Public Affairs Council
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Organizational Structure Best Practices: Chapters, Regional Teams and More

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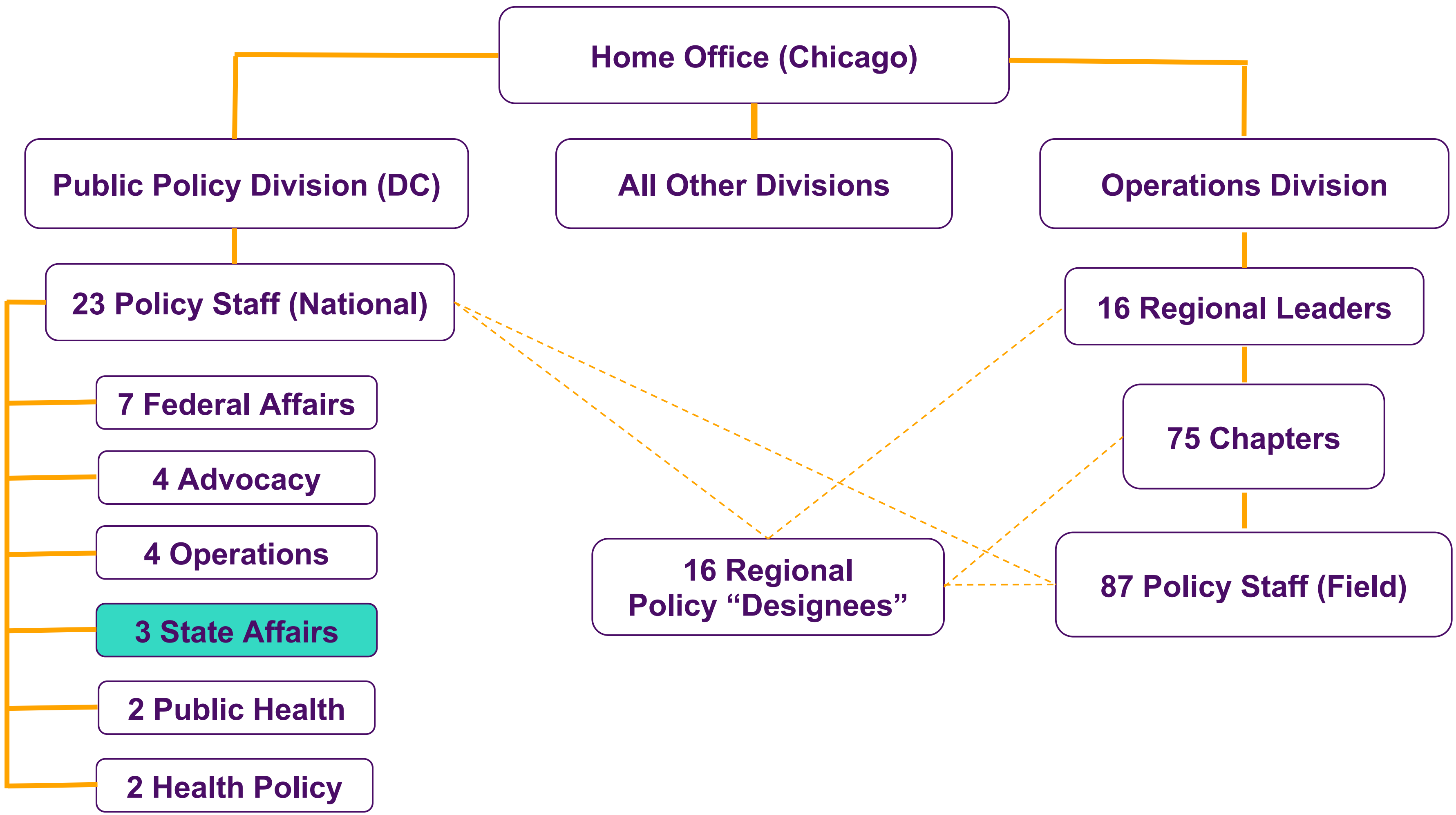
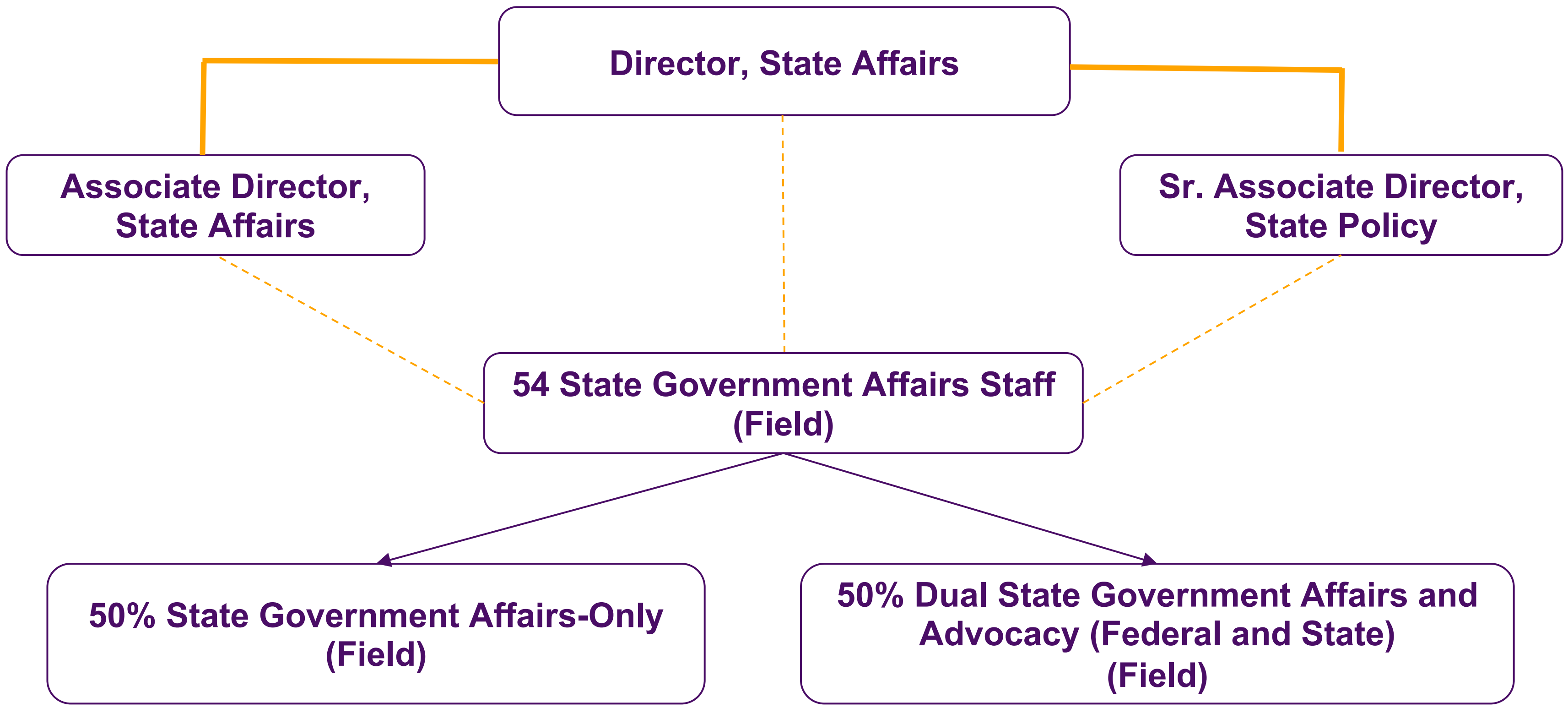
Public Policy Division Structure



