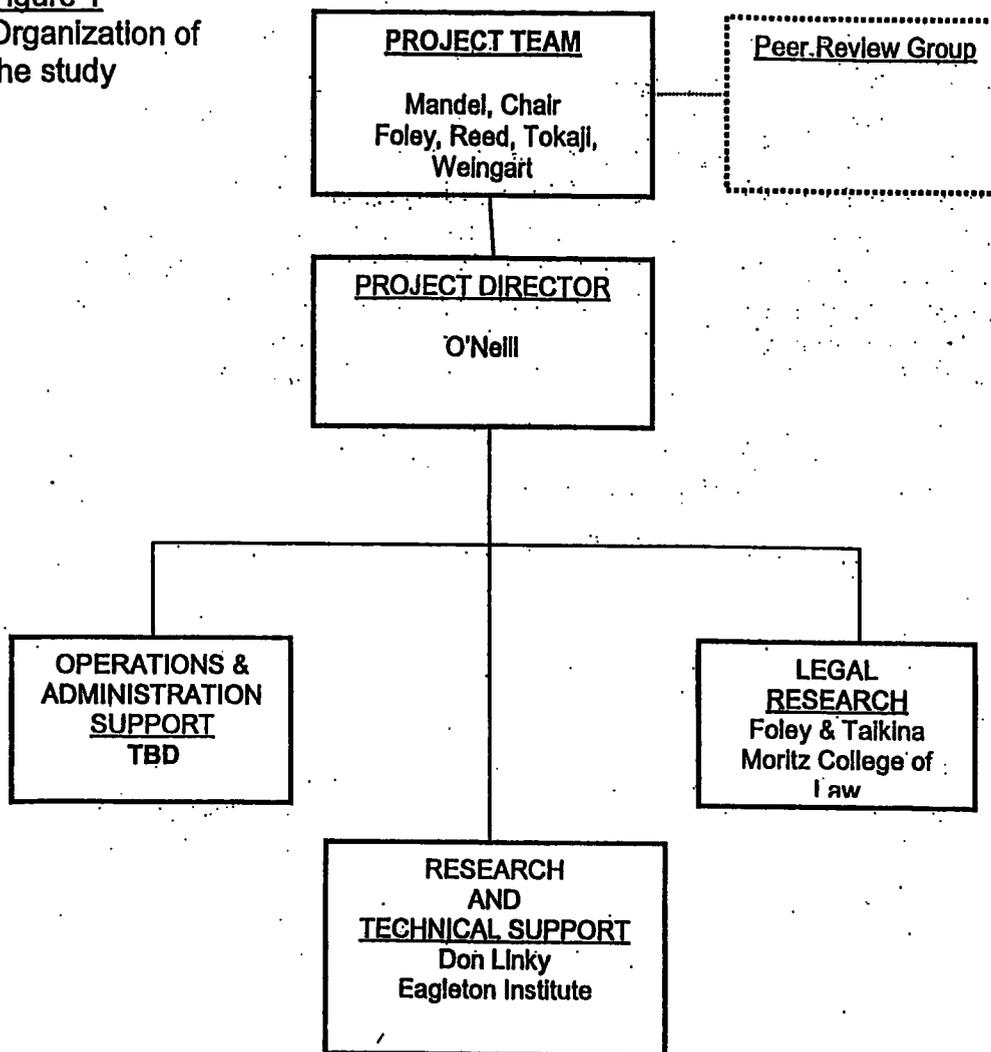
Ingrid Reed, Director of the New Jersey Project at the Eagleton Institute of Politics. Reed's work has focused on campaigns and elections from the point of view of the citizen.

Daniel P. Tokaji, Assistant Professor of Law at the Moritz College of Law. His areas of expertise include voting rights, civil rights, freedom of speech, disability rights, and civil procedure.

John Weingart, Associate Director of the Eagleton Institute of Politics, whose publications focus on government process and citizen involvement

To manage the project, Eagleton has retained Thomas O'Neill. He has long experience in leading and managing complex research and analysis projects. For the past 20 years, O'Neill served as President of The Partnership for New Jersey and led its Leadership New Jersey, diversity management and education improvement programs. Previously he was Executive Director of The Center for Analysis of Public Issues in Princeton, which, among other research, analyzed campaigns and elections. He served for several years as election night analyst for New Jersey Network Television and for WNET-Channel 13 in New York. The team he leads will include a research administrator and support staff necessary for the timely completion of all tasks specified in the RFP. The work will benefit from review by an advisory group of senior scholars and a bi-partisan group of practitioners to provide peer review of draft reports. The peer review group will broaden the viewpoints reflected in the work and lend depth to the Project Team.

Figure 1
Organization of
the study



The Peer Review Group is now in formation. Both Eagleton and Moritz are connected to a wide, national network of academics, authorities, and activists involved in elections and election law. Upon award of the contract, we will activate that network to recruit 8 to 10 outstanding men and women to constitute the Peer Review Group. Those listed below have not been approached yet, but they represent the range and caliber we intend to recruit for the Peer Review Group.

- Kim Alexander, California Voter Foundation, a nonpartisan organization she founded in 1994 to advance new technologies to improve elections.
- William Baroni, an attorney, Republican member of the New Jersey General Assembly, who specializes in election law.
- Mickey Edwards, former Oklahoma Congressman and faculty member at Harvard's Kennedy School who taught courses on Congress, political leadership, issue advocacy, election strategies, conservative political theory, and the constitutional separation of

powers. Now at the Princeton University's Woodrow Wilson School of Public and International Affairs.

- Elaine Jones, former president and director-counsel of the NAACP Legal Defense Fund.
- Richard C. Leone, President, The Century Foundation, which sponsors an active project on election law. Former New Jersey Treasurer and candidate for the U. S. Senate.
- Frank Reiche, an attorney in private practice, chaired the Federal Election Commission during the Administration of George H. W. Bush.
- Trevor Potter, President, Campaign Legal Center and former member of the FEC. The Campaign Legal Center is a nonpartisan, nonprofit organization which works in campaign finance, and elections. Advisor to Senator John McCain.
- Peter Veniero, an attorney in private practice, former Justice of the New Jersey Supreme Court, who provided election-related legal advice to former Governor Christine Todd Whitman during her first campaign.
- Alan Rosenthal, Professor of Public Policy, Rutgers, the State University, whose research focuses on state legislatures.

The Peer Review Group will bring a wide range of thinking and informed opinion to the project. Its members will broaden and deepen the Project Team's consideration of how provisional voting and the voter identification regime affect access to the ballot while preserving the integrity of the election process. The Peer Review Group will comment on an early draft of the analysis called for in Tasks 3.4 and 3.10 and in the development of alternative approaches called for in Tasks 3.5 and 3.12.

Approach to the Research and Analysis

The Commission's resolution of October 12 (Resolution 2004-02) provided guidance for election administrators in the states on how to achieve the goals of the Help America Vote Act. The research proposed here should determine the degree to which that guidance was followed in the case of Provisional Voting and in the intertwined topic of Voter Identification Requirements. Through research, interviews, survey analysis and hearings, we will develop information on key questions about the 2004 election, including:

- Did the States have in place clear and uniform written procedures, guidelines and/or instructions to govern the casting and counting of provisional ballots?
- Did local procedures reflect the state's uniform procedures?
- Did all States and election jurisdictions make these procedures available to the public, political parties and candidates before the election;
- To what extent were poll workers appropriately trained on how to administer provisional ballots, including establishing the identity of the potential voter seeking a provisional ballot?
- How were Federal funds under the Help America Vote Act used to educate voters about their rights to cast a provisional ballot, as well as where such provisional ballots must be cast in order to be counted?
- In States where a provisional ballot had to be cast at the voter's assigned polling place or precinct, was information available to poll workers to allow them to determine the voter's assigned precinct and polling place?
- Do states have mechanisms in place to inform voters casting provisional ballots whether or not their vote was counted, and whether or not they are now registered for subsequent elections?

The answers to these questions will reveal the nationwide response to HAVA and to the Commission's guidance in its Resolution 2004-02. They will also help the Project Team develop recommendations to improve the Commission's ability to tailor its guidance document to the needs of voters and election officials. The Commission will gain the knowledge needed to provide a clear basis for practical action by those responsible for administering elections, and thereby move closer to the goals of the Help America Vote Act. It will determine the degree to which Provisional Voting provides a "fail-safe" ballot for those who would otherwise be disenfranchised by confusion or administrative error. This work is important.

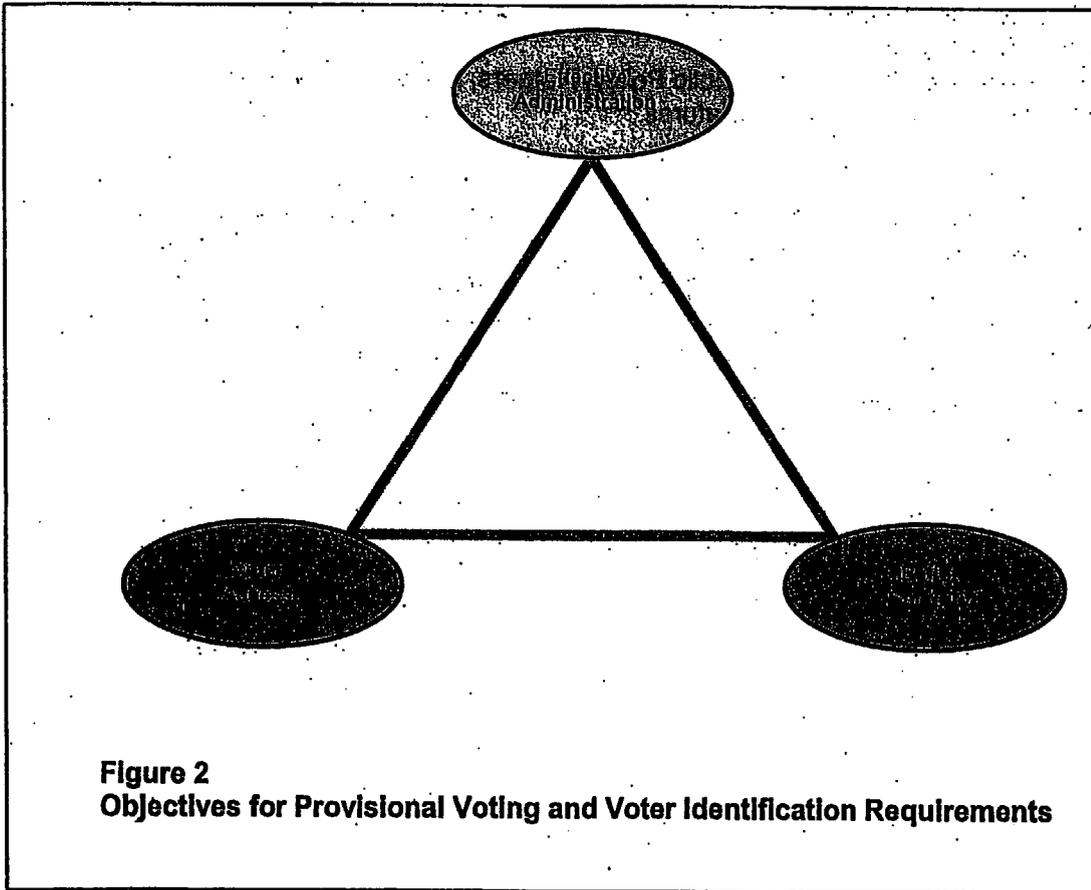


Figure 2
Objectives for Provisional Voting and Voter Identification Requirements

A critical area of inquiry throughout this study will be the balance between ballot access and ballot integrity. Striking that balance requires well-trained election administrators who can make fine distinctions under pressure. Figure 2 shows the interplay among the three goals of voter access, ballot security, and administrative clarity, illustrating that tradeoffs must be made in pursuing these important goals. The balance among these goals was one issue at stake in *Spencer v. Blackwell*, which raised the central issue of discrimination against African-American voters by poll challengers in Ohio. Just before the 2004 election, the U.S. Court Of Appeals for the Sixth Circuit in *Summit County Democratic Central and Executive Committee v. Blackwell* described the tension

between the conflicting goals of ballot access and ballot integrity, concerns that apply to assessing the effects of provisional voting:

There is a strong public interest in allowing every registered voter to vote freely. There is also a strong public interest in permitting legitimate statutory processes to operate to preclude voting by those who are not entitled to vote. Finally, there is a strong public interest in smooth and effective administration of the voting laws that militates against changing the rules in the hours immediately preceding the election.

We will pay particular attention to these tensions. The study will weigh questions of open access, administrative practicality, equitable treatment of all voters, the role of technology in extending the boundaries of the possible, and the realities of reliance on state and local entities to devise and administer election law in compliance with constitutional protections within a framework of federalism.

We will reach out to organizations, such as those listed below, with an interest in HAVA and in issues surrounding Provisional Voting and Voter Identification to gather information and invite their comments, suggestions, and recommendations:

- American Enterprise Institute [www.aei.org]
- Brennan Center for Justice at NYU School of Law [www.brennancenter.org]
- Center for Digital Government
- The Century Foundation [www.tcf.org]
- The Constitution Project
- DEMOS-USA [www.demos-usa.org]
- The Election Center [www.votewatch.us]
- Election Reform Information Project [www.electionline.org]
- Leadership Conference on Civil Rights [www.civilrights.org]
- League of Women Voters [www.lwv.org]
- National Association of State Election Directors [www.nased.org]
- People for the American Way [www.pfaw.org]
- Secretaries of State Association [www.nass.org]

The information and perspectives held by these organizations will provide leads for further research and analysis. For example, DEMOS-USA, a New York-based NGO, undertook a 50-state survey of plans for provisional ballots. Published as "Placebo Ballots—Will Fall Safe Voting Fall", its findings suggest areas for further inquiry:

- Officials were asked the circumstances under which provisional ballots would be offered, which races the ballots would include, and how they would be determined valid and subsequently counted. The responses differed widely among states. At times, different elections officials within the same state offered different answers.
- Idaho and Minnesota do not offer provisional ballots to first-time, newly registered voters who cannot show identification.
- Ten other states do not allow these individuals a chance to substantiate their identity after Election Day or verify their eligibility through other means. Instead, they will automatically invalidate provisional ballots cast by these "voters."

- At least fifteen other states require provisional voters to return to the election clerk's office after Election Day to present identification. Poll worker error is likely to have a particularly strong effect on provisional voters. Many voters will likely leave the polling place without understanding that they must return with identification sometime later for their provisional ballot to count.
- Twenty-three states provide provisional ballots and verify voters' eligibility without requiring them to present identification subsequent to Election Day.

WORK PLAN

Figure 4, attached, is a preliminary Gantt chart of the project. Please refer to it in conjunction with the following narrative. The chart projects a start date of April 4, 2005, with completion by the end of October 2005, for a duration of 7 months.

PROVISIONAL VOTING

Task 3.1 (By April 14)

We will submit an updated work plan and more detailed Gantt chart. The updated work plan will contain additional detail on the approach and methods we will apply to each task and will provide a more precise estimate of the time required for completion of those tasks. The Project Director and selected members of the Project Team will brief the EAC Project Manager and lead Commissioner as required. Before April 14 we expect to know from the Project Manager if the EAC wishes us to undertake the optional surveys described in this proposal as supplements to the research.

Task 3.2 (By middle of each month, May – October)

The Project Director will submit progress reports that summarize activities, indicate progress, report preliminary results and conclusions, identify problems to be resolved, and track the budget.

Task 3.3 (Periodically, May – October)

The Project Team will brief the EAC as desired. The work plan provides for as many as 6 briefings at appropriate milestones (see Gantt chart). Some of these would be by conference call, others would take place at the EAC's offices.

Task 3.4 Collect and Analyze (April -- May)

The analysis of variation in the administration of Provisional Voting across the country is the keystone of this phase of the research. With the research team and advisory group in place, we will begin immediately to collect and analyze state legislation, administrative procedures, and court cases to understand variations in implementation across the country. The compendium of statutes, case law and procedural guidance collected will provide a valuable continuing resource for the EAC. The analysis of that material—and, we hope, of the optional surveys described below—will provide the basis for possible alternative approaches to Provisional Voting called for in Task 3.5 that we and the EAC will consider in drafting the preliminary guidance document called for in Task 3.6.

- In 2004, according to Electionline, more than 1.6 million provisional ballots were cast, with nearly 1.1 million (68 percent) counted. In Florida and Ohio alone, this meant nearly 200,000 voters who would have been turned away from polling places if their names could not be found in 2000 had a chance to cast a ballot in 2004. Election Line's work points to the critical importance of different procedures state-by-state across the country in the implementation of Provisional Voting.¹ It found that: "Provisional vote-counting varied widely among states, from a national high of 97 percent counted in Alaska to a low of 6 percent counted in Delaware. The report found a national average of 68 percent counted. While lacking any concrete data of the reasons for accepting or declining the votes, anecdotal reports from state and local election officials indicate some people were confused into thinking that provisional ballots could be used in lieu of registration. Those ballots were not counted." "State rules had an impact on the percentage of provisional ballots counted. States that allowed voters to cast ballots outside of their correct precinct but inside of their jurisdiction counted an average of 70 percent of provisional ballots. States that disqualified any provisional ballots counted outside of a voter's correct precinct counted 60 percent of the ballots."
- "The national mandate for provisional voting did not mean national uniformity. In fact, we found that whether a voter had his or her provisional ballot counted relied nearly as much on where they cast it as their actual registration status. Had the election been closer, this would have been a flashpoint for controversy... The debate over provisional ballots is far from over."

Our goal in this project is to provide the EAC with the information and analysis needed to move that debate closer to resolution.

The Project Director and staff at Eagleton, working with one or more graduate assistants, will undertake a comprehensive survey of the literature on Provisional Voting and of news and government reports in the experience with Provisional Voting in the November 2004 election.

If the Commission elects to fund the optional survey of local election officials, the work will also include producing reliable and valid data on how these officials conducted themselves and how they evaluate the clarity of the instructions and guidance they received. The sampling of the view of these officials, whose responsibilities are critical to the effective implementation of Provisional Voting, will provide information more reliable and thorough than the anecdotal reports available through a literature search.

