



# Lobbying Perspective on Advocacy and Coalition Building

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## Presentation Overview

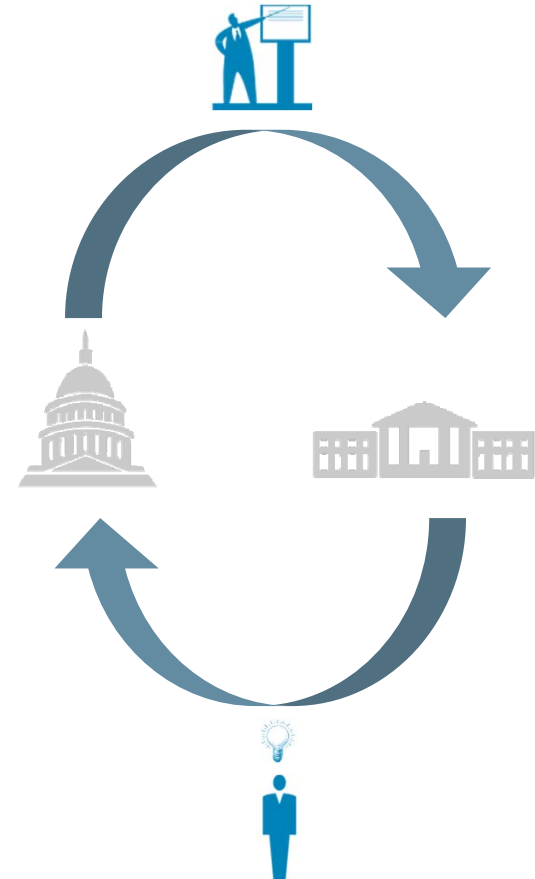
Big Picture

Strategy and Capacity Building:  
2 Phases

Organizational Options

Setting Policy Agenda

Execute and Improve



# Big Picture – Why is coalition work on the rise?

## 10 Lobbying World Reasons Why Coalition Work is Rising

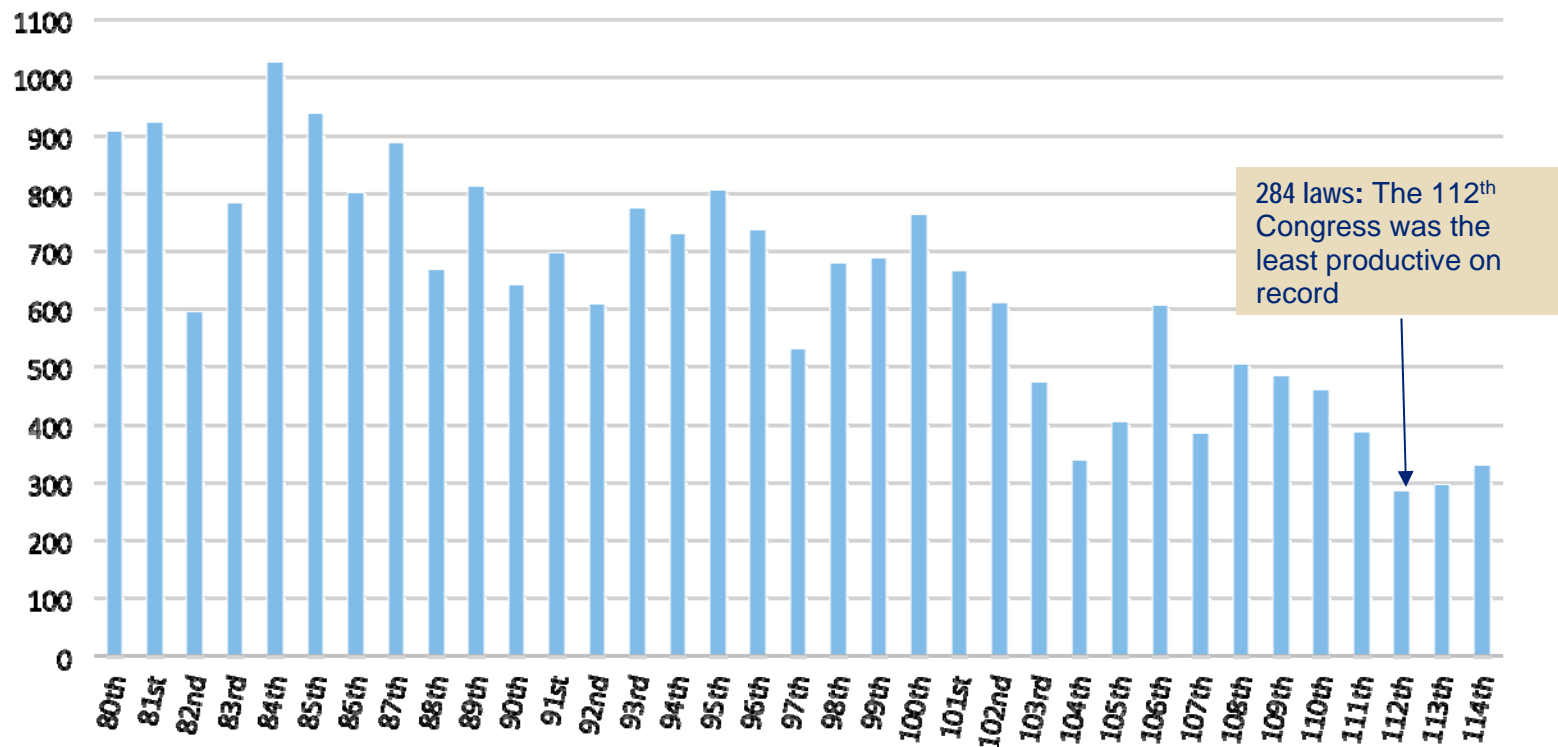
1. 2008 elections – New “energy” in government – Complete Party Change
2. 2009-present: after economic crisis, rebirth of lobbying spending (and “creative” lobbying spending for tight budgets/resource constraints)
3. For regulated industries, Democratic government necessitated better messaging, public affairs, and more targeted lobbying
4. Rise of millennials/gen-exers opened up new lines of “communication” and need to integrate grassroots/grasstops/data
5. Decline in Congressional productivity and deliberation & rise in polarization – fewer opportunities to legislate + need for other voices (grassroots/tops)
6. Banning of earmarks! Specific project lobbying vs. bigger pots
7. Concurrent rise in agency activity and policymaking to pick up slack
8. Lobbying firms picking up “untraditional” work
9. Companies/trades have fewer avenues to accomplish individual goals
10. Necessity to find collective and pragmatic way to actively work on short and long-term policy in a cost effective way

