

# C470 Advocacy & Alliances

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U.S. Chamber of Commerce Foundation  
Institute for Organization Management



C470

- Targeted government affairs
- Specific policy/regulatory goals



E250

- Political Action



C270

- Creating you government affairs program
- Basics of effective government affairs programming



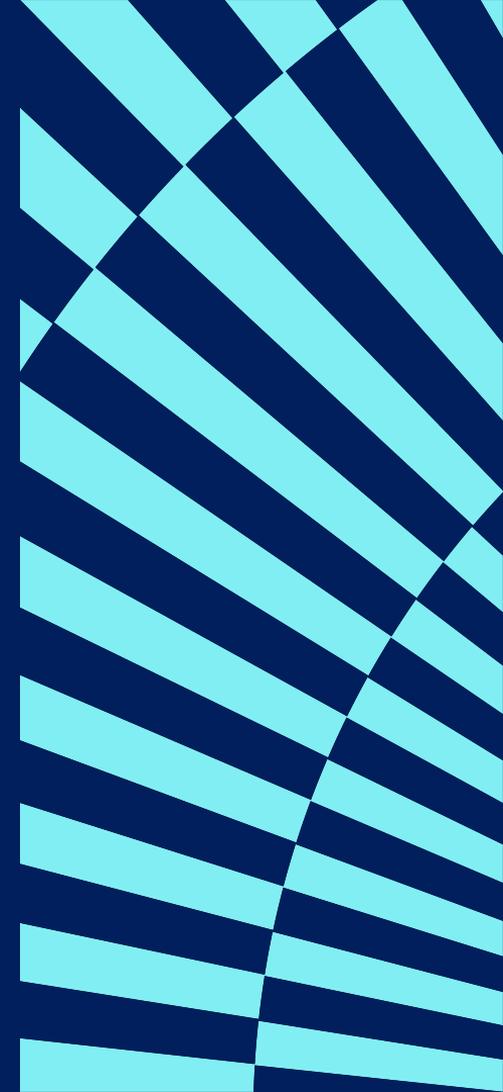
# Goals for Today:

- Developing Political Coalitions & Alliances
- Preparing Issue Papers & Other Materials
- Building & Managing Relationships with Your Elected Officials
- ‘Other legislative strategies’



## Developing Political Coalitions & Alliances:

- Identify issues in common
- Discuss applicability
- Create a strategy
- Engage on issue(s)



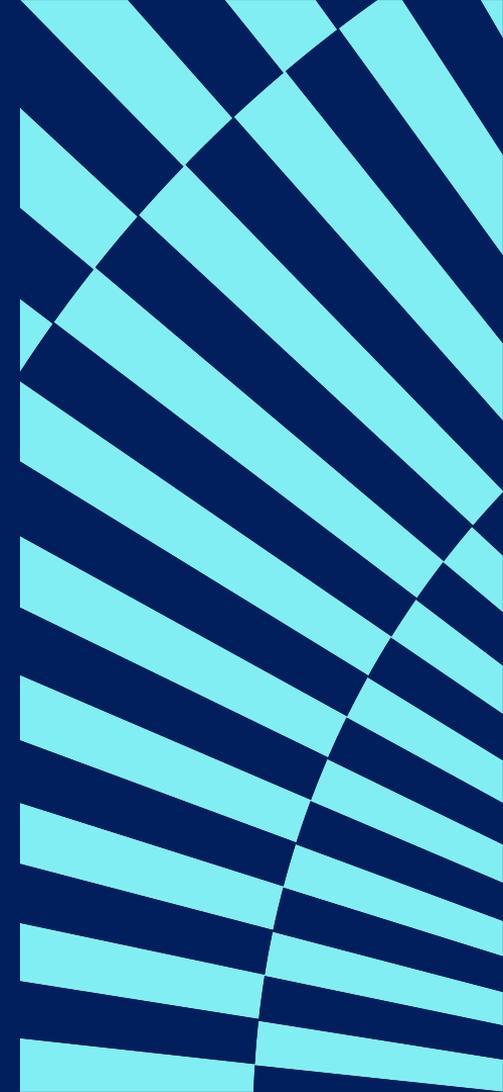
# Why?

