Introduction

Throughout our nation’s more than 230 years of existence, many observations have been made about the American political system. Two of my favorites are:

“There are two things you never want to let the people see you make: laws and sausages.”

and,

“All politics is local.”

These observations underscore two primary themes in this toolkit. Those themes are that lawmaking is a sometimes messy, and oftentimes tricky operation; and that the persons we have entrusted with the responsibility of performing that operation are ultimately responsible to us. Once a person understands and accepts both of those arguments, it is easy for him or her to become a savvy and effective advocate for his or her cause.

This toolkit, developed by the Assisted Living Federation of America (ALFA), will explain the importance of grassroots advocacy, and provide you with tools you can use to communicate effectively with your lawmakers. Together, we can make a difference on Capitol Hill and in statehouses across the country.

Sincerely,

Richard Grimes
President/CEO
ALFA
How a Bill Becomes a Law

One of the greatest tutorials on the American legislative system is the animated School House Rock short, “I’m Just a Bill.” In it, we meet our friend Bill and watch him move from being “just an idea,” to just a bill in committee, to eventually pass through both legislative chambers and signed by the President. Through this lengthy process, our friend Bill becomes a law.

Though it may seem trivial or quaint, the film goes a long way towards explaining the long and complicated process that goes into lawmaking. Specifics of the process a bill goes through before becoming law vary from state to state, but generally the bill follows the steps outlined in the diagram below of the federal lawmaking process.

What this chart won’t show you is that a large and necessary component of a bill becoming a law is patience. Another large part is you. From the time a bill is introduced in a legislative chamber to the time it lands on the desk of the Governor or the President for signature, it typically must face at least seven votes, and likely many more. This process takes a lot of time, but it also takes a lot of consideration. Many times legislators won’t know how they’re voting on a particular bill until shortly before their vote is cast. Surely, a large number of factors go into every vote. But often the most important factor is the legislator’s constituents’ opinions on the issue.

This is where you come in.

Each year elections are held across the United States to determine who will represent us in the halls of Congress and in statehouses from coast to coast. Candidates put in long hours to court our
votes and to let us know why they are the best choice to represent us.

Many of us spend time and money supporting candidates whom we think are the best choice. Where this relationship fails to work for most people, however, is after Election Day. Once the election votes are tallied, we now have new responsibilities as citizens in a representative democracy. For the system to work, individuals must let those elected know how best to represent us and one of the best ways to do that is through grassroots advocacy.

The Importance of Grassroots Advocacy

Through grassroots advocacy, each of us has the opportunity to reach out to our representatives and let our voice be heard. If many of us join together to advocate for a common cause, such as support of the senior living industry, our voice becomes stronger and louder. The louder the support of a bill, the better the chance it has of passing on to the next stage of the lawmaking process and the less chance it has of “dying” in a committee.

ALFA monitors legislation in Washington, DC as well as in all 50 states. ALFA works on Capitol Hill and communicates with state legislators about current and pending legislation that affects the senior living industry and the residents you serve. While ALFA’s efforts make great strides in representing senior living, you, and every individual member of ALFA, can communicate with your legislator even more effectively.

As mentioned earlier, all politics is local. That means that your legislator—your representative in the legislative branch of any particular level of government—wants to make the decision that best reflects your views. It’s true that you can’t please all of the people all of the time, but legislators know that if they are to be successful, they certainly must try.

It’s true—bills become laws in legislative chambers. However, they can’t get there without support from home.

ALFA’s primary public policy goal is to keep senior living regulations at the state level and prevent the one-size-fits-all Federal regulations that now govern skilled nursing. Lately, we have seen a trend toward more prescriptive regulations affecting assisted living without adding benefit to residents. ALFA’s goal is to maintain the philosophy of resident-centered care. This goal must be communicated to legislators, and only you can ensure that the message is heard from legislators’ most influential opinion makers—you.

For more information on ALFA’s goals and philosophies, please see ALFA’s Public Policy Positions listed in Appendix G.
Local, State, and Federal Government: The Debate over Who Matters Most

During the founding of our democracy, much debate went into the concept of federalism. Our nation’s founders debated over which powers should be left to each portion of the government and struck a balance that has served our regionally diverse nation well throughout its existence.

Some argued for stronger federal control. Others argued for greater states’ rights. Eventually balance and compromise won out.

So which level of government is the most important: Local, State, or Federal?

None of the above.

No one level of government is more important than another. Depending on the issue, one level may have greater control or oversight, but all levels constantly work in concert with each other to form a cohesive body that works to enhance our everyday lives.

A good example for assisted living is fire safety regulation. The federal government has left regulation of assisted living largely up to the states. Each state, in turn, has developed its own set of laws and regulations that pertain to the assisted living industry. Fire safety, though, has a national set of standards that must be followed by building contractors. Many states have laws that strictly follow federal standards, and others have laws which supersede federal regulations. Still others allow local governments to set their own standards based on their specific regional conditions.

What does this mean in terms of grassroots advocacy? The fact that no level of government is more important than another means that grassroots advocates must be tuned in to the goings-on of all levels of government and must develop strong relationships with each of their representatives in order to be the most effective advocate.

Laws as Living Documents: Where Regulation Fits In

Well-written laws are direct in their intent and leave little to interpretation. This doesn't mean, however, that once a law has been passed by a legislature and signed by an executive that the work is done.

More often than not, laws are actually directives to oversight agencies which create or amend a set of regulations governing the industry. The rule-writing process presents an opportunity for stakeholders—ALFA, senior living providers, consumers, related industries such as skilled nursing or home health, and others—to weigh in on how the rules should be written so that they fairly uphold the intent of the law and avoid any negative effects on the general public. This presents a great opportunity for grassroots advocates. Regulators, like lawmakers, regularly benefit from hearing
the opinions of those who will be most directly affected.

During a regulation re-write period, state regulatory agencies will notify the public of opportunities to provide comments on the proposed regulations. It is important to periodically check regulatory websites or call the agencies directly to find out when the next round of re-writes will occur.

Effective Communication with Lawmakers: Your Tools for Success

For many, the task of communicating with legislators is an intimidating one. It doesn’t have to be, however. Remember: legislators are responsible to their constituents. In order for them to be effective representatives, legislators need to understand our needs and concerns. They need us to be effective in our communications with them.