# Big Picture – Why Is Coalition Work on the Rise?

A closer look at the decline in Congressional productivity and deliberation...it portends big changes for traditional legislative efforts and what we consider "winning"

## Number of public bills and joint resolutions enacted into law

80<sup>th</sup> – 114<sup>th</sup> Congresses (1947-2016)



Sources: National Journal; Library of Congress; "Resumé of Congressional activity," U.S. Senate, 2013; GovTrack.us, "Statistics and historical comparison."

# Big Picture – The Turn Toward Coalition Work

## **How it all impacted traditional contract lobbyists**

- » Coalitions have been around since for a long time; and contract-lobbyists have long been part of them as implementation partners, consultants, etc..
- » BUT, in the past 8 years we have seen a steady increase in clients and organizations wanting us to help form them
- » More and more...we are part of the process of conceptualizing them
- » Once formed, we coordinate and implement (and manage other consultants)

## **Coalitions now...**

- » Respond to the need to break through difficult messaging problems
- » Help open up pathways around Congressional gridlock
- » Help focus efforts and managed money, resources, and time
- » Offer opportunities to integrate federal advocacy with grassroots, grassstops, communications/media/PR....

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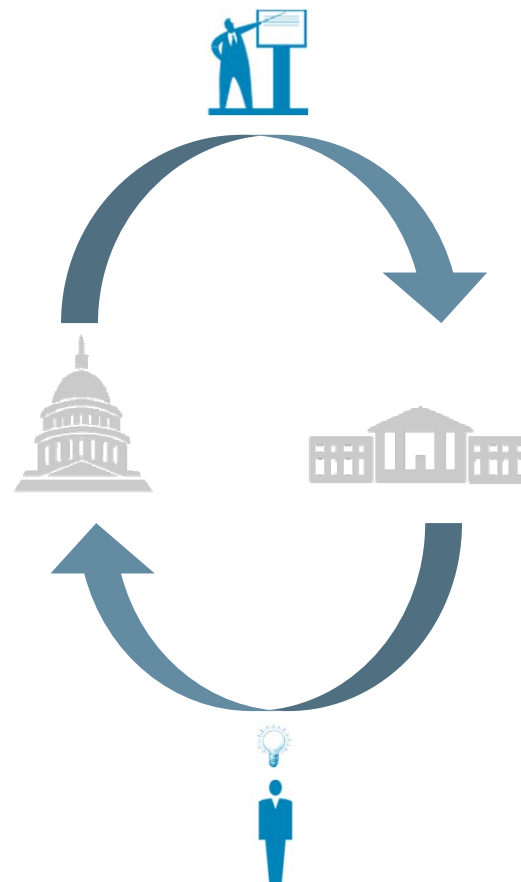
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# Strategy and Capacity Building

## The Need for a Coalition

- » More often than not, either one or two entities see a need for a coalition arising out of a complex or ambiguous political environment.
- » First, we establish **hard buy-in** from members.
- » Usually, this creates a dual purpose – an **immediate need** & a **medium-long term objective**. This creates urgency **and** a path forward.
- » **Without these twin objectives...it's hard to move...and more importantly...it wastes time and resources!**

