
Building an Effective Government Affairs Program

An Overview for Chambers of Commerce

by Gretchen M. Couraud, CAE
and Richard E. Loomis

BUILDING AN EFFECTIVE GOVERNMENT AFFAIRS PROGRAM

This publication presents information on chamber of commerce government relations programs that can be valuable to executives and elected leaders of local chambers. You should be aware, however, that this material is not intended to represent professional advice affecting your chamber's particular situation and that opinions expressed in this publication are not necessarily endorsed by the U.S. Chamber of Commerce or its suppliers. You are, therefore, advised to seek the services of qualified professional advisers and counsel for determining how to handle your chamber's specific circumstances.

Future changes in applicable law and/or regulations discussed or alluded to in this publication may result in changes to comments or interpretations provided here.

Building an Effective Government Affairs Program

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U.S. Chamber of Commerce

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We would also like to thank the following chambers of commerce for responding to our inquiries and providing the examples that will be indispensable to readers of this publication (in alphabetical order): Arizona State, California, Colorado Association of Commerce & Industry, Detroit (MI), Florida, Fox Cities (WI), Grand Rapids Area (MI), Denver Metro (CO), Greater Lafayette (IN), Greater San Diego (CA), Greater Topeka (KS), Green Bay Area (WI), Kalamazoo (MI), Lansing Regional (MI), Lincoln (NE), Livermore (CA), Missouri State, Monroe (LA), Muncie-Delaware County (IN), New Jersey State, Northern Kentucky (KY), Oklahoma State, Overland Park (KS), Peoria Area (IL), St. Cloud Area (MN), St. Paul Area (MN), Santa Rosa (CA), Shreveport (LA), South Orange County (CA), Tuscarawas County (OH), and West Virginia.

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INTRODUCTION

Government affairs is an integral component of chamber of commerce programming. Through government affairs, chambers offer an immediate service to their members, develop organizational clout, and raise the skill levels of their executives and staff, which assists in their career growth.

Because chambers are responsible for fostering a community environment in which business can prosper, active involvement in the legislative and political process is critical. Government decisions are made every day at the local, state, and national levels that impact chamber members' hiring practices, working conditions, wages and benefits, taxes — the list goes on. Because these issues affect business on a daily basis, involvement in government affairs is something members perceive to be worth their chamber investments.

Furthermore, as chambers compete with other organizations for member dollars, they are recognizing that issue advocacy is something businesses seek in an organization. Involvement in the legislative process brings the chamber clout and respect in the community. As the arms of government grow, organizations are choosing individuals with proven skills to manage and maneuver in the legislative arena.

Chambers often focus on local and state issues and not as much on federal legislation. However, numerous issues are considered simultaneously at the state and federal level. For example, mandated benefits issues are debated in Washington and state capitols. If the chamber successfully defeats a state issue, but that same issue is passed by the U.S. Congress, the battle is won but the war is lost.

This guide is designed to assist both chamber staff and volunteers. It is appropriate for chambers that are just getting their feet wet, and those "veterans" who have been involved in the process for some time. It was developed by evaluating government affairs programs in chambers throughout the country.

The beauty of this program is that once the system is structured, it can be applied to all levels of government. The basics remain the same. Similar techniques can be used for a campaign involving installation of a traffic light or for lobbying for a capital gains tax cut pending in Congress. When programs falter, usually one of the basic principles has been overlooked.

While this guide is comprehensive, it is not beyond being useful to newcomers. Any size chamber can be active and play an effective role in government affairs. As chambers mature, their level of involvement will expand. Incremental growth is to be expected. Remember that the key to successful government affairs is to focus on communication and education.

Each of the six sections in "Building an Effective Government Affairs Program" specifies strategies to attain the stated goal. Each strategy is illustrated by actual examples from various chambers. The publication is organized by references to "steps" involved in building a house. These "steps," along with "tools" to use and "plans" to follow, illustrate the process of "building" a government affairs program for your chamber.

We believe this guide will help you develop or enhance your present program, and that it can be emulated and adapted to fit your specific program needs.

Commonly Asked Questions

... about legalities of chamber involvement in government affairs.

1. Can chambers legally become involved in government affairs?

YES. It's entirely legal for a chamber to be involved in any aspect of government affairs. First Amendment rights protect chambers and their members when it comes to communicating with elected officials.

2. What exactly is "grassroots lobbying"?

Appealing to the "general public" and encouraging advocacy on public policy issues is considered by the IRS to be "grassroots lobbying."

3. Can a chamber get in trouble with the IRS or lose its tax exempt status by getting involved with lobbying?

NO. No type of legislative activity will result in a run-in with the IRS for the chamber. The chamber's tax exemption is safe regardless of any legislative activity in which it engages, even grassroots lobbying.

4. Are chamber dues still deductible when used for lobbying?

With the passage of the Omnibus Reconciliation Act of 1993, dues paid to chambers of commerce will no longer be deductible to the extent they are used for the organization's lobbying expenses.

This new statute states that a chamber of commerce must report to its members the percentage of their dues payment which are used to for lobbying expenses. When dues notices are sent to chamber members, a "reasonable estimate" must be provided to the member indicating the percentage of dues which will be non-deductible for federal income tax purposes for the com-

ing year. The percentage will be based on the chamber's estimated lobbying expenses compared against dues income. Non-dues income is not included in the calculation as the law assumes that lobbying is done with dues income.

The new law suggests that lobbying is any attempt to influence state or federal legislation through communication with a member or employee of a legislative body, or with executive branch officials who are involved in drafting or passing legislation. Contacts with certain high-level federal officials (President, Vice-President, Cabinet officers, etc.) also fall within the scope of "lobbying."

Legislative action which is not covered under the law and as a result is still fully deductible includes: efforts to influence local legislation; contact with all state and most federal executive branch officials on non-legislative matters; and monitoring legislation and keeping members informed. However, once the monitoring becomes advocacy, it becomes a lobbying expense.

The law applies to all 501 (c) organizations with the exception of 501 (c) (3) organizations.

There are exemptions to the law. If a chamber's "in-house" lobbying expenses total \$2,000 or less, it is exempted from the non-deductibility provision. The organization's dues will be fully deductible by the members, so no notice will be required. Also, the chamber can directly pay a "proxy tax" on all of its lobbying expenses, so that all dues would remain deductible and no notice would be required. The tax would be paid at the highest corporate rate.

5. Can we hold press conferences, take out newspaper ads, and print articles in our own publications to inform the general public of our position on an issue?

YES. Chambers are quite free to communicate with the public in these and other ways, whether their audience is made up of members or not. If you or your members have questions about specific cases, it's best to consult an attorney.

Steps to Take

Step I

Your Goal: Build Member Commitment

Board and member commitment is essential before a government affairs program can excel. Members must acknowledge that this work is a crucial element of chamber programming and they, too, must be involved.

Your strategy —

- 1. Gain chamber board of directors and membership support.**
- 2. Relate your government affairs program to the chamber's mission statement.**
- 3. Review your bylaws.**

Step II

Your Goal: Know the Territory

To avoid running off in all directions, you may be well advised to follow the words of Professor Harold Hill in "The Music Man": "You've got to know the territory."

If your chamber is considering working issues at three levels of government — Congress, the state legislature, and city council — the breadth of potential issues and legislators is enormous. You have to know the territory!

Your strategy —

- 1. Identify and tap available resources.**
- 2. Survey your members.**
- 3. Know the legislative players.**

Step III

Your Goal: Build an Operational Framework

Without structure, no government affairs program can survive. Conflicts of interest, unclear priorities, and confusing communication channels result. Structure is needed to define program goals, an operational framework, staff and volunteer responsibilities, and an annual program of work. A formal decision-making process is required to manage the program.

Your strategy —

- 1. Develop a government affairs mission statement.**
- 2. Establish a committee structure.**
- 3. Select committee members.**
- 4. Define a government affairs program of work.**

Step IV

Your Goal: Develop an "Issues" Game Plan

With a framework in place to manage issues, the next phase is to select those issues and determine how you will work them. Recognize up front that no agenda is static. In a legislative process dominated by bursts of intensity, sleeping-bear issues can come out of hibernation in any season. A flexible response network must be in place, although chasing bears should be the exception rather than the rule.

Your strategy —

- 1. Select and prioritize the issues.**
- 2. Develop policy/position statements and analyze the issues.**
- 3. Develop a plan to manage each issue.**

Steps to Take

Step V

Your Goal: Pull It All Together and Work the Issue

The groundwork for issue management has been laid. Now it's time to put all the planning into action. Success here depends on your ability to anticipate, communicate, and educate. Keep in mind that you are playing to a passing parade of members and legislators, so the process is continual — and in practice will be interwoven with many of the activities introduced under previous steps.

In addition, the strategies presented under this step are interrelated; nothing is conducted in a vacuum. Communication and education go hand in hand; to do both successfully, you must anticipate the needs ahead.