State Affairs Department Structure



To Keep Things Interesting...

- ★ Major reorganization in 2017
- ★ Alzheimer's Association - 501(c)(3)
- ★ Alzheimer's Impact Movement (AIM) - 501(c)(4)

State Affairs Department Responsibilities

- Oversee the implementation of the Association's coordinated Nationwide State Policy Priorities (NSPP)
- **Support Field staff** in the implementation of state priorities
  - Maintain a clearinghouse
  - Share information between states
- Policy development
- Resource development
- Develop/implement best practices for Field engagement (state action plans, legislative tracking, etc.)
- Maintain relationships with national state legislative organizations (ABC groups) and other external stakeholders
- Oversee lobbying compliance
- Manage consultants and vendors
- Coordinate with other functional areas/cross-division

Legislative Tracking

Prior to 2017

- ➔ Used LexisNexis State Net
- ➔ All comprehensive tracking done in DC Office
- ➔ Field staff in appx. 50% of states submitted end of session tracking reports
- ➔ DC maintained and shared comprehensive database

Pros: tracking up-to-date, fairly comprehensive summaries

Cons: missed bills, had to follow-up with field re budget items, tons of staff time

2017-Present

- ➔ Use Quorum
- ➔ All tracking done by Field staff, with DC monitoring
- ➔ Every state has a login, all state government affairs staff required to complete tracking in Quorum, phase out of local tracking contracts

Pros: increased bill monitoring, free-up DC staff time for other work, great tool for less experienced staff

Cons: still a challenge to get all staff to track in real time, provide consistent bill descriptions, cost

Lobbying Compliance

Prior to 2017

➔ Required Field staff to submit form every January indicating they researched requirements and either registered or didn't, if registered they were asked to submit copy of registration

Pros: no additional cost

Cons: mixed staff capacity in field, would consult with DC staff who were not experts, took a lot of time to research state-by-state, late filings and fines in some states

2017-Present

➔ Contract with MultiState, vendor handles direct consultation with Field staff 24/7, handle all filings directly

Pros: expert consultation state-by-state, stay current with changes in statute/requirements, streamlines billing/payment, reduces liability concerns/ensures compliance

Cons: some staff get antsy about not filing own reports, cost

Best Practices - Department Structure

- ★ **Making the case for consultants:** sometimes it is easier and/or more efficient or effective, to secure budget $$ for external consultants rather than additional staff.
- ★ **Schedule a department retreat:** set aside an entire day for annual state affairs team treat at the start of your new fiscal year; map out goals for the year, timelines, and how you are *actually* going to spend the budget plan you submitted six months prior.

Best Practices - Engaging Field Staff

- ★ **Communicate frequently with Field staff:** consider monthly conference calls and quarterly regional state-specific check-ins; encourage Field staff to do the same with their chapter/state leadership.
- ★ **Require annual state action plans:** produce clear guidelines and instructions, sample submissions, a timeline, and a required template or form to be completed each fall, focusing on how staff will work to implement all major priority areas.
- ★ **Create opportunities to connect states:** pair weak or new staff with policy experts; connect states with similar political leanings and/or challenges to share best practices.

Best Practices - Contract Lobbyists

- ★ **Set the parameters for engagement:** provide model agreement and/or template for scope of work (sample checklist of actions lobbyist should agree to fulfill).
- ★ **Reinforce best practices for managing lobbyists:** issue guidelines for engagement with contract lobbyists, suggest consistent activity and timeline for engagement (e.g. weekly reports when state is in session - should they be submitted in writing or via conference call, will they be shared with state/chapter leadership).

Best Practices - Policy Priorities

- ★ **Reinforce coordinated priorities:** find ways to discourage coloring outside of the lines and only reward big wins on key priority areas.
- ★ **Make it easy to do the right thing:** create streamlined resources; do the work for the Field and compile the research, model asks, tactics to employ, and potential opposition; create templates.
- ★ **Host monthly state policy deep dives:** seek out external researchers/issue experts to present on an issue-specific webinar; incorporate Association experts from other divisions.

Best Practices - Increasing Awareness

★ **Be relentless:** push for the inclusion of state work and nuzzle yourself in everywhere and anywhere you can.

★ **Flex your state advocacy muscles:** if you can find a way to link federal and state priorities and position the state work as supporting the federal work - do it!

★ **Communicate state successes:** create a project database and map out timeline for communications that highlight big state policy wins and share with Coms staff to encourage action (blog posts, state policy annual report, create social media graphics).

Best Practices - Quantifying Success

★ **Find new ways to measure success:** with 50 state governments...the opportunities are endless, and sometimes overwhelming. Take a step back and re-evaluate HOW you are measuring success, avoid the one-size-fits-all approach.