## Typical Breakdown

Immediate Goals	Codify initial Coalition membership to establish immediate presence with key policymakers
	Establish Coalition structure and leadership to build foundation and thoughtful development of objectives
	Protect interests of Coalition members by advancing mission critical/immediate priorities
Medium-Long Term Goals	Build more robust Coalition Membership resources to engage in broader advocacy activities
	Establish thought-leadership and presence among stakeholders in the policymaking community
	Develop long-term policy agenda and be at the table when deliberation occurs

# Strategy and Capacity Building

## Set the Course....

### Phase 1

**Setting the Course:** internal capability and strategy building phase...set the vision for the coalition and its overall approach:

- » **Assessment** – Assess the complete political environment in which the Coalition will be operating. Evaluate and establish the Coalition’s top-level objectives and members integration strategy.
- » **Mission** – Work with members to crystallize initial Coalition goals and objectives. Identify critical messages and potential policy goals. Translate into a mission that everyone “gets”
- » **Strategy** – Map a top-line strategy that considers the key players in our policy issues, potential partnerships, regulatory approaches, legislative avenues, and the most valuable methods for outreach.



# Strategy and Capacity Building

## And Mobilize!

### Phase 1

**Mobilizing the Coalition**: During this time we will actively organize and build the coalition while refining the strategy:

- » **Building and Branding the Coalition** – Develop the Coalition's organizational and financial structure; continue re-tooling Coalition's mission; create a logo and launch a website; create social media tools and capabilities; and complete administrative responsibilities.
- » **Developing the Coalition's Campaign Priorities & Strategy** – Develop full-scale Coalition positions, strategy and tactics, including political strategy, grassroots strategy, and media strategy, along with targets.

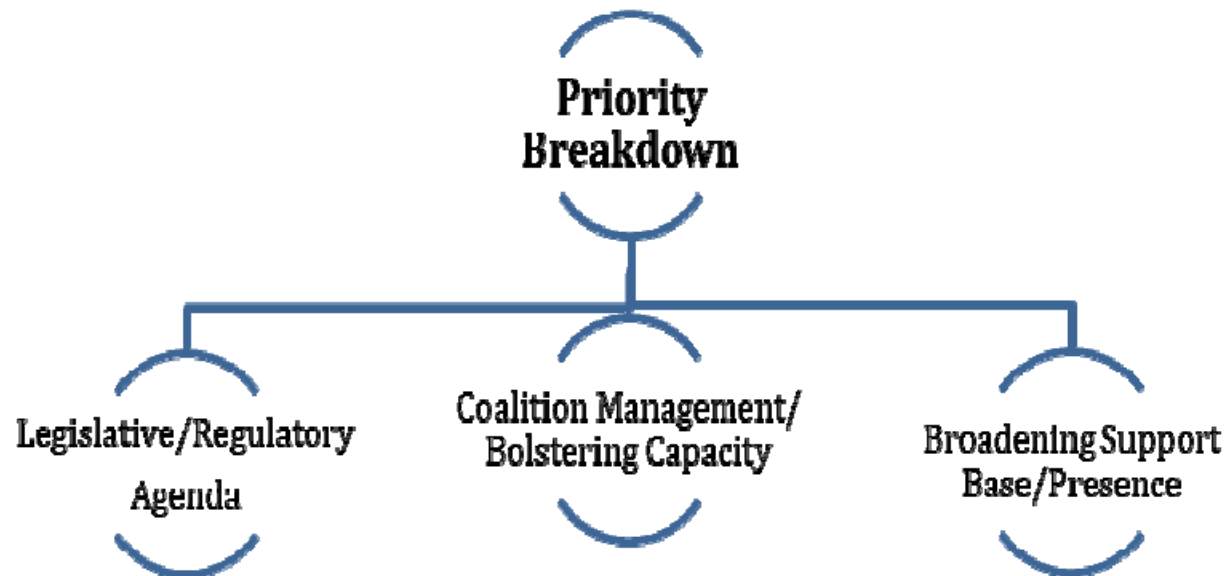
This comprehensive first phase will develop the blueprint for our outreach strategy. It will result in specific expectations and assignments of tasks and deliverables that will hold everyone accountable toward achieving objectives.

# Strategy and Capacity Building

**Now...Launch!**

## Phase 2

Three essential interrelated priorities focused on achieving the immediate and-medium-and long-term objectives of the strategy in a unified way.