Members of state legislative bodies will have at best a dozen staff, but more likely only one or two. With the shortage of human resources and a burdensome load of legislation, our elected officials cannot be experts on every topic that comes across their desks. Even federal officials with much larger staffs simply cannot shoulder that task. Therefore, legislators depend on constituents to be experts in their own field. Once an individual recognizes this fact it becomes easier to begin to communicate their needs, desires, and concerns.

Districts

We mentioned earlier that no level of government is more important than another; however the same is not true about individual legislators. Just as a voter in Tennessee is not important to an office holder in Oregon, the State House member across town is not as important to you as is the one living down the street. Your influence is strongest with the legislators in whose district you vote and reside.

Committee Membership

Additionally, there will be a group of legislators in any given body that have a greater impact on our industry. As you saw earlier in the section, How a Bill Becomes a Law, before reaching the full legislative body a bill must be passed out of its committee. Targeting your efforts to specific committee members is an essential piece of communicating ALFA’s message.

How and When to Write a Letter

Writing a letter is perhaps the oldest method of communication with legislators. However, the practice is certainly not out-dated. Writing letters to your representatives about pending legislation is most effective when the legislation is current but not immediate—for instance, when legislation is set to be debated within a month from the date that you author your letter. This is important because it will take time for the letter to get to its destination, and you want to ensure that your voice is heard on the matter.
Writing letters to your representatives to invite them to visit your community or to request a meeting with them at their office is also an excellent option. Many times, even if you call a representative’s office to schedule a meeting, they will still ask to receive your request in writing. This is simply due to the volume of such requests.

When writing letters to legislators, it is important to be respectful of them and their time. To do this, you’ll need to be informative, clear, and concise in your request for their support of your position on an issue or in your request for a meeting. Typically, letters to legislators should be kept to one page.

For assistance writing and sending a letter, visit ALFA’s online action center. For more specifics and a sample letter to a legislator, please see Appendix A.

How and When to Call

When time is of the utmost importance—when a bill is currently being debated or up for debate within a day or two—making a phone call to a legislator’s office can be a very effective form of communication. Calling a legislator’s office is also a much more efficient option in terms of the time that you spend.

When calling a legislator’s office, it is important, again, to be clear, concise, and respectful of their time. Most likely when calling a representative’s office, you will be greeted by his or her receptionist who will take down your concern or route your call to a staff member who handles the issue on which you’re calling. When calling, it is important to know the bill name or number that you are expressing your opinion about. The person with whom you are talking will likely ask you some basic information about yourself such as your name, phone number, address, or the town that you’re calling from. This is so the legislator can keep track of the locations of constituents and volume of calls. Calling a legislator’s office typically takes no more than one minute and can mean a great deal to the cause you’re supporting.

For more specifics and a sample call to a legislator, please see the Appendix B.

How and When to Meet with Legislators

Anytime is a good time to meet with legislators. Generally, though, depending on the time of year that you’re meeting, you will have a different message to deliver.

Before a legislative session starts is a good time to meet with a legislator to discuss any priorities you would like them to address during the upcoming legislative session. You may have a bill you’d like to see passed, or you may know that there’s another bill coming down the pike that you would like to see defeated. This is when you will work with a legislator to determine your plan of action in terms of advocacy during the session, so you can accomplish your shared goals.
Meeting during a legislative session is helpful when you have legislation that has been introduced but is having a hard time getting out of committee or when it is being debated in front of the full legislative body. This is when you will be explaining why a particular bill will help you and other groups around you and why a legislator should support it.

After the session is over, it is still helpful to meet with legislators. This is a time to extend your thanks to those legislators who may have supported your issues in the prior session. It is also a time to follow-up with legislators who may not have been supportive, as you’ll have more time to discuss both parties’ concerns. The time period between legislative sessions, or the recess, is the best time to invite legislators to visit your community. A number of tools are available in Appendix D to help you organize this visit.

Campaign season is also an optimal time to set up meetings with your legislators. Meeting with you serves a legislator’s interest just as much as it serves your own. A meet and greet event with a candidate at your community provides you the opportunity to educate the individual about senior living and build a relationship with him or her. The event also presents a great photo opportunity for the member, who can get pictures with residents and staff at the community.

It cannot be stressed enough that anytime is a good time to meet with a legislator. Even if you don’t have a specific piece of legislation to discuss, you can give your representative some basic education about senior living. Politics is about relationships. The more positive meetings you have with a legislator, the better off you’ll be when legislative or regulatory issues do arise.

Each time you meet with a legislator you should arrive early and be prepared to answer any and all questions regarding your issue. You should bring no more than three issues to the table, as generally meetings will be very short. Finally, you should be relaxed and remain confident that you are an expert in your field.

For more specifics on how to request a meeting with a legislator, please see Appendix C. Learn more about arranging a successful legislator visit at your community in Appendix D.

Who Can Contact a Legislator?

Anyone whose life is touched by senior living may contact a legislator about issues in the industry. This group includes everyone at a provider company, from the CEO down to regional directors, community executive directors, and community staff. This group also includes residents and their family members. What is important, again, is to contact the legislator who represents you.

ALFA serves approximately 3,500 communities and their 225,000 residents across the nation. If we conservatively estimate that each ALFA member community, on average, employs 50 people, then the number of individuals touched by ALFA companies alone nearly doubles to 400,000. Now, if we take in to account family members of your residents, it is no stretch to see that the single
voice of ALFA can equal the voice of one million advocates nationwide. All you have to do is make a call, write a letter, or meet with your legislator.

ALFA Advocacy Fly-In

ALFA’s annual advocacy fly-in offers a powerful opportunity for senior living professionals to advocate for policies that will advance seniors’ quality of life and allow senior living communities across the country to continue providing quality care.

2012's event gathered nearly 150 champions of the senior living philosophy to Capitol Hill, where they met with Senators, Representatives, and Federal officials. Some participants had past experience meeting with legislators and used the event to build upon these previous relationships with their lawmakers. Others were meeting with legislators for the first time. The group dynamic and comprehensive training session held before the meetings helped make the process of speaking with legislators for the first time much easier for advocates initially nervous about meeting with their Senator or Representative. By the end of the event, all participants had a working understanding of grassroots advocacy and had some experience to draw upon in the future.

The annual event creates a great opportunity for all, both those experienced in grassroots advocacy and those just beginning their journey, to get together and have their voices heard by their elected officials. There is power in numbers.

Advocates who come together at the ALFA Fly-In let their representatives in Congress know that a large number of their constituents care about issues that affect seniors and the communities that they choose to call home.

To learn more about the event visit: www.alfa.org/flyin.