Accepted
CP
1/24/2005

The Commission may also elect to fund the optional survey of provisional voters in 1 – 3 states that is described below. It will enrich the study by providing valid and reliable, non-anecdotal information on the experience of those who cast a provisional ballot.

¹ ElectionLine.Org, *Solution or Problem? Provisional Ballots in 2004*, March 2005
<http://electionline.org/site/docs/pdf/ERB.10.Provisional.Voting.3.17.2005.a.pdf>

Optional Survey of Provisional Voters

A survey of provisional voters would provide rare, reliable information about the process of casting a provisional ballot as reported by the voters themselves. The OSU Department of Political Science will design a survey instrument and commission a survey of a sample of those casting provisional ballots in one to three states (including at least one of the 17 states where Provisional Voting was new in 2004).

The survey would reveal the voters' understanding about why they had to cast a provisional ballot. Was this due to their changing residences before the election, faulty voter identification, or other reasons? It would gauge their reactions to the provisional ballot process. The results of this survey would enrich the research and provide a new dimension of the EAC's understanding of the provisional voting process.

Learning how the process worked for provisional voters is important. We lack systematic information about how citizens view casting a provisional ballot. Is the experience positive or negative for them? Did they expect their vote would be counted, or did they believe that being asked to cast a provisional ballot implied that their vote would be discarded? The survey will summarize voters' reports about whether they were informed that their ballot was or was not counted. Demographic questions will ascertain the correlates of provisional voting: if it was more common among racial and ethnic minorities in some areas, among young voters, etc.

The OSU team will begin the survey by constructing a sample of 3,000 provisional voters with names and addresses. It will obtain the list of provisional voters, write the survey questions, verify the programming of the questionnaire, analyze the data, and write up the data. In writing the survey, the OSU political scientists will reflect the results of the EAC's ElectionDay Survey.

OSU plans to subcontract the actual administration of the survey instrument to Knowledge Networks (www.knowledgenetworks.com), which has conducted Internet surveys funded by several federal agencies, including the NSF and the EPA. Knowledge Networks will send letters to the provisional voters in the sample to notify them of the study. Of the 3,000 provisional voters, 2,400 will receive directions to complete the interview on a website. Knowledge Networks will conduct 10-minute phone interviews with 200 of those who do not complete the web interview. It will also conduct telephone interviews with 200 of the 600 people not assigned to the web interviews.

The interview process, including the mailing and programming, pretest, revisions, field period, and file construction, will require 56 days. Consequently the survey of provisional voters should begin at the very start of the project so that its results can be considered in drafting the guidance document on Provisional Voting.

Optional Survey of Young Voters

Eagleton's Center for Public Interest Polling (the Eagleton Poll) has won a grant from the Carnegie Foundation to survey the experience of young voters as a result of their participation in the 2004 election. Young voters are one of the groups most likely to encounter difficulties in registration, identifying themselves, finding the proper polling place, and other topics relevant to this research. This proposal offers the Commission the option of funding the addition of questions to this survey to highlight issues faced by

young, often first-time voters. The additional questions could determine, with measurable reliability, the frequency with which young voters cast provisional ballots, their impressions of the process by which they voted provisionally, and their experience with identifying themselves at the polls. Answers to these questions would deepen the analysis of these issues and provide results more reliable than those produced by the collection of anecdotal evidence.

At the same time, the researchers at Moritz will undertake a thorough collection and analysis of legislation and litigation to reveal how each of the 50 states approached HAVA's mandates. They will analyze the effect of litigation on that implementation and of the continuing influence of case law on the interpretation of HAVA. We will merge the legal analysis with the political and procedural analysis to illuminate the key questions posed by the RFP.

The merged analysis will increase understanding of the range of approaches to implementing Provisional Voting across the country. It will permit us to categorize the states by the nature of their Provisional Voting regimes, which will produce insights into the strengths and weaknesses of different approaches to implementing HAVA. The goal of the new guidance document, of course, is to build on the strengths and correct the weaknesses.

Our analysis will consider the variation in experience between those states that previously provided for provisional voting and the 17 where provisional voting was new in 2004.

Developing answers to three key questions poses a challenge.

1. Ideally, gauging the effectiveness of provisional voting in enfranchising qualified voters requires an examination that goes beyond calculating the percentage of provisional ballots cast counted. That number alone does not reveal the subjective experience of those who voted by provisional ballot. Did they feel enfranchised, or did they harbor doubts that their votes would count? The optional survey described above would assess that dimension of the question, which is important to understand the credibility of the provisional ballot, particularly in a closely contested election.
2. Measuring the consistency of counting of provisional ballots also poses significant challenges. The literature search will reveal anecdotal reports from various jurisdictions, but the optional survey of local election officials could provide results that are more revealing from the observations of those in the best position to answer this question.
3. Assessing how well local election officials understood how to implement provisional voting will be difficult. The optional survey by the Eagleton Poll would tap the opinions of a national sample of local election officials to assess their self-reports about their level of understanding and their evaluation of the training and explanatory materials provided to them.

Deliverables

1. Indexed database of major articles on Provisional Voting and related topics
2. Summary of case law on Provisional Voting
3. Compendium of states' legislation, procedures, and litigation.
4. Summary of the Election Day Study –a narrative of the nation's experience with Provisional Voting in 2004.
5. Analysis of disparities and similarities of how provisional voting was implemented around the country, which will be critiqued by the Peer Review Group.
6. [Optional] Survey results of local election officials' experience in interpreting guidance from the EAC and state election officials by the Eagleton Poll.
7. [Optional] Survey report on the experience of provisional voters in 1 – 3 selected states by the OSU Department of Political Science.
8. [Optional] Survey report on the experience of young voters by the Eagleton Poll.

Task 3.5 Analysis and Alternative Approaches (June)

We see this task as the heart of the project: to assess the potential, problems, and challenges of provisional voting and develop alternative means to achieve the goals of provisional voting.

The first step in this task is to undertake a thorough analysis of the information developed in the first phase of the project (Task 3.4). The Project Team and its staff will merge the legal analysis, review of case law, study of procedures, and, if the optional surveys are included in the project, the information gleaned from the reports of provisional voters and local election officials. Our work will take the following approach:

1. Review the facts and opinions revealed in the Columbus hearing, in the Commission's Election Day Study, the literature review, and the optional surveys (if undertaken) to prepare a written summary of the experience with Provisional Voting.
2. Clarify the additional policy considerations involved in improving the processes of Provisional Voting, such as the relationship between the Provisional Voting regime and the approach to voter registration and voter identification.
3. Summarize the views of the groups with a stake in Provisional Voting and related issues.
4. Analyze the tensions among the triangle of competing forces that connect the three major objectives for Provisional Voting: enabling maximum number of eligible voters to cast ballots that will be counted; establishing procedural simplicity for voters with a reasonable workload for election officials; minimizing the opportunity for voter fraud.
5. Describe and evaluate alternative ways to achieve the goals of HAVA through Provisional Voting.

6. Tap the views of the members of the Peer Review in preparation for briefing for the Commission on our preliminary conclusions and recommendations.
7. Also during this period, the Project Director, in consultation with EAC staff, will select a location and make preliminary arrangements for a public hearing on the Provisional Voting Guidance Document to take place in September.

Deliverables

1. Written analysis of the experience of Provisional Voting across the country in 2004 based on all available sources and original research.
2. Report of alternatives to existing practices and procedures for Provisional Voting and voter identification and assess which objectives or values each alternative favors.
3. Recommendations for best practices
4. Briefing documents for Peer Review Group.
5. Briefing for the Commission

Task 3.6 Preliminary Guidance Document (July – early August)

In this phase of the project, we will develop policy recommendations based on the research and analysis performed in the previous task. Successful completion of this task will require the closest coordination on a continuing basis with EAC staff.

Based on the Commission's reaction to the briefing at the conclusion of Task 3.4 the Project Team will draft a preliminary guidance document for review by the EAC Board of Advisors and the Standards Board at a meeting to be convened by the Commission. The meeting will take place in early August.

The Project Team will:

1. Outline major findings, flesh out preferred alternative approaches, and review with EAC staff.
2. Develop draft Preliminary Guidance Document (PGD)
3. Submit the PGD to the Peer Review Group and revise based on its comments.
4. Prepare final draft of PGD for review by Commission staff; revise
5. Distribute document to EAC Board of Advisors and Standards Board 5 – 7 days before the meeting or teleconference.
6. Project Director and selected members of the Project Team will brief and respond to questions and comments during the meeting or teleconference.
7. Prepare summary of issues raised by members of the EAC Board of Advisors and Standards Board at the meeting or teleconference.

Deliverables

1. Draft Preliminary Guidance Document
2. Briefing for EAC Board and Advisors and Standards Board
3. Summary of comments from Board of Advisors and Standards Board

Task 3.7 Revise Guidance Document for Publication (August)

Based on the comments from the EAC, the Board of Advisors and the Standards Board, the Project Team will revise the PGD to prepare it for publication in the Federal Register. The target for publication will be the week of August 22.

Deliverable

Revised PGD suitable for publication in Federal Register

Task 3.8 Arrange Public Hearing (August)

The target date for the hearing is the third week of September, 30 days after publication of the draft Guidance Document in the Federal Register during the week of August 22.

The Project Director will have made preliminary arrangements for the public hearing – selection of city and reserving a venue, for example – earlier in consultation with EAC staff. Arrangements will be finalized in June and July, with retention of a transcription service and provision of day staff to register those testifying. The Project Team will begin to review and summarize written comments as they arrive.

Deliverables

Contract for use of venue for public hearing

Contract with transcription service for coverage of hearing

Contract with office temp agency for admin support of hearing

Task 3.9 Final Guidance Document for Adoption (late September)

In the week following the hearing, the Project Team will review the comments and testimony received, summarize that material for discussion with the EAC staff, and revise the Guidance Document as appropriate. The EAC will receive the final Guidance Document in time to adopt it before the end of September.

Deliverable

Final Guidance Document

VOTER IDENTIFICATION REQUIREMENTS

Voter identification requirements are intertwined with provisional voting issues. Understanding the connections between the two parts of this research will be critical in achieving the goals of the project.

Ferment is bubbling in the states over voter identification issues. The sharp debate over voter identification makes this work more immediately relevant. Legislatures are now wrestling with the very issues to be analyzed in these tasks. The current edition of

*Democracy Dispatches*², for example, highlights recent developments and contentious debates that the Guidance Document on this subject may help resolve.

- In Indiana the Republican-controlled House Elections Committee reported out a bill by a 7-5 margin that would require most people to show government-issued ID before voting. Opponents argue that the legislation will discourage people from voting. "It is very clear who is being disenfranchised," said a poll worker quoted in the newsletter. "It's people of color, it's the poor, it's the elderly."
- African American lawmakers in the Georgia State Legislature led a walkout by Democrats after the passage of a bill in both Houses that would require Georgia voters to show photographic identification. "What's happening today is just an updated form of Jim Crow," said one senator from Atlanta. "You may be more polite about it... but we know who's going to be disenfranchised."
- In New Mexico, House Republicans attacked Democrats for not including more stringent voter ID requirements in their election reform bills. After several House Republicans left an elections committee meeting on March 13, one representative accused them of planning a walkout to prevent his bill's passage.
- In Texas, new bills would require voters to show proof of citizenship before registering to vote for the first time. A spokesman for People For the American Way is quoted as saying that "this type of legislation will be just as burdensome for U.S. -born voters who move from state to state, or from county for county, as for naturalized citizens."

Authoritative research on the effect of different voter ID regimes on electoral participation, including registering and turnout, particularly turnout by minority voters, promises to raise the level of the debate across the nation.

Advocates on voter ID issues are divided into two, polarized camps. Some seek to minimize identification requirements in order to maximize the number of potential voters who register and cast a ballot. Advocates of this position fear that minority and immigrant voters, young voters, and elderly voters will lack convenient access to the required ID documents, or that they will be more fearful of submitting their ID documents to official scrutiny. On the other side of this debate are people and groups that seek to maximize the security of the franchise, prevent multiple voting or voting by those who are not citizens, and ensure that only those legally entitled to vote do so, and do so once only for each election. Each position pursues legitimate and important goals, but the tradeoffs between them have not been clarified.

The debate between these two positions is rich in assertion, but poor in evidence. We propose to test the hypothesis that more stringent voter ID requirements depress voter participation in general or for the poor, minorities and older voters in particular. We will also search for evidence of a change in the frequency of voter fraud under different requirements for Voter Identification. This research appears practical because the 50 states can be classified into 4 broad, different Voter ID regimes --from requiring ID at every election to merely signing in without verification. We plan to include in our

² Demos Democracy Dispatches

research a statistical analysis of voter turnout in the jurisdictions, with special attention to participation by minority voters, using the variety of Voter ID requirements that existed before HAVA as a controlling variable.

A study by The Constitution Project, published by Electionline.org in 2002³ found "a wide variety of practices around the country – from procedures requiring nothing more than voters stating their names to rules ordering voters to produce picture identification before casting ballots." In the pre-HAVA era it found the following distribution of practices, which provides a potentially rich mine of data to compare voter participation in states with different Voter ID regimes:

- 11 states required in-person voters to present documentary information; local jurisdictions and/or poll workers in 4 more states can choose to require identification.
- 18 states required only that voters sign in at the polls.
- 9 states required the signatures to be matched against other signed documents.
- 9 states only required voters to announce their names at the polls.

Performing this analysis will strengthen the factual basis on which the commission proposes new guidance on Voter Identification Requirements.

Task 3.10 Collect and Analyze (April – May)

We will perform this task in conjunction with Task 3.4. The material we gather on Voter ID legislation, administrative procedures and case law will be included in the compendium to be delivered at the end of June. While the Project Team and staff collect and begin the analysis of the material, the Project Director will plan the public hearing on Voter ID issues that will take place in early June.

Our research staff will begin the statistical study of voter participation under various Voter ID regimes, with the aim of completing that work in time for its results to be considered in drafting the Preliminary Guidance Document to be delivered to the EAC in mid July.

Deliverables

1. Indexed database of major articles on Voter ID Requirements and related topics
2. Summary of case law on Voter ID issues
3. Compendium of states' legislation, procedures, and litigation.
4. Analysis of voter participation and vote fraud under various Voter ID regimes to be reviewed by the the Peer Review Group.

Task 3.11 Conduct Public Hearing (June)

The Project Director will consult closely with EAC staff on planning for the half-day, informational public hearing, including on questions of site selection, development of

³ The Constitution Project, "Election Reform Briefing –Voter Identification," 2002, <http://www.electionline.org/index.jsp?page=Publications>

topics to be covered by panels, and the recruitment of panelists with contrasting views and information on those topics. The target for invitations to panelists will be no later than early May. The information and perspectives gleaned at the hearing will be included in the analysis of Voter ID issues that shapes the drafting of the Preliminary Guidance Document.

Deliverables

1. Outline of topics for 3 panels
2. List of 9 – 12 panelists
3. Invitations to panelists
4. Hearing announcement
5. Hearing transcript
6. Hearing summary

Task 3.12 Alternative Approaches (late June)

Following the hearing, the Project Team will review its compilation of materials from the states, the results of its research on voter participation and vote fraud under different Voter ID regimes, its literature search, and the information from the public hearing to assess the problems and challenges of Voter Identification procedures and devise a range of alternative policy measures to respond to those problems and challenges. The Project Director will work closely with the EAC and its staff to identify policy objectives with which to assess the alternatives, using the triangle of contending forces as an organizing principle to categorize objectives.

The Peer Review Group will be kept informed of the progress of this work and its comments will be sought on an early draft of the Analysis and Alternative Approaches paper. The comments of the Peer Review Group will help shape our briefing for the Commission on this critical task. The Project Director and members of the Project Team will conduct that briefing in late June, just as the Commission receives the Draft Report and Compendium of materials on Provisional Voting (Task 3.4)

During this time period, the Project Director, in consultation with the EAC, will select a site and make preliminary arrangements for the public hearing on the draft guidance document, which will be held in early October.

Deliverables

Draft analysis and alternatives for Peer Review Group
Briefing on analysis and alternatives for EAC

Task 3.12 Preliminary Guidance Document (July – August)

Based on comments by the EAC on the briefing, particularly the discussion of alternatives, as well as the evidence, and criteria for evaluation, the Project Team will draft the Preliminary Guidance Document. The draft will be distributed to the EAC Board of Advisors and the Standards Board for a meeting in mid August (just as the draft

Guidance Document on Provisional Voting is delivered to the EAC for publication in the Federal Register). The Project Director and selected members of the Project Team will participate in the Board meeting to present the document for discussion and respond to questions and comments. It will record comments for review in revising the document.

Deliverables

1. Draft Guidance Document
2. Briefing for EAC Board of Advisors and Standards Board
3. Summary of comments from Boards

Task 3.14 Revise Guidance Document for Publication (Late August)

The Project Team will review on the comments by the Peer Review Group, EAC, the Board of Advisors, and the Standards Board and reflect their views in the Guidance Document. The target is to deliver it to the EAC for publication before the end of August.

Deliverable

Draft Guidance Document for publication

Task 3.15 Public Hearing (October)

The Project Director will have completed arrangements for the hearing (city, venue, transcription service, etc.) by late July. The hearing will take place in the first two weeks of October, 30 days after publication of the draft in the Federal Register.

Deliverables

1. Public hearing
2. Transcript
3. Summary of comments

Task 3.16 Final Guidance Document (late October)

In the week following the hearing, the Project Team will review the comments and testimony received, summarize that material for discussion with the EAC staff, and revise the Guidance Document as appropriate. The EAC will receive the final Guidance Document in time to adopt it before the end of October.