Your strategy —

- 1. Anticipate!**
- 2. Communicate!**
- 3. Educate!**

Step VI

Your Goal: Complete the Process

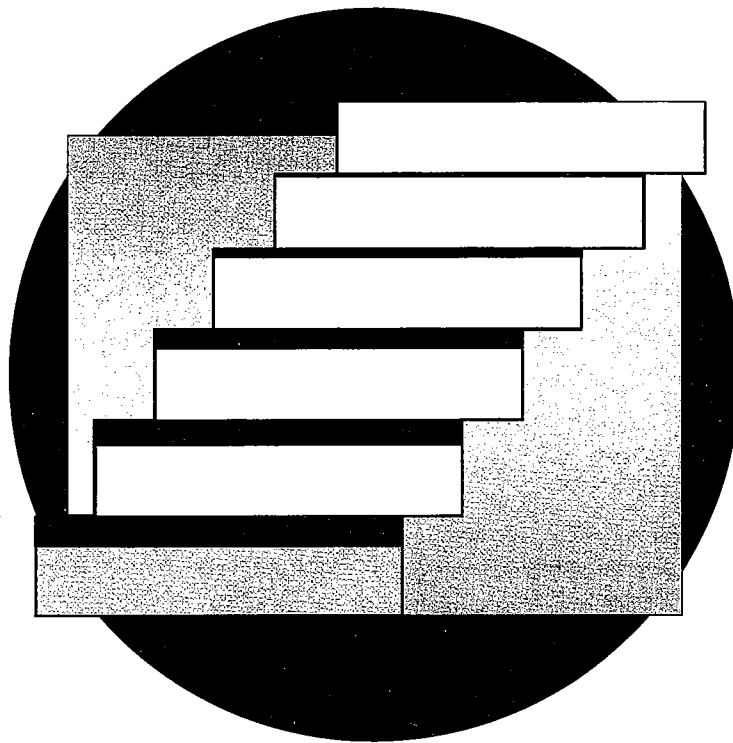
You've accomplished a great deal by implementing your issue management plans. Now, there are three more tasks to complete the process. Until these are achieved your government affairs program is not wrapped up for the year and members will be left hanging.

Your strategy —

- 1. Publish voting records.**
- 2. Recognize active members and responsive legislators.**
- 3. Review your issue management plans and program of work.**

STEP I

*Your Goal: Build Member
Commitment*



Step 1

Your Goal: Build Member Commitment

Board and member commitment is essential before a government affairs program can excel. Members must acknowledge that this work is a crucial element of chamber programming and they, too, must be involved.

- 1. Gain chamber board of directors and membership support.**
- 2. Relate your government affairs program to the chamber's mission statement.**
- 3. Review your bylaws.**

1. Gain chamber board of directors and membership support.

Your chamber's board of directors must commit themselves to your government affairs program if it is going to succeed.

This commitment must go beyond the board permitting the chamber to become involved. The members themselves must become advocates. They must understand that they, as individuals, play an important role.

If the board pays lip service to the legislative process, members will do the same. One of the beauties of government affairs programs is how few people it takes to make a difference. "Visible volunteer leadership has a tremendous impact on government

officials," says John T. Garman, president of the Northern Kentucky Chamber of Commerce. "But membership and board support is crucial to the success of any government affairs program."

Overcoming member reluctance is a challenge — though not an insurmountable one. It is usually based on fear of appearing ignorant about issues or a poor understanding of the legislative process.

You can help your members overcome such apprehension through education. The more information your members have, the less hesitant they will be and the more their enthusiasm will grow!

It is imperative that your members understand that elected officials want to hear from their local chambers and businesses. It is also imperative that they understand that they do not have to jump into the program all at once. They can move into it gradually — at a comfortable pace.

You may initially encounter some resistance to your program. Following are some familiar arguments for and against chamber legislative involvement that may help you counter this resistance.

On Legislative Action:

➤ **Point:** Chambers are non-partisan organizations and should not become involved in legislative action.

➤ **Counterpoint:** Legislative involvement is not necessarily partisan in nature. In fact, you should avoid pure partisanship. Instead, you should support issues that promote the best interests of business in order to clearly represent the business community.

➤ **Point:** Government involvement will result in substantial membership loss.

➤ **Counterpoint:** Some members may complain initially. But few will actually resign their memberships. On the contrary, a government affairs program is an excellent tool to use in selling memberships. It is a tangible product with beneficial results.

➤ **Point:** The chamber's program of work is too full already.

► **Counterpoint:** Legislation that impacts a business' bottom line and ultimately its ability to remain competitive is critical legislation. Involvement is a matter of survival.

► **Point:** We don't have the resources.

► **Counterpoint:** There are numerous outside experts — including state chambers and the U.S. Chamber — who are willing to provide legislative information, policy positions, and training seminars for you. You may find that there are numerous business members within your organization who are already actively involved in the process.

► **Point:** My chamber's bylaws prohibit active involvement in government affairs.

► **Counterpoint:** You can — and often should — change your bylaws to adapt to your activities.

► **Point:** Our members of Congress are always accessible and willing to meet with our members regularly.

► **Counterpoint:** Friendship and cordial relations with legislators are important. Yet, this often has no bearing on the ultimate outcome of an issue. A legislator's job is to represent the people. If your legislator is not voting on behalf of business, your friendship will have no bearing on the passage of laws that could ultimately save or harm business.

2. Relate your government affairs program to your mission statement.

Your chamber's mission statement identifies its purpose, scope, and reason for existence. It tells you who the chamber serves, what its goals are, and what its role is in the community.

You should include your government affairs program in the mission statement to make it a priority rather than an afterthought.

Here are several examples of chamber mission statements that demonstrate this point:

Greater Lafayette (IN) Chamber of Commerce

The Greater Lafayette Chamber of Commerce represents the business community, providing volunteer leadership that promotes economic growth and community development, and initiates and promotes long-range strategies encouraging a favorable economic, governmental and community climate for all segments of business in the Greater Lafayette community.

Grand Rapids (MI) Chamber of Commerce

To promote business and commerce for the Grand Rapids area through leadership in economic, political, and social development.

South Orange County (CA) Chamber of Commerce

To be an association of businesses organized to encourage a strong local economy and a better quality of life by promoting sound government, orderly economic growth and development, and an informed membership.

Lansing (MI) Regional Chamber of Commerce

The mission of the Lansing Regional Chamber of Commerce is to identify and serve the needs of business — small and large — by providing services to members, promoting member's growth, and facilitating economic development of the Greater Lansing area. We provide representation in government affairs and we work with educational, cultural, civic, service and other organizations within our community.

3. Review your bylaws.

Internal Revenue Service regulations clarify that all chambers of commerce have the right to take part in legislative activities.

All legislative communications with members are legal. Likewise, all communications with legislators regarding issues that affect a chamber's members are legal.

If necessary, you should revise your chamber's bylaws to permit legislative activity. An example of this revision is shown on page 4.

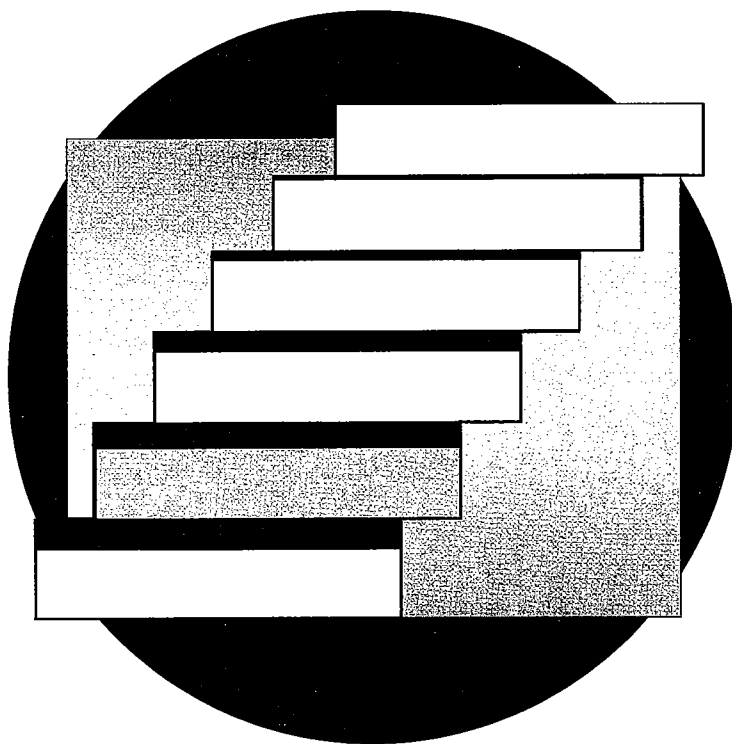
Step I
Your Goal: Build Member Commitment

BYLAWS

**Article I — General
Limitation of Methods**

The _____ Chamber of Commerce shall observe all local, state, and federal laws which apply to a non-profit organization, as defined in Section 501(c)(6) of the Internal Revenue Code.