ALFA’s Online Action Center

ALFA’s Online Action Center makes it easy to send letters to your representatives in Congress. ALFA periodically posts letters that you can sign and send to legislators with the click of a button. The online action center is managed by ALFA’s public policy department, guaranteeing that all letters are both timely and well researched. To make the biggest impact on legislators, edit these letters to include your personal experiences and expertise. Legislators value hearing how pieces of legislation specifically affect their constituents.

By taking ten minutes to send a letter through ALFA’s Online Action Center, you are giving senior living providers a voice. These letters make a huge difference on Capitol Hill and are an important component of grassroots advocacy.

To utilize ALFA’s Online Action Center visit www.alfa.org/action.
A Case Study in Grassroots Advocacy

On September 19th, 2007 ALFA held its annual Advocacy Fly-In event, bringing providers and vendors to Capitol Hill to advocate for issues affecting the senior living industry. Countless meetings were held, but one meeting that day was the catalyst for an important change.

That morning Mr. Luis Collazo and Dr. Enrique Casuso, operators of a community in South Florida, and ALFA staff met with their Congressman, Lincoln Diaz-Balart. Their main focus was an issue concerning the Medicare Part D Prescription Drug Assistance Program. The issue, which is one that many of our provider members faced, was the difficulty associated with the federal government’s decision to no longer cover co-payments for dually eligible residents (those who qualify for both Medicaid and Medicare) in assisted living since the inception of Part D, despite the fact that this benefit is extended to an identical population in skilled nursing facilities.

Mr. Collazo and Dr. Casuso spoke eloquently and passionately, and Congressman Diaz-Balart agreed that this was an issue that had a sensible solution. However, the piece of legislation that currently held the solution was a bill that included many other spending pieces that Congressman Diaz-Balart could not support.

ALFA followed up after the meeting with Congressman Diaz-Balart’s staff to further explain the issue and to try to find a solution. Congressman Diaz-Balart’s staff then arranged a call with Congressman Lloyd Doggett’s office, and ultimately the two agreed to co-author a bipartisan piece of legislation that solely focused on correcting the issue presented by Mr. Collazo and Dr. Casuso.

When the health care reform bill was being crafted, ALFA worked closely with Senators Gordon Smith and Bill Nelson to get the issue addressed. ALFA was able to present the bipartisan legislation sponsored by Congressman Diaz-Balart and Congressman Doggett as support for its position on the issue and as an example of the language needed to address the problem. Senator Bill Nelson used the legislation as the basis for a section of the Affordable Care Act. When the bill was signed into law, the problem that Mr. Collazo and Dr. Casuso had voiced to their congressman at ALFA’s Advocacy Fly-In was remedied.

This achievement is one that has and will benefit many individuals—not just those in assisted living communities—but all home and community based long-term care settings. It is an achievement for ALFA and the industry, but one that would not have happened without the initial meeting between Dr. Casuso, Mr. Collazo, and their congressman, Lincoln Diaz-Balart.
Synergy: The Whole Is Greater Than The Sum of Its Parts

Coalition building is a great tool in grassroots advocacy. Legislators take note when a group of people with a unified goal come together and take action. When multiple groups come together, legislators not only take note, but they take action of their own.

Reaching out to other groups that represent the senior living industry is important, but so too is working with consumer advocacy groups such as AARP and the Alzheimer's Association. More often than not, our interests align and we have the opportunity to combine resources to affect great change. ALFA works with these groups on a national level, but you, too, can contact state and local chapters to build relationships. Additionally, ALFA has State Affiliates or Chapters in 35 states.

You can find a list of those organizations in Appendix E.

Finally, when it comes to coalition building, it is important to “think outside of the box.” Politics, as they say, makes strange bedfellows—meaning there may be a group coming together in support of or opposition to an issue that you would not have thought to contact. State, County and Local chambers of commerce are great resources at your disposal and should be contacted when you’re thinking about starting a coalition.

ALFAPAC: ALFA’s Political Action Committee

Another form of political activity that enhances the efforts of grassroots advocacy is that of a Political Action Committee (PAC). ALFA’s PAC has been formed to promote public policy that impacts ALFA’s members, residents, and employees.

ALFAPAC exists solely for the purpose of supporting only those elected officials who share our position on issues and will help advance public policies that benefit ALFA members, residents, and their families on the Federal level.

A commonly held belief today is that PACs are in the business of buying votes. This belief is false. By the use of the word “buying,” individuals may have been led to believe that legislators change their philosophy upon receiving a PAC check. However, money doesn’t create a legislator’s philosophy. Rather, support is given to legislators who have already demonstrated a pro-ALFA philosophy.

It is through grassroots advocacy that we are able to develop relationships with legislators and determine who receives the support of ALFAPAC.

To receive information about upcoming PAC events or to donate to ALFAPAC, please sign ALFAPAC’s Prior Approval Form in Appendix H.
ALFA member companies who have already signed this form can learn more about ALFAPAC or make a contribution online by visiting www.alfa.org/alfapac and www.alfa.org/invest.

Getting Out the Vote: How You Can Help the Process

Getting out the vote (GOTV) is another important part of grassroots advocacy. Our participative democracy works best when a greater number of people participate.

It is widely recognized that seniors are a block of registered voters that do in fact vote. Candidates for public office are often found in senior centers around the nation stumping for support. With this in mind, operators of senior living communities have a duty to make it easy and accessible for residents to vote.

Generally there are two reasons that individuals don’t vote: lack of interest or lack of access. Your residents are interested, but there may be barriers to access that you and your community can help eliminate. Consider offering rides to the polls as a great way to get your residents involved in the process.

Absentee voting is also a great option for residents who may not be ambulatory. Absentee voting is generally offered for a period of 30-60 days prior to each election. For more information contact your county Election Commissioner’s office.

Another way to expand accessibility to the voting booth is to contact your county Election Commissioner’s office about setting up a polling place inside your community.

You can also help residents get involved in the voting process by arming them with information necessary to make an informed choice at the polls. Contact candidates and invite them to come and address your residents in a town hall format or a debate. Your community can also gather information about the candidates and relay it to your residents in the form of a voter’s guide. These are both great options to help educate your residents, and also provide exposure of your community to current or future office holders. In either instance, it is important to offer fair and equal time to all candidates.

Campaign season is an exciting time in a democracy, and voting is not only a right—but a responsibility.