Deliverable

Final Guidance Document

TASK	RESPONSIBLE	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
<u>Management</u>	Project Director	Update Work Plan Prog. Rpt.		▶▶ Prog. Rpt. EAC	▶ Prog. Rpt. EAC Finalize PV Hearing	▶ Prog. Rpt. EAC Finalize VID Hearing	▶ Prog. Rpt. EAC
		EAC Recruit PRG/Arrange Pub Hearings					
<u>Provisional Voting</u>	Moritz	Compile Legal Materials					
	Eagleton	Compile Procedures		Draft An & AIts			
	OSU Poll Sci	State PV Survey					
	Eagleton Poll	Young Voter Survey		PRG coms Draft	Draft GD to EAC		
	Eagleton Poll	Election Official Survey		Report and compendium to EAC.	EAC Comment	Meet EAC BOA	Revise & Adopt Hearing
				Revise	Submit Draft GD	Revise GD Draft GD to EAC for publication	
<u>Voter ID</u>	Moritz	Compile Legal Materials		Draft Alternatives Brief to EAC	Draft PGD To	BOA Meet EAC	Pub
	Eagleton	Compile Procedures			EAC Rev		
	Eagleton			Hearing Summary			

TASK	PERFORMED BY	COMMENT
<u>Provisional Voting</u>		
3.4 Collect and analyze State legislation, procedures, and court cases	Legislation and cases –MCL Team led by Foley Procedures – EIP Team led by PI with Reed, O'Neill, and Linky	Graduate students and EIP Research Coordinator will also participate.
3.5 Recommend alternative approaches	Steering Committee ⁴ with O'Neill directing staff	Graduate students and EIP Research Coordinator will also participate
3.6 Prepare preliminary draft guidance document ⁵	Steering Committee with O'Neill directing staff	This task may include derived from the optional surveys described in the proposal: <i>Optional Survey of Election Officials</i> – TBD <hr/> <i>Optional Survey of</i> <i>Young Voters— TBD</i> <i>Optional Survey of Ohio Provisional</i> <i>Ballots – TBD</i>
3.7 Revise draft guidance for publication	Steering Committee with O'Neill directing staff	
3.8 Arrange public hearing on draft guidance	O'Neill and Admin Coordinator	
3.9 Prepare final guidance document for EAC adoption	Steering Committee with O'Neill directing staff	
<u>Voter Identification Requirements</u>		
3.10 Collect and analyze State legislation, procedures, and court cases.	Legislation and cases –MCL Team led by Foley Procedures – EIP Team led by PI with Reed, O'Neill, and Linky	
3.11 Convene informational public hearing	O'Neill and Admin Coordinator	
3.12 Recommend alternative approaches	Steering Committee with O'Neill directing staff	
3.13 Prepare preliminary draft guidance document.	Steering Committee with O'Neill directing staff	

⁴ The Steering Committee for the project is responsible for the completion of all tasks. Chaired by Dr. Ruth Mandel, Director of the Eagleton Institute of Politics of Rutgers, its members of the Committee are Professor Edward Foley of the Moritz College of Law, Ohio State University, Ingrid W. Reed, Director of the New Jersey Project of the Eagleton Institute of Politics, Professor Dan Tokaji of the Moritz College of Law, Ohio State University, and John Weingart, Associate Director of The Eagleton Institute of Politics. Thomas O'Neill, a consultant to the Eagleton Institute of Politics, directs the staff overseen by the Committee.

⁵ The preliminary guidance documents for both the Provisional Voting and for Voter Identification Requirements will be reviewed by a Peer Review Group appointed by the Steering Committee and may be revised as a result of that review before being submitted to the EAC. Members of the Peer Review Group are listed in a separate appendix to this proposal.

⁶ The surveys would provide additional and valid and reliable data on which to base the conclusions reflected in the draft preliminary guidance document.

3.14 Revise draft guidance for publication	Steering Committee with O'Neill directing staff	
3.15 Arrange public hearing on draft guidance	O'Neill and Admin Coordinator	
3.16 Prepare final guidance document for EAC adoption	Steering Committee with O'Neill directing staff	

Attachment 3: Principal Investigator

The principal investigator, Dr. Ruth B. Mandel, is director of the Eagleton Institute of Politics and Board of Governors Professor of Politics. As Institute director, she is responsible for general direction and oversight of all programs and projects at Eagleton. Under Mandel's leadership, the Institute has been successfully completed dozens projects under federal, state and foundation grants and contracts, many of which address topics related to voters and voting, civic engagement and political participation, and representative democracy.

Three projects in which she has played a significant and direct substantive role are described below: the New Jersey Initiative: Building Management Capacity in New Jersey Municipalities; the Young Elected Leaders Project; and the New Jersey Civic Education Consortium.

a) *The New Jersey Initiative: Building Management Capacity in New Jersey Municipalities*

Sponsoring Organizations: The Pew Charitable Trusts and the

NJ Department of Community Affairs

Project Managers:

Dale Jones, Syracuse University [REDACTED]

Mark Pfeiffer, NJ Department of Community Affairs,
[REDACTED]

Period of Performance: 5/01 to 11/02

Value of Award: \$90,000 to Eagleton Institute of Politics

Mandel oversaw the implementation of the New Jersey Initiative, which was conducted as a partnership between the Alan K. Campbell Public Affairs Institute of the Maxwell School of Citizenship and Public Affairs at Syracuse University and the Eagleton Institute of Politics. Mandel guided the formation of the collaboration, the identification of the tasks, including issues related to selecting the case studies, and dissemination of the recommendations and results.

The overall goal of the New Jersey Initiative was to provide opportunities for municipalities and other levels of government, educational institutions, non-profit organizations and individuals to learn about public management systems, how they might be improved, and how they can better meet the needs of those in leadership positions and the needs of citizens. Recommendations for state policy and municipal administration were included.

Seven New Jersey municipal governments volunteered to participate in the Initiative – Brick Township, Elizabeth City, Franklin Township, Irvington Township, Old Bridge Township, Paterson City, and Trenton City. Through their involvement, the project examined the five core management system areas that comprise management capacity – financial management, capital management, human resources management, information technology management, and managing for results. Much was learned about management capacity at the municipal level in New Jersey and the role of the state government in municipal management.

The project resulted in two published monographs: *The New Jersey Initiative: Building Management Capacity in New Jersey Municipalities* and *Summary of The New Jersey Initiative: Building Management Capacity in New Jersey Municipalities*.

b) Young Elected Leaders Project

Sponsoring Organization: The Pew Charitable Trusts
Project Managers: Tobi Walker, Program Officer, Civic Life Initiatives;

Period of Performance: January, 2002 - June, 2004

Value of Award: \$211,000

Mandel led the project team that conducted a pioneering national study of young officeholders. Under her direction, Eagleton identified and surveyed elected officials age 35 and under in three categories: federal (members of Congress); state (statewide elected officials and state legislators); and local (mayors and municipal council members from cities with populations of 30,000 or more). In May 2003, Eagleton convened *Political Generation Next: America's Young Elected Leaders*, the first national conference for young elected leaders, an occasion to explore issues raised in the research and discuss the challenges of public leadership facing the next generation.

Mandel was centrally involved in every phase of the project, providing the vision that resulted in the successful proposal to Pew, contributing both to the ideas guiding the project and the actual day-to-day management. She played a key role in the design of the survey administered to young elected leaders, in the selection of conference participants, and in the planning of the conference agenda and presenters, as well as at the conference itself. She co-authored the final report provided to the funder and issued to the general public, also titled *Political Generation Next: America's Young Elected Leaders*, and she led dissemination efforts, speaking at public programs and to the media about the findings from the research and conference.

c) New Jersey Civic Education Consortium

Sponsoring Organization: The Geraldine R. Dodge Foundation

Project Manager: David Grant,

Period of Performance: March, 2000 - May, 2001

Value of Award:

The New Jersey Civic Education Consortium was created by the Eagleton Institute of Politics as a statewide partnership of educators, schools, nonprofit organizations, corporations, and political leaders committed to expanding and strengthening civic education and political participation in New Jersey. Sponsored and hosted by Eagleton, the Consortium seeks to promote partnerships among schools, community organizations, and public servants to educate and encourage a citizenry informed about and engaged in the practice of a democratic society. More than 100 organizations,

agencies and school districts signed on as Consortium partners, and more than 125 individuals in the education, non-profit, and political communities served on Consortium work groups. The Consortium came into existence to strengthen the state's infrastructure to educate and encourage a citizenry informed about and engaged in the practice of a democratic society. It seeks to leverage limited resources through partnerships and information-sharing and by increasing public awareness.

With support from the Dodge Foundation, the Consortium hosted a statewide conference to highlight best practices, exchange ideas, and explore how to use the 2001 gubernatorial election as an educational opportunity. Approximately 90 people gathered at the New Jersey Law Center in New Brunswick to share ideas, make connections, and find new ways of improving civic education in New Jersey. The conference included: a poster session highlighting some of the best practices in civic education from across the state; panels of educators, government, academia, the media, and the non-profit community; and a keynote speaker, Professor Alan Rosenthal, discussing democracy and youth civic engagement.

The Consortium also awarded mini-grants for exemplary programs and engaged the public sector in civic education through a pilot project to bring public officials into the classroom. Some of the grantees presented their work at the Consortium's conference. Under a related grant from the Schumann Fund for New Jersey, the Consortium developed a toolkit with educational resources and suggested activities to assist public officials in working with students.

Mandel worked on the original plan for Eagleton to convene the Consortium and directed Institute staff in shaping the mission and direction of the Consortium. She has been actively involved in development of the Consortium's activities and materials.

Dr. Mandel's current resume is provided in Attachment 8 – Resumes of the Project Team.

Attachment 4: Comparable Projects Performed by the Eagleton Institute of Politics

a) Seminar Series: The Challenge of Implementing the Help America Vote Act

Sponsoring Organization: The Fund for New Jersey

Project Manager: Mark Murphy, Executive Director, [REDACTED]

Grant: \$5,000 for direct expenses of speakers.

This project demonstrates Eagleton's continuing interest in the implementation of HAVA and knowledge of implementation issues. It shows the Institute's knowledge of implementation issues and its ability to achieve productive results by identifying competencies in other states and making contact with key leaders, summarizing information in useful formats and engaging individuals with diverse perspectives on election administration.

In the fall of 2003, the Eagleton Institute of Politics presented a series of three seminars, organized by Ingrid W. Reed, Director of the Institute's New Jersey Project, designed to give New Jersey an opportunity to gain perspectives from six states – New Mexico, Maryland, Michigan, Pennsylvania, Georgia and California – on election reform and implementation of the then-new federal Help America Vote Act. The seminars were held at Eagleton on the Rutgers University campus in New Brunswick, New Jersey.

Each seminar featured speakers from two states where election administration initiatives are underway and addressed one of three areas – state administration, statewide voter registration lists, and communication and education. The programs also included extensive discussion periods with individuals from New Jersey's state and county governments, academic institutions and non-profit organizations interested in election reform, as well as members of the New Jersey HAVA planning committee. The seminars were supported in part by a grant from the Fund for New Jersey.

The first seminar, on September 25, 2003 focused on state administration of elections and plans for implementing HAVA. Presentations were made by Rebecca Vigil-Giron, New Mexico Secretary of State and president-elect of the Association of Secretaries of State, and Linda Lamone, the State Administrator of the Maryland State Board of Elections. They focused on how states are working with counties to provide state-coordinated management practices.

The second seminar on October 28, 2003 focused on HAVA requirements to create a statewide voter registration list. Presentations were made by Christopher Thomas, Director of the Bureau of Elections in the Michigan Department of State who headed his state's efforts to create a statewide voter data base that began in the mid-1990's before HAVA, and Ted Koval, project manager for the Statewide Uniform Registry of Electors (SURE) in the Pennsylvania Department of State who leads the development of his state's registration list in the post-HAVA period. Thomas and Koval discussed state initiatives for addressing a key provision of HAVA which involves application of information technology and new approaches to inter-governmental relations.

The third seminar, on November 20, 2003 focused on the HAVA requirement to provide voter information and education. Presentations were made by Alison Bracewell McCullick, Statewide Voter Education Coordinator for the Georgia Department of State where she oversees 12 voter education coordinators around the state, and Conny G. McCormack, County Clerk for Los Angeles County who has responsibility for conducting elections with over 4 million voters and 5,000 voting places. Bracewell McCullick and McCormack presented examples of communications approaches reaching different audiences through diverse media.

As a follow-up to the seminars, a summary of specific key points from the presentations of each of the speakers was prepared and mailed and e-mailed to staff members in the to New Jersey partisan and non-partisan legislative staff offices to help inform new legislation New Jersey would need to implement the requirements of HAVA. The summary was also provided to the election administration staffs in each of New Jersey's 21 counties and to the leadership of the municipal clerks organization in order to give them a sense of what other states have done in working with county and local leadership to implement HAVA. As a direct result of Eagleton's work, New Jersey election officials subsequently visited the State of Michigan election office and are now modeling New Jersey effort to create a statewide voter list on Michigan's. In addition, the summary has been useful to organizations who have advocated for changes in the election system and who are acting as watch dogs of New Jersey's progress on implementation. The summary is posted on the Eagleton Institute web site.

b) Second HAVA Seminar Series

Subsequent to the HAVA seminar series focusing on other states, the Eagleton Institute of Politics supported the subsequent seminars as part of the Institute's public service mission. This series was directed by Ingrid Reed of Eagleton and included the following:

July 24, 2004 - The Chairman of the U.S. Election Assistance Commission, Dr. DeForest B. Soaries, Jr., spoke about "Implementing HAVA: Perspectives from the Federal Level." The program also included Attorney General Peter C. Harvey, New Jersey's Chief Election Official.

October 8, 2004 - The topic was "Implementing HAVA: Can We Alleviate Risk and Improve Public Confidence When Using New DRE Voting Systems?" Eric Lazarus, lead developer of the report "Recommendations for Improving Reliability of Direct Recording Electronic Voting Systems" issued by the Brennan Center for Justice at NYU Law School and the Leadership Conference on Civil Rights, discussed how and why these recommendations were made for the 2004 election and how election officials were asked to respond to them. New Jersey election officials then discussed how these recommendations were being addressed, which measures should be considered for the future and which measures appeared irrelevant for New Jersey.

January 5, 2004 - The topic was "Next Steps for HAVA Implementation in 2006 Based on 2004 - and what it means for the New Jersey Election in 2005." The session used the Election Official Report Card 2004 developed by the Brennan Center as a starting point for a discussion to set an agenda for evaluating the next elections. Bonnie Blader of NJ Appleseed reported on her inspections and discussions about security matters in several counties. Deborah Goldberg, Program Director of the Democracy Project of Brennan Center for Justice at NYU Law School discussed the use of the Election 2004 Report Card and Eric Lazarus presented plans for assessing what information is needed to make decisions about voting systems.

c) *The 2001 New Jersey Election, A Century Foundation Report (issued October, 2002)*
Sponsoring Organization: The Century Foundation
Project Manager: Tova Wang, [REDACTED]
Period of Performance: 2001-2002
Value of Award: \$6,000

This project illustrates the Eagleton Institute's early interest in issues related to HAVA and its ability to conduct applied research, analyze data and information, work with election officials, craft recommendations and contribute to state-by-state comparison of election issues.

The Century Foundation requested Ingrid Reed, director of the Eagleton New Jersey Project, to prepare one of four studies of 2001 elections designed to assess the extent to which problems evident in Florida and elsewhere in 2000 persisted in the absence of fundamental reform throughout most of the country. Reed provided a study with recommendation of the New Jersey gubernatorial election. The other three were the governor's race in Virginia, and mayoral races in New York City and Los Angeles.

The Century Foundation reports were released and discussed at the National Press Club, Washington D.C. on October 15, at a program, "Does the Federal Election Bill Fix The Problem?" moderated by Juan Williams, senior correspondent for National Public Radio's *Morning Edition*.

Overall, the reports show that election problems were much less pervasive in Virginia and Los Angeles -- which have long-standing voting laws and practices that parallel the reforms that Congress enacted -- than in New Jersey and New York City, where there have been more scattershot approaches to election reform. The reports can be found on www.reformelections.com.

The Overview of the Century Foundation Report (p. xxxiv) notes that in New Jersey, "structural flaws in the system reduce responsibility for carrying out elections effectively and leave local and county administration unaccountable." The report notes that in the 2001 election, the number of uncounted votes rose -- usually New Jersey hovers around the national average -- despite the fact that the state replaced its punch card ballot machines. It also notes that New Jersey uses a wide variety of voting machines, and

despite official reports, election observers and voting advocates report polling sites and systems remain inaccessible for the disabled.

The report on the 2001 New Jersey Election points out that New Jersey's decentralized, county-based election system is very similar to Florida's and lacks transparency and accountability.

The first part of the New Jersey report gives a the context for the 2001 elections and describes initiatives taken in 2000 such as eliminating punch card machines and increasing poll worker pay. It discusses how the process worked by looking at four places where specific election problems arose -- Atlantic City, Cumberland County, Passaic County, and Mercer County. It also presents results of an informal survey conducted by Eagleton with the assistance of two research fellows of election administrators about the 2001 election that showed that the increase in poll worker pay successfully addressed the need for workers. It also makes recommendations for improving future elections (p.39): They include:

- define a state leadership role in managing elections
- set county standards for streamlined administration
- address the needs of citizens with disabilities
- examine role of absentee ballots
- improve services for bilingual voters
- upgrade and standardize voting equipment
- consider practices in other states for such initiatives as statewide voter lists, mail ballots, shorter registration deadlines
- use modern communications to promote elections
- recognize outstanding achievements in election administration at the county and local level

Reed concludes the report noting that "the challenge is to find a way to address the systemic issues about election administration in order to assure that the more specific issues are implemented fairly and efficiently and not simply added on to an already complex, overburdened structure.... Leadership from the governor and the legislature will be required to define the expectations for reform and to engage, not ignore, the many individuals and entities already involved in the election process to craft a new system."

Reed added that the new federal election reform act will be catalyst for addressing many of the problems with New Jersey's system and provides funds to make improvements in voting equipment.

d) *RU Voting*

Sponsoring Organization: Rutgers University
Project Manager: Greg Blimling, Vice President, [REDACTED]

Period of Performance: Fall 2004

Value of Award: \$20,000

The Eagleton Institute initiated and managed a project to register and educate Rutgers University students and get them out to vote. Helping to form and mobilize a non-partisan association of staff, faculty, and student groups, Eagleton assistant research professor Susan Sherr served as faculty advisor for a project led by a recent Rutgers graduate. The coalition collected approximately 11,000 registration forms for students registering for the first time, seeking absentee ballots or filing address changes. The group also sponsored a website providing information for student voters.

