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Public Affairs  
Council

## Government Relations Best Practices

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# I. What is Government Relations?

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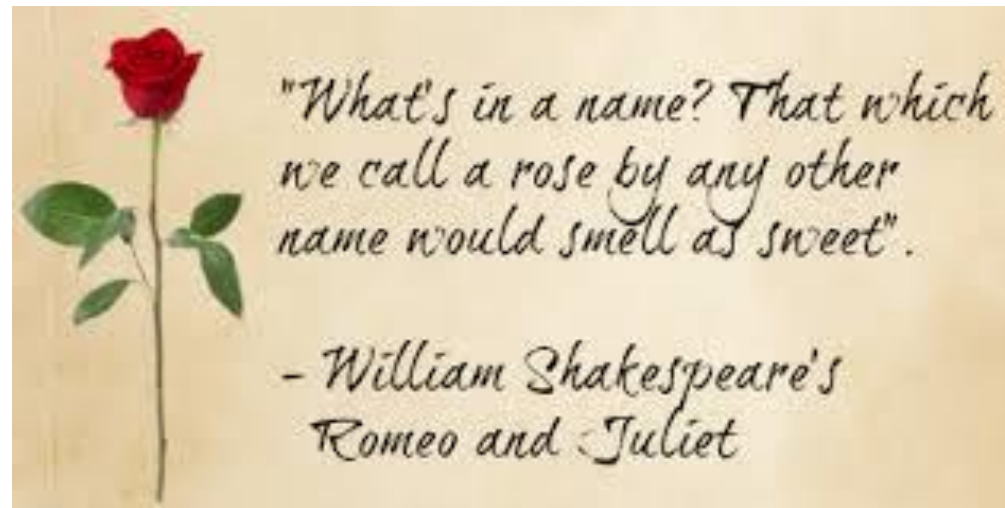
# A. Defining Government Relations



Public Affairs

Government Affairs/  
Government Relations

Advocacy



## **Public Affairs**

- Communications & Digital Advocacy
- Corporate Responsibility
- Grassroots Advocacy
- Government Relations & Stakeholder Engagement
- International Affairs
- PAC & Campaign Finance

## **Advocacy**

- Activity by an individual or group that aims to influence decisions within political, economic, and social systems and institutions
- Grassroots advocacy: direct communication from a constituent to an elected or appointed official with intent of influencing or educating
- Grasstops advocacy: cultivating strong relationships between a specific constituent(s) and a targeted, influential elected official to achieve greater levels of influence