By helping to educate residents about candidates as well as ensuring their opportunity to vote, you are doing a great service to our democracy.
APPENDIX A: Sample Letter
APPENDIX A: Sample Letter

As we mentioned earlier, the main points to remember when writing a letter are to be clear, concise, and highly informative. The letter should include information on where your senior living community is in the legislator’s district and how many residents and employees you have. It should give brief background on the issue on which you’re writing and should include a call to action for the legislator to support or oppose your issue.

A big issue in the 112th Congress for ALFA is a bill that would develop a national silver alert system. The system, much like the current AMBER Alert system, would help find missing older adults who have wandered away from home. Below is a sample letter to Senator Bob Corker’s office in support of the bill.

U.S. Senator Bob Corker
185 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Corker,

I am writing to you today in support of S. 1263, the National Silver Alert Act of 2011. As the Executive Director of the City of Roses Assisted Living, a senior living community located in Nashville, Tennessee, I manage a staff of over 50 persons, and we care for 134 residents in our community. The community has a specialized dementia care neighborhood, and many of the residents in the assisted living part of the community have mild to moderate Alzheimer’s disease or related dementia.

Seniors with Alzheimer’s or related dementias may get confused and may wander away from their homes. In fact, the National Alzheimer’s Association estimates that 60% of individuals with Alzheimer’s will wander at least once during the progression of the disease, and up to 70% of these individuals will wander repeatedly. Search and rescue teams face unique challenges when looking for an older adult with cognitive impairments. Only 1% of these individuals respond to calls to them, and many get frightened and hide from search and rescue teams. The cost of not finding these individuals quickly is high. 46% of those not found within 24 hours die. The National Silver Alert Act of 2011 would improve the chances of finding these individuals safely. The bill would create a system, much like AMBER Alert, that would rely on our nation’s citizenry to identify, locate, and return to safety seniors who have wandered away from home.

At City of Roses Assisted Living, we put numerous safeguards in place to prevent wandering and keep residents with Alzheimer’s or dementia safe but wandering will always be a concern. S. 1263 would give us one more tool for keeping our residents safe and would be particularly helpful for seniors who live with a family caregiver and may not have the benefit of the safeguards we employ. I urge you as my representative in the U.S Senate to support this bill.

Thank you for your time and consideration.

Sincerely,

John Doe
Executive Director
City of Roses Assisted Living

To find your Congressman’s contact information visit: www.house.gov/writerep/ and to find your Senators’ contact information visit: www.senate.gov. To find your state legislators’ information visit: www.ncsl.org/?tabid=17173.
APPENDIX B: Sample Call
APPENDIX B: Sample Call

As we mentioned earlier, the main points to remember when making a call is to be clear, concise, and respectful of the legislator’s office. The call will generally follow the format: “I’m calling to urge the (Rep. / Sen.) to do (x) by supporting (y) which will do (z).”

A big issue in the 112th Congress for ALFA is a bill that would develop a national silver alert system. The system, much like the current AMBER Alert system, would help find missing older adults who have wandered away from home. Below is a sample call to Senator Bob Corker’s office in support of the bill.

Sen. Corker’s Office: Hello, Sen. Corker’s office. How may I help you?

ALFA Advocate: Hi, I’m calling to leave a message for Sen. Corker

Sen. Corker’s Office: Certainly, I can take down that message if you like. Can I get your name and the location you’re calling from?

ALFA Advocate: Yes, my name is John Doe. I’m the Executive Director of City of Roses Assisted Living, a senior living community in Nashville, Tennessee. I am calling today to urge Sen. Corker to help protect older adults with Alzheimer’s disease and dementia across the nation by supporting S. 1263, the National Silver Alert Act of 2011, which will create a national alert system, much like AMBER Alert, to help find and return to safety individuals with Alzheimer’s or dementia who have wandered away from home.

Sen. Corker’s Office: I assure you that Sen. Corker understands the issue. I will be sure to forward your message on to him. Thanks for calling and have a great day.

ALFA Advocate: Thank you.

To find your Congressman’s contact information visit: www.house.gov/writerep/ and to find your Senators’ contact information visit: www.senate.gov. To find your state legislators’ information visit: www.ncsl.org/?tabid=17173.
APPENDIX C: Sample Scheduling Requests
Writing a scheduling request is much like writing a letter that advocates for or against an issue. You’ll want to include as much information about yourself, the impact you have on the congressional member’s district, and the meeting subject matter as possible—all in a very small space.

A big issue in the 112th Congress for ALFA is a bill that would develop a national silver alert system. The system, much like the current AMBER Alert system, would help find missing older adults who have wandered away from home. Below is a sample letter to Senator Bob Corker’s office requesting a meeting to discuss the issue.

U.S. Senator Bob Corker  
185 Dirksen Senate Office Building  
Washington, DC 20510

Dear Senator Corker,

I am writing to you today to request a meeting with you to discuss S. 1263, the National Silver Alert Act of 2011.

As the Executive Director of the City of Roses Assisted Living, a senior living community located in Nashville, Tennessee, I manage a staff of over 50 persons, and we care for 134 residents in our community. The community has a specialized dementia care neighborhood, and many of the residents in the assisted living part of the community have mild to moderate Alzheimer’s disease or related dementia.

Seniors with Alzheimer’s or related dementias may get confused and may wander away from their homes. In fact, the National Alzheimer’s Association estimates that 60% of individuals with Alzheimer’s will wander at least once during the progression of the disease, and up to 70% of these individuals will wander repeatedly. Search and rescue teams face unique challenges when looking for an older adult with cognitive impairments. Only 1% of these individuals respond to calls to them, and many get frightened and hide from search and rescue teams. The cost of not finding these individuals quickly is high. 46% of those not found within 24 hours die. The National Silver Alert Act of 2011 would improve the chances of finding these individuals safely. The bill would create a system, much like AMBER Alert, that would rely on our nation’s citizenry to identify, locate, and return to safety seniors who have wandered away from home.

I would like to sit down with you, or your legislative aide who handles these kinds of issues. Without a national silver alert system, we will face a national crisis as the nation ages and the number of people with Alzheimer’s and dementia continues to increase.

I appreciate the work you have already done to benefit seniors, and I look forward to sitting down and discussing these issues with you soon.