- **Greater resources to share the burden:** financial, expertise & intelligence, more grassroots
- **Greater diversity of voices & advantage with legislators:** ‘Sympathetics’ + non-traditional allies to demonstrate broad appeal + strange bedfellows to draw attention to the issue
- **Greater volume & frequency of people talking about your issue:** more grassroots



## Concerns about Coalitions/Alliances:

- Married forever?
- Headache?
- Four-letter word?
- Slow death?



# Why Not?

- **Can be less efficient:** more people to worry with and try to please, more moving parts
- **Lose ability to be decision maker:** too many decision makers
- **The potential of things falling apart:** all organizations look bad



## *To Be or Not To Be?*



Efficiency		
Control		
Bang for the Buck		
Strange Bedfellows		
Diversity		
Volume		
Risk		
Unity		



# Coalition Fundamentals

- Define the problem and the goal (!!!)
- Build consensus around shared values/principles
- Agree on structure, management, and rules of engagement
- Decide on a budget (!!)
- Define success – make sure tied to goal (!!)



- Common understanding of the current political environment
- United message
- Issue papers, fact sheets, toolkits...
- Lather, rinse, repeat

## The Issues

### Highways and Public Transportation: Federal Responsibilities 101

*View the PDF*

#### What Is SAFETEA-LU and Why Is It Important?

On August 10, 2005, President Bush signed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). SAFETEA-LU authorized the federal surface transportation programs for highways, highway safety, and transit for a five year period. These federal programs expired on September 30, 2009, and have been operating on a series of extensions since. SAFETEA-LU guaranteed at least \$223 billion for the federal highway program and \$52.6 billion for the federal transit program through FY 2009.

#### What Is the Highway Trust Fund?

The Highway Trust Fund (HTF) is the main source of federal funding for programs authorized by SAFETEA-LU. The HTF is composed of the Highway Account, which supports highway and intermodal programs, and the Mass Transit Account, which funds public transportation. The HTF is funded by a federal gasoline tax of 18.4 cents per gallon and a federal diesel tax of 24.4 cents per gallon, as well as other fees.

#### What Caused the Recent Shortfall in the Highway Trust Fund?

SAFETEA-LU established annual authorized funding levels for the highway and transit programs based on an estimate of the amount of annual revenue that would accrue to the HTF. When revenue did not meet expectations, Congress reinforced its commitment to the authorized investments and reimbursed the HTF for monies that had been taken out in earlier years for other purposes.

#### What Is the Condition of the Nation's Transportation System?

By any measure, the U.S. transportation system is failing. According to the American Society of Civil Engineers (ASCE), nearly one-third of roads are in poor or mediocre condition and one-fourth of the nation's bridges are either structurally deficient or functionally obsolete. U.S. transit systems earned a D rating in the ASCE's annual Infrastructure Report Card.



# Coalition Care & Feeding

## National Coalition on Benefits Steering Committee

### Associations:

American Benefits Council ([www.americanbenefitscouncil.org](http://www.americanbenefitscouncil.org))  
Business Roundtable ([www.businessroundtable.org](http://www.businessroundtable.org))  
The ERISA Industry Committee ([www.eric.org](http://www.eric.org))  
HR Policy Association ([www.hrpolicy.org](http://www.hrpolicy.org))  
National Association of Manufacturers ([www.nam.org](http://www.nam.org))  
National Business Group on Health ([www.businessgrouphealth.org](http://www.businessgrouphealth.org))  
National Retail Federation ([www.nrf.org](http://www.nrf.org))  
National Rural Electric Cooperative Association ([www.nreca.org](http://www.nreca.org))  
Retail Leaders Industry Association (RILA) ([www.rila.org](http://www.rila.org))  
U.S. Chamber of Commerce ([www.uschamber.com](http://www.uschamber.com))

### Companies:

AT&T ([www.att.com](http://www.att.com))  
Caterpillar, Inc. ([www.cat.com](http://www.cat.com))  
Dow Chemical ([www.dow.com](http://www.dow.com))  
Eastman Kodak Company ([www.kodak.com](http://www.kodak.com))  
GE ([www.ge.com](http://www.ge.com))  
General Motors ([www.gm.com](http://www.gm.com))  
Honeywell ([www.honeywell.com](http://www.honeywell.com))  
IBM ([www.ibm.com](http://www.ibm.com))  
UPS ([www.ups.com](http://www.ups.com))  
Verizon ([www.verizon.com](http://www.verizon.com))  
Walmart ([www.walmart.com](http://www.walmart.com))  
Xerox Corporation ([www.xerox.com](http://www.xerox.com))