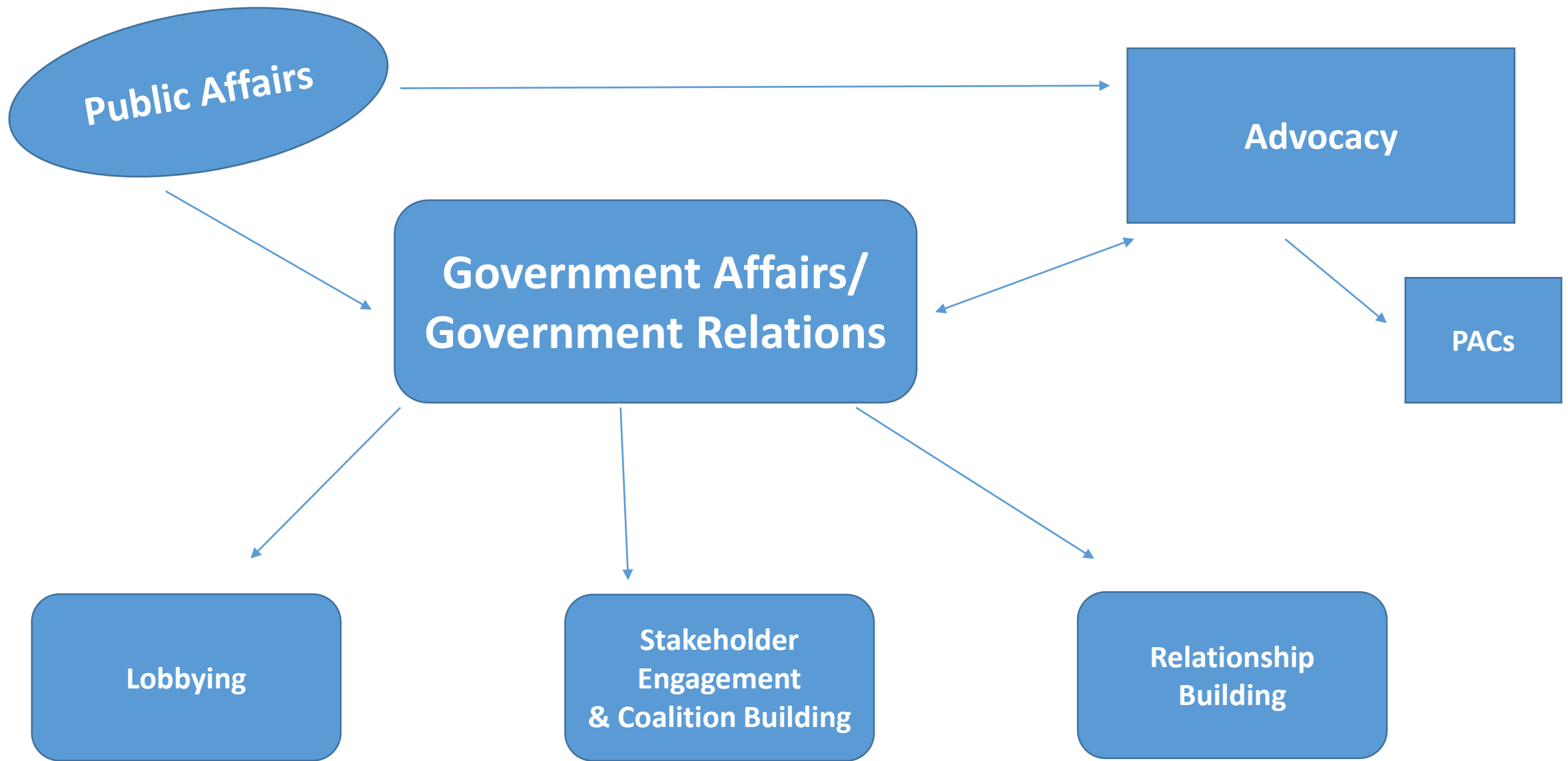
## **Government Relations**


- The process of influencing policy at all levels of governance: local, regional, national, and even global

## **Political Action Committee (PACs)**

- Fundraising to financially support policies or politicians







It's all  
about  
relationships

## B. US Government Relations Landscape



# Avenues

## Federal Government Relations

- U.S. Congress (Senate, House, COMMITTEES)
- White House/Executive Office of the President, OMB)
- Advisory bodies like MedPAC, GAO

## State & Local Government Relations

- Legislature
- Governor/Lt. Governor/AG
- State boards
- Cities & municipalities (Mayors, Councils, etc)
- Counties

## Regulatory Advocacy

- Federal Agencies (CMS, FDA, CDC, NIH, ONC, EPA, DOT, DOL, USDA, & MORE)
- State Agencies (DOH, DOT, DOP, & more)

# Other GR Players in DC

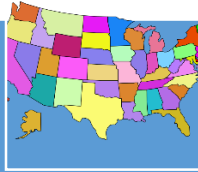
- Corporations
- Professional Societies, Groups, & Trade Associations
- Nonprofits
- Think Tanks
- Law firms & consultancies

- Partisan
- Bipartisan
- Nonpartisan

# Interplay



- Federal laws are preemptive over states but face scope restrictions
- Federal laws are often broad and require regulations or state laws for feet
- Executive + judicial branch checks & balances



- **States look at one another.** Significant policy trends influence federal legislation or rulemaking.
- States can challenge the federal government in court.
- States can play around with how federal laws are enforced.