The election-day experience of this project is particularly relevant to this proposal to the EAC. While thousands of Rutgers students headed to the polls, apparently because of the huge influx of new voter registrations, many found their names had not been added to the rolls. While they were able to vote by provisional ballot, many found this frustrating and disappointing, and contacted Eagleton. Several Eagleton faculty and staff members spent much of election day in contact with area local election officials, reporters and students trying to determine exactly what the problem was and what solutions could be found quickly. The difficulty of making these determinations along with the wild rumors the problems generated were sobering and instructive for considering how to improve the use of provisional ballots in particular.

e) *Public Interest Polling*

Sponsoring Organization: NJ Motor Vehicles Commission
Project Manager: Sharon Harrington, Director, [REDACTED]

Period of Performance: 2003-2005

Value of Awards: \$160,000

The fifth comparable project is the survey research work performed by the Eagleton Institute's Center for Public Interest Polling, also known as the Eagleton Poll. Whether or not the EAC chooses to fund the optional polls described in this proposal, the work done by the Eagleton Poll is relevant both for helping the project team understand the value and limits of polling as a gauge of public opinion and because the prominence of the Poll has contributed to public knowledge and respect for the Institute as a whole.

The Eagleton Poll, established in 1971, was one of the first, and most respected academic-based state survey research organizations in the country. The Center engages with approximately 25 government or non-profit agencies each year to conduct polls and focus groups. One client has been the New Jersey Motor Vehicles Commission which has hired Eagleton twice over the last three years to conduct

customer satisfaction surveys. The current contract also calls for convening of focus groups to probe issues more deeply and an assessment of Motor Vehicles employee attitudes and impressions.

In addition, Eagleton collaborates with New Jersey's largest newspaper, The Star-Ledger, to conduct the *Star-Ledger/Eagleton-Rutgers Poll*. Conducted five to six times a year, this is the most prominent and oldest survey of public opinion in the states.

Attachment 5 –Risks re Provisional Voting

The research proposed to develop the guidance document for Provisional Voting involves a contentious political and policy debate, requires the use of a large mass of information to varying reliability, and requires aiming at a moving target because considerable action is underway across the country based on the experiences with the 2004 election. Each of these factors could undermine the credibility and utility of the work, but reasonable precautions can moderate that risk.

Polarized Political and Policy Debate

The debate over Provisional Voting has resulted in a clash over policy with a distinct partisan tinge. Republicans and Democrats are at odds over the proper role for Provisional Voting in the electoral system, election officials are exposed to a more stringent scrutiny that had been the norm, and the federal role in what had previously been a state and local responsibility is controversial in some quarters. All of these conditions make Provisional Voting a controversial topic and will put the analysis and recommendations of this project not just under a microscope but one illuminated by a harsh light.

The most effective way to moderate the risk that controversy could undermine credibility of the project is to turn to independent institutions with a strong reputation and the credentials that inspire confidence. We believe that the Eagleton Institute of Rutgers, The State University of New Jersey and the Moritz College of Law of the Ohio State University have that reputation and that their scholarly, policy-relevant work has created a reputation that inspires confidence.

Data Analysis

The volume and types of information related to Provisional Voting nationwide is staggering. Relying on narratives in the press or from the organizations that have sprung up in the last several years to monitor election reform is appropriate for much of the work proposed. But judging the validity and reliability of that information can frequently be problematic. Unreliable data will produce unreliable conclusions, which, in the present contentious political atmosphere, will quickly undermine the project.

This proposal addresses that problem by supplementing the available sources of data with survey research, the reliability and validity of which is measurable. The proposed survey of provisional voters would go beyond the anecdotal to provide statistically significant measures of their subjective experiences. The survey of local election officials would tap systematically their assessment of the clarity of the guidance they received in 2004 more reliable than the anecdotal reports frequently found in the existing literature.

The Moving Target

The states are not sitting back waiting for instructions on how to proceed in improving the process of Provisional Voting. This project to provide them guidance, which they may or not accept, is aimed at a moving target.

The best way to ensure the relevance of the guidance when published is to conduct the project in a way that provides information too good to ignore. The thorough nationwide search for best practices, clear-eyed analysis, independent review of the experience in 2004, and clear objectives will make the guidance document useful to all jurisdictions.

Attachment 6 – Risks re Voter Identification

The research proposed to develop the guidance document for Voter Identification Requirements and Procedures comes at a time of particularly sharp debate. That debate reveals a racial dimension as well as a partisan dimension, and it is taking place in state houses across the country. The vocabulary of the controversy is richer in invective and allegation than it is in information and analysis. As with the project on Provisional Voting, we are aiming at a moving target as the states grapple with how to modify their requirements for Voter Identification at a pace that may be faster than the schedule for publication of the Commission's guidance on this topic.

Polarized Debate

The debate over Provisional Voting has resulted in a clash over policy with a distinct partisan tinge. Republicans tend to favor more demanding Voter Identification procedures to increase the security of the ballot. Democrats advocate for a more open system, fearing that stringent requirements would reduce the electoral participation of the poor, the elderly, African-Americans and immigrants, and other groups. Stepping into the middle of this conflict is inherently risky because motives and intentions will be called into question.

The most effective way to moderate the risk that controversy could undermine credibility of the project is to provide information that is not now found in the debate. The analysis of the effects of different Voter Identification regimes on voter participation will bring new information to the debate. If our intentions are realized—and they should be—the analysis will yield a clearer understanding of what tradeoffs may exist between various Voter Identification regimes. This kind of good data will not end the debate, but it should raise it to a higher level, and that would be no small achievement in this case. A higher level of debate will likely make the Commission's guidance more influential.

Quality of the data

Raising the quality of the debate by providing information both sides can find useful carries its own risk. The time available for this work is limited. To fail to produce the information as needed in the workplan is real because the work is demanding. But we believe that careful management and the resources of the two institutions will make it possible to develop the analysis in time to be useful in shaping the guidance document.

The Moving Target

The states are moving ahead to change their Voter Identification Procedures. This project to provide them guidance, which they may or not accept, is aimed at a moving target.

As with the Provisional Voting Project, The best way to ensure the relevance of the guidance when published is to conduct the project in a way that provides information too good to ignore. The thorough nationwide search for best practices, clear-eyed analysis of the tradeoffs between Voter ID procedures, and clear objectives will make the guidance document useful across the country.

Attachment 7 – Five Top Reasons Eagleton/Moritz is the best qualified candidate

1. This project involves subjects in sharp debate. The Eagleton Institute of Politics of Rutgers, the State University of New Jersey, and the Moritz College of Law of the Ohio State University are well-respected, independent academic institutions whose work will lend credibility to the research and the resulting Guidance Documents.
2. Eagleton and Moritz have an active and admirable record of involvement in election analysis, inter-governmental relations, election law and related topics. This experience not only enhances their reputations, it provides them with a rare, if not unique, perspective on the issues that will be apparent in the quality of the work produced.
3. The partnership in this project between an Institute of Politics and a College of Law will enrich the analysis. The synergies derived from focusing two different perspectives and ways of thinking on the issues will strengthen the conclusions. The guidance documents that result will rest on a platform both broad and strong.
4. The Peer Review Group created for this project in the proposal will enlarge even further the perspectives and experience focused on improving the process of Provisional Voting and assessing Voter Identification Requirements. The Peer Review Group's comments will strengthen the analysis so that it can survive the scrutiny it is sure to receive in the current, contentious climate.
5. Both Eagleton and Moritz have strong record of obtaining and analyzing information from governments and interest groups and involving them in the interpretation of the data. They are truly independent: neither is a vendor or contractor involved in elections. Their work will be –and will be seen to be– objective and thorough.

Qualifications and Resumes for Project Team

QUALIFICATIONS

Jeffrey Levine - Director of Eagleton's Center for Public Interest Polling

Levine has written extensively on political behavior. He is author or co-author of chapters in three forthcoming books: *The Social Logic of Politics: Family, Friends, Neighbors, and Workmates as Contexts for Political Behavior* (Alan Zuckerman, editor), *The Behavioral Study of Political Ideology and Policy Formulation* (Carl Grafton and Anne Permaloff, editors), and *The Persistence of Political Disagreement among Citizens: How Disagreement Survives within Communication Networks* (Robert Huckfeldt, Paul Johnson, and John Sprague, authors). Levine's research has also been published in a variety of academic journals, including *Public Opinion Quarterly*, *American Political Science Review*, and *American Journal of Political Science*. Currently, he is engaged in an ongoing research project that examines the incidence and nature of informal political debate and deliberation in the American electorate.

Before his appointment as Director of the Center for Public Interest Polling in 2004, Levine was Managing Director of a commercial research firm, where he directed hundreds of quantitative and qualitative research studies for a range of corporate, non-profit, and political clients. He has also provided public opinion analysis on MSNBC and the FOX News Channel.

Levine earned his B.A. in Political Science from University of Rochester and his M.A. and Ph.D. in Political Science from Indiana University.

DON LINKY - Director, Electronic Government Project

Linky is focusing on how electronic technology is affecting government, politics and public affairs. He also continues as president of the Public Affairs Research Institute of New Jersey, a corporate-supported nonprofit founded in 1930 that monitors New Jersey economic, demographic and fiscal trends, and as president of Joshua Communications, a for-profit publishing and information consulting firm.

During the administration of New Jersey Governor Brendan T. Byrne, Linky served as chief counsel to the governor and director of the Governor's office of policy and planning. He had key roles in the development of such programs as the Pinelands Protection Act, the Spill Compensation and Protection Act, the Community Development Bond Act, the Enterprise Zone program, and the creation of New Jersey Transit.

He is the editor or co-editor of the reference books *The New Jersey Directory: The Insider Guide to New Jersey Leaders*; *The New Jersey Almanac*; and *The New Jersey Municipal Almanac*, and serves on the editorial board of *The New Jersey Encyclopedia*. A native of Asbury Park, he now resides in Princeton.

Linky received a BA from Dartmouth College in 1968 and a JD from Harvard Law School in 1972. He also attended the London School of Economics and Political Science.

RUTH B. MANDEL - Director, Eagleton Institute of Politics, Rutgers University
and Board of Governors Professor of Politics,
Eagleton Institute of Politics, Rutgers University

From 1971 through 1994, Ruth B. Mandel directed Eagleton's Center for American Women and Politics (CAWP), where she remains affiliated as a Senior Scholar. Mandel teaches and writes about women and leadership, with emphasis on U.S. women's political history, women as political candidates and officeholders, women's political networks, and the "gender gap." She is the author of numerous publications about women's changing political roles. Recently, she headed an Eagleton team in developing the Young Elected Leaders Project, a new area of study focused on elected officials age thirty-five and under.

Mandel's public service includes a presidential appointment on the governing board of the U.S. Holocaust Memorial Museum in Washington, D.C. She has served as Vice Chairperson of the board since being named by President Bill Clinton in 1993 and reappointed by President George Bush in 2002. Mandel is a member of the Museum's Executive Committee, its Academic Committee, and chairs its Education Committee. She chaired the task group charged with proposing a governing structure for the new Museum. In the 1990's, she led the process to create the Museum's Committee on Conscience, which was established in 1996 with Mandel as its founding chair.

Professor Mandel is a member of the board of the Charles H. Revson Foundation. Her service has also included membership on the board of the National Council for Research on Women; the National Commission for the Renewal of American Democracy; Princeton University's Center for Jewish Life; the Mercer County Commission on the Status of Women; and various editorial boards for scholarly journals and academic publishers.

Awards include: Woodrow Wilson Public Service Award given in the Governor's Pride of New Jersey Awards (1992); Gloria Steinem Women of Vision Award presented by the Ms. Foundation (1996); Twenty-First Century Leadership Award, presented by the President of the National Women's Hall of Fame; Breaking the Glass Ceiling Award from Women Executives in State Government (1998); honorary Doctor of Public Service degree from Chatham College (1998); Award for Distinguished Policy Leadership and Advancement of Women in Public Life from the Women Legislators and College Presidents of Maryland (2002); Salute to the Policy Makers award from Executive Women of New Jersey (2004).

As an observer and analyst of American politics and emerging trends in leadership, she lectures and speaks frequently to a wide range of community, civic and academic audiences.

Ruth B. Mandel holds a B.A. in English from Brooklyn College and an M.A. and Ph.D. in American Literature from the University of Connecticut.

THOMAS M. O'NEILL -Project Director

. For the past 20 years, O'Neill served as President of The Partnership for New Jersey and led its Leadership New Jersey, diversity management and education improvement programs. Previously he was Executive Director of The Center for Analysis of Public Issues in Princeton, which, among other research, analyzed campaigns and elections. He served for several years as election night analyst for New Jersey Network Television and for WNET-Channel 13 in New York.

INGRID W. REED - Director, New Jersey Project, Eagleton Institute of Politics, Rutgers University

Ingrid W. Reed directs the Eagleton New Jersey Project, an initiative designed to reinforce and expand the contributions of Rutgers' Eagleton Institute of Politics to the governance and politics of its home state. Among its initiatives are programs on campaign and election activity, women and politics, welfare reform, and governance issues.

Recently Reed's work has focused on campaigns and elections from the point of view of the citizen. She is the co-author with Professor Gerald Pomper of a report with recommendations about the 1998 New Jersey Congressional Campaigns, *Not Bad But Not Enough*. She has conducted similar studies for the 2000 congressional campaigns, for the 2001 and 2003 for the New Jersey gubernatorial and legislative races, and 2002 U.S. Senate and House races. She is the author of *The 2001 New Jersey Election*, one of four reports prepared for The Century Foundation assessing the extent to which problems in the 2000 Florida election persisted in 2001. In March 2004, she presented a paper at Rutgers's Center for Government Services Policy Seminar Series on "Issues in Voter Participation: Do We Know What They Are? If We Know, What Can We Do About Them?" In partnership with Eagleton's Center for American Women and Politics, she organizes the Bi-Partisan Coalition for Women's Appointments. In 2001-2002, Reed was associate director for a pilot project funded by The Pew Charitable Trusts and the NJ Department of Community Affairs, conducted collaboratively with Syracuse University's Maxwell School for Citizenship and Public Administration, that resulted in a report, *The New Jersey Initiative: Building Management Capacity in New Jersey Municipalities*.

Before joining the Eagleton Institute, Reed served as assistant dean of Princeton University's Woodrow Wilson School of Public and International Affairs where she also

directed the Rockefeller Public Service Awards Program, and as vice president for public affairs and corporate secretary of The Rockefeller University in New York City.

Reed has written op-ed columns on politics for the *Home News and Tribune* (central New Jersey), *The Times of Trenton*, *New Jersey Law Journal*, the *Philadelphia Inquirer* and *The Record*; as well as authored pieces on public administration, urban redevelopment, welfare reform and municipal management. She is frequently interviewed for analyses of New Jersey politics by state, national and international media.

In her public service activities, Reed has a wide range of experiences in state politics and planning, governance and community affairs. She has chaired the Capital City (Trenton) Redevelopment Corporation, a state agency, since it began in 1988. She is a founder and board member of New Jersey Future, the organization advocating the implementation of the State Development and Redevelopment Act, and she was on the board of the New Jersey Conservation Foundation and is currently on the Regional Plan Association, New Jersey Committee. She was elected to the board of the Community Foundation of New Jersey in April 2000.

Reed is a member of the board of the Institute of Public Administration (NYC). In 1993, she was elected a fellow of the National Academy of Public Administration and served on its special panel on Civic Trust and Citizen Responsibility. From 1983 to 1986, she held a Kellogg Foundation National Leadership Fellowship.

She is a Phi Beta Kappa graduate of the University of Pennsylvania.

JOHN WEINGART - Associate Director, Eagleton Institute of Politics, Rutgers University

John Weingart is the associate director of the Eagleton Institute of Politics at Rutgers University. He also chairs two state commissions: the Highlands Water Protection and Planning Council and the Delaware and Raritan Canal Commission.

John's publications include the Eagleton Institute study, "Another Government Success Story: Citizen Volunteers on New Jersey State Boards and Commissions" (2004); *Waste Is A Terrible Thing To Mind: Risk, Radiation, and Distrust of Government* (described at www.WasteIsATerribleThingToMind.com), and *Reform of Undergraduate Education* (written with Arthur E. Levine) which was named "Book Of The Year" by the American Council on Education.

Before coming to Eagleton, John served in New Jersey state government for 23 years during the administrations of two Democratic and two Republican governors. He worked at the New Jersey Department of Environmental Protection from 1975 to 1994 where his posts included director of the Division of Coastal Resources and Assistant

Commissioner for Environmental Regulation. He then spent four years as Executive Director of the state's Low-Level Radioactive Waste Disposal Facility Siting Board.

John holds a B.A. in Sociology from Brandeis University and a Master's in Public Affairs from Princeton University's Woodrow Wilson School.

RUTH B. MANDEL

Office

Eagleton Institute of Politics
Rutgers, The University of New Jersey

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Home

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EDUCATION

B.A. 1960, Brooklyn College, English; Ph.D. 1969, M.A. 1962, University of Connecticut, English/American Literature

PROFESSIONAL EXPERIENCE

Board of Governors Professor of Politics, Rutgers University, since 1994

Professor, Eagleton Institute of Politics, Rutgers University, 1985-94; Associate Professor, 1978-85; Assistant Professor, 1971-78.

Director, Eagleton Institute of Politics, Rutgers University, since January 1995

Established in 1956, the Eagleton Institute of Politics at Rutgers University explores state and national politics through research, education, and public service activities, linking the study of politics with its day-to-day practice. Eagleton offers graduate fellowship programs and an undergraduate certificate program for Rutgers students. The Institute's faculty and programs specialize in the study of: state legislatures; public opinion polling and survey research; women's participation in politics; minority and immigrant political participation; campaigns, elections and political parties; civic education and engagement; electronic democracy; and New Jersey politics.

Director, Center for American Women and Politics (CAWP), a unit of the Eagleton Institute of Politics, 1971-95

Built a research, education, and public service program to promote greater understanding of women's relationship to politics and government and to develop a body of knowledge about women's public leadership. Co-Director of CAWP, 1971-73; Educational Coordinator, 1971. CAWP was established in 1971.