### Full Membership List:

[View our list of members>>](#)

1. Trust
2. Communication
3. Assignments
4. 90/10 rule
5. It's not personal
6. Avoid groupthink



# Preparing Issue Papers

- Board (or coalition) adopted policies
- Allows for more in depth explanation/reasoning
- Makes the case for the position
- Political posturing/expertise

## Government Affairs and Policy

### CURRENT ISSUE PAPERS

Fiscal Year 2022 Appropriations Issue Paper | [PDF](#) |

Fiscal Year 2022 Natural Resources Issue Paper | [PDF](#) |

Fiscal Year 2022 Climate Change Issue Paper | [PDF](#) |

National Watershed Coalition FY22 Appropriations Issue Paper | [PDF](#) |

### PREVIOUS ISSUE PAPERS

Fiscal Year 2021 Appropriations Issue Paper | [PDF](#) |

Fiscal Year 2021 Natural Resources Issue Paper | [PDF](#) |

Fiscal Year 2021 Climate Change Issue Paper | [PDF](#) |

National Watershed Coalition FY21 Appropriations Issue Paper | [PDF](#) |



# Needs Assessment

Systematic approach to determine what to do

Grassroots and/or professionally done

Pre-set list of questions to be answered

Pre-determined sample of the number and types of people to answer these questions  
chosen in advance

Done by personal interview, phone, or by written response

Results are tabulated, summarized, distributed, discussed, and used



# Needs Assessment: Part 2

Keep it community/group/organization level

Identify specific items

Best benefit: Keeps you from wasting resources

But... don't rush it



# When to Assess

When your group is just starting out

When there is doubt as to what the most important needs are

When your group members disagree on this point among themselves

When you need to convince outside funders or supporters that you are addressing the most important community problems (Sometimes required)

When the community asks you to do it

When you want to be sure that you will have community support for whatever you choose to do.



# When to not Assess

When there is absolutely no doubt what the most important needs in the group or community are

When a recent assessment has already been done, and *it is clear* that the needs have not changed

When you feel the community would see an assessment as redundant or wasteful, and that it would be harmful to your cause

When it is urgent to act right now, without delay



# Putting it together

The 'Whitepaper'

Triple check grammar. And then do it again.

Layout it out professionally – think publication; journal; grad school

Limit pictures

Have an outsider read and provide feedback

Consider numerous authors – one spokesperson

Include the data – at least what is reasonable

CALL TO ACTION!



# Building & Managing Relationships with Your Elected Officials

AKA: The fun part (!!!)



# Getting Started

They are just humans (well, most of them)

Understand *your* playing field

Know your electeds, and their staffs

Build a *relationship*

Identify issues in common; deal with others



# Communication Strategies

- In person
- Direct – mail, text, email, etc.
- Passive – social media, publications

CLEAR  
CONSISTENT  
REPETITIVE



# Building on Success(es)

- “MiracleGro” the relationship
- Consistent little communications
- Social opportunities/settings
- Caution: Lobbying laws/regulation



# Events with Public Officials

Win/Win

One side of issues; or both

Debate? Forum? Roundtable?

Control the environment



Hold them yourself

Partner and/or attend existing events

Be prepared

- Know bill numbers – an informal titles
- Research legislator's position(s)

Conveying your message

- Fact sheets
- Examples and personal stories



# Forums & Roundtables

Different than Town Halls

Formats

- Moderator
- Panel

Pre-planned questions

Questions from the audience

Post-event straw polls



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“If it’s not election  
season, it’s election  
season”

*-Every politician*

# Avoiding Problems

Real people, real examples, *real life*

Appropriate timing

Consistent message

Faces, names, stories with legislative issues

Honest and open, respectful disagreement

Staff takes the hit, not volunteers



# Staff is Your Biggest Friend

Gatekeepers

Likely long-term and professional

Issue expertise

Can be handled different than elected (sometimes)



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# C470 – Advocacy & Alliances

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