STEP II
Your Goal:
Know the Territory



Step II

Your Goal: Know the Territory

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If your chamber is considering working issues at three levels of government — Congress, the state legislature, and city council — the breadth of potential issues and legislators is enormous. You have to know the territory!

1. Identify and tap available resources.
2. Survey your members.
3. Know the legislative players.

1. Identify and tap available resources.

There are numerous resources available to help you as you delve into legislative affairs. The most immediate sources are the U.S. Chamber of Commerce and your state chamber, both of which want you to be a part of their legislative efforts. Rely on them for organizational and legislative assistance.

As your program grows and becomes more complex, you can network with colleagues across the country who have a wealth of experience in all areas of government affairs programming, issue manage-

ment, and motivation of volunteers. Take advantage of the skilled professionals in the chamber field. Throughout this publication, numerous examples of resources are presented and cited — to show you real-world application of the programs and principles presented in the text.

To help you assess the legislative resources in your area, use the list of questions on page 10 as a guide to basic information you should have on hand. This information should be at your members' fingertips as well.

For your immediate use, here are key addresses for contacting Congress and getting information about congressional activities:

- Senate Democratic Cloakroom: (202) 224-4691
Senate Republican Cloakroom: (202) 224-6391
- House Democratic Cloakroom: (202) 225-7330
House Republican Cloakroom: (202) 225-7350
- To obtain copies of bills or committee reports, contact:

Senate Document Room
B-04 Hart Office Bldg.
Washington, DC 20510
(202) 224-7860

OR House Document Room
B-18, Capitol Annex 2
Washington, DC 20515
(202) 225-3456

(Requests must include a self-addressed label, and you must know the bill number.)

- *Congressional Record*, available by subscription or per copy, is published by the Government Printing Office, Superintendent of Documents, Washington, DC; (202) 512-1808.

The U.S. Chamber of Commerce offers many resources to help educate you and your members in government affairs. These resources fall into three areas — people, training and legislative information — as follows:

GAIN

GAIN — the Grassroots Action Information Network — offers U.S. Chamber of Commerce members the opportunity to become real players in influencing legislation affecting the business community and the national economy.

By using state-of-the-art technology, GAIN helps you and your members make a difference in public-policy debates and provides you with timely, useful information on issues that affect you. GAIN supplies its activists with a variety of document services tailored to their specific issue needs:

Backgrounders provide a basic understanding of the issue.

Issue Updates report on recent significant developments to keep GAIN activists "up to speed."

Action Calls explain the stakes associated with a specific upcoming congressional vote and direct recipients on how to take appropriate action.

FYI documents announce miscellaneous items of interest.

To participate in GAIN, call the U.S. Chamber of Commerce at 202/463-5604.

PEOPLE

STAFF SPECIALISTS

Our Washington staff covers issues ranging from age discrimination to workers' compensation. These people are experts and can answer your questions about specific issues. For a Staff Specialist brochure listing subjects, individuals and phone numbers, call the U.S. Chamber at 202/463-5330.

REGIONAL OFFICES

Five regional offices provide you with more focused attention. Each center is prepared to assist you with your legislative-action programs. A comprehensive package of programs and services is available to your organization, regardless of size or industry. These services can be custom-designed to meet your needs. For more information, call the regional office in your area.

REGIONAL OFFICES

EASTERN

1803 Research Boulevard, Suite 204
Rockville, MD 20850
Phone: (301) 424-1860 or 800/778-7262
Fax: (301) 309-3752

MIDWESTERN

2000 Spring Road, Suite 600
Oak Brook, IL 60521-1864
Phone: (630) 574-7543 or 800/344-5203
Fax: (630) 574-7883

SOUTHEASTERN

1000 Mansell Exchange West, Suite 340
Alpharetta, GA 30202
Phone: (770) 650-1690
Fax: (770) 650-0881

SOUTHWESTERN

13760 Noel Road, Suite 1150
Dallas, TX 75240
Phone: (972) 387-1099 or 800/833-9106
Fax: (972) 404-9130

WESTERN

Pruneyard Towers I
1901 South Bascom Avenue, Suite 701
Campbell, CA 95008
Phone: (408) 371-6000 or 800/452-8405
Fax: (408) 377-1084

PROGRAMS

National Satellite Videoconference

Held every other year to coincide with the start of a new Congress, this videoconference brings business leaders together from across the country to build the *National Business Agenda* which defines the priorities to shape the business climate for the next Congress.

COMMUNICATION TOOLS

Congressional Handbook: An annual U.S. Chamber publication providing information on members of Congress, including addresses, phone numbers, district office addresses, committee rosters and assignments, and U.S. Chamber cumulative vote ratings for each member of Congress.

Step II

Your Goal: Know the Territory

How They Voted: An annual publication providing information on how Congress voted on important business issues. This publication includes a description of the votes and the U.S. Chamber's position, and cumulative U.S. Chamber vote ratings for each Senator and Representative.

Chamber to Chamber: A newsletter published by the Office of Chamber of Commerce Relations for the U.S. Chamber's 3,000 local and state member chambers, updating them on management and general legislative issues.

For more information, call the Office of Membership Grassroots Management at 202/463-5604.

2. Survey your members.

Legislative surveys are an effective tool to identify issues of concern to your members. The survey can narrow the number of issues on which the chamber should focus.

Surveying chamber members serves several additional functions. The data obtained —

- Builds membership consensus on priority issues that affect the community and business interests
- Documents the significance of government affairs as a membership service
- Generates a list of concerned members for future participation in legislative efforts
- Indicates where business can play a proactive role and help mold solutions

Effective surveys can identify a member's —

- Issue priorities
- Personal relationship with legislators
- Special expertise on issues
- Particular interest in local, state, or federal matters
- Response to the chamber's legislative program

Outside resources to tap for survey development could be:

- State and local chambers
- Colleges and universities, which frequently have experts trained in data collection and analysis, and who are often available for outside projects
- Companies within your own membership that

may have entire departments devoted to marketing and data collection. These experts can help word surveys to elicit stronger, more accurate responses.

Before developing a legislative survey, the chamber should clarify what it hopes to accomplish and project the end use of the data. Defining these two goals will help verify that the right questions are asked and that the data can be tabulated for immediate and future use.

Finally, test drive the completed product. Asking a select group of members to review the survey may expose confusing questions or other glitches in wording. This saves the time and expense of distributing a survey that needs fine tuning.

See examples 8A & B on pages 11-13.

3. Know the legislative players.

As government grows, so do the number of legislative players. It is critical to identify who holds what power and who pulls what strings. The more information you have, the better position you will be in to influence legislation.

Exploring legislators' backgrounds and philosophies gives an indication of how they will vote on business issues. Just as important is knowing the legislators' staffs. Often communication bypasses the legislator; chambers and their members must then work directly with staff.

Identifying the players is the first requirement; getting to know them is next. Frequently, chambers will assign volunteers to personally get to know legislators. With these ties, you can better gauge how the legislator will vote and influence the votes when the time comes.

A Legislative Directory and Communications Guide is an excellent tool for members. Such a directory tells members who represents them at each level of government.

See examples 8C & D on pages 14-16.

TIMING:

- Publish and distribute before the legislative session

AUDIENCE:

- Members (President/Vice President, personnel managers...)
- Secretaries (They often send the letters!)

GOAL:

- To provide handy tools for members to call or write legislators

CONTENT:

- Explain what the directory and guide is and how to use it
- Consider what members will encounter when writing or calling. (They aren't likely to get through to the legislator. Best course: Ask for the staff member handling the specific issue.)
- Clarify the difference between state and federal legislators. (Your members may not know!)
- Legislators' names, addresses, committee assignments, telephone numbers
- Federal —
 - Include local offices and phone numbers
 - Add administrative assistant and legislative assistants
- Map/Zip Codes/districts showing members who represent them
- Writing tips
- Letter samples

FORMAT:

- Easy to scan
- Visually appealing/not overwhelming
- Options: pocket guide, 3-hole in binder, card size, fold-up

A Survey of Your Community

To assist you in assessing your community, please complete the information requested below and retain for your use. Name the following:

U.S. Senators: _____

U.S. Congressional Representative(s): _____

State Senator: _____

State Representative: _____

Mayor: _____

Key City Council members:

Three major employers:

Largest trade union in area, if any:

Two most influential newspapers: _____

Largest, most active environmentally-oriented group: _____

Largest agricultural or industrial association: _____

Most active service club: _____

Two or three largest ethnic groups: _____

St. Cloud Area Chamber of Commerce Governmental Affairs Questionnaire

PLEASE COMPLETE AND RETURN TO:
St. Cloud Area Chamber of Commerce
P.O. Box 487 • St. Cloud, MN 56302-0487

- Yes, I want to be active in the St. Cloud Area Chamber Governmental Affairs Group.
- No, I'm not interested.