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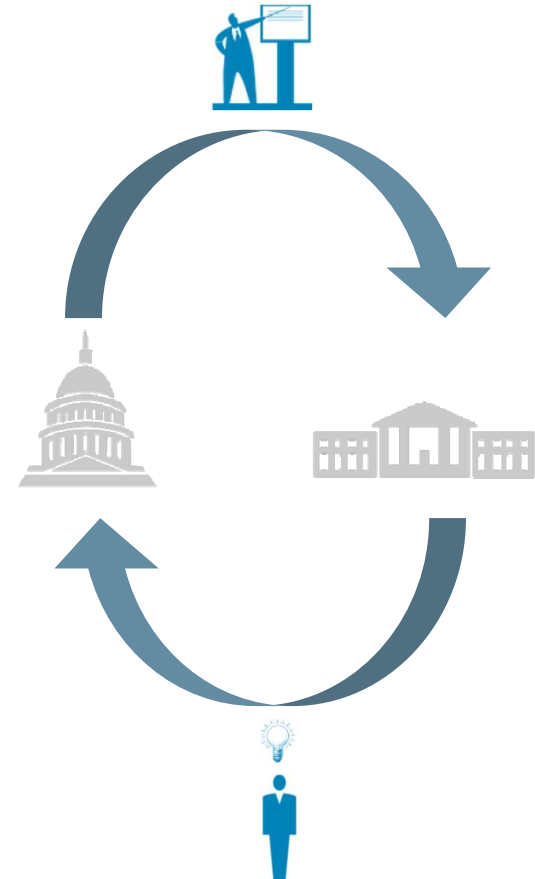
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# Organizational Options

The first key to success is taking stock of your initial members' hard "requirements" and organizational limitations...which translates often into what type of coalition to form initially.

In the federal space there are many different types of coalitions, from loose partnerships to tax-exempt non profits...It depends on members and mission...and resources...



# Organizational Options

## Potential LDA disclosure and other initial questions....

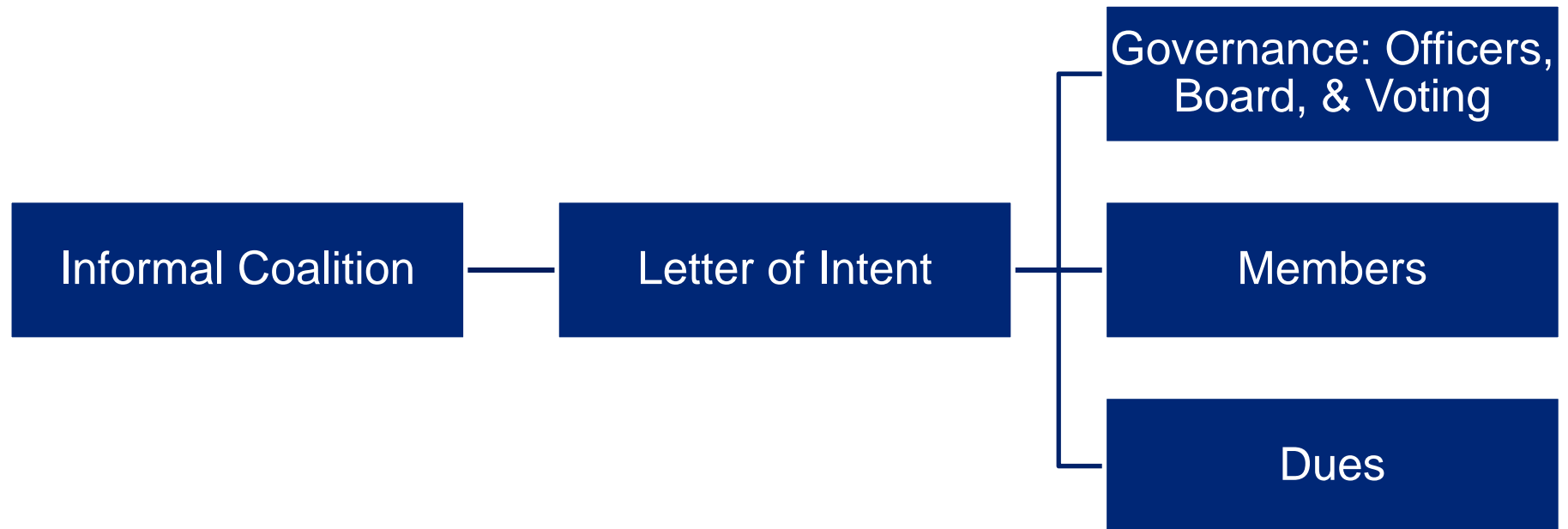
- » **The first question(s), even before Phase 1** sometimes is the comfort level with members wanting to lobby, be visible, etc..