- How a law is implemented (rules) is often up to interpretation and very impactful
- Regulation can be a way to bypass stalled legislative bodies
- Regulatory agencies can exert high influence on legislative actions

## B. US Government Relations Trends



# Trends

- It's a suspicious space
- It's a crowded space
- It's a highly scrutinized space

# Suspicious Space

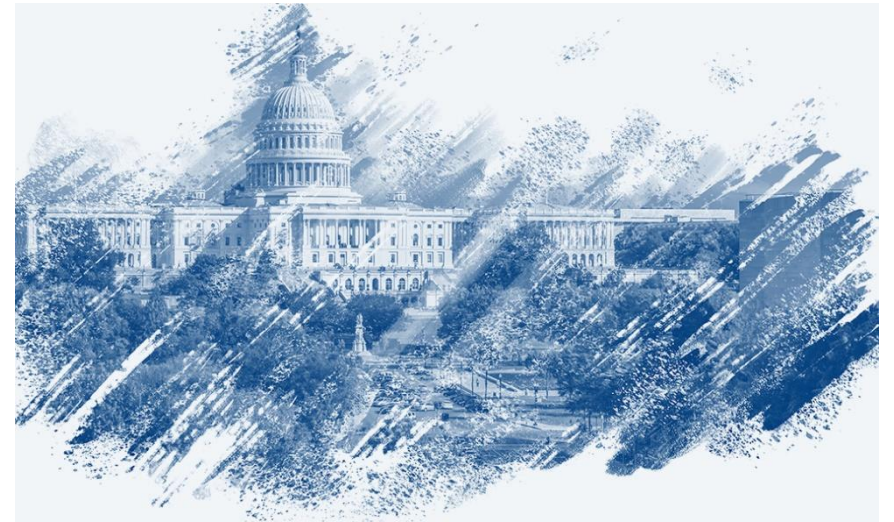
Deconstructing the 'No PAC Money' Pledge