Name _____	Legislative District(s) _____
Company _____	SIC Code(s) _____
Address _____	Type of Business _____
City/State/Zip _____	Fax Number _____
Business Phone _____	

- Local Chamber Member
- Minnesota Chamber Member
- Both

List the names of lawmakers who represent you. Please indicate how well you know each lawmaker.

	Would Contact	Know Well	Know Casually
Governor Arne Carlson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State Senator _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State Representative _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State Representative _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mayor _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Council President _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Council Members _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes, I am willing to help the St. Cloud Area Chamber of Commerce in the following activities:

- Serve on a St. Cloud Area Chamber of Commerce subcommittee
- Attend City Council meetings
- Participate in a legislative telephone network
- Serve on a Minnesota Chamber policy committee St. Cloud Area Chamber membership
- Attend state legislative meetings with public officials
- Assist in planning a local Minnesota Chamber meeting

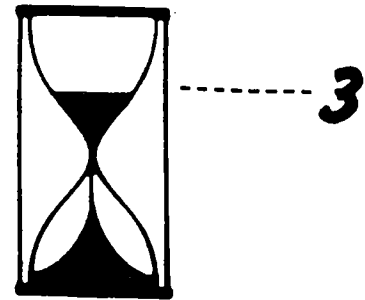
Are there other individuals in your company who would be interested in serving on the Legislative Affairs Division, Municipal Metro Affairs Division or on one of the subcommittees working on Health Care, Taxes & Spending, Education, Workers' Compensation or Environmental issues, city ordinances/zoning, sewer and water, Hwy 15 and the Clearwater Road expansion project? If yes, please complete the area below.

Name	Issue of Interest
_____	_____
_____	_____
_____	_____

We'd like to be able to notify you when it's necessary to contact our legislators and city officials regarding these issues. Please check the ones you're interested in:

- | | | | |
|---|--|---|--------------------------------------|
| <input type="checkbox"/> Taxes & Spending | <input type="checkbox"/> Education | <input type="checkbox"/> Economic Development | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Health Care | <input type="checkbox"/> Workers' Compensation | <input type="checkbox"/> Sewer/Water | _____ |
| <input type="checkbox"/> Child Care | <input type="checkbox"/> Environment | <input type="checkbox"/> Transportation | _____ |

Three-Minute Survey



Do you have three minutes to help us conduct a quick survey for the Chamber? Our Board of Directors is interested in your assessment of how things are going in the Chamber and in the community.

We promise ... only three minutes. Thank you.

I. These community issues should get the following Chamber priority for the next few years:

	High Priority	Moderate Priority	Low Priority
Air Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Child Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drug abuse in the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development/Creation of New Jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education (K-12)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education (Higher)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graffiti	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Growth Management/Land Use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Help for the homeless	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing (Diversity & Affordability)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open Space Preservation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional cooperation (both private and public)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workers' compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II. The #1 local issue that my friends, family or co-workers talk about is:

III. Please rate the following Chamber activities:

	Excellent	Good	Fair	Poor	No Opinion
Business Services (seminars, workshops, mixers, showcases, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education Improvement Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governmental Affairs representation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Development (Leadership Santa Rosa & Tomorrow's Leaders Today)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newsletters and other communications pieces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking/promotional opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sonoma County Manufacturing Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. The bottom line: my overall rating of the Santa Rosa Chamber of Commerce (its strength as a representative of business and its general effectiveness) is:

- Excellent Good Fair Poor

V. Three minutes are up ... but if you'd like to make some additional comments, the Board of Directors and staff would welcome them:

Thanks!

**Please return in enclosed envelope...
...No later than Wednesday, November 4th.**

Senate & House Leadership

Senate
President John "Eck" Rose
 Capitol 502/564-3120 Annex 502/564-3317
President Pro Tem Charlie Berger
 Capitol 502/564-2840 Annex 502/564-3317
Majority Floor Leader David Karem
 Capitol 502/564-2470 Annex 502/564-2294
Minority Floor Leader Dan Kelly
 Capitol 502/564-2450 Annex 502/564-2450
Majority Caucus Chair Nick Kafoglis
 Capitol 502/564-2470 Annex 502/564-2294
Minority Caucus Chair Tom Buford
 Capitol 502/564-2450 Annex 502/564-2450
Majority Whip Fred Bradley
 Capitol 502/564-2470 Annex 502/564-2294
Minority Whip Dick Roeding
 Capitol 502/564-2450 Annex 502/564-2450

House
Speaker of the House Jody Richards
 Capitol 502/564-3366 Annex 502/564-2363
Speaker Pro Tem Larry Clark
 Capitol 502/564-7520 Annex 502/564-7520
Majority Floor Leader Greg Stumbo
 Capitol 502/564-7460 Annex 502/564-5565
Minority Floor Leader Danny Ford
 Capitol 502/564-5391 Annex 502/564-5413
Majority Caucus Chair Jim Callahan
 Capitol 502/564-2217 Annex 502/564-2217
Minority Caucus Chair Stan Cave
 Annex 502/564-4334
Majority Whip Kenny Rapier
 Capitol 502/564-7756 Annex 502/564-7756
Minority Whip Charlie Walton
 Capitol 502/564-2995 Annex 502/564-5413
Bill Status WATS Line 800/776-9158
Message Center WATS Line 800/372-7181
State Information Operator 502/564-3130
Kentucky Chamber of Commerce 502/695-4700

Constitutional & State Officials

Governor Paul Patton
Lt. Governor Steve Henry
Agriculture Commissioner Billy Ray Smith
Attorney General Ben Chandler
Auditor of Public Accounts Ed Hatchett
Secretary of State John Y. Brown, III
State Treasurer John K. Hamilton
Secretary of the Cabinet Margaret Greene
Secretary of Children & Families Viola Miller
Secretary of Econ. Development Gene Strong
Secretary of Education and Humanities Roy Peterson
Secretary of Finance and Administration John McCarty
Secretary of Health Services John Morse
Secretary of Justice Dan Cherry
Secretary of Labor Joe Norsworthy
Secretary of Natural Resources and Environmental Protection James Bickford
Secretary of Personnel Robert Peters
Secretary of Public Protection and Regulation Laura Douglas
Secretary of Revenue Margaret Handmaker
Secretary of Tourism Ann Latta
Secretary of Transportation Fred Mudge
Secretary of Workforce Dev. Rodney "Biz" Cain
Adjutant General Russ Groves
Chief Executive Officer Skipper Martin
Education Commissioner Wilmer S. Cody
General Counsel Denis Fleming
Legislative Liaison Leonard Gray
Press Office Melissa Forsythe
State Budget Director James Ramsey

Legislative Directory

the 1996 General Assembly



KENTUCKY CHAMBER OF COMMERCE

Communicating with Members of the General Assembly

Each legislator has the responsibility to represent you and your interests at the state level, regardless of how you voted. They cannot represent you, however, if they do not know your positions on the issues at hand. The following is a list of general tips on how to communicate with Kentucky legislators.

— Do's —

Do identify clearly the subject or subjects you are interested in, not just House and Senate bill numbers. Remember, it is easy to get a bill number wrong.

Do state why you are concerned about an issue or issues. Your own personal experience is excellent supporting evidence. Explain how you think an issue will affect your business, profession, community, or family.

Do put your thoughts in your own words. This is especially important if you are responding to something you read. If a member of the General Assembly receives numerous letters with nearly identical wording, he or she may discount them as part of an organized pressure campaign. Even so, pressure campaigns have worked when mail was so voluminous that it had to be weighed rather than read.

Do establish relationships with your own representative and senator. In general, you'll have more influence as a constituent. If you don't know whose district you are in, check the map in the enclosed Legislative Directory.

Do communicate while legislation is being considered by legislative committees and subcommittees as well as when it is on the House or Senate floor.

Do find out which committees and subcommittees your representative and senator serve on. Members of the General Assembly have much more influence over legislation within their committees' and subcommittees' jurisdiction.



The Kentucky
Network

600 Cooper Drive
Lexington, KY 40502-2296
(606) 258-7000



Kentucky Chamber of Commerce
P.O. Box 817 • Frankfort, KY • 40602 • (502) 695-4700

KENTUCKY CHAMBER
OF COMMERCE

continued

— Don'ts —

Don't ever, ever threaten. Don't even hint "I'll never vote for you unless you do what I want." Present the best arguments in favor of your position and ask for the legislator's consideration. You needn't remind a legislator of the electoral consequences. Mail and phone calls will be counted without your prompting.

Don't pretend to wield vast political influence. Write members as a constituent, not as a self-appointed spokesperson for your neighborhood, community, or industry. However, if you really are a spokesperson for a group, be sure to mention it.

Don't use trite phrases or cliches. They can make your letter sound mass-produced when it isn't.

Don't become a pen pal. Some legislative offices don't bother to count mail from seemingly tireless letter-writing constituents.