# Organizational Options

## Informal Coalitions

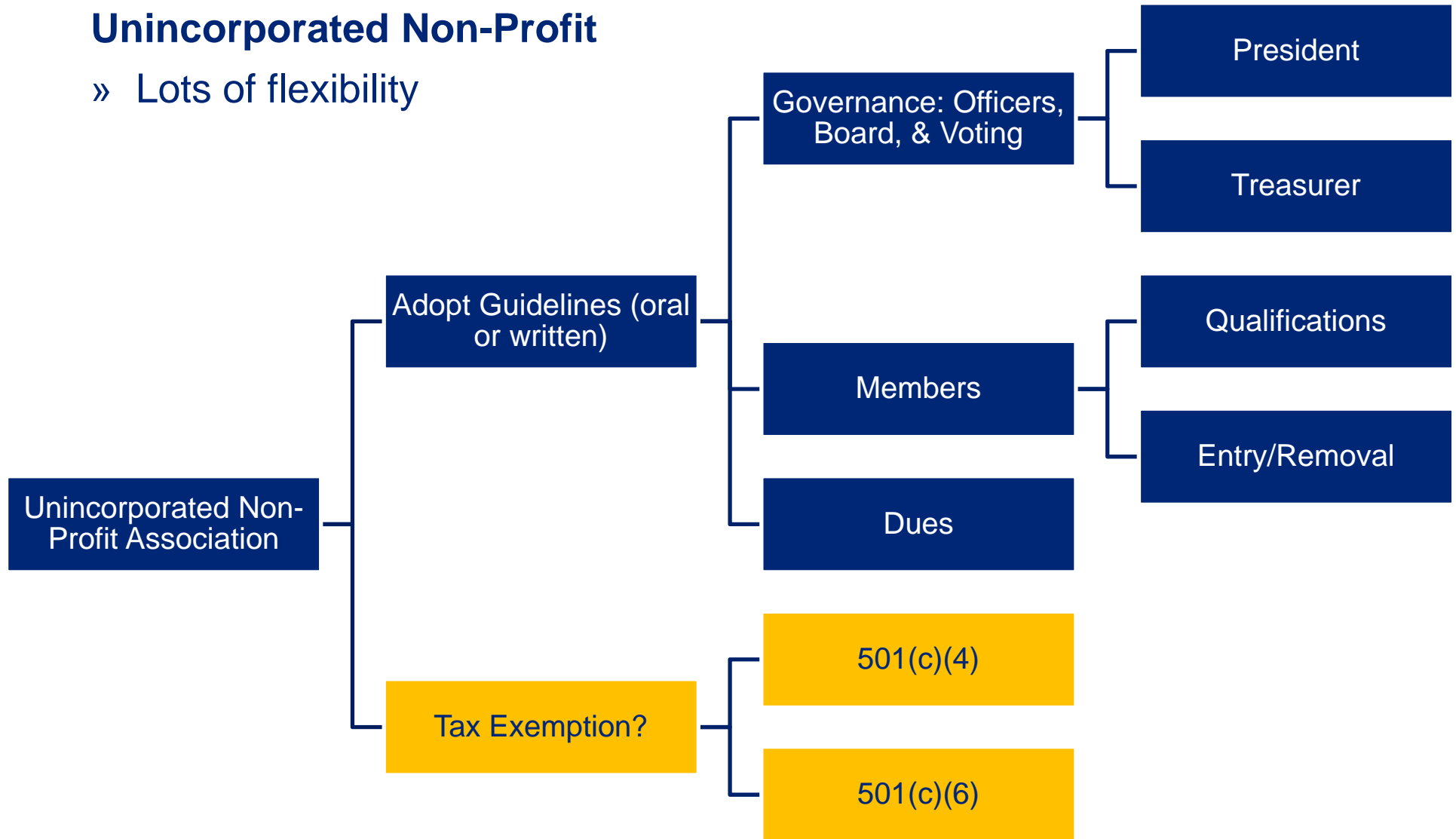
» For ad-hoc, campaign, or perhaps short-term efforts...