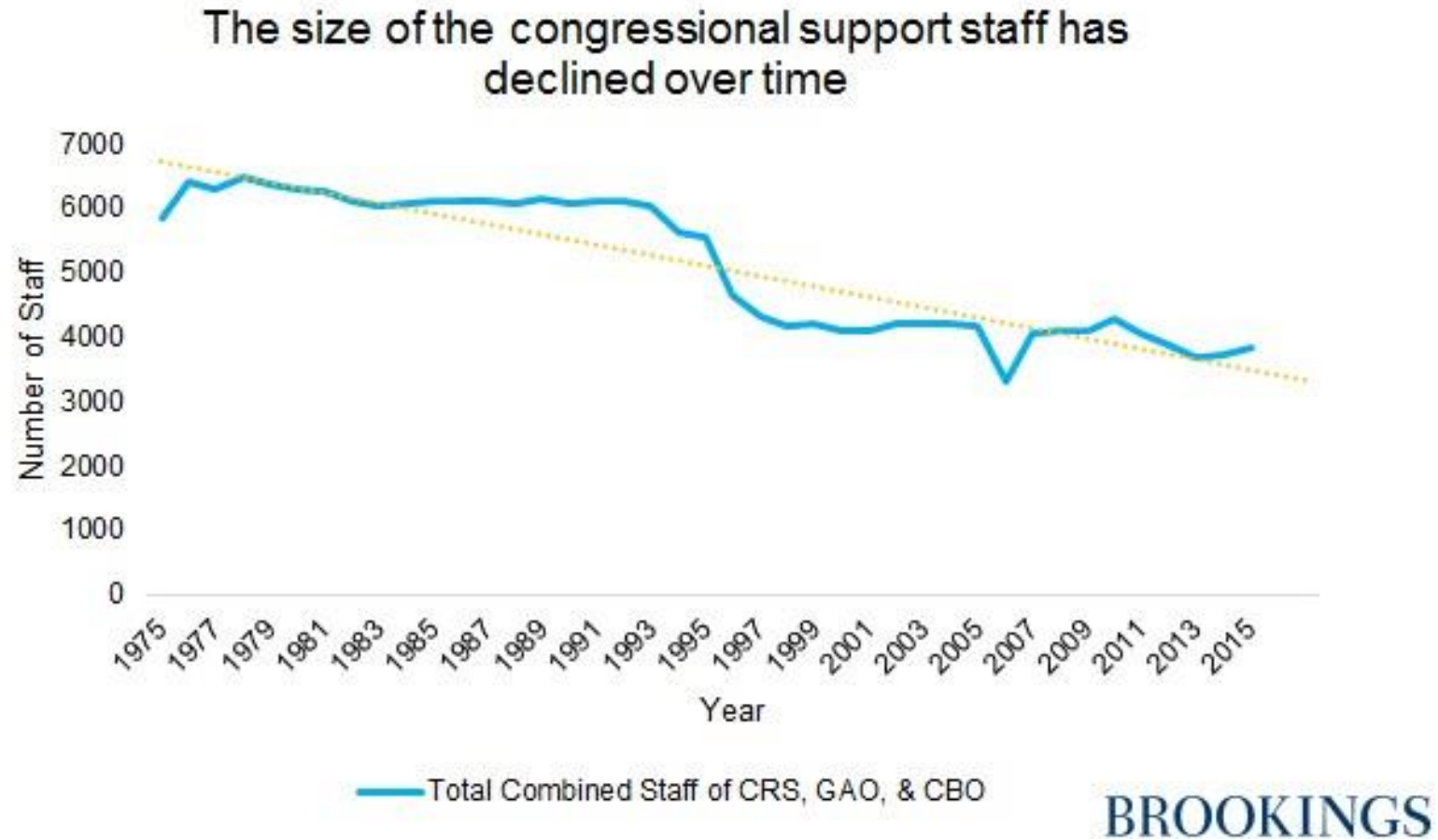
**FAKE  
NEWS**

# A Crowded Space

- Rise in citizen and corporate advocacy
- By some estimates, Congress receives well over 100 million letters and emails a year. (Doesn't include phone calls or social media posts!)
- “Hill Day” brings up 771,000 results on Google
- Unproductive Congress