Senior Scholar, CAWP, since 1995

Affiliated Faculty, Department of American Studies, since 2002

Affiliated Faculty, Department of Women's and Gender Studies, since 2001

Fellow, Douglass College, Rutgers University, since 1982

Member, Faculty of Arts and Sciences, Rutgers University, since 1981

Visiting Assistant Professor, Department of English, Rider College, 1970-71

Lecturer, Department of English, University of Pittsburgh, 1968-70

Part-time Instructor, Department of English, University of Connecticut, 1960-66

Teaching at Rutgers

Department of Political Science: Women and Political Leadership (graduate); Eagleton Seminar in American Politics (graduate);
Women and American Politics (undergraduate); Becoming A Public Citizen (undergraduate)
Department of Women's and Gender Studies: Leadership Scholar's Seminar (undergraduate)
Department of English: Autobiographies of American Women; Women and Contemporary Problems; Women in Modern America and England; Politics and Fiction

PRESIDENTIAL APPOINTMENT

Vice Chairperson, U.S. Holocaust Memorial Council, the governing board of the U.S. Holocaust Memorial Museum

Appointed Vice Chairperson in 1993 by President Clinton. Originally appointed to Council by President Bush (Council term 1991-1996); reappointed twice by President Clinton (1996-2001, 2001-2006).

Committees: Search Committees for Director of the US Holocaust Memorial Museum, 1992, 1995, 1998; Executive Committee (Vice Chair); Compensation Committee; Long Range Planning Committee; Development Committee; Academic Committee; Committee on Collections and Acquisitions; Chair, Task Force on Governance; Chair, Exploratory Group for A Committee on Conscience, 1994-96; Founding Chair, Committee on Conscience, 1996-97, 1999-2000; Chair, Strategic Planning Committee; Chair, Education Committee, 2003-04.

HONORS/AWARDS

Awards/Honors

Honoree, "Salute the Policy Makers—Awards Dinner Honoring Women of Achievement," Executive Women in New Jersey, New Brunswick, NJ, May 6, 2004.

Honoree, as one of three Founders of the national Public Leadership Education Network on the occasion of its 25th Anniversary Celebration, National Museum of Women in the Arts, Washington, D.C., February 26, 2004.

Honoree, "Women of Distinction" award, American Association of University Women, June 2002

Honoree, Women Legislators and Women College Presidents of Maryland, Maryland Independent College and University Association, Annapolis, Maryland, January 2002

Honoree, The Section for Women in Public Administration, American Society for Public Administration, March 2001

Honoree, "Women Who Make a Difference," Myrtle Wreath Annual Award, Hadassah Southern New Jersey Region, November 2000

Honorary Doctor of Public Service degree, Chatham College, Pittsburgh, PA, May 1998

Breaking the Glass Ceiling Award for a Person in the Public Sector, Women Executives in State Government, January 1998

Mary Louise Smith Chair in Women and Politics, Iowa State University, 1997-98

Twenty-First Century Leadership Award, presented by the President of the National Women's Hall of Fame, October 1996

Gloria Steinem Woman of Vision Award, presented by the Ms. Foundation for Women, May 1996

The League of Women Voters of New Jersey 75th Anniversary Achievement Award, May 1996

Honoree, YWCA of Central Jersey, March 1993

Faculty Merit Awards, Rutgers University, 1982, 1988, 1993

Recipient of the Governor of New Jersey's Woodrow Wilson Public Service Award in the 1992 Governor's Pride of New Jersey Awards Program

Designated "Jerseyan of the Week" by the *Sunday Star-Ledger*, October 18, 1992, January 8, 1995

The Barbara Boggs Sigmund Award: Leaders With Vision — Women in Politics, presented by the Women's Political Caucus of New Jersey, October 1992

Awarded The Douglass Medal by Douglass College of Rutgers University, June 1989

Named 1984 Ralph Bates Lecturer by the Chatham Board of Education, Chatham, NJ
Named one of 33 New Jersey Women of Achievement by *New Jersey Monthly*, October 1983

Who's Who of American Women, 1979-80

Nominee, Woman of the Year in Political Life, *Ladies' Home Journal*, 1977

US Office of Education Fellow, "Crisis: Women in Higher Education," July 1971

Research and teaching fellowships, University of Connecticut Graduate School, 1960-68

PUBLICATIONS

Books, Monographs, Book Chapters, Professional Journals

Political Generation Next: America's Young elected Leaders, Ruth B. Mandel and Katherine E. Kleeman (Eagleton Institute of Politics, Rutgers University, 2004).

"A Question About Women and the Leadership Option," in *The Difference "Difference" Makes*, ed. Deborah L. Rhode (Stanford University Press, 2003).

"Women's Leadership in American Politics: The Legacy and the Promise," in *The American Woman 2001-2001: Getting to the Top*, eds. Cynthia B. Costello and Ann J. Stone (New York: W.W. Norton & Co., 2001).

"Susan Berresford," "Anna Quindlen," "Patricia Schroeder," "Christine Todd Whitman," interviews with Mary S. Hartman, editor, in *Talking Leadership: Conversations with Powerful Women* (New Brunswick, NJ: Rutgers University Press, 1999).

"Moving Forward Together—Women in Politics in the U.S.A.," in *Mehr Frauen für Mehr Demokratie: Festschrift zu Ehren von Professor Dr. Barbara Schaeffer-Hegel*, ed. Ulla Weber (Berlin, Germany: Centaurus-Verlagsgesellschaft Pfaffenweiler, 1998).

"Politics and Persuasion," in *We Are Listening: Report of the Vital Voices, Women In Democracy Conference* (Vienna, Austria: USIA Regional Program Office, 1998).

"Madeleine May Kunin," with Katherine E. Kleeman in *Jewish Women in America: An Historical Encyclopedia*, eds. Paula E. Hyman and Deborah Dash Moore (New York: Routledge, Inc., 1997).

Introduction to *American Women Speak: Voices of American Women in Public Life*, eds. Doris Earnshaw and Maria Elena Raymond, (California: Alta Vista Press, 1996).

Voices, Views, Votes: The Impact of Women in the 103rd Congress, with D. Dodson, S.J. Carroll, K.E. Kleeman, R. Schreiber and D. Liebowitz, monograph report from a research project (New Brunswick, NJ: Rutgers University, Eagleton Institute of Politics, 1995).

"A Generation of Change for Women in Politics," in *Women: A Feminist Perspective*, ed. Jo Freeman (Palo Alto: Mayfield, 1995).

"Doing It Whose Way? Women in Leadership," in *Our Vision and Values: Women Shaping the 21st Century*, ed. Frances C. Hutner (Westport, CT: Praeger, 1994).

"The Political Woman," in *American Women in the Nineties*, ed. Sherri Matteo (Boston: Northeastern University Press, 1993). Earlier version in *The American Woman 1988-89*, ed. Sara E. Rix (New York: W. W. Norton & Co., 1988).

"Do Women Officeholders Make a Difference?" with Debra L. Dodson, in *The American Woman 1992-93*, eds. Paula Ries and Anne J. Stone (New York: W.W. Norton & Co., 1992).

"'No Striving for Glory Here': An Essay on Women and Leadership in the USSR," *Frontiers*, Vol. IX, No. 2 (Spring 1987), 16-22.

The Impact of Women in Public Office: An Overview, with Susan J. Carroll and Debra L. Dodson, monograph in a research series (New Brunswick, NJ: Rutgers University, Eagleton Institute of Politics, 1991).

"Women Officials: A Singular Bond," with Katherine E. Kleeman in *The Women's Economic Justice Agenda: Ideas for the States* (Washington, DC: The National Center for Policy Alternatives, 1987).

"Comparative Reflections," in *Women in Leadership*, section III, *Soviet Studies Series: Women in the Soviet Union* (Washington, DC: The Committee for National Security, 1985).

In the Running: The New Woman Candidate (New York: Ticknor and Fields, 1981). Paperback: Beacon Press, 1983. Excerpted in "Race, Gender, and State and Local Politics," in *State and Local Government in an Urban Society*, Richard D. Bingham (New York: Random House, 1986). Excerpted in *Women Leaders in American Politics*, James David Barber and Barbara Kellerman, eds. (Englewood, NJ: Prentice-Hall, 1986). Excerpted in "In the Running," *National Business Woman* (BPW: The National Federation of Business and Professional Women's Clubs, October/November 1983). Excerpted in "Women Candidates: The Beginning of a Difference," *Graduate Woman*, Vol. 76, No.4 (AAUW, July/August 1982).

"Educating Political People: Familiarity Breeds Familiarity," in *Resocializing Sex Roles: A Guide for Educators*, eds. by Elinor B. Waters and Jane Goodman. Monograph of the National Vocational Guidance Association, 1980.

Educating Women for Public Life: Report from the Visiting Program in Practical Politics (New Brunswick, NJ: Rutgers University, Eagleton Institute of Politics, 1974).

"The Two Mystery Stories in Benito Cereno," *Texas Studies in Literature and Language*, XIV (Winter 1973), 631-642.

The Assistant and A New Life: Ironic Affirmation," *Critique*, VII (Winter 1964-65), 110-122; reprinted in *Bernard Malamud and the Critics*, eds. by L.A. Field and J.W. Field (New York, 1971).

Magazines and Other Writing

"The Coin Has Two Sides," for *Women's Leadership: Collective Endeavor or Individual Mission?* National Dialogue on Educating Women for Leadership, a monograph series of the Institute for Women's Leadership, Rutgers University (forthcoming 2003).

"Memory Alone Does Not Suffice," prepared for Days of Remembrance ceremonies, Washington, DC, April 2001 and published in: *Together*, publication of the American Gathering of Jewish Holocaust Survivors, Vol. 15, No. 2 (New York); and in *Update*, publication of the U.S. Holocaust Memorial Museum, Summer 2001 (Washington, DC).

"The Power of a Woman's Voice," review of *Living a Political Life* by Madeleine Kunin, *The Boston Sunday Globe*, April 10, 1994.

"The Year of the Woman?" *Rutgers Magazine*, Vol. 72, No. 2, Summer 1993.

Foreword, *Women in Office: Getting There and Staying There*, Joanne Rajoppi (Westport, CT: Bergin & Garvey, 1993).

"Success for Women in 1992," *CAWP News & Notes*, Vol. 9, No. 1, Winter 1993.

"Year of the Woman: A Note of Caution," with Irwin N. Gertzog, *CAWP News & Notes*, Vol. 8, No. 3, Fall 1992.

"Building Women's Institutions," *CAWP News & Notes*, Vol. 8, No. 2, Spring 1992, pp. 15-16.

"1990 Election Credits and a Preview of Coming Attractions," *CAWP News & Notes*, Vol. 8, No. 1, Winter 1991.

Foreword, *Who's Who of Women in World Politics* (London and New York: Bowker-Saur, 1991).

"Women in Politics: Goals and Gains," *CAWP News & Notes*, Vol. 7, No. 3, Summer 1990.

"View From Our Bridge," with Katherine E. Kleeman, *SCAN*, Vol. 1, No. 6 (Washington, DC: Council for Liberal Learning of the Association of American Colleges, Sept./Oct. 1986).

"Old Myths Are Finally Getting Buried this Year," Guest Column, *USA Today*, September 22, 1986.

"Furthering Women in Political Leadership," with Katherine E. Kleeman, *Voice for Girls*, Vol. 29, No. 1 (Girls Clubs of America, Fall 1984).

"A Pioneering Decade," *Commemorative Journal* (California Elected Women's Association for Education and Research, Winter 1984).

"Bringing More Women into Public Office — A Prefatory Note," in *Women Make a Difference*, report in a research series (New Brunswick, NJ: Rutgers University, Eagleton Institute of Politics, 1983).

"The Power of the Women's Vote," *Working Woman*, April 1983.

"How Women Vote: The New Gender Gap," *Working Woman*, September 1982.

"Winning With Women," *Women's Political Times* (National Women's Political Caucus, Winter 1982). Reprinted in *Bridging the Gap*, a publication of the American Society for Public Administration, March 1982.

"Networks of Women in Politics," *Networking* (American Council on Education, National Identification Program, Winter-Spring 1981-82).

"Women and Political Leadership: The Road Ahead," *State Legislatures* (National Conference of State Legislatures, January 1982).

"The Trouble with Women Candidates," *Ms*, May 1981.

Foreword, *The Women's Movement in Community Politics in the US*, Debra W. Stewart (New York: Pergamon Press, 1980).

"Introduction," Nancy Becker, *Lobbying in New Jersey* (New Brunswick, NJ: Rutgers University, Eagleton Institute of Politics, 1978).

Foreword, *Women in Public Office 1977*, Center for the American Woman and Politics (Metuchen, NJ: The Scarecrow Press, 1978).

"Women," *Encyclopedia Americana: Year Book for 1976* (New York: Grolier, 1977).

Foreword, *Women in Public Office 1975*, Center for the American Woman and Politics (New York: R.R. Bowker, 1976).

"Women in Elected Office: Some Bad News, and Some Good," *Women's Political Times* (National Women's Political Caucus, Summer 1976).

SELECTED PROFESSIONAL ACTIVITIES

Grants (since 2000)

Principal Investigator with Debbie Walsh and Susan Sherr, The Pew Charitable Trusts (2001-2004), Young Elected Leaders Project (\$211,000).

Co-Principal Investigator with Mary S. Hartman and Marianne Gaunt, SROA grant (2000-2001), Women in Leadership Multimedia Oral History Project (\$25,000).

Co-Principal Investigator with Tobi Walker, The Schumann Fund for New Jersey (2000), Public Officials in the Classroom Project (\$15,472).

Co-Principal Investigator with Ingrid Reed, The Robert Wood Johnson Foundation (2000), Election 2000 Campaign Research and Public Service Program (\$41,000).

Co-Principal Investigator with Tobi Walker, The Dodge Foundation (2000), New Jersey Civic Education Consortium (\$75,000).

The Center for American Women and Politics was established in 1971 with \$50,000 from the Ford Foundation. Since that time, CAWP has raised funds from foundations, corporations and government. Selected grants during (or resulting from) my tenure as CAWP's director include:

Charles H. Revson Foundation (1993-1995) for study of the impact of women in Congress; an assessment of research about women in office; and expansion of a database about elected women (\$458,000)

Charles H. Revson Foundation (1987-1991) for study of the impact of women in public office (\$450,000)

Charles H. Revson Foundation (1980-1985) for study of the routes women take to elective and appointive offices (\$220,000)

W.K. Kellogg Foundation (1990-1994) public leadership education for college-age women (\$962,000)

Ford Foundation (1997) for *Good Housekeeping* Award for Women in Government (\$326,000)

Ford Foundation (1996) for a study of women in the 104th Congress (\$75,000)

Ford Foundation (1993-94) for a conference to develop a research agenda for the study of women and American politics into the 21st century (\$75,000)

Ford Foundation (1991) for assessing the feasibility of developing a women officials' policy network (\$55,000)

Ford Foundation (1989) for research about the abortion issue's impact on elections (\$35,000)

Ford Foundation (1989) for meeting of representatives of national organizations of women officials (\$39,000)

Ford Foundation (1971-80) for general support and for two research grants programs: to study women's voluntary activities; and to study women and local government

Carnegie Corporation of New York (1981-88) for program for women state legislators (\$447,000)

Carnegie Corporation of New York (1978-84) for developing a public leadership education network of women's colleges (\$72,000)

Carnegie Corporation of New York (1975) for study of women's campaigns (\$38,000)

Carnegie Corporation of New York (1972) for a conference and study of women state legislators (\$86,000)

American Express Foundation (1983-1993) for program for women state legislators (\$139,408)

Robert Wood Johnson Foundation (1991) for program for women state legislators (\$19,800)

NJ Historical Commission (1994) Equality Deferred: Women Candidates for the New Jersey Assembly, 1920-1993 (\$3,000)

New Jersey Division on Women (1994) Equality Deferred: Women Candidates for the New Jersey Assembly, 1920-1993 (\$3,000)

Rockefeller Foundation (1989) for research about the abortion issue's impact on elections (\$35,000)

Robert Sterling Clark Foundation (1989, 1992) for research about the abortion issue's impact on elections (\$75,000)

The Huber Foundation (1989, 1990, 1992) for research about the abortion issue's impact on elections (\$70,000)

John Merck Fund (1989-92) for research about the abortion issue's impact on elections (\$125,990)

South Branch Foundation (1989) for research about the abortion issue's impact on elections (\$20,000)

777 Women Fund/Tides Foundation (1992) for research about the abortion issue's impact on elections (\$20,000)

Helena Rubinstein Foundation (1981-84) for data bank on women in public office

Mobil Foundation, Inc. (1971, 1975, 1976, 1978) for general support

Prudential Foundation (1972-1993) for general support and research

Mary Reynolds Babcock Foundation, Inc. (1973) for research grants program

US Department of Housing and Urban Development, Office of Policy Development and Research (1978-81) for research on women in public service (\$440,000)

US Office of Personnel Management (1979) for evaluation research (\$15,000)

National Institute of Education (1977) for research about school boards (\$44,948)

Chase Manhattan Bank (1973) for developing a model education program

Research

2001-2004: a national study of young elected officials (age 35 and under) serving at federal, state, county and municipal levels, which includes developing a national data base, conducting an on-line and mail survey of officeholders, and convening a conference to extend and deepen survey findings. The study has resulted in a report and analysis summarizing demographic characteristics, backgrounds, attitudes, ideology and ambitions of the population of young elected leaders holding office at the beginning of the new century.

Since 2000: a multi-year study of U.S. women's leadership in collaboration with Professor Mary Hartman. The project currently involves a series of videotaped interviews with women who contributed in significant ways, primarily on the national level, during the last quarter of the 20th century to the social change movement that reshaped women's roles, status, aspirations and opportunities in the United States.