# Organizational Options

## Unincorporated Non-Profit

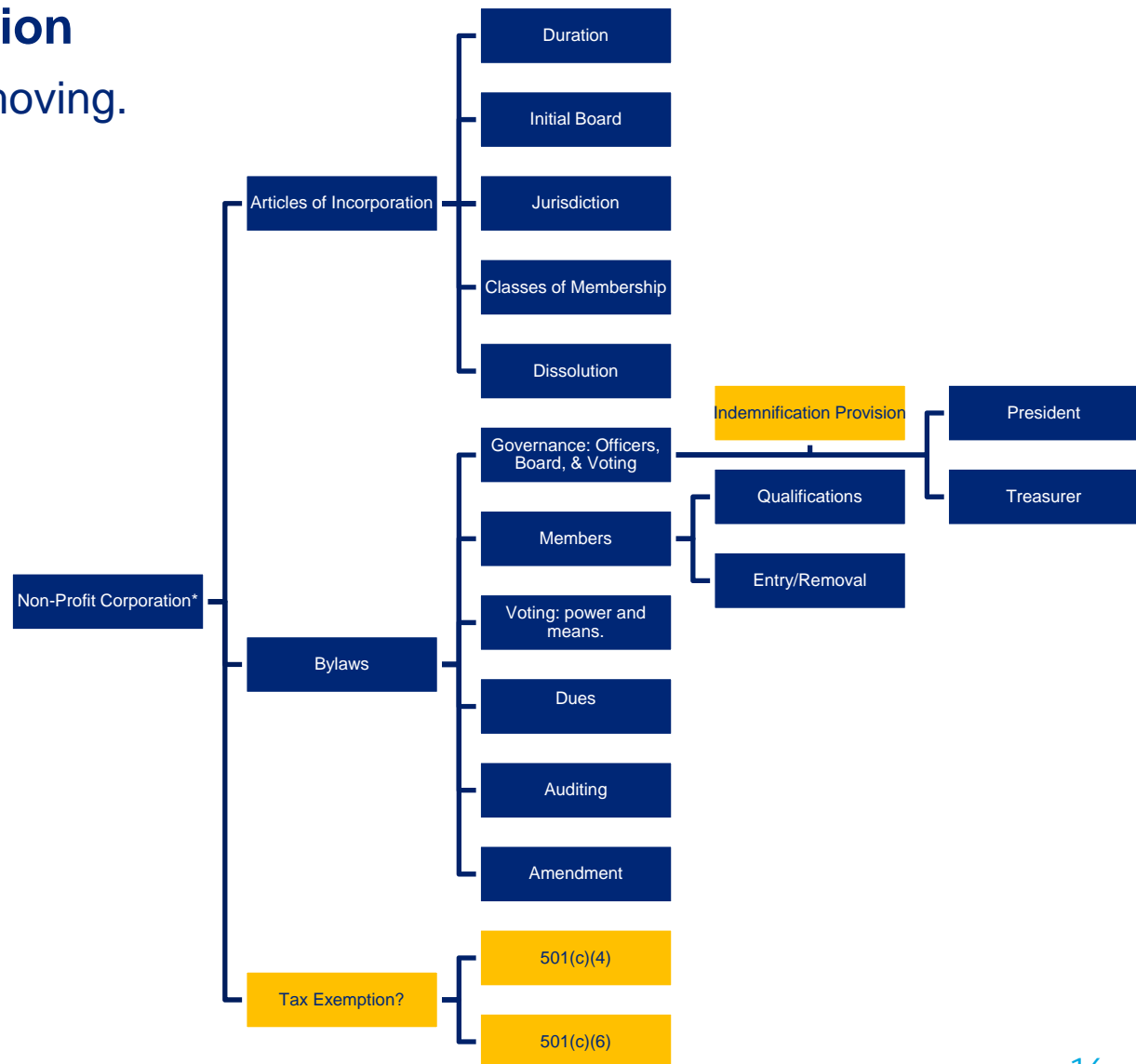
» Lots of flexibility



# Organizational Options

## Non-Profit Corporation

» Less Flexible once moving.