# Limited resources



# As a Result:

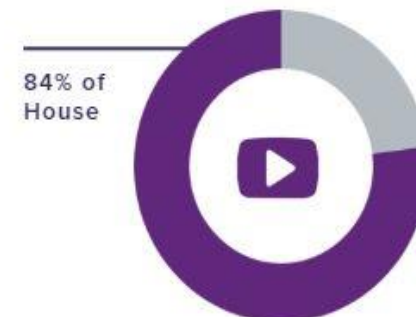
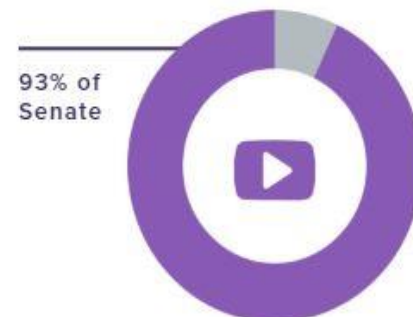
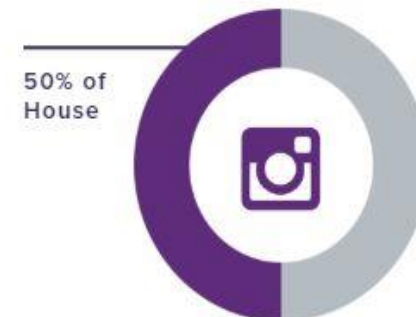
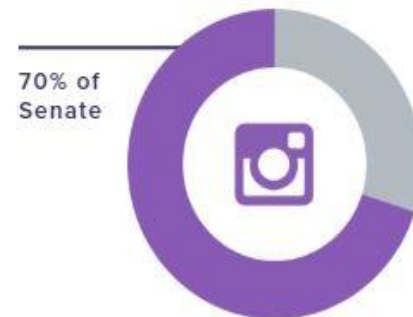
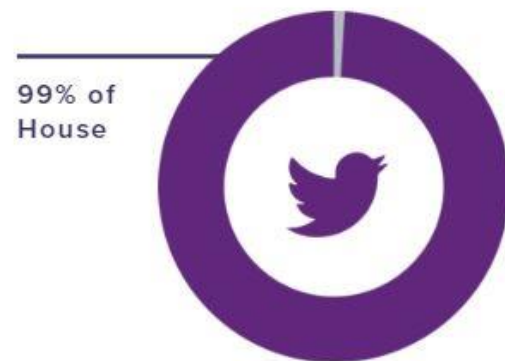
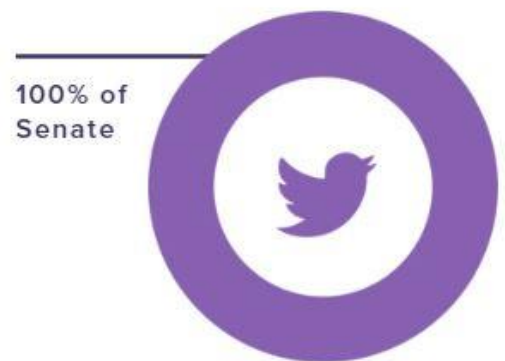
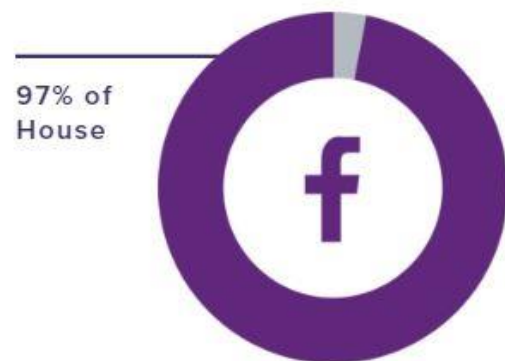
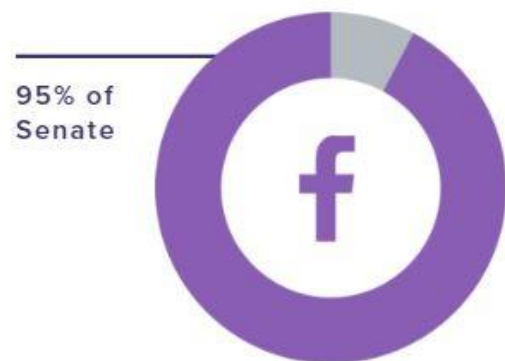
- Policy action continues to move to the states
  - By some statistics, states are 6 times more productive than Congress
  - States drive nationwide change
  - States becoming more wary of national presences: use coalitions, ballots, and look to local
- Rise of Regulatory Advocacy
  - By some analysis, 5,000 federal regulations are passed each year. (Not to mention states!)
  - 2019 Federal Registry has already published more pages than 2018 Registry
- Growth of Corporate Social Responsibility
- Stakeholder Engagement & Coalition Building is More Important Than Ever