Sincerely,

John Doe
Executive Director
City of Roses Assisted Living

To find your Congressman’s contact information visit: www.house.gov/writerep/ and to find your Senators’ contact information visit: www.senate.gov. To find your state legislators’ information visit: www.ncsl.org/?tabid=17173.
APPENDIX D: Tools For Hosting A Legislator At Your Community
APPENDIX D: Steps to Hosting An Effective Visit

Many Members of Congress have never stepped foot inside an assisted living, independent living, or memory care community, yet the laws they create affect how you care for seniors. Hosting an elected official at your senior living community is a great way to educate your representatives about what senior living is and what it is not. By inviting an elected official to your community, you can advance laws and regulations that support senior living providers and the residents you serve every day.

This appendix includes steps for hosting an effective visit as well as some sample tools to get you started. Below is an outline of some of the most important steps to arranging an effective community visit.

Send Your Senator or Representative An Invitation
Sending a short but detailed letter or email to your legislator is the first step in the process. Make a clear request for the legislator to visit your community in the first sentence. The letter should also include information on your community, such as the number of residents and employees at your community, and a concise idea of what the visit would entail. A sample letter is available on page 21 of this toolkit.

Invite Stakeholders to the Event
Post flyers around the community and send invitations to family members. Encourage staff members to attend and invite individuals from your corporate office. Let ALFA know about your event and invite representatives from ALFA's state affiliate or chapter as well. The more attendees, the more likely the elected official is to remember the event and return in the future.

Issue a Media Advisory
Ask the elected official if they would like media at the event. They most likely will appreciate media coverage of their visit. Issue a media advisory a few days before the event and send out a reminder the day of the event. A sample media advisory, issued when Congressman Lloyd Doggett visited a senior living community in Texas, is available on page 22.

Make the Event Fun
Inviting an elected official to your community can be fun and exciting for the residents, the residents’ families, as well as the staff at the community. In addition, elected officials enjoy meeting constituents and getting to know the businesses located in their district. Make the event even more enjoyable by putting together a list of fun facts about the state and the representative. This will give attendees something to talk about while they wait to speak to their legislator. A sample from a recent event in Connecticut is available on page 23.

Take Pictures
Take pictures of the legislator interacting with residents, addressing attendees, and touring the community. The legislator will be thankful for these photos if they don’t have a photographer on hand, and your company can use these photos for promotional opportunities in the future. Please share your pictures with ALFA by emailing them to Jackie Kerin at jkerin@alfa.org, and we will happily share these photos on our website and via our various social media channels.

Follow Up
Thank the legislator and his or her staff for their time and offer to host the elected official in the future. Issue a press release about the event, share pictures on your social media channel, and email information about the event to ALFA. Promoting the event after the fact extends the benefits of hosting a visit and may encourage other senior living communities to follow your lead.

To find your Congressman’s contact information visit: www.house.gov/writerep/ and to find your Senators’ contact information visit: www.senate.gov. To find your state legislators’ information visit: www.ncsl.org/?tabid=17173.
APPENDIX D: Hosting An Effective Visit - Important Considerations

Many Members of Congress have never stepped foot inside an assisted living, independent living, or memory care community, yet the laws they create affect how you care for seniors. Hosting an elected official at your senior living community is a great way to educate your representatives about what senior living is and what it is not. By inviting an elected official to your community, you can advance laws and regulations that support senior living providers and the residents you serve every day.

This appendix includes steps for hosting an effective visit as well as some sample tools to get you started. Below is an outline of some of things to remember when hosting a legislator at your community.

Important Things To Keep in Mind:

- Going through all the steps on the previous page is encouraged, but even a simple tour is helpful in educating legislators about senior living. Grassroots advocacy is a cumulative effort. Do what you can.

- Legislators and their staff are extremely busy, so don’t be discouraged if you don’t hear back right away or if the legislator can’t fit it in his or her schedule. Try again at a later point in time or ask another elected official to visit instead.

- The time period between legislative sessions is the best time to invite legislators to visit your community. View the Congressional Calendar to help time your visit.

- Senators and Representatives have an ever changing schedule. They may need to change the time of their visit at the last moment. Collect RSVPs of attendees, so you can update them if the time is changed and be flexible with the legislator and his or her office.

- Inviting state legislators to visit your community is just as valuable as inviting federal officials. Find links to state legislatures in Appendix G of the Grassroots Advocacy Toolkit.

- It is important for lawmakers to understand their constituents. Inviting elected officials to your community is beneficial for both you and the lawmaker. Relax and enjoy helping your representative better connect with his or her constituents.

To find your Congressman’s contact information visit: www.house.gov/writerep/ and to find your Senators’ contact information visit: www.senate.gov. To find your state legislators’ information visit: www.ncsl.org/?tabid=17173.
Inviting a legislator to your senior living community is an effective way to educate lawmakers about senior living options. In addition to learning more about the issues, politicians appreciate the opportunity to meet with constituents.

Writing an invitation to visit your community is very similar to writing a scheduling request to your legislator. The letter must be short but must also include important information about your community and what the visit would entail. Below is a sample request to Senator Bob Corker’s office.

U.S. Senator Bob Corker
185 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Corker,

I would like to invite you to visit City of Roses Assisted Living, a senior living community located in Nashville, Tennessee. As executive director of the community, I would gladly give you a tour and organize an informal event where you could meet some of your constituents: the residents, the employees, and the family members of seniors living at City of Roses Assisted Living.

As you know, assisted living is a residential option where seniors receive assistance in a place they call home. City of Roses Assisted Living has 134 residents and over 50 staff members. Many of these individuals are politically engaged and all have first hand experience with seniors’ issues. They would be thankful for any time spent talking to them and learning about our community.

I appreciate all the work you have already done on behalf of seniors and look forward to hearing from you soon regarding your visit to the community.

Sincerely,

John Doe
Executive Director
City of Roses Assisted Living

To find your Congressman’s contact information visit: www.house.gov/writerep/ and to find your Senators’ contact information visit: www.senate.gov. To find your state legislators’ information visit: www.ncsl.org/?tabid=17173.
MEDIA ADVISORY
For Release On: October 16, 2011
Contact: Maribeth Bersani, 703-562-1180 or mbersani@alfa.org

Representative Lloyd Doggett to Learn Firsthand about Senior Living Communities

What: The Texas Assisted Living Association (TALA) and the Assisted Living Federation of America (ALFA) will be hosting a barbeque, where Representative Lloyd Doggett (D-TX25) will meet with senior living residents and others familiar with the benefits of senior living. Congressman Doggett will honor a resident’s 100th birthday and conduct an informal meeting with the seniors and staff of the community.

When: Tuesday, October 18, 2011 at 11:15 a.m.