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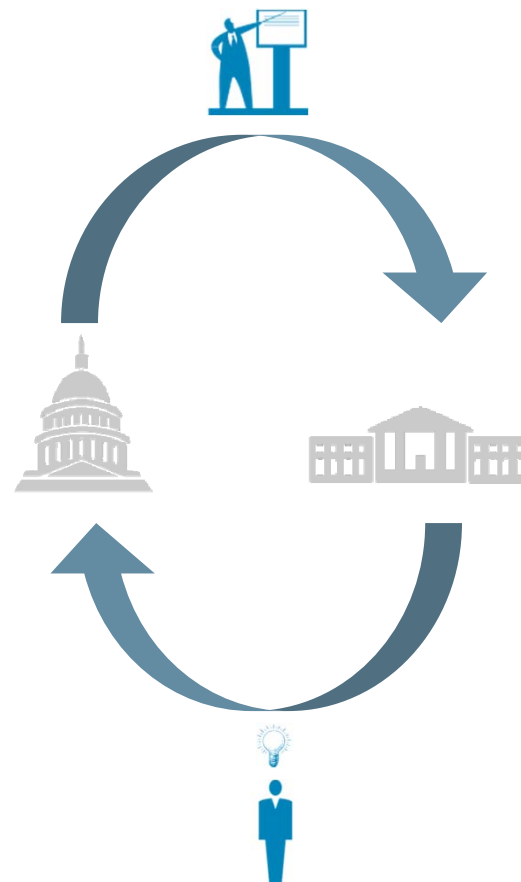
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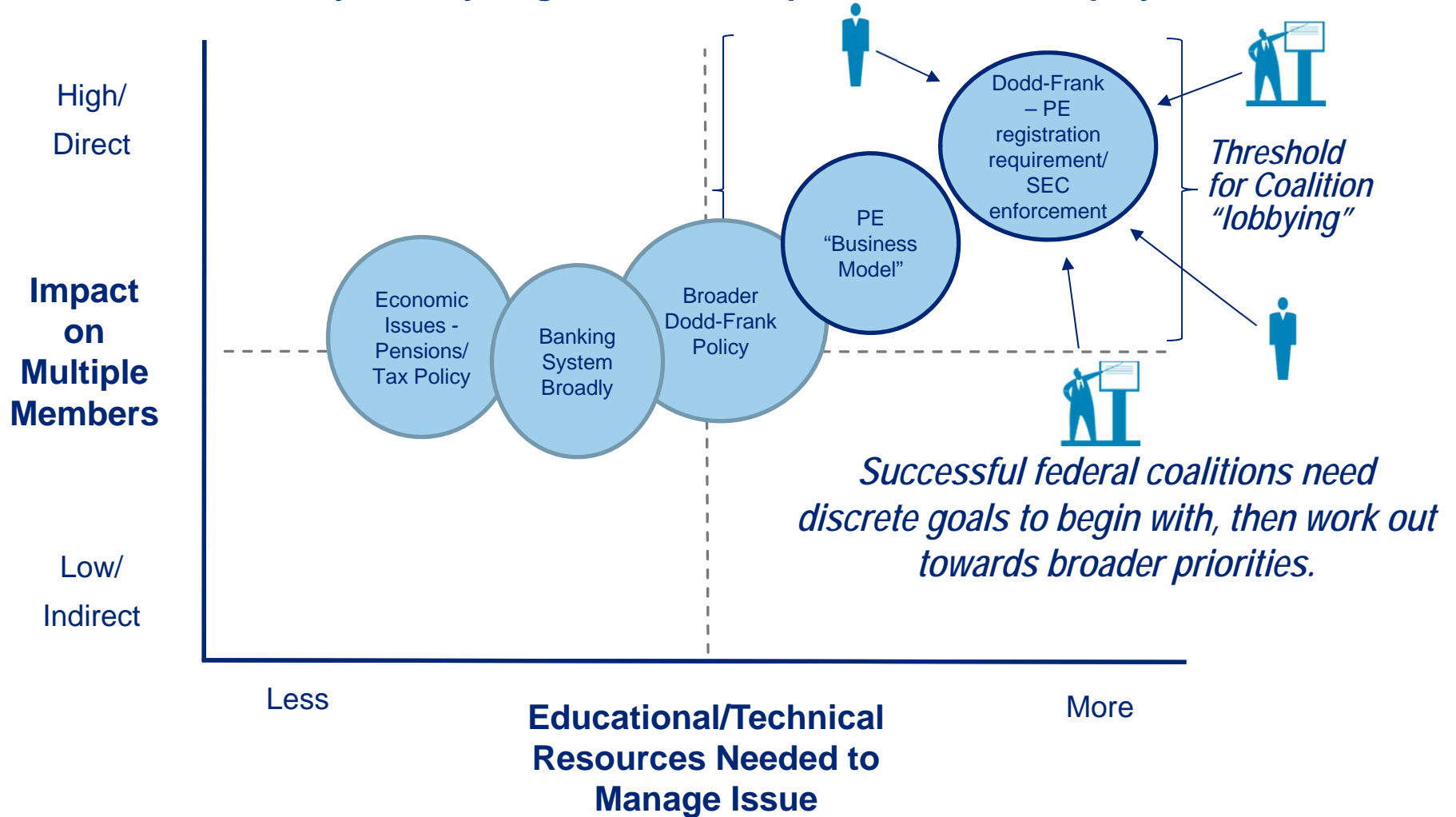
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# Developing Discrete Policy Priorities for a Coalition