# Other interesting trends

- Diversity of legislatures
- Policymakers on social media



PERCENT OF MEMBERS WHO POSTED ON  
OFFICIAL TWITTER, FACEBOOK, INSTAGRAM &  
YOUTUBE ACCOUNTS IN 2018



Source: Quorum Analytics

# Golden Rules Still Apply

**I. Establish Yourself as a Trusted Source**

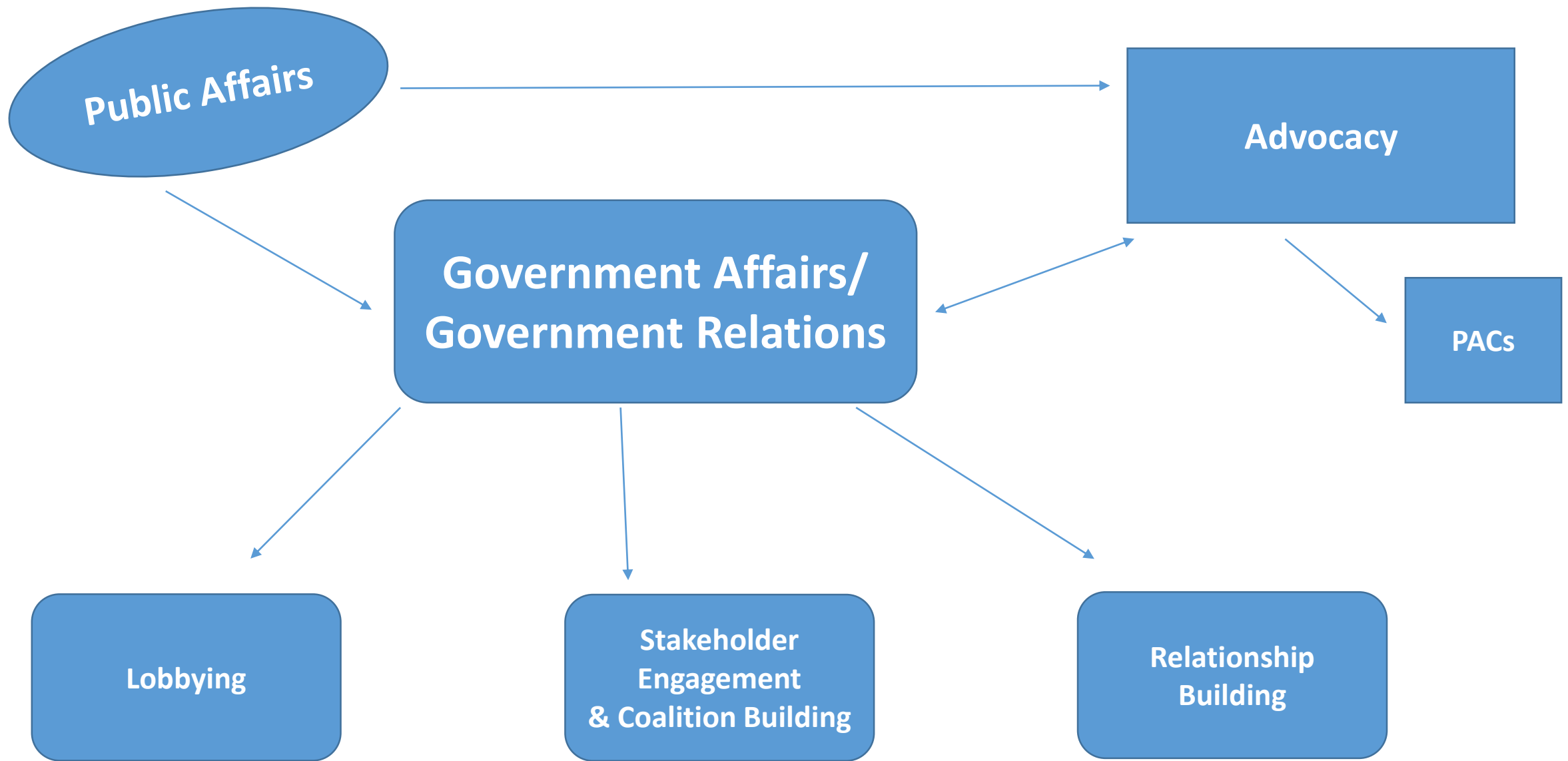
**II. Build Relationships**

**III. Communicate Your Policy Message Effectively**



## **II. Government Relations Best Practices**

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# Lobbying- definition

1. Contacting government officials with intent to influencing actions, decisions, or policies.
2. Regulated by strict rules at both the federal and state level.
  - a. Certain number of contacts, hours, or money spent can trigger registration & reporting.
  - b. Federal rules set in stone. Every state is different, and even some cities have rules.
3. Grassroots advocacy, while in the broad sense of the word is lobbying, is not Lobbying. Helping organize grassroots advocacy efforts MIGHT be.

# Lobbying Best Practices

1. Not a dirty word.
2. What you don't know will hurt you
  - a. Know your audience.
  - b. Know if you'll triggered registration at the federal or state level. If you will, register and file your reports accurately.
  - c. If PAC dollars are in play, know the rules.
  - d. Understand internal House and Senate ethic rules and procedures
3. Relationships, relationships, relationships.
4. Constituents, constituents, constituents.
5. Establish yourself as a trusted source.
6. Utilize coalitions.
7. Contract lobbyists = an effective & often cost-effective option (v FTE)- but choose carefully.