JOHNSON COUNTY DELEGATION

Chairperson: Senator Gus Bogina
Vice Chairperson: Representative Lisa Benlon
Secretary/Treasurer: Representative Tom Thompson

TO CONTACT YOUR LEGISLATOR

Write or wire: c/o State House
Topeka, Kansas 66612

Telephone: Senators (913) 296-7300
Representatives (913) 296-7500

The Johnson County Commissioners sponsor a direct telephone service from citizens to members of the Johnson County Legislative Delegation and Governor Finney's office. To contact the Delegation or the Governor's office, dial 782-5000 between 8:00 a.m. and 5:00 p.m. Ask the receptionist to forward your call to the legislator or the Governor's office.

The legislative reference section of the Kansas State Library is operating a hotline to assist with questions concerning general information on legislation (i.e. status of bills), calendars, journals, committee agendas, etc. The toll free number is 1-800-432-3924.

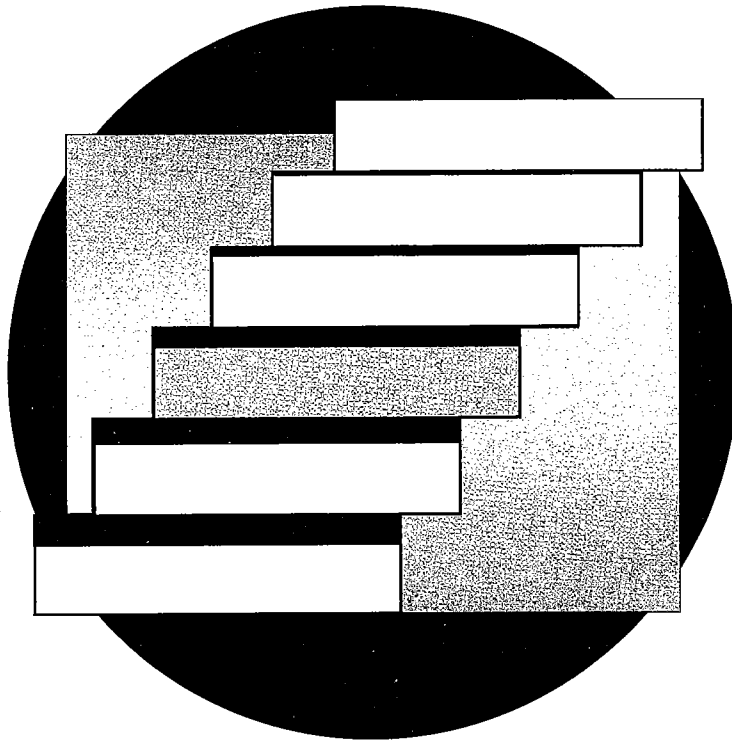
A LETTERWRITER'S GUIDE

1. Write on your personal or business letterhead, if possible, and sign your name over your typed signature at the end of your message.
2. Be sure your exact return address is on the letter not just the envelope. Envelopes sometimes get thrown away before the letter is answered.
3. Identify your subject clearly. State the name of the legislation you are writing about. Give the House or Senate bill number, if you know it.
4. State your reason for writing. Your own personal experience is your best supporting evidence.
5. Explain how the issue would affect you or your family, your business or profession, or what effect it could have on your state or community.
6. Avoid stereotyped phrases or sentences that give the appearance of "form" letters. They tend to identify your message as part of an organized pressure campaign and produce little or no impact.
7. Be reasonable. Don't ask for the impossible. Don't threaten. Don't say, "I'll never vote for you unless you do such and such."
8. Ask your legislator to state his or her position on the issue in reply. As a constituent, you're entitled to know.
9. Consider the factor of timing. Try to write your position on a bill while it is still in committee. Your Senators and Representatives can usually be more responsive to your appeal at that time rather than later on when the bill has already been approved by a committee. Of course, this is not always the case. Sometimes your legislator may reserve judgement--and vote--until the sentiment of his or her constituency has crystallized.
10. Thank your legislator if he or she pleases you with a vote on an issue. Everybody appreciates a complimentary letter—and remembers it. On the other hand, if a vote is contrary to your position, don't hesitate to let him or her know. That will be remembered too.

CONTACT THE OVERLAND PARK CHAMBER OF COMMERCE, 491-3600, FOR ADDITIONAL ASSISTANCE.

STEP III

Your Goal: Build an Operational Framework



Step III

Your Goal: Build an Operational Framework

Without structure, no government affairs program can survive. Conflicts of interest, unclear priorities, and confusing communication channels result. Structure is needed to define program goals, an operational framework, staff and volunteer responsibilities, and an annual program of work. A formal decision-making process is required to manage the program.

- 1. Develop a government affairs mission statement.**
- 2. Establish a committee structure.**
- 3. Select committee members.**
- 4. Define a government affairs program of work.**

1. Develop a government affairs mission statement.

Just as government affairs is mentioned in the chamber's overall mission statement, a separate mission statement should be developed to guide the government affairs program. This will clarify what the chamber means to accomplish. It will set boundaries for the types of issues the chamber will undertake and prevent sidetracking. Here are three examples:

Detroit Chamber of Commerce

The government relations group is charged with the direct responsibility of impacting the business climate in the greater Detroit/Southeast Michigan region by positively influencing those business climate factors affected by federal, state, and local government policies. This group achieves this through three approaches:

1. Researching and developing policy on key business climate issues.
2. Monitoring government actions and effectively communicating chamber policy to appropriate officials to encourage positive actions.
3. Endorsing and supporting candidates to help place persons in office who respond favorably to business climate needs and the chamber agenda.

Northern Kentucky Chamber of Commerce

Government affairs purpose:

1. Promote member awareness/involvement in local, state, and national issues that affect Northern Kentucky.
2. Promote a unified community agenda.
3. Encourage local officials to examine ways to improve cost effectiveness of public services.

Denver Metro Chamber of Commerce

The purpose of the public affairs department is to provide a business climate for our members which permits them to compete effectively in a global economy. We do this by developing public policy positions for the Denver Metro Chamber of Commerce board of directors, lobbying these positions with various public bodies, advocating the concerns of the business community to the public, other civic organizations and community groups. We serve as an information resource to our members through seminars, newsletters and other communication vehicles. We are committed to pursuing our public policy

agenda with a spirit of metropolitan cooperation with other metro chambers of commerce, governmental units, and other interested parties. We are committed to pursuing those public policy issues that are the highest priorities of all our members as reflected through an aggressive program of member outreach and feedback. We believe that we are most effective in pursuing the chamber's public policy agenda by focusing on a limited number of issues and pursuing them with vigor and with an insistence upon excellence.

2. Establish a committee structure.

Whether the government affairs function is labeled a committee, council, task force, or other structure (the name varies from chamber to chamber), the goal is to establish a decision-making process. (For simplicity, we'll refer to this as committee structure.) Too often, legislation passes or is defeated before the chamber takes a position and, therefore, the opportunity to influence the legislation is lost.

There are a variety of approaches to building an operational framework and to managing issues effectively and efficiently. Each chamber must build a structure to complement its own situation. This may vary depending on issue priorities, member involvement, staff size, and other factors. Adapt the structure to your needs.

Flexibility is another important criterion for developing a system. Guard your ability to respond quickly. For example, some issues that surface without warning and have a short life span also have a tremendous impact on business. If your legislative committee meets monthly, takes positions, and refers them to the board for approval, you may not have time to respond to fast-moving issues. Therefore, consider implementing a short cut for these circumstances, such as granting the executive committee the authority to consider crisis issues.

A simple plan to get started is to establish a "legislative review committee." Members serving on this

committee are responsible for tracking issues prioritized by the state and U.S. Chamber, and for surveying members to identify their issues concerns. When an action call is received, the review committee can fax it to interested members, encouraging them to write or call the appropriate legislators. By using this method, the chamber will receive credit for providing a valuable membership service: information. The two most popular organization frameworks are designated by level of government and by specific issue category.

Level of government

Frequently, chambers will set up three committees to address local, state, and federal levels of government. Each committee will address its respective issues, develop policy, and determine strategy. Some chambers adapt this format to suit their own needs. For example, the Tuscarawas County (OH) Chamber has one committee that handles all issues at all levels of government. The Lincoln (NE) Chamber has a federal-local issues committee and a legislative task force that focuses on state issues.

Issue category

Some chambers have moved to a framework wherein committees are defined by issue type. For example, separate committees will deal with taxes, environment, health care, transportation, and other broad issue areas. This method enables a chamber to address the same issue at different levels of government. Furthermore, it allows the chamber to utilize member expertise on each issue.

Varieties exist within this framework as well. For example, the Santa Rosa (CA) Chamber began a Government Review Council to elevate the role of government affairs within the chamber programming and increase membership involvement.

See example 19A on pages 22-23.

The Northern Kentucky Chamber recently reorganized its Government Affairs Council along lines designed to get more members involved and to respond more quickly and expertly to government-related issues as they arise.

See example 19B on pages 24-25.

Step III

Your Goal: Build an Operational Framework

The St. Paul (MN) Chamber uses a similar approach, tailoring its subcommittees to state and local issue priorities. Finally, the Topeka (KS) Chamber uses a system of "Issue Task Forces," which are established as issues arise and disbanded when the issue is resolved. This enables volunteers to see light at the end of the tunnel and encourages member participation and commitment.