## Policy Priority Alignment – Example from Private Equity



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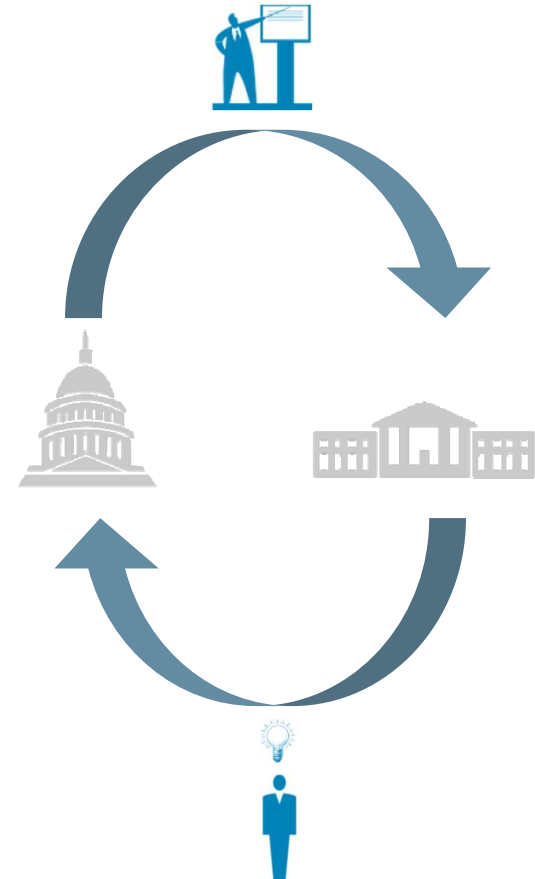
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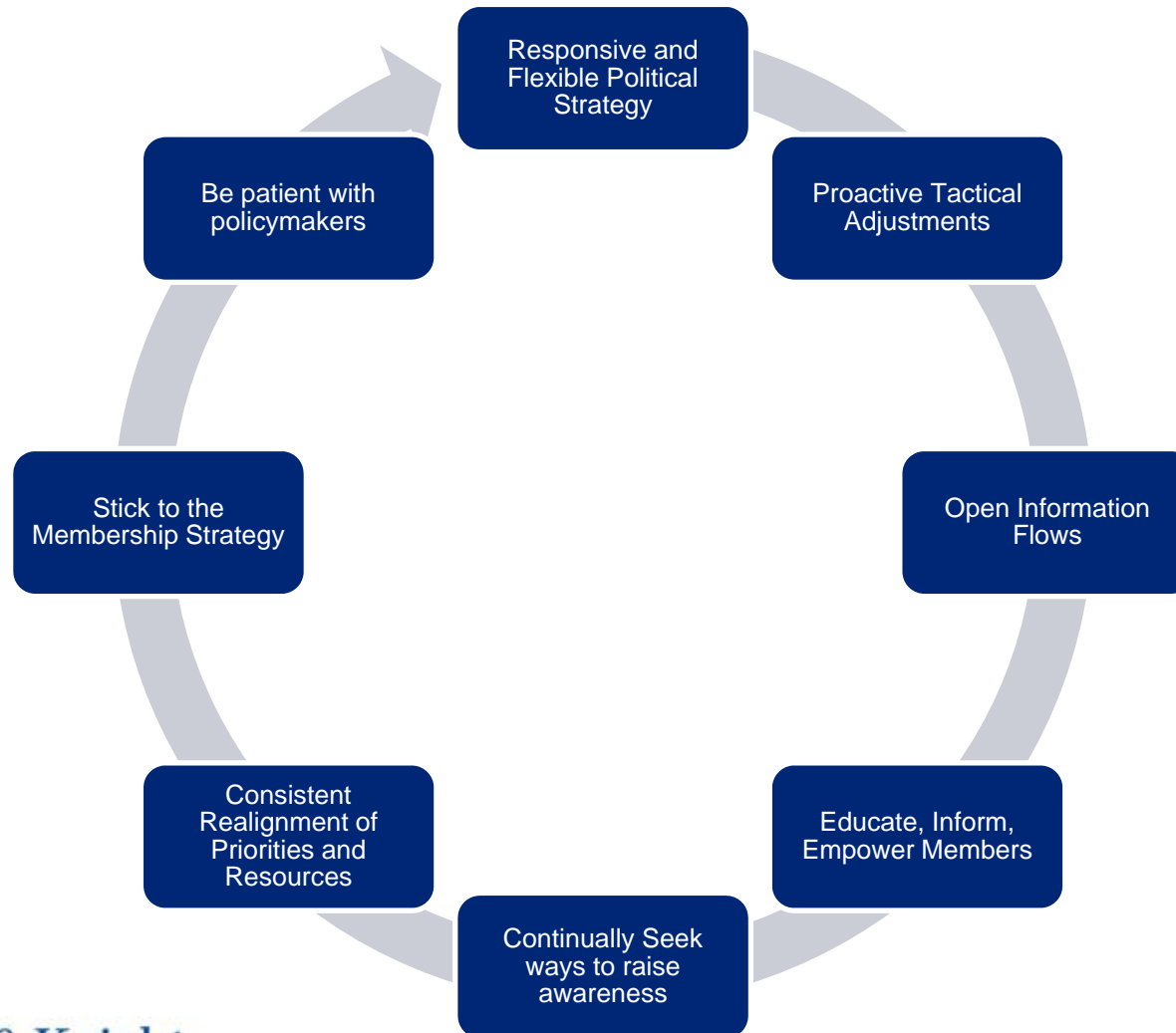
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# Execute and Improve

**Build in sound organizational goals with strategic flexibility.**





# Thank You!

## **Pillars of Coalition Work to Remember:**

1. Campaign-Style Advocacy
2. Active Engagement With Influencers
3. Collaboration and Coordination
4. Focus on Information Flow: Gather, Process, Distribute
5. Reassess and Repeat

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