# Working with your lobbyists

1. Communicate regularly & listen to their input- they are in the room where it happens.
2. Get regular written reports, which you can use to show value to your C-Suite or membership.
3. Make sure they have the compliance guidance they need.
4. Have clearly defined positions and process for creating positions.
5. Be clear about how lobbying ties into broader strategy
6. If contract lobbyist, have a contract with clear touch points, deliverables, and communication expectation

# Stakeholder Engagement & Coalition Building- Definition

- **Stakeholder:** individual or entity that can affect your ability to achieve your goals or influence your growth. Stakeholders can range from elected officials, to key influencers, ambassadors, policymakers or other third-party contacts
- **Stakeholder Engagement: intentionally building and utilizing relationships with stakeholders** to expand your reach and move your goals forward, in an intentional and strategic fashion
- **Coalition building:** Creating a temporary alliance of interested parties to advance specific political or policy goals.

# Stakeholder Engagement Best Practices

## 1. Map Your Stakeholders

- By issue, by relationship, by impact.
- Champion? Neutral? Detractor?
- Unexpected allies?
- How does this tie into your broader strategy and goals?

## 2. Engage Your Stakeholders

- Don't wait until you have an ask. Build the relationship now.
- Trust & authenticity matter
- Two way street

## 3. Measure Your Impact

- Number & type of interactions
- Record of changes achieved

# Stakeholder Mapping Examples

## Example – Current Map

Stakeholder	Criticality to Success	Current Orientation	Degree of Influence
CEO	Medium	Supportive	Large
Business Unit A	High	Resistant	Large
Business Unit B	Medium	Neutral	Medium
Marketing	Medium	Neutral	Small
Finance	High	Supportive	Medium
Legal	Medium	Resistant	Large

Stakeholder	Criticality to Success	Current Orientation	Stakeholder type	Medium	Frequency	Value	Priority Issues
HR	Low	R	Employees				
Automotive Customers	High	N		Employee newsletter	monthly	Education and capacity building	
Sheet Metal Suppliers	Low	R		EHS & other training sessions	quarterly		
Tax Authorities	Medium	N	Corporate management				
				Facility EHS Manager conference calls	monthly	Buy-in and support	
				Facility EHS manager meetings	annual		
			Government - 1. State and local regulators	permits & inspections	annual	License to operate	
			2. Police & fire departments	permits, compliance, reporting	as required		

# Public Sector Strategic Stakeholders



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AND @JAYAFTA

# Public Leadership in the Arts Award



Agriculture and  
rural development  
(15)

Capitol Forum (51)

Capitols (15)

Census (20)

Civil and Criminal  
Justice (136)

Education (108)

Elections (293)

Energy (59)

Environment and  
Natural Resources  
(91)

Ethics (21)

Federalism (74)

Financial Services  
and Government (22)

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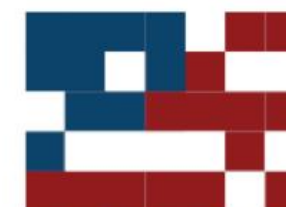
### California Senator Ben Allen Presented With Public Leadership in the Arts Award

NCSL and Americans for the Arts presented California Senator Ben Allen (D) with the Public Leadership in the Arts Award for State Arts Leadership Monday in Sacramento. The award honors state officials who effectively lead the arts advancement movement in their region.



Since being elected in 2014, Allen has introduced four extensive bills that would increase access to the arts in schools and help keep entertainment industry jobs in California—most notably the landmark Theatre and Dance Act (SB 916).