Where: The event will be held at Capital Senior Living’s Waterford at Thousand Oaks, which is located at 4243 Thousand Oaks, San Antonio, TX.

Who: Representative Lloyd Doggett will join senior living residents, their families, and community staff, as well as TALA board members, TALA Executive Director, Gail Harmon, executives from the Assisted Living Federation of America, including ALFA Senior Vice President of Public Policy Maribeth Bersani, and local dignitaries.

Why: The event will create an opportunity for senior citizens to meet with Congressman Lloyd Doggett and discuss issues that affect them personally. The informal meeting will allow Representative Lloyd Doggett to learn firsthand from individuals involved in the various aspects of senior living and celebrate their successes. Senior living communities provide valuable services to seniors across the country, and communities like the Waterford at Thousand Oaks demonstrate the resident-centered philosophy of senior living as well as ALFA's core principles of choice, accessibility, independence, dignity, and quality of life for all seniors.

Background: The Texas Assisted Living Association, a state chapter of ALFA, provides a forum to help consumers, physicians, financiers, elected officials, regulators, media, family members and others understand the options offered by senior living. TALA members subscribe to the senior living philosophy and ALFA's core principles. Learn more at www.tala.org.

The Assisted Living Federation of America (ALFA) is the largest national association exclusively dedicated to professionally-managed, resident-centered senior living communities and the seniors and families they serve. Since 1990, ALFA has advocated for choice, accessibility, independence, dignity, and quality of life for all seniors. ALFA's programs promote business and operational excellence through education, research, publications, professional networking and online tools designed to foster innovation and entrepreneurism in the field of senior living. Visit ALFA's Web site at www.alfa.org.

The Waterford at Thousand Oaks is a Capital Senior Living Community that serves 120 independent living residents. The community aims to enrich the lives of its senior residents by providing an environment that is stimulating physically, mentally, spiritually, and emotionally. Learn more at www.capitalsenior.com.

Representative Lloyd Doggett serves on the House Budget Committee and the House Ways and Means Committee. Congressman Doggett is an advocate for seniors’ issues as evidenced by his sponsorship and commitment to passage of the National Silver Alert Act. This legislation, if enacted, would create a national notification system for identification and location of seniors with Alzheimer’s disease who may wander away from their homes. Learn more at www.doggett.house.gov.

###
APPENDIX D:  Sample Fun Facts For Community Visit

Fun Facts About Connecticut

Statehood: January 9, 1788, the 5th state

State Capital: Hartford, named after Hertford, England (the birthplace of Rev. Samuel Stone, who helped establish the first colony in Hartford)

Origin of State’s Name: Based on the word “Quinnehtukqut,” which is Mohegan for “Long River Place” or “Beside the Long Tidal River”

State Motto: Qui Transtulit Sustinet - “He Who Transplanted Still Sustains”

State Nickname: “The Constitution State,” which was adopted by Act of the Legislature in 1959

State Flower: Mountain Laurel

State Bird: Robin

State Tree: White Oak

State Song: “Yankee Doodle”

State Insect: Praying Mantis

Useless Fact: Connecticut was one of only two states that did not ratify the 18th Amendment (Prohibition).

Famous Firsts: Connecticut is home to the first hamburger, helicopter, color television, town library, cotton gin, can opener, frisbee, dictionary, lollipop, and vacuum cleaner. The first law school in America and the first PhD degree were also found in Connecticut.

Famous People Born in Connecticut: Ernest Borgnine (Actor), John Brown (Activist), George W. Bush (President), Katharine Hepburn (Actress), Eliphalet Remington (Inventor), Edith Roosevelt (First Lady), Meg Ryan (Actress), and Harriet Beecher Stowe (Author)

About Senator Blumenthal

Before beginning his first term as a United States Senator, Senator Blumenthal served as Connecticut State Attorney General, Connecticut State Senator, Member of the Connecticut House of Representatives, and United States Attorney for the District of Connecticut.

Senator Blumenthal currently serves on the Committee on the Judiciary, Committee on Armed Services, Committee on Health, Education, Labor and Pensions (HELP), Special Committee on Aging, and a number of subcommittees.

Senator Blumenthal has voiced his commitment to preserving Medicare and Social Security benefits for seniors. He has stressed the importance of eliminating waste, fraud, and abuse in order to strengthen Medicare for current and future generations.

Senator Blumenthal has repeatedly stressed his commitment to fighting elder abuse. Earlier this year, he spoke on the Senate floor about the importance of World Elder Abuse Awareness Day. The Senator also chaired a hearing on the topic of elder abuse and introduced the Elder Protection and Abuse Prevention Act, which aims to strengthen state adult protective services.

Senator Blumenthal has sponsored numerous pieces of legislation aimed at protecting veterans’ benefits. He also introduced legislation aimed at improving medical care, housing options, and resources available to veterans of all ages.
APPENDIX E: ALFA Affiliates & Chapters
APPENDIX E: ALFA Affiliates & Chapters

Assisted Living Assn of Alabama (ALAA)
5921 Carmichael Rd
Montgomery, AL 36117-2518
Phone: (334) 262-5523
Fax: (334) 262-4603

Arizona Assisted Living Federation of America (AZ-ALFA)
333 E Virginia Ave, Ste 106
Phoenix, AZ 85004-1207
Mailing: 2345 E. Thomas Rd, Ste 290
Phoenix, AZ 85016
Phone: (602) 322-0100
Fax: (602) 322-0118

Arkansas Residential Assisted Living Assn (ARALA)
692 Honeysuckle Ln
Cabot, AR 72023-8276
Phone: (501) 941-2075
Fax: (501) 941-2075

California Assisted Living Assn (CALA)
455 Capitol Mall, Ste 222
Sacramento, CA 95814-4439
Phone: (916) 448-1900
Fax: (916) 448-1659

Leading Age Colorado
303 E. 17th Ave, Ste 502
Denver, CO 80203
Phone: (303) 837-8834
Fax: (303) 837-8836

Connecticut Assisted Living Assn (CALA)
70 Halls Rd
PO Box 483
Old Lyme, CT 06371
Phone: (860) 434-5760
Fax: (860) 434-8976

FLORIDA ALFA
9445 Buck Haven Trail
Tallahassee, FL 32312
Phone: (850) 296-ALFA (2532)

Georgia-ALFA
2023 Grayson Hwy, Ste 202-A
Grayson, GA 30017-4139
Phone:(678) 407-2060
Fax: (678) 407-2002