1996-97: study comparing the impact of women serving in the 104th Congress with that of women in the 103rd Congress

1993-95: study of the impact of women serving in the 103rd Congress

1993-95: assessment of the findings of two decades of research about women in public office, and development of an agenda to guide future research on women and politics

1989, 90, 92: studies of the politics of the abortion issue in campaigns for state and national offices

1987-91: first national study of the impact of women in public office based on nationally representative samples of women and men elected to state legislatures

1987-91: designed grants program and awarded stipends for eleven small-scale studies examining the impact of women serving in different types and levels of public office

1981-83: national survey comparing women and men in elected office, focusing on the factors which facilitate and impede women's entry into public office

1981-83: first study of women appointed to high-level positions in a presidential administration

1981-83: first nationwide study of women appointed to high-level positions in state cabinets

1978-80: study of women in municipal management

1978-80: study of the development of organizations of women public officials

1977-79: study of women on school boards

1977-78: second national survey of women officeholders, collecting and analyzing data about women's social backgrounds, political experiences, organizational ties, perceptions and policy attitudes

1976: study of proportions of women serving on state boards and commissions in 39 states

1976: study of the campaign experiences of female candidates for elective office

1976: designed grants program and awarded stipends to six scholars for studies of women and local government

1975-76: first ever national survey of women serving in elective office at local, county, state and federal levels

1974: developed grants program and awarded stipends to six scholars for study of the nature and political impact of women's voluntary activities

Data Bank on Candidates and Officeholders

Since 1975 CAWP has developed a computerized database on women in elective office at municipal, county, state legislative, statewide and federal levels. The Center also regularly collects pre- and post-election data on female candidates in congressional, statewide and state legislative races. The data bank serves a variety of constituencies (from students and scholars to activists and journalists) as a national resource for current and historical information about women in politics.

Program for Women State Legislators

1995, 1991, 1987, 1983: Planned and organized the *National Forum for Women State Legislators*, the largest meetings of elected women ever convened. Held in San Diego, California, each Forum has attracted close to 1000 participants, including hundreds of legislators, as well as scholars, issues experts, organization leaders, political party officials, and journalists. The agenda has focused on several themes emerging from CAWP's studies of women legislators and from various related research and education programs:

(1) the impact of elected women on public policy, and the ways in which female officials may respond differently from men to policy issues; (2) the barriers and opportunities for increasing the numbers and influence of women in public office, particularly in state legislatures; (3) the movement of women into positions of legislative leadership.

1990: Co-convened a midwest regional seminar for women state legislators with the Institute for Policy Leadership at the University of Missouri — St. Louis.

1989: Convened a national educational forum for newly elected women state legislators, with veteran women lawmakers serving as core faculty.

1985: Convened a national Conference for Women in Legislative Leadership to explore ways in which women in leadership affect the legislative institution and the public policy agenda.

1982: Convened the Conference for Women State Legislators to examine and assess the prospects for women as elected lawmakers and the progress which had been made since CAWP's first Conference for Women State Legislators held ten years earlier (Pocono conference, May 1972).

National Education for Women's Leadership (NEW Leadership)

Conceived and developed a national program of summer institutes to teach college women leadership theory and skills as well as women's political history. Initially funded by the W.K. Kellogg Foundation, the program became a model for subsequent regional CAWP programs in New Jersey, the South, the Midwest, and later throughout the country at colleges and universities that became part of CAWP's NEW Leadership Development Network.

Public Leadership Education Network (PLEN)

A founder of the Public Leadership Education Network (1978). PLEN is a consortium of eighteen women's colleges working to educate their students about women in policymaking and

public leadership. PLEN maintains a national office in Washington, DC. CAWP has been a consulting organization to PLEN.

Documentary Film

Executive Producer of a one-hour documentary film examining the progress made by women and the obstacles they encountered during more than a decade of increasing involvement in political life. Entitled *Not One of the Boys*, the film aired nationally on *Frontline* (PBS), October 1984.

Editing

Oversaw the publication of books, monographs, and reports resulting from studies and related projects conducted by the Center for American Women and Politics (CAWP) and issued by commercial publishers or through the Eagleton Institute of Politics at Rutgers University. These include publications about: the backgrounds, issue orientations, political experience, ambitions and impact of women and men in public office; the networks and organizations of political women which have developed across the country since the mid-1970s; women in public management positions in urban government; women in state legislatures; studies of the barriers facing male and female office seekers and the routes they have taken to elected and appointed positions; studies of the impact of women in public office.

Editorial Board, *Women and Politics Series*, Rutgers University Press, 1996-2003.

Editorial Board, *Women & Politics: Journal of Research and Policy Studies*, 1986-2003.

Advisory Council, *The Douglass Series on Women's Lives and the Meaning of Gender*, Rutgers University Press, 1983-1990.

General Editor (with Professor Rita Mae Kelly), Praeger series of scholarly books by political scientists in the field of women and politics (1982-1987).

Editorial Board, *Signs: Journal of Women in Culture and Society*, 1975-1980.

Manuscript Reviewer/Advisor for *Have You Considered Government and Politics?* (Career Options Series for Undergraduate Women) and *Government and Politics* (Career Opportunities Series for Post-College Women). New York: Catalyst, 1976.

Media

Interviewed and quoted regularly in major newspapers, wire service stories, popular magazines and news magazines. Press conferences and scores of interview and call-in programs for national and local television and radio. Selected television appearances include: *Washington Journal*, C-Span; *Lehrer News Hour*, PBS; *Nightline*, ABC-TV; *Charlie Rose*, PBS; *CBS Evening News*; *Nightly Business Report*, PBS; *Sonya Live*, CNN; *Good Morning America*, ABC-TV; *Today*, NBC-TV; *Not for Women Only*, WNBC-TV; *In Your Corner*, New Jersey Network; *Take Two*, Cable News Network; *Straight Talk*, WOR-TV; *Caucus New Jersey*, WNET, New York public television; *Word Is Out*, Philadelphia TV; *Today in New York*, WNBC-TV; *New Jersey Nightly News*; Bloomberg Television; Rutgers Forum; *News 12 New Jersey*. National radio interviews and commentary include: NPR's *Talk of the Nation*, *All Things Considered*, *Morning Edition*, and *Radio Times*.

SERVICE

Rutgers University (selected)

Presidential Search Committee, Rutgers University, New Brunswick, New Jersey, 2002

Member, Alexander Library, D1 Subcommittee on Collections, Women's and Gender Archival Collections, 2002-present

Speaker, Faculty Service Recognition Program, May 2002

Interviewer, "Shirley Chisholm," for Circle of Excellence, Rutgers University Honorary Degree Recipients series for Rutgers Television, May 2002.

Judge, "What's your Point?" Rutgers Academic Challenge, Rutgers University, New Brunswick, New Jersey, May 2001

Search Committees, Social Studies Education, Graduate School of Education, Rutgers University, 2000-01, 2001-02

Advisory Committee, 2001 Forum for Women State Legislators, CAWP, Eagleton Institute of Politics, 2000-2001

Planning Committee, The Margery Somers Foster Center at Douglass Library: A Research Network and Digital Archives for Gender and Women's Studies, 1999-Present

Advisory Committee, Holocaust Resource Center, Allen and Joan Bildner Center for the Study of Jewish Life, since 1999

Rutgers Council on Government Relations, 1995-1997

Advisory Committee, Center for Government Services, Edward J. Bloustein School of Planning and Public Policy, since 1996

Board of Directors, Institute for Women's Leadership, since 1995

Strategic Plan Implementation Committee for Public Policy and Law, 1996, 1998, 1999, 2000

Advisory Selection Committee, "Women in the Public Sphere: Power, Practice, Agency," a faculty/graduate student seminar for 1997-1998, Institute for Research on Women, 1996-97, 1997-98

Strategic Plan Implementation Committee for Gender Studies, 1995-96

Provost's Advisory Committee on Academic Development, 1994-96

Search Committee for the Provost/Dean of the Graduate School, 1993

Presidential Search Committee, Rutgers University, 1990

Faculty Committee on Honorary Degrees, 1992-95

Provost's Faculty Council Budget and Planning Committee, 1990-96

Advisory Board, Hispanic Women Leadership Institute, 1989-93

Policy and Planning Committee, Center for Women's Global Leadership, Douglass College, since 1986

Advisory Board, Laurie New Jersey Chair in Women's Studies, Douglass College, 1986-96

Advisory Committee, Women's Archives, Douglass College, 1985-95

Advisory Committee, Institute for Research on Women, 1982-present; Executive Committee, 1983-87

Advisory and Planning Group, Douglass College Program for the Public Leadership Education Network, since 1980

Eagleton Fellowship Program Selection Committee, Eagleton Institute, since 1972

Faculty Supplemental Salary Adjustment Committee, Eagleton Institute of Politics, 1983-84; chairperson 1984-86, 1992-93

Provost's Committee on Administrative Restructuring, 1990-91

Douglass Fellows Policy Committee, 1987-91

Provost's Faculty Budget and Planning Committee, 1988-90

Committee on Appointments and Promotions, Department of Journalism and Mass Media,
 School of Communication, Information and Library Studies, 1989
 Search Committee, Dean of the Faculty of Planning, 1988-89
 Douglass Fellows Opportunity Committee, 1986-88
 Search Committees, Eagleton Institute of Politics, 1987-88, 1988-89
 Co-Convenor, with Douglass Dean Mary Hartman, planning Conference on Women in
 International Leadership, April 1987
 Search Committee, Department of Political Science, 1986-87
 Search Committees, Laurie New Jersey Chair in Women's Studies, Douglass College, 1983-84,
 1986-87
 Search Committees, Eagleton Institute of Politics and Department of Political Science: 1976-77,
 1978-79 (co-chairperson), 1980-81, 1986-87
 Search Committee, Eagleton Institute of Politics and Graduate School of Education, 1986-87
 Co-Chair, Search Committee for Director of the Women's Studies Program at Rutgers
 University, 1986
 Rutgers University Commencement Colloquium Committee, 1985-86
 Provost's Committee on Social and Public Policy, 1985
 Provost's Committee on Political Oppression, 1985
 Research Council Advisory Panels on the Social Sciences, Rutgers University, 1982-85
 Eagleton Institute Standing Committees on Personnel, Education, Services, 1975-85
 President's Advisory Commission on the Arts, Humanities and Social Sciences in an Era of High
 Technology, 1983-84
 Chairperson, Seminar Series on American Politics and Public Policy, Eagleton Institute, 1983
 Rutgers University Senate, 1976-77, Academic Personnel Committee, 1976-77
 Chairperson, By-Laws Committee, Eagleton Institute, 1975-76
 Manuscript Reviewer, Rutgers University Press
National, State, and Misc. Service (selected)
 Ranking Official, Delegation of the U.S. Holocaust Memorial Museum, Republic of Poland
 Dedication Ceremonies for *The Belzec Memorial Place*, Warsaw and Belzec, June 3-4, 2004.
 Member, U.S. Holocaust Memorial Council, since 1991; Vice Chairperson, since 1993
 Member, Board of Directors, Charles H. Revson Foundation, since 1998; member, Board
 Nominating Committee, since 1998
 Advisory Board, Center for Information and Research on Civic Learning and Engagement
 (CIRCLE), School of Public Affairs, University of Maryland, since 2001
 Judge, National Panel of Judges for the National Women's Hall of Fame Awards, since 2000
 "Spirit of Trenton" Council, appointed by Governor James McGreevey, April 2002
 Advisory Board, United Leaders, a new organization for identifying and training young men and
 women for careers in political service; housed at the JFK School of Government, Harvard
 University, Cambridge, MA, since 2001
 Co-Chair, Selection Committees, National Ballot for Women Presidential Candidates (1999) and
 Women Vice Presidential Candidates (2000), The White House Project

National Advisory Committee and National Consultation Participant, Forum 98: Setting a Course for Women into the New Century, co-sponsored by Hobart and William Smith Colleges and University of Rochester, 1998

Diversity in Action Advisory Committee, New Jersey Network, since 1997

Review Board, *New Jersey Medicine*, 1995-1999

National Advisory Council, Center for Women Policy Studies, 1989-2000

Honorary Committee, Preserving Paulsdale, Alice Paul Centennial Foundation, 1989-95

Selection Panel, "Breaking the Glass Ceiling," awards program of Women Executives in State Government, 1993

National Commission for the Renewal of American Democracy (appointed by the National Association of Secretaries of State for *Project Democracy*) 1992-93

Board of Directors, National Council for Research on Women, 1985-92; Vice-Chair, 1989-91; Chair, Board Committee on the Future, 1988-89

Organizer, National Hispana Leadership Initiative, New Brunswick, NJ, April 1988

Fifteenth Anniversary Honorary Committee, "9 to 5," National Association of Working Women, 1988

Program Committee, "Women and the Constitution: A Bicentennial Perspective," a national symposium sponsored by The Carter Center of Emory University and convened by former First Ladies Carter, Ford, Nixon and Johnson, 1988

National Advisory Committee to the California Joint Select Task Force on the Changing Family, 1988

NJ State Planning Committee, American Council on Education, National Identification Program for Women in Higher Education Administration, 1979-1987

Nominating Committee, Women's Caucus for Political Science, 1985-86

Planning Committee, The Women's Dialogue — US/USSR, The Rockefeller Foundation, 1984-85. Member of US delegation of eleven women invited to the USSR (December 1984) for a seminar with Soviet women leaders on the theme of "Women and Community Leadership"

Mercer County Commission on the Status of Women, 1977-1984

Appointed by the Governor of New Jersey to the Commission to Study the Need and Necessary Fiscal Commitments for Creating a Chair of Women's Studies at Douglass College (Chairperson, Committee on Academic Needs), 1982

Advisory Committee, Women's Leadership Conference, the Committee for National Security, 1982

Final Selection Judge, Coro Foundation Fellowship Program, 1977; Public Affairs Training Program for Women, 1981

Member, Search Committee for Executive Director, National Women's Education Fund, Washington, DC, 1979

Board of Judges, Catherine L. O'Brien Award, Competition for Achievement in Women's Interest Newspaper Reporting, 1978-79

Member, Planning Committee, Conference on Technical Assistance Needs of Women Officeholders, Aspen Institute, 1977

Appointed by President's National Commission on the Observance of International Women's Year to State Coordinating Committee for New Jersey's IWY Conference, 1976; Co-chairperson, Nominating Committee, New Jersey IWY State Conference, 1977; Elected Delegate from New Jersey to US National Women's Conference, Houston, TX, 1977

Consultant, Women in Power Committee, National Commission on the Observance of International Women's Year, 1975 (testified for Committee hearing on women's participation in the political process, 1976)

Convener, Task Force on Fair Representation and Participation in the Political Process, US National Women's Agenda, a program of the Women's Action Alliance, 1975-76

Program Coordinator and Conference Moderator, Evaluation Conference, "Women in the Political Process — Multi-National Views," US Department of State, Bureau of Educational and Cultural Affairs, New Brunswick, NJ, October 1976

Educational Program Consultant, Finch College, "Preparation of Women for Political Leadership: A Transnational Approach," New York, 1974

PUBLIC PRESENTATIONS

Many lectures, speeches, panels and workshops each year. Below is a sample of presentations between 1987 and 2004.

Selected Guest Lectures and Conference Participation—Colleges and Universities

Faculty Commencement Speaker, 83rd Commencement convocation at Douglass College, Rutgers University, May 2004.

Speaker, Inaugural Mandel Fellows Conference, U.S. Holocaust Memorial Museum in collaboration with the Allen and Joan Bildner Center for the Study of Jewish Life, Rutgers University, New Brunswick, NJ, February 2004.

Discussion Leader, Series of "Conversations With New Leaders," Eagleton Institute of Politics, Rutgers, Spring 2004.

Moderator, "Networking Nationally With Fellow Legislators," Forum for Newly Elected Women State Legislators, Center for American Women and Politics, Rutgers University, Washington, D.C., November 2003.

Moderator, "Seminar on the Future of Democratic Politics," Walt Whitman Center for the Culture and Politics of Democracy, Rutgers University, New Brunswick, NJ, May 2002.

Panelist, Women's Leadership: Collective Endeavor or Individual Mission? National Dialogue on Educating Women for Leadership, Institute for Women's Leadership, Rutgers University, NJ, May 2002.

Discussant and Advisor; "Instituting Gender," Yale University, New Haven, CT, March 2002.

Participant, Invitational Symposium on "Islam and America in a Global World," New York University, NY, January 2002.

Speaker, "Women Legislators and Women College Presidents of Maryland," Maryland Independent College and University Association, Annapolis, MD, January 2002.

Speaker, Program on "University-Community Relations in Estonia, Latvia, and Lithuania," Center for Russian, Central and East European Studies, Rutgers University, NJ, December 2001.

Moderator and Panelist, "Women's Future Political Prospects," for program on Women in Politics: Research and Debate, National Forum for Women State Legislators, convened by the Center for American Women and Politics, Dana Point, CA, November 2001.

Panelist, "The Future of Democratic Politics," Walt Whitman Center for the Culture and Politics of Democracy, Rutgers University, New Brunswick, NJ, September 2001.

Participant, "Breakthrough Strategies for Women Leaders," Institute for Women's Leadership and Center for Women and Work, Rutgers University, New Brunswick, NJ, September 2001.

Moderator, "Balancing Public and Private Lives," CAWP NEW Leadership Summer Institute, Rutgers University, New Brunswick, NJ, June 2001.

Panelist, "What Difference Does Difference Make?," Women's Leadership Summit, American Bar Association and the Kennedy School of Government, Cambridge, MA, April 2001.

Guest Lecturer, "Political Women in the U.S.," Leadership Scholars Seminar, Institute for Women's Leadership and Program in Women's Studies, Rutgers University, New Brunswick, NJ, March 2001.

Panelist, Faculty Roundtable on Election Campaign 2000, Eagleton Institute, New Brunswick, NJ, February 2001.

Interviewee, *By the Book*, Rutgers University Television Network, January 2001.

Participant, "Ready to Run," Center for American Women and Politics, New Brunswick, NJ, March 2000.

Speaker, "The Practice of Politics," Undergraduate Associates Program, Eagleton Institute, New Brunswick, NJ, April 2000.

Participant, "Term Limits and Women in State Legislatures," Center for American Women and Politics, New Brunswick, NJ, November 1999.

Speaker, "From Holocaust History to Memory: Germany, Jews and the Future," Princeton University, April 1999.

Moderator, "Private Life, Public Life, Professional Life," Ready to Run Conference, Center for American Women and Politics, Rutgers University, December 1998.