See example 20A on page 26.

3. Select committee members.

Once the committee structure is in place, guidelines and responsibilities for the chairman and volunteers of each committee should be developed. Given a clear description of what is expected, members have a greater comfort level with their responsibilities and can be more committed. There is a better chance that members will follow through on assignments when they understand their roles. It should be stressed that as a committee they represent the business community at large and not just a special interest of the committee members.

Chairman and committee member responsibilities are cited from the Topeka (KS) and Green Bay (WI) chambers.

See examples 20B & C on pages 27-29.

You should also consider the extent to which the program will be member versus staff driven. A government affairs program where members share a stake in the planning and outcome is apt to be more effective. After all, it is member (constituent) communication with legislators that counts. Therefore, the more participation members share throughout the process, the greater the chance of success.

One successful technique used, for example, in Tuscarawas County (OH) and Santa Rosa (CA) is to include members by assigning them as volunteer issue managers. These individuals are given specific issues to track and report on, with duties (as listed by Santa Rosa) such as attending public meetings of gov-

ernment units, getting to know government officials and staff members responsible for their issue, and serving as a chamber spokesperson on that issue.

See example 20D on page 30.

4. Define a government affairs program of work.

A committee structure looks great on paper ... now what should you do with the committee? Too often, people go off shooting at white elephants while the tigers are escaping. The government affairs program of work is a planning document that defines what the committee aims to achieve for the year.

Compiling a government affairs program of work should not intimidate newcomers to the field. This program of work can be as simple as an outline of two goals for the year, such as surveying the members and educating them by including legislative information in the monthly newsletter. Government affairs programs should grow in increments. Attempting too much at once can discourage volunteers.

Remember that the basics are the same at all levels of government affairs programming. Broad goals frequently contained in the government affairs program of work include:

1. Reviewing legislation, developing policy, analyzing and monitoring issues
2. Educating and informing members and encouraging participation and action
3. Holding forums for members to meet with legislators and influence issues
4. Coordinating and interacting with other organizations
5. Initiating political action efforts

Each goal can then be supported by specific objectives and strategies. Samples of some chamber government affairs programs of work appear at the end of this section.

See examples 21A, B & C on pages 31-39.

Review and analyze

Most planning exercises that fail to produce results do so because participants try to set goals and objectives immediately. Instead, determine where you are and how you got there. Analyze strengths, weaknesses, environment, and other relevant factors. By opening the mind and admitting weaknesses, you are more likely to purge old habits and to work with others as a team, following the same road to a solution.

Blue sky and brainstorm

Loosen the grip on standard procedures and take time to dream. This visionary exercise will set the tone for the remainder of the program. Consider all options as if there were no restraints of time, budget, or motivated volunteers. This can open doors to new opportunities and help uncover hidden resources.

Label broad project areas

Identify where the majority of program attention should be focused. For example, the following topics are usually considered in government affairs planning:

- Structure and process
- Information flow
- Education
- Communication

Develop a realistic game plan

Select goals and objectives annually and break them down into specific projects. Outline strategies to achieve each objective. Items to cover: individuals responsible, timetables for completion, and resources needed to make things happen. This will be a road map for the committee to use in auditing progress against its stated goals.

Schedule a six-month follow-up

This review is a self-correcting mechanism to keep the committee on track.

Santa Rosa Chamber of Commerce

Santa Rosa Chamber of Commerce Fact Sheet: Governmental Review Council

Background

- The Governmental Review Council (GRC) was established by the Board of Directors as the major component of a legislative and advocacy program.
- The GRC format was based on a similar format used by the Santa Barbara Chamber of Commerce.
- The purpose of GRC is to study, analyze, and formulate positions on issues of interest to Santa Rosa and the business community.

Structure

- GRC is fully empowered by the Board of Directors to determine Chamber positions on issues and take action on them (ballot issues are the exception.)
- Positions are ratified by the Board of Directors later at its next meeting.
- The GRC presents recommendations on ballot issues for policy determination by the Board of Directors.
- GRC members are appointed by the GRC Chairman and approved by the Chairman of the Board.
- The Vice Chairman of Governmental of Governmental Affairs serves as chairman of the GRC.
- The GRC meets twice monthly and members must comply with a 75% attendance requirement (Chamber officers exempt).
- GRC members serve one-year terms, but are eligible for re-appointment.
- The Chairman of the Board, the President (who serves as an ex-officio GRC member) and the Governmental Affairs Director are designated as the official spokespeople for the Chamber.

Make-up

- The GRC is composed of 16 individuals:
 - 3 Chamber officers
 - Chairman of the Board
 - Chairman-Elect

637 First Street, Santa Rosa, CA 95404 707/545-1414 FAX 707/545-6914
Website <http://chamber.santarosa.com>

•Vice Chairman of Governmental Affairs

4 Members of the Board of Directors

9 Members at large from the general membership

- An effort is made to balance the GRC by appointing GRC members who reflect the Chamber membership.

Advantages

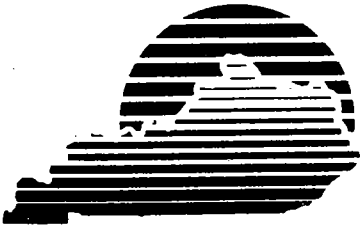
- Enables the Chamber to respond quickly to issues.
- Provides the opportunity to develop "experts" on a wide variety of subjects.
- Enhances visibility for the Chamber in the community.
- Creates a pool of knowledgeable individuals to appoint to local governmental bodies and commissions in the community.
- Offers an opportunity to develop closer one-on-one relationships between Chamber GRC members and elected officials and staff.

Disadvantages

- The Board of Directors has a lesser role in the development of Chamber policy in legislative affairs.
- An "unbalanced" GRC may make policy decisions that are not reflective of the Chamber membership's desires.

Typical issues considered at GRC meetings

- State and Federal legislation
- Long-term wastewater
- The siting of a new land fill in the county
- The development of a county sales tax for transportation
- Local and state ballot issues
- City budget and capital improvements program
- Binding arbitration for police & fire unions
- Urban Growth Boundaries



**NORTHERN KENTUCKY
CHAMBER OF COMMERCE**
INCORPORATED

50 East RiverCenter Blvd., Suite 100, Covington, Kentucky 41011 (606) 291-5000

**NORTHERN KENTUCKY CHAMBER OF COMMERCE
BUSINESS/GOVERNMENT RELATIONS COUNCIL**

Philosophy:

After surveying members it was clear that the Chamber should address specific priority issues utilizing available Chamber informational gathering services. The Chamber's issue Awareness, Involvement and Outcomes should be as much of a valued investment to existing and future members, as is the networking opportunities provided by the Chamber.

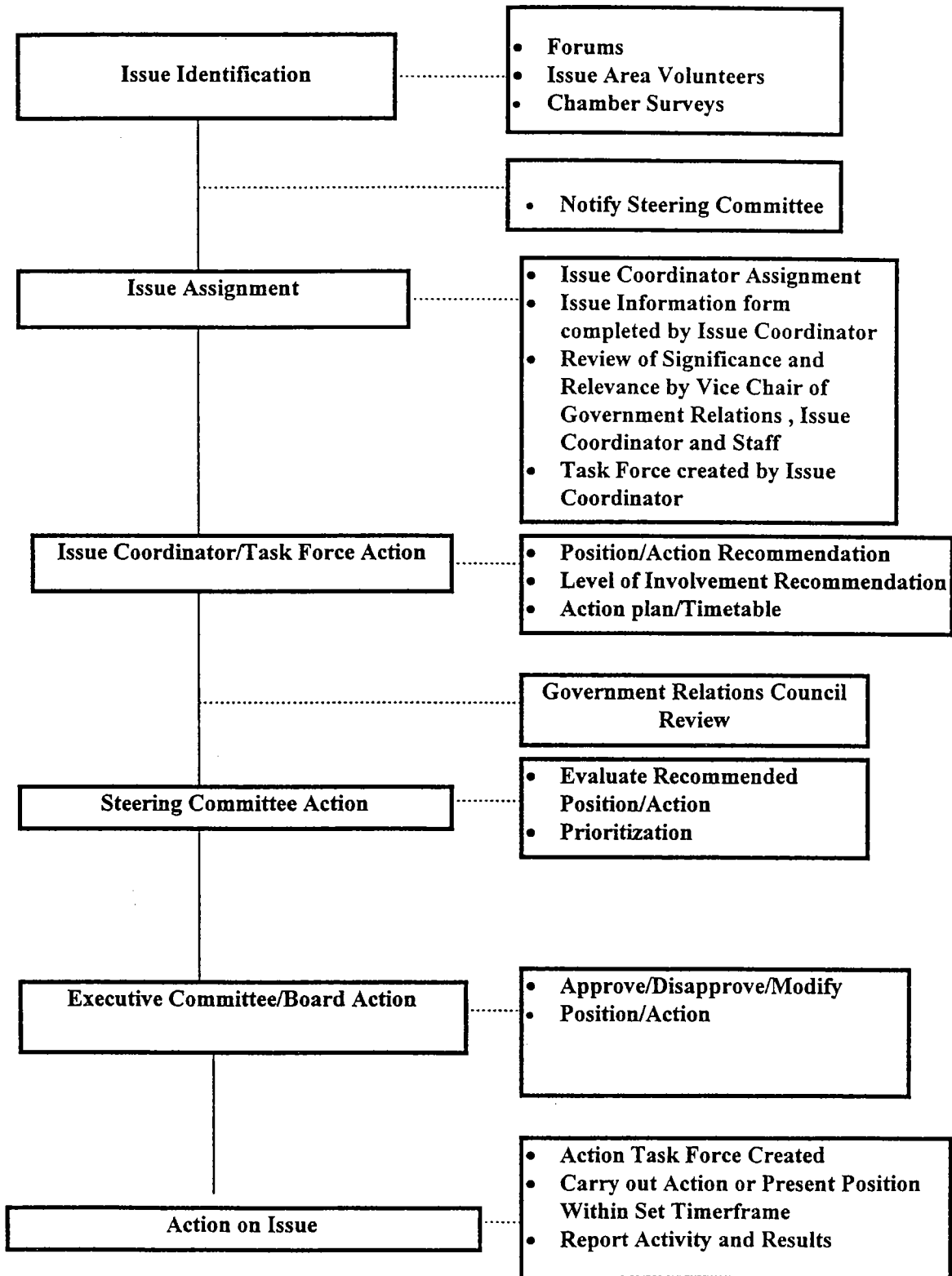
In order to facilitate the above philosophy, the following measures have been put into place:

- * We use Chamber events and forums, existing business & industry committee reports, membership renewal contacts, steering committee input, one on one contacts, the Chamber annual survey, governmental organizations and other existing Chamber input gathering efforts as the vehicle to set our agenda.
- * To organize and manage this agenda, a Business/Government Relations Council Steering Committee acts as the Council's only ongoing standing committee. Membership categories include: seven board representatives, issue area coordinators and government relations coordinators. The traditional standing committee structure is no longer used. This allows the necessary flexibility to act on key issues in a timely fashion through utilization of task forces.
- * As important issues are brought to the steering committee's attention, issue area coordinators are asked to set up task forces to respond to the issue. To ensure focus on the issue, a small number of individuals (3 to 5) are organized to act on a given specific issue found to be a priority by the Steering Committee. A timetable is established for each mission and a specific outcome requested. Upon completion of mission, the task force is disbanded. Each issue area coordinator is required to control the number of issues involvement in their area. These issues shall be prioritized.
- * The issue area coordinator may choose to use the Chamber's pool of sign-ups, representatives of businesses concerned about the issue, personally known subject matter experts or a combination of all the above to accomplish a goal. An effort will be made to utilize all volunteers sign-ups in some capacity throughout the year. Chamber members can volunteer through the sign-up form mailed monthly throughout the year.
- * Some volunteers choose not to serve on task forces, but wish to keep current on activity in the governmental arena. For these individuals, periodic meetings and/or mailings will be conducted for all volunteers, where issue area coordinators will provide an update on activities and create a vehicle for comments on business needs and suggestions for action, as they apply to government. These volunteers will, in effect, be one large "Governmental Affairs Committee."



continued

Northern Kentucky Chamber of Commerce Issue Management





BOARD
Vice-Chair: Tim Hanson
HealthEast

GOVERNMENT REVIEW COUNCIL
Chair: Jeff Peterson
Ecolab

Saint Paul, Minneapolis & Minnesota
Chambers of Commerce and the Minnesota
Business Partnership

**COALITION OF
MINNESOTA BUSINESSES**
President: Rich Hadley
Director: Margaret Wethington

Government Relations Director
Chuck Wiger

FEDERAL ISSUES
National Business Agenda

TAXATION TASK FORCE
Chair: Malcolm McDonald
Space Center

**WORKERS COMPENSATION
TASK FORCE**

STATE SPENDING TASK FORCE

**ENVIRONMENTAL REGULATION
TASK FORCE**
Chair: Rondi Erickson, Bay West

**METROPOLITAN
GOVERNMENT EFFICIENCY**

**BUSINESS RETENTION
TASK FORCE**
Chair: Bill Huestis

LIGHT RAIL TASK FORCE
Chair: Bob Bach

**PRACTICAL POLITICS
POLITICAL ACTIVITY**
Chair: Judith Goff

STATE
ISSUES

LOCAL
ISSUES

101 Norwest Center
55 East Fifth Street
Saint Paul, Minnesota 55101-1713
612/223-5000
Fax: 612/223-5119
Telex: 7401653 SPAC UC

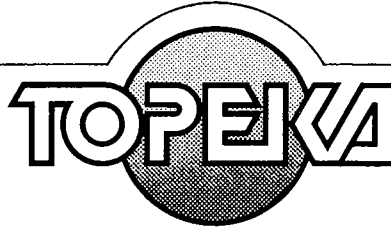
**Greater Topeka
Chamber of Commerce**
Three Townsite Plaza
120 East Sixth Street
Topeka, Kansas 66603
913/234-2644
FAX 913/234-8656



VOLUNTEER POSITION DESCRIPTION

- Title of Position:** *Task Force/Committee Chairman*
- Reporting Relationship:** *Accountable to the Council Vice Chairman*
- Duties:**
 - Assure that the task force/committee perform the assigned task or assignment, in the allotted amount of time.*
 - Keep in regular contact with the assigned staff. The staff will assist in carrying out the functions of the Chairman.*
 - Responsible for calling meetings of the task force/committees.*
 - Provide ample opportunity for all task force/committee members to express themselves.*
 - Responsible for bringing about formal action from the group. When this formal action requires work to be performed, he/she shall divide the responsibilities among the members and assign specific tasks to each member.*
 - Responsible to set deadlines for work to be completed and to check from time to time with the members to see that the work is being completed.*
 - Assign certain portions of the work to himself/herself, but should exercise caution since it is easy for too much of the workload to fall on the chairman's shoulders.*
 - Report the activities of the task force/committee periodically to the Council Vice Chairman. He/She may, at the discretion of the Council Vice Chairman or the Chairman of the Board, be called upon to report directly to the Board of Directors on the activities of the Task Force/Committee.*

**Greater Topeka
Chamber of Commerce**
Three Townsite Plaza
120 East Sixth Street
Topeka, Kansas 66603
913/234-2644
FAX 913/234-8656



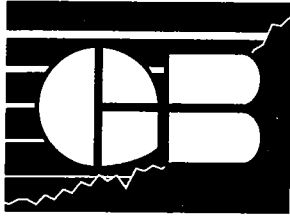
VOLUNTEER POSITION DESCRIPTION

Title of Position: *Task Force/Committee Members*

Reporting Relationship: *Accountable to the Task Force/Committee Chairman*

Duties:

- Attend all meetings of the task force or committee, as possible.*
- Acknowledge immediately all communications concerning attendance at meetings or assignments.*
- Assure his/her own organization or supervisors are fully aware of the responsibilities and commitments to the task force or committee.*
- Review thoroughly pertinent background material and agenda prior to the meeting.*
- Take part in all discussions.*
- Share information with the group if he/she has experiences directly related to a subject or problem under discussion.*
- Stay on the subject under discussion and attack the problems objectively and impersonally.*
- Accept and follow through on assignments.*



GREEN BAY AREA
Chamber of Commerce

400 S. Washington St.
P.O. Box 1660
Green Bay, WI 54305-1660

(414) 437-8704
FAX (414) 437-1024

GREEN BAY AREA CHAMBER OF COMMERCE
Job Description

Position: Chairman, Government Affairs Council

Overall Responsibility: With staff and volunteers, to develop and direct the government affairs program of the Chamber.

- Duties:** Work with staff, volunteers and others as necessary to:
1. Plan, attend and conduct all Friday forums, steering committee meetings, candidate forums, and other special meetings of the Council.
 2. Lead development of legislative agenda for biennium; examine local, state and federal issues.
 3. Oversee development of public policies through the use of ad hoc task forces and the forum; present the position to the Chamber board for ratification.
 4. Appoint ad hoc task forces as necessary to develop above policy to report back to forum.
 5. Help develop strategic plan and annual plan of action for this area.
 6. Try to attend when possible: the annual planning conference; WMC Legislative Briefings; Green Bay Day in the Capitol; WMC Legislative Dialog; and the Business Advocacy Breakfasts.
 7. Other duties as requested by the board.

Support: Staff support includes the Vice President of Government Affairs, Small Business & Community Development plus the administrative assistant.

Board support includes the board liaisons and the Vice Chairman of Government Affairs, Small Business & Community Development, all assigned by the Chamber Chairman of the Board.