Life Services Network of Illinois (LSN)
1001 Warrenville Rd, Ste 150
Lisle, IL 60532
Phone: (630) 326-6170
Fax: (630) 326-0749

Indiana Assisted Living Assn
5460 Bearberry Ln
Indianapolis, IN 46268
Mailing: PO Box 68829
Indianapolis, IN 46268
Phone: (317) 733-2390
Fax: (317) 388-8726

Kentucky Assisted Living Facilities Assn (KALFA)
133 Evergreen Rd, Ste 212
Louisville, KY 40243
Phone: (502) 225-5201
Fax: (502) 225-5206

Louisiana Assisted Living Association
PO Box 1231
Denham Springs, LA 70727-1231
Phone: (225) 791-5811
Fax: (225) 791-5812

LifeSpan Network (Maryland/DC)
10280 Old Columbia Rd, Ste 220
Columbia, MD 21046-2382
Phone: (410) 381-1176
Fax: (410) 381-0240

Massachusetts Assisted Living Assn
(MASS-ALFA)
135 Beaver St, Ste 202
Waltham, MA 02452
Phone: (781) 622-5999
Fax: (781) 622-5979

Michigan Assisted Living Assn (MALA)
15441 Middlebelt Rd
Livonia, MI 48154-3805
Phone: (734) 525-0831
Fax: (734) 525-2453
Toll Free: (800) 482-0118

Aging Services of Minnesota
2550 University Ave W, Ste 350S
Saint Paul, MN 55114-1907
Phone: (651) 645-4545
Fax: (651) 645-0002

Mississippi ALFA (Dormant Chapter)
6100 Old Brandon Rd
Brandon, MS 39042
Phone: (601) 933-1100

Missouri Assisted Living Assn (MALA)
2407 B Hyde Park Rd
Jefferson City, MO 65109
Phone: (573) 635-8750
Fax: (573) 634-7344

Montana Health Care Assn (MHCA)
36 S Last Chance Gulch St, Ste A
Helena, MT 59601-4126
Phone:(406) 443-2876
Fax: (406) 443-4614
## APPENDIX E: ALFA Affiliates & Chapters

<table>
<thead>
<tr>
<th>ALFA Affiliates &amp; Chapters</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hampshire Assn of Residential Care Homes (NHARCH)</td>
<td>53 Regional Dr, Ste 1, Concord, NH 03301-3520</td>
<td>(603) 228-1231</td>
<td>(603) 228-2118</td>
</tr>
<tr>
<td>Pennsylvania Assisted Living Assn (PALA)</td>
<td>105 N Front St, Ste 106, Harrisburg, PA 17101</td>
<td>(717) 695-9734</td>
<td>(717) 695-9735</td>
</tr>
<tr>
<td>The Rhode Island Assisted Living Assn (RIALA)</td>
<td>2224 Pawtucket Ave, East Providence, RI 02914-1716</td>
<td>(401) 435-8888</td>
<td>(401) 435-8881</td>
</tr>
<tr>
<td>South Carolina ALFA (SCALFA)</td>
<td>PO Box 1577, Beaufort, SC 29901</td>
<td>(803) 556-6771</td>
<td>800-531-6561</td>
</tr>
<tr>
<td>Assisted Living Assn of South Dakota (ALASD)</td>
<td>PO Box 4261, Rapid City, SD 57709-4261</td>
<td>(605) 381-0153</td>
<td>(605) 718-5627</td>
</tr>
<tr>
<td>Tennessee ALFA</td>
<td>2600 Hillsboro Pike, Ste 329, Nashville, TN 37212</td>
<td>(703) 562-1183</td>
<td></td>
</tr>
<tr>
<td>Texas Assisted Living Assn (TALA)</td>
<td>4505 Spicewood Springs Rd, Ste 250, Austin, TX 78759</td>
<td>(512) 653-6604</td>
<td>(512) 342-2858</td>
</tr>
<tr>
<td>Utah Assisted Living Assn (UALA)</td>
<td>3042 Wilkins Peak Ct, South Jordan, UT 84095-8473</td>
<td>(801) 569-2240</td>
<td>(801) 569-2256</td>
</tr>
<tr>
<td>Virginia Assisted Living Assn (VALA)</td>
<td>1403 Pemberton Rd, Ste 304, Richmond, VA 23238</td>
<td>(804) 332-2111</td>
<td>(888) 611-8252</td>
</tr>
<tr>
<td>Wisconsin Assisted Living Assn Inc (WVALA)</td>
<td>1704 Central Ave, Barboursville, WV 25504-2116</td>
<td>(304) 736-9594</td>
<td>(304) 736-7040</td>
</tr>
</tbody>
</table>

**Note:** Addresses and contact information may have changed since the update date (2013). It is recommended to verify the current information.
APPENDIX F: List of State Regulators
Kelly Mitchel  
Bureau of Health Provider Standards, Alabama Department of Public Health  
P.O. Box 303017  
Montgomery, AL 36130-3017  
334-206-5442

Karen Darby  
Division of Health Care Services, Alaska Department of Health & Social Services  
4501 Business Park Blvd., Bldg L, Ste. 24,  
Anchorage, AK 99503-7167  
907-269-5258

Larry Martens  
Office of Assisted Living Licensure, Arizona Department of Health Services  
150 N. 18th Avenue, 4th Floor  
Phoenix, AZ 85007  
602-364-2639

Cindy Scoggins  
Office of Long Term Care, Arkansas Department of Health and Human Services  
P.O. Box 8059, Slot S409  
Little Rock, AR 72203  
501-682-8487

Thomas Stahl  
Community Care Licensing Division, California Department of Social Services  
744 P Street, MS 8-3-90  
Sacramento, CA 95814  
916-222-6528

Terry Zamell  
Health Facilities and Emergency Medical Services Division, Colorado Department of Public Health and Environment  
4300 Cherry Creek Dr South  
Denver, CO 80246-1530  
303-692-2800

Rose McEllan  
Facility Licensing & Investigations Section, Connecticut Department of Health  
410 Capitol Avenue  
Hartford, Connecticut 06134  
860-509-7407

Sharon Mebane  
Intermediate Care Facilities Division, District of Columbia Department of Health  
825 North Capitol Street, NE  
2nd Floor  
Washington, DC 20002  
202-442-4751

Susan Del Pesco  
Division of Long Term Care Residents Protection, Delaware Department of Health and Social Services  
3 Mill Road, Suite 308  
Wilmington, Delaware 19806-2164  
302-577-6661