Speaker, "Remembering the Holocaust in the Twenty-First Century: Memoirs, Oral History and Video Archives," Allen and Joan Bildner Center for the Study of Jewish Life, Rutgers University, November 1998.

Moderator, "Making a Difference: Women in Politics," Center for Leadership and Public Interest Advocacy, Mount Holyoke College, October 1998.

Speaker, "From Suffrage to Liberation: Women in the Public Sphere in New Jersey, 1920-1970," Special Collections and University Archives, Alexander Library, Rutgers University, September 1998.

Speaker, "New Directions in Politics," ACE-NIP, Rutgers University, April 1998.

Speaker, "Moving Forward Together: A Women's Political Movement," Mary Louise Smith Chair in Women and Politics, Carrie Chapman Catt Center for Women and Politics, Iowa State University, April 1998.

Speaker, "Incrementalism Versus the Ketchup Bottle: Women's Progression in Politics," Mary Louise Smith Chair in Women and Politics, Carrie Chapman Catt Center for Women and Politics, Iowa State University, October 1997.

Speaker, Women in Public Life: Past Perspectives, Future Challenges, co-sponsored by the John F. Kennedy Library and Museum and the Center for Women in Politics and Public Policy of the McCormack Institute of Public Affairs, University of Massachusetts, October 1997.

Workshop Leader, First International Women's Leadership Conference, John F. Kennedy School of Government, Harvard University, May 1997.

Participant, Conference on Genocide, Religion, and Modernity, sponsored by the U.S. Holocaust Memorial Museum, Rutgers University Center for Historical Analysis and Center for the Study of Jewish Life, Washington, DC, May 1997.

Moderator, War and Gender Relations, sponsored by The Center for Study of Jewish Life and The Women's Studies Program, Rutgers University, April 1997.

Panelist, Women's Studies Program, University of Philadelphia, November 1996.

Speaker, Rutgers University 1996 Alumni College, Cape Cod, MA, October 1996.

Keynote Speaker, "Women and the Vote," 1996 Elizabeth Cady Stanton/Susan B. Anthony Conversations on Contemporary Issues, University of Rochester, October 1996.

Panelist, Democracy in America: Does It Still Work?, Brown University, February 1996.

Speaker, Politics '96, Knight Center for Specialized Journalism, University of Maryland, October 1995.

Speaker, "Can Democracy Survive?" Raritan Valley Community College, Somerville, NJ, October 1995.

Participant, "Women and Public Discourse," Radcliffe Public Policy Institute, Radcliffe College, Cambridge, MA, April 1995.

Participant, The Women Leaders' Roundtable, sponsored by Queen's College, Avon Products, Inc., and American Council on Education, New York, June 1994.

Panelist, "In the Company of Women: Agendas for Change," Simmons College Graduate School of Management Alumnae Association, May 1994.

Moderator, "Political Practitioners Discuss Research Needs," CAWP conference about Research on Women and American Politics: Agenda Setting for the 21st Century, Rutgers University, April 1994.

Speaker, "Candidates, Voters and Voting Patterns: Women in the Political Process," Institute of Politics, Kennedy School of Government, Harvard University, October 1993.

Moderator and Participant, Roundtable: Women Running for Political Office, Ninth Berkshire Conference on the History of Women, Vassar College, June 1993.

Lecturer, "Women in American Politics," CAWP NEW Leadership Summer Institute, Rutgers University, June 1993.

Moderator, "Balancing Public and Private Lives," CAWP NEW Leadership Summer Institute, Rutgers University, 1991-2000.

Keynote Speaker, Conference on Southern Women in Public Service, John C. Stennis Center for Public Service and Mississippi University for Women, Atlanta, GA, May 1993.

Moderator and Panelist, "Women Lawmakers," Conference on the Scholar and the Feminist, Barnard College, April 1993.

Panelist, "Women in Leadership: A Breakthrough in the 1990s?" The Institute for Women's Leadership at Douglass College, Rutgers University, December 1992.

Speaker, "More Women in Politics... Why Bother?" Newcomb College Center for Research on Women, Tulane University, October 1992.

Speaker, "The Politics of Gender," Women and Social Policy in Comparative Perspective, Italian Academy for Advanced Studies in America, Columbia University and Italian Cultural Institute of New York, Kellogg Center, Columbia University, October 1992.

Speaker, Stanford University Institute for Research on Women and Gender, NY Area Associates Group, NYC, September 1992.

Lecturer, "Women in US Electoral Politics," CAWP NEW Leadership Summer Institute, Rutgers University, June 1992.

Speaker, Hispanic Women's Leadership Institute, Rutgers University, February 1992.

Moderator and Panelist, "Reshaping the Agenda: The Impact of Women in Public Office," CAWP Forum for Women State Legislators, San Diego, November 1991.

Moderator, Roundtable Discussion on Sexual Harassment and Policymaking, CAWP Forum for Women State Legislators, San Diego, November 1991.

Chair and panelist, "Women Candidates for Gubernatorial and Congressional Offices," annual meeting American Political Science Association, Washington, DC, September 1991.

Lecturer, "Early Feminism and Women's Political History," CAWP NEW Leadership Summer Institute, Rutgers University, June 1991.

Lecturer, "Women in Contemporary American Politics," CAWP NEW Leadership Summer Institute, Rutgers University, June 1991.

Speaker, "Women in Leadership," Women Presidents' Summit, American Council on Education, Washington, DC, December 1990.

Speaker, "Women in State Legislatures," Woodrow Wilson School, Princeton University, November 1989.

Moderator, "Advice from Legislative Leaders," CAWP Forum for Newly Elected Women State Legislators, Princeton, November 1989.

Speaker, "Strategic Leadership '90," Women's Campaign Research Fund and Institute of Politics, Kennedy School of Government, Harvard University, October 1989.

Keynote Address, "Outside/Inside: The Tradition of American Women's Political Leadership," delivered at The Radcliffe Conferences — Meeting the Challenge: Women as Leaders, Radcliffe College, May 1989.

Speaker, "Women and Politics '88," Skidmore College, October 1988.

Speaker, "Women Public Leaders and the Electoral Process: Impacts and Implications," The Public Management Seminar Series, University of Southern California, School of Public Administration, Washington Public Affairs Center, Washington, DC, June 1988.

Speaker, "Through the Magnifying Glass: Women and the Presidential Election of 1988," Allegheny College, May 1988.

Moderator, "Women Political Leaders Reflect on the Constitution," Mini Plenary, Women and the Constitution: A Bicentennial Perspective, a symposium sponsored by The Carter Center of Emory University, Atlanta, February 1988.

Selected Professional Meetings and Public Speeches

Speaker, "The Power to Name, the Will to Act," prepared for *For Justice and Humanity*, the 2004 National Commemoration of the Days of Remembrance, U.S. Capitol Rotunda, Washington, D.C., April 22, 2004.

Lecturer, "Jewish Women in American Politics," JCC Middlesex County, Edison, NJ, May 2004.

Presenter and Participant, *Launching the Second Decade: A Tribute to Donors*, U.S. Holocaust Memorial Museum, Washington, D.C., April 2004.

Panelist, "American Politics: Is the System Working?" The Peddie School, Hightstown, NJ, April 2004.

Workshop Leader and Speaker, "Why Won't Sally Run? The Frustrating Search for Young, Female, and Minority Leaders," The Peddie School, Hightstown, NJ, April 2004.

Presenter, *The Barbara Boggs Sigmund Award for Women's Political Leadership*, Women's Political Caucus of NJ, Princeton, NJ, March 2004.

Speaker, "America's Young Elected Leaders," Emerging Practitioners in Philanthropy, Boston, MA, November 2003.

Speaker, "Financing and Political Participation of Women in the Western Hemisphere: North America, Latin America and the Caribbean," Seminar on Political Party and Campaign Financing convened by the Organization of American States, Inter-American Forum on Political Parties of the Unit for the Promotion of Democracy, Washington, D.C., December 2003.

Speaker, "Comfort in Community," *Tribute to Holocaust Survivors: Reunion of a Special Family*, U.S. Holocaust Memorial Museum, Washington, D.C., November 2003.

Moderator, "Genocide Prevention, Morality, and the National Interest," Symposium of the Committee on Conscience, U.S. Holocaust Memorial Museum, Washington, D.C., May 2002.

Participant, "The National Women's Leadership Summit," sponsored by The White House Project and Brinsights, Washington, D.C., May 2002.

Speaker, "Memories of Courage," National Commemoration of the Days of Remembrance, U.S. Capitol Rotunda, Washington, D.C., April 2002.

Panelist, "Twenty Years of Charting the Future," The National Council for Research on Women, Fourth Annual Women Who Make A Difference Awards Program, NY, February 2002.

Speaker, "Women in Politics Thirty Years Later," Pennswood Village, Newtown, PA, January 2002.

Speaker, "The Participation of Jewish Women in American Politics—Then and Now," Monroe Hadassah, Monroe, NJ, May 2001.

Speaker, "Remembering the Past for the Sake of the Future," National Commemoration of the Days of Remembrance, U.S. Capitol Rotunda, Washington, D.C., April 2001.

Participant, "Women in Leadership Working Group," Winds of Change Foundation, San Francisco, California, April 2001.

Witness Testimony, Panel on "The Federal Election System: Historical Perspectives," National Commission on Federal Election Reform, the Carter Center, Atlanta, GA, March 2001.

Participant, *The Campaign of 2000-Debriefing Seminar*, The Annenberg School for Communication, University of Pennsylvania, Philadelphia, February 2001.

Panelist, "Issues in *The American Woman 2001-2002: Getting to the Top*," National Press Club, Washington, D.C. February 2001.

Participant, "Workshop on Issues of Governance in the United States," program of the Ford Foundation, New York, NY, January 2001.

Keynote Speaker, "Making a Difference," Annual Awards Dinner and Program of the Institute for Holocaust and Genocide Studies, Raritan Community College, Somerville, NJ, November 2000.

Panelist, "Beyond Elections 2000," Annual Conference of the National Council for Research on Women, New York, NY, October 2000.

Speaker, "Where Have All the Women Gone?" Princeton Adult School, Princeton, NJ, October 2000.

Speaker, "Jewish Women and Politics," Jewish Historical Society of Central Jersey, New Brunswick, NJ, November 2000.

Keynote Speaker, "Telling Our Stories/Telling Political Women's Story," program on Bridging the Past, Present and Future, Women's Network, annual conference of the National Conference of State Legislatures, Chicago, June 2000.

Keynote Speaker, "Leadership for the 21st Century," annual conference of the Women's Transportation Seminar, New York, NY, May 2000.

Speaker, "An Evening of Tribute to the President's Commission on the Holocaust," program of the United States Holocaust Memorial Museum, Washington, D.C., May 2000.

Speaker, "The Holocaust and the New Century: The Imperative to Remember," National Commemoration of the Days of Remembrance, U.S. Capitol Rotunda, Washington, D.C., May 2000.

Moderator, "After Liberation," conference on "Life Reborn: Jewish Displaced Person 1945-51," U.S. Holocaust Memorial Council and the Second Generation Advisory Group, Washington, D.C., January 2000.

Moderator, "Balancing the Personal and Political," Christine Todd Whitman Excellence in Public Service Series, New Brunswick, NJ, December 1999.

Panelist, "Choosing to Lead: Women's and Girl's Visions for the Next Century," annual conference of the National Council for Research on Women, New York, New York, December 1999.

Participant, "Civic Education After the NAEP Civic Assessment: What Next?," conference of the Institute for Philosophy and Public Policy, Brookings Institute, November 1999.

Panelist, "Legacies: Crafting Women's History, Writing Women's Lives," annual conference of the Head Mistresses Association of the East, Princeton, New Jersey, November 1999.

Moderator and Panelist, "Service and Responsible Citizenship," Citizens Serving Together: Idealism in Action in the 21st Century, annual meeting Grantmaker Forum on Community and National Service, Berkeley, California, November 1999.

Keynote Speaker, "2000 Leadership University," conference of the UJA-Federation of New York, New York City, September 1999.

Speaker, "Women and Presidential Politics," annual meeting of the Journalism and Women Symposium, Sundance, UT, September 1999.

Panelist, "Ms. President? Electing a Woman to the White House," American Political Science Association, Atlanta, GA, September 1999.

Keynote Speaker, "The Voyage of the Saint Louis," National Commemoration of the Days of Remembrance, U.S. Capitol Rotunda, Washington, DC, April 1999.

Panelist, "From Seneca Falls to Beijing +5: U.S. Women and NGOs in Action," program of U.S. Women Connect at United Nations Headquarters, New York City, March 1999.

Moderator, "Balancing Public and Private Life," Christine Todd Whitman Excellence in Public Service Series, New Brunswick, NJ, January 1999.

Moderator, "Genocide and Crimes Against Humanity: Early Warning and Prevention," conference of the Committee on Conscience, United States Holocaust Memorial Council, Washington, DC, December 1998.

Panelist, "Women's Participation: A 1998 Post-Election Review," Northeastern Political Science Association, Boston, MA, November 1998.

Panelist, "Women, Politics, and the White House," program of the Ms. Foundation for Women, New York City, October 1998.

Moderator, "What Difference Does It Make?: Why More Women Should Get Ready to Run-For Office," Governor's Conference on Women: Economic Pathways to Power, Atlantic City, NJ, October 1998.

Speaker, New Jersey Association for Elected Women Officials, Princeton, NJ, March 1998.

Speaker, "Women in Leadership," Riker, Danzig, Scherer, Hyland & Perretti, Florham Park, NJ, September 1997.

Rapporteur, Vital Voices: Women in Democracy, an international conference convened by the US Department of State, Vienna, Austria, July 1997.

Panelist, New Jersey Democratic State Committee 1997 Statewide Conference, Long Branch, NJ, May 1997.

Speaker, Women Administrators in Higher Education and Capital Area Women in Education, Washington, DC, May 1997.

Speaker, "Varieties of Jewish Experiences: Readings and Discussions with Local Scholars," The American Jewish Committee, Princeton, NJ, February 1997.

Speaker, New Jersey Association of Women Business Owners, Piscataway, NJ, February 1997.

Participant, "Healing Wounded People--War Crimes Tribunals and Truth Commissions," United States Holocaust Memorial Museum, January 27, 1997.

Moderator, "Visions of the 21st Century," Program of the United States Holocaust Memorial Museum for the Presidential Inauguration, January 1997.

Speaker, Johnson & Johnson Executive Luncheon Series, New Brunswick, NJ, November 1996.

Speaker, "More Women for More Democracy, A Colloquium in Honor of Professor Barbara Schaeffer-Hegel," Technische Universitat Berlin, Berlin, Germany, November 1996.

Speaker, "Women Influencing Public Policy," Women Working in Philanthropy, Delaware Valley Grantmakers, Philadelphia, PA, October 1996.

Participant, The Governor's Leadership Summit on Diversity, Basking Ridge, NJ, October 1996.

Participant, The Image of Feminism in the Public Eye, NOW Legal Defense and Education Fund, New York, April 1996.

Speaker, Women Lawyers Section of the Middlesex County Bar Association, New Brunswick, NJ, March 1996.

Participant, Leadership Issues for Women and Girls, U.S. Department of Education, Washington, DC, February 1996.

Speaker, New Jersey Commission on Holocaust Education, Rutgers University, New Brunswick, NJ, February 1996.

Speaker, "Whose America Is It?" Annual Lecture Series of the Jewish Congregation of Rossmoor, Jamesburg, NJ, October 1995.

Speaker, Volunteer Appreciation Night, United States Holocaust Memorial Museum, Washington, DC, June 1995.

Participant, The Governor's Leadership Summit on Diversity, New Brunswick, NJ, May 1995.

Keynote Speaker, 75th Anniversary Gala, League of Women Voters of New Jersey, New Brunswick, NJ, May 1995.

Keynote Speaker, Women's Political Caucus of New Jersey, Annual Conference, Princeton, NJ, May 1995.

Participant, National Roundtable on Women in Public and Nonprofit Leadership, Corporation for National Service, White House Conference Center, Washington, DC, May 1995.

Participant, Post-Election Roundtable, The Ford Foundation, New York, January 1995.

Speaker, "Women in 20th Century American Politics," The Women's Campaign School, Yale University, June 1994.

Participant, "Women and Leadership," Sara Lee Corporation Women's Roundtable, Washington, DC, May 1994.

Speaker, "Women in Politics — Past, Present, and Future," by the Pennsylvania Women's Campaign Fund, Philadelphia, PA, April 1994.

Speaker, "The State of Women in Politics," Nassau Club, Princeton, NJ, February 1994.

Chair, "Multiple Voices: Ideology, Exclusion, and Coercion," panel at *The Holocaust: An International Scholars' Conference on the Known, the Unknown, the Disputed, and the Reexamined*, opening conference of the United States Holocaust Research Institute, Washington, DC, December 1993.

Moderator and Panelist, "American Women in Political Campaigns: Obstacles and Successes," Wellesley Club of NJ, William Patterson College, NJ, October 1993.

Moderator and Panelist, "Which Way Are the Political Winds Blowing? National Convention of the National Women's Political Caucus, Los Angeles, CA, July 1993.

Speaker, "Women as Leaders," Ninth Annual Seminar, The Washington Center, Washington, DC, May 1993.

Moderator and Speaker, "Transforming Government," opening plenary session, Annual Meeting, National Council for Research on Women, Washington, DC, May 1993.

Speaker, "Women in Politics: Its Meaning For the Future," The Smithsonian Campus on the Mall, Washington, DC, April 1993.

Speaker, Women in Municipal Government Annual Meeting, National League of Cities, Washington, DC, March 1993.

Speaker, "Women as Candidates and Elected Officials," Women's Program Forum, The Ford Foundation, New York City, March 1993.

Speaker, "The Role of Women in Transforming Government," Symposium '93, American Society for Public Administration, NJ Chapter, Princeton, NJ, March 1993.

Speaker, Post-Election Debriefing and Analysis for Women State Legislators, conference sponsored by the National Women's Political Caucus, Washington, DC, November 1992.

Speaker, "In the Eye of the Storm: Feminist Research and Action in the '90s" annual meeting National Council for Research on Women, Radcliffe College, Cambridge, MA, June 1992.

Speaker, "If Women Ran America," Invitational Forum, sponsored by *LIFE* magazine, New York City, June 1992.