Volunteer support includes the Vice Chairman of the Government Affairs Council, the members of the steering committee, ad hoc task forces and council members.



Santa Rosa Chamber of Commerce

SANTA ROSA CHAMBER OF COMMERCE

FACT SHEET: ISSUE MANAGERS

BACKGROUND

- * The issue manager concept was established to eliminate obsolete governmental affairs standing committees.

KEY ADVANTAGES

- * Volunteer members take responsibility for an issue.
- * Develops issue experts who can act as knowledgeable spokesmen for the Chamber.
- * It works in any size chamber. Issue Managers can become your governmental affairs staff.
- * Task forces naturally evolve as the issue becomes more active.

IMPLEMENTATION

- * The Governmental Affairs Steering Committee (or appropriate group) sets the issue agenda for the year (recommend own planning session).
- * Members on the Governmental Affairs Committee are aware that they will probably be an issue manager at some point during the year.
- * Issue are assigned based on preference (a survey works well).
- * The duties of an issue manager may include:
 - Following the issue in the local media; clipping articles from newspapers
 - Attending appropriate governmental meetings
 - Helping staff track an issue
 - Getting to know the governmental staff responsible for an issue
 - Be the Chamber spokesman on the issue

**GRAND RAPIDS AREA CHAMBER OF COMMERCE
STATE LEGISLATIVE COMMITTEE
GOALS AND OBJECTIVES**

The State Legislative Committee works with Representatives of the Michigan House and Senate, the Executive Office, and state agencies and organizations to pursue policies which support economic opportunity in West Michigan and across the state. On behalf of Chamber members, the Committee 1) encourages and supports pro-business legislation, 2) works to create a state economic development strategy, 3) advocates for cooperation and equality in state appropriations process, 4) supports collaborative efforts concerned with Michigan's economic vitality, 5) recommends qualified business people for state appointments, and 6) informs members of priority positions and issues and the impact of public policy on business.

INVESTMENT IN INFRASTRUCTURE. To support the revitalization and expansion of West Michigan's economic base, the Chamber will continue to advocate for adequate investment in infrastructure. A special focus on resources for roads will continue in order to create a strong transportation network for area companies.

- * Advocate funding of SouthBelt Parkway, particularly right of way acquisition and federal support.
- * Monitor state's construction schedule of M-37.
- * Participate in Snow Avenue, I-96, S-curve, and US 131 study committees.
- * Advocate for a change in the formula for distribution of Michigan fuel taxes for mass transit.
- * Promote freight rail lines for increased commercial activity.

COMPETITIVE TAX STRUCTURE. As Michigan considers property tax and other tax reform, view proposals from a standpoint of its impact on economic vitality and our economic base. Tax proposals should also be analyzed for their impact on education and most specifically, equity among school districts.

- * Monitor tax law changes that provide Michigan with a more competitive tax structure.
- * Monitor other issues particularly as they relate to property and unemployment taxes.
- * Monitor and recommend proposed reforms to the Single Business Tax.
- * Monitor the Headlee tax cap.

QUALITY EDUCATION. Education and training approaches for a high quality, productive workforce are focal points for the Chamber. Focus efforts to reform education on direct students services that better prepare students for the workplace and their future.

- * Set a course toward "world class" standards of student achievement and advocate quality improvement measures in public education.
- * Monitor legislation to contain costs and improve equity in school funding.
- * Support concepts of local control and encourage community involvement in education.
- * Consider the potential for school choice, or charter schools, within the public school system.
- * Pursue a funded statewide technology program.

continued

DOABLE SMALL BUSINESS AGENDA. Represent the interests of small business through a defined set of issues to improve Michigan's business climate.

ENVIRONMENTAL CLEANUP AND LAND REUSE TO REVITALIZE AT RISK URBAN AREAS. The Chamber is not alone in its belief that without public/private partnerships to create appropriate strategies for environmental cleanup and land reuse, the economic vitality of the metropolitan Grand Rapids and other urban areas across the state is at risk.

- * Facilitate the following three changes to ACT 307:
 1. Immediate and appropriate funding of state's orphan share fund to provide predictable resources for orphan share cleanup costs.
 2. Modify retroactive liability principles and joint and several liability.
 3. Revise the definition of operator.
- * Urge appropriate application of State cleanup standards.
- * Pursue the creation of a County or Regional Authority.

TECHNOLOGY TRANSFER. Encourage state government support and involvement with consortial efforts in the area of technology transfer.

BUSINESS CLIMATE. Minimize business costs while assuring quality services, with special attention to health care and tort reform.

- * Support health care task force recommendations as they relate to state government issues.
- * Evaluate state health proposals as they relate to the Chamber Health Care Task Force principles.
- * Advocate for state health care proposals that focus on lifestyles, prevention and advance directives.

WORK WITH OTHER STATEWIDE ORGANIZATIONS TO ACCOMPLISH PRIORITIES.

- * Michigan Chamber of Commerce
- * Michigan Manufacturers Association
- * Michigan Retailers Association
- * Small Business Association
- * National Federal of Independent Business

WORK WITH OTHER CHAMBER COMMITTEES AND LOCAL ORGANIZATIONS.

- * The Right Place Program
- * Small Business Council
- * Metropolitan Issues Steering Committee
- * Environmental Affairs Committee
- * Transportation Committee
- * Grand Valley Metropolitan Council

CHAIRPERSON: Karen McCarthy - Consumers Power Company
VICE CHAIRPERSON: John Clark - Hungerford, Aldrin, Nichols, & Carter

MEETING DATES: Second Tuesday of the month at 7:30 a.m. (regular meeting)
Third Monday of the month at 7:30 a.m. (with legislators)

STAFF: Kevin Korpi 771-0335



Monroe Chamber of Commerce

GOVERNMENTAL AFFAIRS DIVISION 1997 INTERNAL PROGRAM OF WORK

Projects

- a) To more fully develop relationships with the administrations of Governor Mike Foster and Mayor Abe Pierce and to develop new relationships with our new United States Senator Mary Landrieu, Congressman John Cooksey and Congressman Chris John.
- b) To maintain an active State and Federal Government Committee and to more effectively communicate legislative priorities to local, state and federal elected officials.
- c) To maintain a Local Government Committee to study local issues such as taxation and an acceptable landscape ordinance and to monitor the activities of Monroe City Government and the Ouachita Parish Police Jury.
- d) To sponsor numerous legislative and congressional lobbying trips to Baton Rouge and Washington, D.C.
- e) To develop a plan to more effectively monitor activities of key governmental bodies and to timely communicate needed follow-up by Chamber and appropriate volunteers.
- f) To hold a series of private meetings with local elected officials and members of the northeast Louisiana legislative delegation about support of local priorities, specifically including but not limited to:
 1. Kansas Lane Extension - Pursue Intermodal Surface Transportation Efficiency Act (ISTEA) demonstration project funding.
 2. North 18th Street Extension - Obtain additional funding, begin construction and hold ground breaking.
 3. U.S. Highway 165 Four-laning - Obtain funding, begin construction and hold ground breaking.
 4. NLU Capital Improvement Projects - Obtain additional funding and begin construction on various projects.
 5. Four-laning of Standifer Avenue from U.S. Highway 165 to Louisiana Purchase Gardens & Zoo.
 6. New Ouachita River Bridge.

7. Ouachita Parish Loop - Begin study and pursue future federal construction funding while working closely with the Ouachita Parish Police Jury.
 8. Louisiana Highway 15 Four-laning - Continued funding for construction.
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- g) To establish a new three-year fundraising program and marketing plan to expand and finance lobbying efforts. Allow small businesses and individuals to contribute to the fund.
 - h) To host periodic legislative breakfasts and luncheons for Chamber members and the public to allow open discussion with local, state and federal elected officials.
 - i) To establish a working relationship with The Palmer Group in Washington, D.C.

Coalition/Support

- a) To create a coalition with local elected officials to pursue state and federal projects, legislation, and to provide assistance with other areas of local government.
- b) To expand sponsorship and participation in the Northeast and North Central Louisiana Legislative Appreciation Forum (lobbying trip) to Baton Rouge in conjunction with area chambers of commerce, economic development organizations, regional businesses and local governments.
- c) To continue participation in a coalition with the O.E.C., Lake Charles Chamber, and Alexandria Chamber to pursue the attraction of Interstate 69.
- d) To co-sponsor Washington, D.C. Economic Development Luncheon at Washington Mardi Gras with other Louisiana Chambers and our congressional delegation.
- e) To participate in the U.S. Chamber of Commerce's Grass Roots Action Information Network (GAIN), the National Business Agenda Satellite Conferences, Annual Meeting and related events.
- f) To co-sponsor the annual Legislative Issues Conference and Small Business Day at the Legislature with the Louisiana Association of Business and Industry (LABI).
- g) To continue coalition activities with the Louisiana Association of Business and Industry (LABI), Public Affairs Research Council of Louisiana (PAR), and the Council For A Better Louisiana (CABL). Actively take part and co-host various events as needed.