He also held an oversight hearing to examine why the visual and performing arts are not widely incorporated into the curriculum as required by state law. The lack of visual and performing arts education is particularly acute in disadvantaged communities. He is leading a robust effort to ensure that all students are exposed to



**MAKING  
THE MAPS**  
THE NCSL SEMINARS  
ON REDISTRICTING

Provide  
Rhode Is  
**June 20  
2019**

**REGIST  
TODAY**

# Coalition Building Best Practices

- 1. Define Objectives and Environment**
- 2. Identify Partners and Possible Allies**
- 3. Recruit**
- 4. Meet**
- 5. Develop a Message**
- 6. Create a Coalition Structure**
  - Finances? Chair? Calls? Website? Etc
- 7. Agree On Communication Process**



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## THE ALLIANCE FOR A HEALTHY KANSAS

The Alliance for a Healthy Kansas is a statewide coalition working throughout Kansas, encouraging people and organizations to promote policies that ensure everyone has the opportunity to attain their highest level of health. Our membership is wide-ranging and includes

### III. What does all this look like in action?

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# A DC Case Study: SGR



# The Sustainable Growth Rate (SGR)

- Created by the Balanced Budget Act of 1997 as a means to control Medicare spending by tying Medicare clinician payments to increases in the gross domestic product (GDP).
- When health spending outpaced GDP, cuts were an annual threat. With no viable alternative, Congress passed 17 patches to avoid cuts.
- Unsustainable situation

# Government Relations Strategy

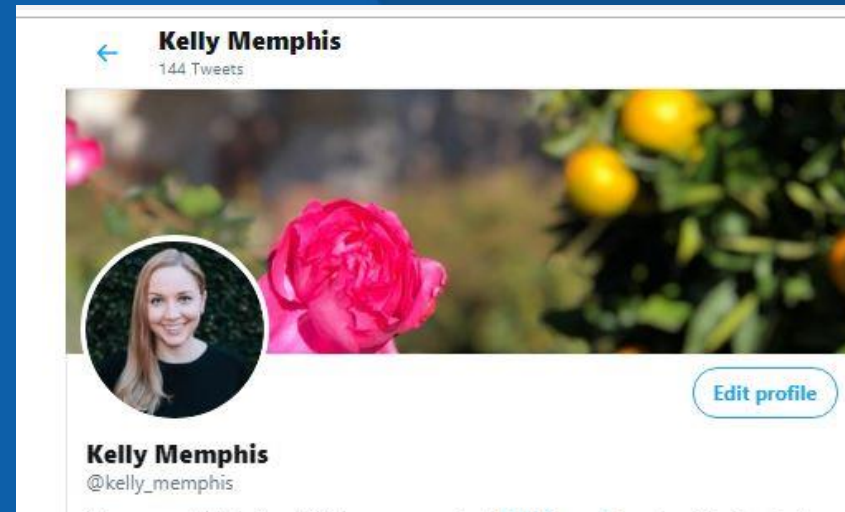
- Lobbyists built relationships through regular Hill visits and using internal and using PAC dollars to attend legislative events and receptions throughout DC as well as attend Congressional retreats. **(Lobbying, Relationship building)**
- Physician community formed a coalition, coordinating messaging across all forums, attending same events, sending joint letters, etc. Joined other coalitions like foundations, etc. **(Lobbying, Coalition Building)**
- Hill Days were held where numerous constituent physicians flew to DC to share their stories and request a repeal with their members of Congress. Over 9,000 emails were sent by members to legislators urging SGR to be repealed **(Grassroots Advocacy)**
- Key legislators became stakeholders **(Grasstops Advocacy, Stakeholder Engagement)**, working with physician community to champion a solution (MACRA). MEDPAC.
- Lobbying team worked with Regulatory Advocacy team to ensure MACRA draft legislation had the ability to be implemented in a way beneficial for patients and physicians and Reg Advocacy team poised to begin implementation advocacy **(Regulatory Advocacy)**
- At the state level, MOCs were invited to state site visits. State chapters advocated for preauthorization reform. (States passing reform laws has moved this to a federal discussion. State advocates translated into SGR advocates and vice versa. **(State Advocacy)**

**In 2015, after nearly two decades, the SGR was repealed and replaced with MACRA (the Medicare and CHIP Reauthorization Act of 2015).**



**Good GR uses all  
the tools in the  
tool box to stand  
out from the  
crowd & achieve  
change**

October 4, 2019



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