Speaker, Women's City Club of New York, Inc., New York City, March 1992.

Speaker, "Changing Times — Changing Challenges," program of the American Association of Retired Persons, Washington, DC, March 1992.

Speaker, National Order of Women Legislators, Annual Meeting, Mackinac Island, Michigan, August 1991.

Speaker, "It's Better to be Present: Women in Leadership," Conference on A New Decade of Leadership: Women State Legislators, CAWP and Institute for Policy Leadership, University of Missouri-St. Louis, November 1990.

Panelist, "Political Participation and Women's Leadership," National Council for Research on Women, Annual Meeting, New York City, June 1990.

Moderator and Panelist, "The Gender Gap: The 1988 Election and Beyond," program of the Charles H. Revson Foundation and the Women's Program Forum of the Ford Foundation, New York City, January 1989.

Moderator and Panelist, "Shaping Institutions in the Future: Women Making a Difference," Council on Foundations, Annual Meeting, Los Angeles, CA, April 1988.

Moderator and Panelist, "Women's Leadership in the Institutional Environment," Conference on Educating Women for Leadership, Wingspread Conference Center, Racine, WI, March 1988.

Keynote Speaker, Minnesota Women's Political Assembly, Minneapolis, MN, January 1987.

Keynote Speaker, "Women in Government," The New Jersey Department of Higher Education, Princeton, NJ, January 1987.

Speaker, Women in Municipal Government seminar at the Congressional-City Conference of the National League of Cities, Washington, DC, February 1987.

Participant, The First Eleanor Roosevelt International Caucus of Women Political Leaders, sponsored by the National Democratic Institute for International Affairs, San Francisco, CA, March 1987.

Moderator and Panelist, "Current Status of Women in Politics: Taking Stock," Conference on Women and Political Power in the United States convened by the John F. Kennedy Library, Boston, MA, May 1987.

Janet Stuart Lecturer, "She Knows Where She's Going — Today's Political Woman," Stuart Country Day School of the Sacred Heart, Princeton, NJ, October 1987.

07/04

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Thomas M. O'Neill

Experience

2005

Thomas O'Neill Consultant
Pennington, New Jersey

Consultant

Founded new consulting practice in public policy, organizational and leadership development. Initial clients include Rutgers University and Volunteers of America/Delaware Valley

1984–2005

The Partnership for New Jersey
New Brunswick, New Jersey

President

- Founded and led association of corporate and non-profit CEOs dedicated to making New Jersey a better place to live and work. Responsible for raising annual budget of \$500,000 – \$750,000 and funds for restricted programs
- Developed and led leadership development programs (Leadership New Jersey, Leadership Newark, Leadership Trenton) that has created a statewide network of civic leaders of more than 1,000 outstanding men and women.
- Created and led educational improvement initiatives including the Invest in Children Coalition that expanded preschool programs, NetDay that wired 10,000 classrooms across the state for Internet connections, Institute for School Innovation that developed and advocated measures to improve the efficiency of public schools.
- Organized and led diversity initiatives that doubled the number of corporations with formal diversity programs. Managed The Governor's Leadership Summit on Diversity to demonstrate the value of the state's increasing diversity and recommend programs to increase that value. Designed and managed first statewide survey of public attitudes on race and inter-group relations.

1977 – 1984

Center for Analysis of Public Issues
Princeton, New Jersey

President

- Led major studies on campaign finance, lobbying disclosure, foster care, government integrity, and related topics. Wrote or edited reports on these studies.
- Founded and edited award-winning magazine analyzing public policy and politics, *New Jersey Reporter*. Created and published annual *New Jersey Political Almanac*.
- Commentator and election analyst for NJ Public Television and hosted weekly public affairs program on WNET-Channel 13.

1975-1977

Center for Environmental Studies
Princeton University

Research Staff and Lecturer

- Member of research team on energy policy, environmental management and land use controls.
- Developed and taught upper level course, "Environmental Policy Making," Engineering 303.

1970 - 1975

Department of Environmental Protection
Trenton, New Jersey

Chief of Staff

- Member of the Commissioner's staff responsible for the organization of this new department of state government, for legislative initiatives, program review and assessment, and direction of review of major proposed projects.
- Director of the Division of Marine Resources, first administrator of new coastal land use controls and responsible for the NJ Marine Police, wetlands regulation, and control of ocean dumping.
- Director, Governor's Task Force on Energy. Led emergency task force to respond to the 1973 oil embargo and craft a plan to improve the state's capacity to conserve energy and regulate supply.
- Executive Director, Governor's Advisory Council on the Future of New Jersey. Formed and led panel to assess trends shaping New Jersey's economy and environment and develop a strategy for shaping land use controls to assure a high quality of life.

- Wesleyan University, BA with Honors in Government, 1968
- Princeton University, Woodrow Wilson School of Public and International Affairs, Masters program in Public Affairs, 1968 - 1970

Education

Military Service

U. S. Army Intelligence Corps, Berlin Station, 1962 -- 1965

Civic Activities

Director, Merrill Lynch Bank & Trust, 1993 -- present

Trustee, Citizens for the Public Good 2001 -- present
Founding Trustee, New Jersey Future, 1984 -- present
American Littoral Society, Trustee, 2003 -- present
Trustee, Thomas Edison State College, 1996 -- 2004
Founding Chair, NJ Institute for School Innovation, 1999 -- 2001
Founding Chair, Early Childhood Facilities Fund, 1996 - 1999
Trustee, Regional Planning Partnership, 1976 -- 2001
Trustee, The Nature Conservancy, 1998 -- 2003
Chair and trustee, Center for Analysis of Public Issues, 1984 -- 2001
Member, Pennington Borough Council, 1976 -- 1979

JOHN WEINGART

Sergeantsville (Hunterdon County), New Jersey

(609) 397-

CURRENT EMPLOYMENT:

Associate Director
EAGLETON INSTITUTE OF POLITICS
RUTGERS UNIVERSITY
New Brunswick, NJ (February 2000 to present)

CURRENT ACTIVITIES:

Chairman
NEW JERSEY HIGHLANDS WATER PROTECTION AND PLANNING
COUNCIL
Appointed by Governor and confirmed by State Senate to 5-year term

Chairman
DELAWARE AND RARITAN CANAL COMMISSION
Appointed by Governor and confirmed by State Senate to second 5-year term

Producer and Host
Music You Can't Hear On The Radio
Weekly radio program of folk music and bluegrass on WPRB-FM and WPRB.com, Princeton, NJ

PAST EMPLOYMENT:

Senior Fellow
CENTER FOR ANALYSIS OF PUBLIC ISSUES
Princeton, NJ (September 1998 to February 2000)

Wrote a book analyzing New Jersey's attempt to encourage municipalities to volunteer to host a disposal facility for low-level radioactive waste, viewing this program as a lens through which to examine risk communication, community involvement in decision-making and state government. Secured funding from the U.S. Department of Energy. Published in 2001.

Executive Director
NJ LOW-LEVEL RADIOACTIVE WASTE DISPOSAL FACILITY SITING BOARD
Trenton, NJ (September 1994-July 1998)

Directed an innovative effort to encourage New Jersey municipalities to consider volunteering to host a disposal facility for low-level radioactive waste. Included communicating about risk and science, confronting public distrust of government, and fostering effective community processes for decision-making. Managed a staff of seven with an annual budget of \$1 million, and reported to an 11-member board.

John Weingart - page 2

PAST EMPLOYMENT (continued)

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Assistant Commissioner for Environmental Regulation
NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION
Trenton, NJ (1991-1994)

Directed most of the Department's planning and permitting programs for both land use and industrial facilities. Managed a staff of 650 with an annual budget of \$11 million in federal and state funds. Worked with the Legislature, local governments, permit applicants and citizen groups, with the goal of developing mechanisms to improve planning and regulatory programs and link them together for more comprehensive environmental protection and greater common sense and efficiency.

Director, Division of Coastal Resources
NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION
Trenton, NJ (1982-1991)

Administered a State agency with a staff of 300 and budget of \$5 million responsible for land use planning and regulation along New Jersey's ocean shore and urban waterfronts, and in flood plains and wetlands. Had lead responsibility for federal Coastal Zone Management grant. Also, responsible for capital projects for shore protection, dredging and flood control.

Various staff positions
NEW JERSEY DEPARTMENT OF ENVIRONMENTAL PROTECTION
Trenton, NJ (1975-1982)

Joined DEP in 1975 as Public Participation Coordinator for the Office of Coastal Zone Management; then served as Assistant Chief of the Office, Chief of the Bureau of Coastal Planning and Development, and Deputy Director, all within the Division of Coastal Resources.

Also, served as **Staff Director for the Governor's Hudson Waterfront Study, Planning and Development Commission** from 1979 to 1981. Initiated and fostered the planning and development of the Hudson River Walkway to increase public access and urban revitalization.

Project Co-Director

UNDERGRADUATE CURRICULUM EVALUATION
Waltham, MA (1970-1973)

Co-designed and directed a study evaluating the implementation of curricular reforms at 26 colleges. Received funding from private foundations and the U.S. Office of Education. Study resulted in the two books listed below.

OTHER ACTIVITIES:

Board Member, *Delaware River Mill Society*, 1996 to present.
(Vice-President from 1999 to 2002).

Board Member, *Hudson Waterfront Conservancy*, 1999-present.

Trustee, *Delaware and Raritan Greenway*, November 1999-November 2002.

Visiting Associate, *Eagleton Institute*, Rutgers University, 1999-2000.

Board Member, *Regional Planning Partnership*, 1999-2004.

Member, *NJ Alzheimer's Association Public Policy Committee*, 1999-2000.

Elected Member, *Delaware Township School Board*, 1996-1999.

EDUCATION:

Graduate of Leadership New Jersey Program;
Partnership for New Jersey (1989).

Masters in Public Affairs, Woodrow Wilson School of Public and
International Affairs, Princeton University, Princeton, NJ (1975).

Bachelor of Arts, Brandeis University; Waltham, MA (1970);
major in sociology; President of the Student Body.

**PUBLICATIONS:
BOOKS**

**ANOTHER GOVERNMENT SUCCESS STORY:
CITIZEN VOLUNTEERS ON NEW JERSEY STATE BOARDS
AND COMMISSIONS;** Eagleton Institute of Politics;
New Brunswick, NJ 08901; 2004.

**WASTE IS A TERRIBLE THING TO MIND:
RISK, RADIATION, AND DISTRUST OF GOVERNMENT;**
Princeton, NJ; Center for Analysis of Public Issues; 2001.

**NEW JERSEY'S VOLUNTARY SITING PROCESS FOR A LOW-LEVEL
RADIOACTIVE WASTE DISPOSAL FACILITY; A HISTORY AND
PERSPECTIVE,** National Low-Level Waste Management Program,
Idaho Falls, Idaho, July 2000.

REFORM OF UNDERGRADUATE EDUCATION, co-author with
Arthur E. Levine (San Francisco: Jossey Bass; 1973).

UNDERGRADUATE CURRICULUM EVALUATION, co-author with
Arthur E. Levine (Washington, D.C.; Education Resources
Information Center, 1972).

ARTICLES:

Government

- "Harmony for an Official State Song: A Proposal for Rotation, Marketing and Term Limits," *The New York Times*, New Jersey Section Op Ed page, [November 24, 2002].
- "Time Can Change Everything: Low-Level Radioactive Waste Amid Changing Realities," *Radwaste Solutions*, [May/June 2001].
- "A Prayer For The City," book review, *The New Jersey Reporter* (March 1998).
- "Bump In The Night," commentary on the New Jersey Civil Service system, *The New Jersey Reporter* (July 1996).
- "CAFRA Amendments: A Surprising Year For Progress," *New Jersey Conference of Mayors Quarterly Magazine*, (Autumn 1993).
- "What Voters Don't Know Can Hurt Them," *The New Jersey Reporter*, (June 1985).
- "Senate Appointment: A Dead End?", *The New York Times*, (September 27, 1981).

Environment

- "Low-Level Waste and You: Perfect Together," *The Star-Ledger*, (December 29, 1995).
- "It's Our Waste; Why Not Our Backyard?", *New Jersey Environment*, (Winter 1996).
- "Wanted: A Site For A \$100 Million Development," *New Jersey Conference of Mayors Quarterly Magazine*, (Winter 1995).
- "The Low-Level Radioactive Waste Facility Siting Process," *New Jersey Planners' Journal*, (Fall 1995).
- "The State's Reaction To Sea Level Rise," *The Bulletin of the New Jersey Academy of Science*, (Fall 1986).
- "Regional Planning for the Urban Waterfront," *Coastal Zone '80: Proceedings of the Second Symposium on Coastal and Ocean Management*, (November 1980).
- "The Unforeseen Path to Regional Management of the New Jersey Pinelands," *Proceedings of the Cooperative Management of Coastal Ecosystems Workshop*, Georgia Conservancy (November 1980).
- "Urban Coastal Management, The New Jersey Experience," *Resource Allocation Issues in the Coastal Environment*, The Coastal Society, (November 1979).
- "CAFRA and Coastal Zone Management," *New Jersey Outdoors*, (October 1975).

Education

- "The Need For Environmental Education," *Humanistic Judaism*, (Spring 1993).

HONORS

Volunteer of the Year Award, Delaware River Mill Society (March, 2005)

*Fifteen Years of Leadership Award, Leadership New Jersey
(December 2001).*

*Frank Oliver Earth Day Award, New Jersey Environmental Lobby,
“for outstanding service to the citizens of New Jersey as a
responsible public servant protecting the state’s environment and
health,” [April 2000]*

*The Citizen Award, New Jersey Society of Municipal Engineers
(November 1994).*

*New Jersey Folk Festival Award for Distinguished Service to the Traditional Arts
(May 1993).*

Man of the Year Award, North Bergen Action Group, (November 1985).

*Book of the Year Award (for Reform of Undergraduate Education),
American Council On Education (October 1974).*

March 2005

Donald Linky
Director, Electronic Government Project
Eagleton Institute of Politics, Rutgers, the State University of New Jersey

Don Linky is director of the Electronic Government Project at the Eagleton Institute of Politics at Rutgers, the State University of New Jersey. He also coordinates the Rutgers Ethics Initiative, a joint project of the Eagleton Institute and the Prudential Business Ethics Center at the Rutgers Business School.

He also continues as president of Joshua Communications, Inc., a publishing and information services firm in Princeton, and edits reference books published by Joshua, including *The New Jersey Directory: The Insider Guide to New Jersey Leaders*; *The New Jersey Almanac*; and *New Jersey Fast Facts*. He is a former president of the Public Affairs Research Institute of New Jersey, a corporate-supported nonprofit founded in 1930 that monitored New Jersey economic, demographic and fiscal trends.

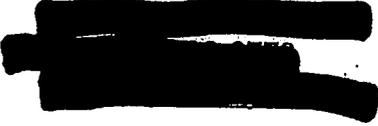
During the Administration of New Jersey Governor Brendan T. Byrne, Don served as chief counsel to the governor and director of the governor's office of policy and planning. He had key roles in the development of such programs as the Spill Compensation and Protection Act, which served as the model for the federal Superfund program, the Pinelands Protection Act, the Community Development Bond Act, the Urban Enterprise Zone program, the creation of New Jersey Transit and school finance reform.

He has been the editor of *The New Jersey Municipal Almanac*, and served on the editorial board of *The New Jersey Encyclopedia*. He also has been a monthly columnist for the magazines *New Jersey Reporter*, *New Jersey Business* and the *Business Journal of New Jersey*. He has served as a member of the governing boards of New Jersey Future, the Council of State Planning Agencies, Directory Publishers Forum North America and other organizations.

Don is a graduate of Harvard Law School and Dartmouth College, and attended the London School of Economics and Political Science. A native of Asbury Park, he now resides in Princeton.

Contact:

Eagleton Institute of Politics
Rutgers, the State University of New Jersey
191 Ryders Lane
New Brunswick, NJ 08901



Experience:

2001-

Visiting Professor and Director, Electronic Government Project
Eagleton Institute of Politics, Rutgers, the State University of New Jersey
New Brunswick, New Jersey

1994-2001

President, Public Affairs Research Institute of New Jersey
Princeton, New Jersey

1989-

President, Joshua Communications, Inc.
Princeton, New Jersey

1986-90

Counsel, Hill Wallack (law firm)
Princeton, New Jersey

1982-86

Senior Vice President and General Counsel,
New Jersey Business and Industry Association, Inc.
Trenton, New Jersey

1981-82

Chief Counsel to the Governor of New Jersey
Trenton, New Jersey

1978-82

Director, Governor's Office of Policy & Planning
Trenton, New Jersey

1975-78

Deputy Counsel and Assistant Counsel to the Governor of New Jersey

1973-75

Attorney, Hannoch, Weisman, Stern & Besser
Newark, New Jersey

1972-73

Law Clerk, Supreme Court of New Jersey

Education:

J.D., Harvard Law School 1972

B.A., Dartmouth College 1968

London School of Economics and Political Science 1966-67

Publications:

Reference Books

The New Jersey Directory: The Insider Guide to New Jersey Leaders (8 editions: Joshua Communications)

The New Jersey Almanac (3 editions: Joshua Communications 2005; Center for Analysis of Public Issues 1999, 2001)

The New Jersey Municipal Almanac (Center for Analysis of Public Issues 2000)

Selected Articles and Reports

New Jersey Health & Wellness by the Numbers (*New Jersey Monthly Magazine* October 2005; January 2004)

An Evaluation of New Jersey State Government Web Sites: Design, Content and Usability

(New Jersey Office of Information Technology April 2004)

Best Practices in Government Web Publishing (Eagleton Institute of Politics, April 2004)

Online Resources for Teaching Civics, Government and the Law (Eagleton Institute of Politics, March 2002)

New Jersey State Government Web Report Cards (Eagleton Institute of Politics, September 2002)

No Free Lunch: School Construction and Accountability (*New Jersey Reporter Magazine*, April 2001)

Digital Democracy: Are We There Yet? (*New Jersey Reporter Magazine*, December 2000)

New Jersey at the Millennium: Where Do We Go from Here? (*New Jersey Reporter Magazine*, January 2000)