Shaddrick A. Haston, Esq.  
Assisted Living Unit, Florida Agency for Health Care Administration  
2727 Mahan Drive, Mail Stop #30  
Tallahassee, Florida 32308  
850-412-4304

Victoria Flynn  
Division of Healthcare Facility Regulation, Georgia Department of Community Health  
Two Peachtree Street, NW  
Atlanta, Georgia 30303  
404-657-4076

Keith R. Ridley  
Office of Health Care Assurance, Hawaii Department of Health  
1250 Punchbowl Street  
Honolulu, Hawaii 96801  
808-586-4080

Ms. Debby Ransom  
Residential Care or Assisted Living Program, Idaho Department of Health and Welfare  
P.O. Box 83720  
Boise, Idaho 83720-0009  
208-334-6626

Richard L. Dees  
Office of Health Care Regulation, Illinois Department of Public Health  
525 W. Jefferson St., 5th Floor  
Springfield, Illinois 62761-0001  
217-782-2913

Kim Rhoades  
Long Term Care Division, Indiana State Department of Health  
2 North Meridian Street, 4B  
Indianapolis, Indiana 46204  
317-233-7289

Ms. Ann Martin  
Health Facilities Division, Iowa Department of Inspections and Appeals  
321 E. 12th Street  
Des Moines, Iowa 50319-0083  
515-281-4115

Susan Fout  
Kansas Department of Aging New England Building  
503 South Kansas Avenue  
Topeka, Kansas 66603-3404  
785-296-6029

Phyllis Sosa  
Cabinet for Health and Family Services, Kentucky Department of Aging and Independent Living  
275 East Main Street 3E-E  
Frankfort, Kentucky 40621  
502-564-6930
GRASSROOTS ADVOCACY
ALFA Guide & Toolkit - Updated 2013

APPENDIX F: List of State Regulators

Yvonne D. Stewart
Health Standard Section,
Louisiana Department of Health & Hospitals
P. O. Box 629
Baton Rouge, Louisiana 70821
225-342-6298

Todd Beaulieu
Division of Licensure and Regulation,
Maine Department of Health and Human Services
41 Anthony Avenue
Augusta, Maine 04333
207-287-9300

Cheryl Reddick
Office of Health Care Quality,
Maryland Department of Health and Mental Hygiene
Bland Bryant Building
55 Wade Avenue
Catonsville, Maryland 21228
410-402-8217

Sue Thompson
Executive Office of Elder Affairs
One Ashburton Place, Fifth Floor
Boston, Massachusetts 02180
617-727-7750

Mary Holton
Michigan Department of Human Services
235 S. Grand Avenue
P. O. Box 30037
Lansing, Michigan 48909
517-373-8580

Jean Johnston
Minnesota Department of Health
P. O. Box 64975
St. Paul, Minnesota 55164-0975
651-201-4301

Marilyn Winborne
Bureau of Health Facilities Licensure and Certification,
Mississippi Department of Health
570 East Woodrow Wilson Drive
Jackson, Mississippi 39216
601-364-1100

Shelly Williamson
Division of Regulation and Licensure,
Missouri Department of Health and Senior Services
912 Wildwood
PO Box 570
Jefferson City, Missouri 65102
573-526-8524

Traci Clark
Quality Assurance Division,
Montana Department of Public Health and Human Services
2401 Colonial Drive, 2nd Floor
P. O. Box 202953
Helena, Montana 59620-2953
406-444-1575

Eve Lewis
Long Term Care Section, Nebraska Department of Health and Human Services
P. O. Box 94986
Lincoln, Nebraska 68509-4986
402-471-2115

Wendy Simons
Bureau of Health Care Quality and Compliance,
Nevada Department of Health and Human Services
2040 S. Pacheco Street
2nd Floor, Suite 421
Santa Fe, New Mexico 87505
505-476-9028

John Martin
Bureau of Health Facilities Administration,
New Hampshire Department of Health and Human Services
129 Pleasant Street
Concord, New Hampshire 03301
603-271-9499

John Calabria
Division of Health Facilities Evaluation and Licensing,
New Jersey Department of Health and Senior Services
P. O. Box 367
120 South Stockton Street
Trenton, New Jersey 08625-0367
609-292-5960

Amber Espinosa-Trujillo
Health Facility Licensure & Certification Bureau,
New Mexico Department of Health
2040 S. Pacheco Street
2nd Floor, Suite 421
Santa Fe, New Mexico 87505
505-476-9028

Mary Hart
Division of Home and Community Based Care,
New York State Department of Health
875 Central Avenue
Albany, New York 12206
518-408-1600

Barbara Ryan
Adult Care Licensure Section,
North Carolina Department of Health and Human Services
2708 Mail Service Center
Raleigh, North Carolina 27699-2708
919-855-3765
### APPENDIX F: List of State Regulators

<table>
<thead>
<tr>
<th>State Regulator</th>
<th>Agency</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>LeeAnn Thiel</td>
<td>Division of Medical Services, North Dakota Department of Human Services</td>
<td>600 E. Boulevard Ave, Dept 325 Bismarck, North Dakota 58505</td>
<td>701-328-2321</td>
</tr>
<tr>
<td>Kathy Singer</td>
<td>Bureau of Long Term Care, Ohio Department of Health</td>
<td>246 North High Street Columbus, Ohio 43215</td>
<td>614 752-4784</td>
</tr>
<tr>
<td>Mary Fleming</td>
<td>Protective Health Services, Oklahoma State Department of Health</td>
<td>1000 NE 10th Street Oklahoma City, Oklahoma 73117</td>
<td>405-271-6868</td>
</tr>
<tr>
<td>Dennett Taber</td>
<td>Seniors and People with Disabilities Division, Oregon Department of Human Services</td>
<td>500 Summer Street, NE E02 Salem, Oregon 97301-1073</td>
<td>503-945-5793</td>
</tr>
<tr>
<td>Christine Miccio</td>
<td>Office of Long-Term Living, Pennsylvania Department of Aging</td>
<td>555 Walnut Street, 5th Floor Harrisburg, Pennsylvania 17101</td>
<td>717-772-2570</td>
</tr>
<tr>
<td>Raymond Rusin</td>
<td>Office of Facilities Regulation, Rhode Island Department of Health</td>
<td>3 Capitol Hill Providence, Rhode Island 02908</td>
<td>401-222-2566</td>
</tr>
<tr>
<td>Gwendolyn Thompson</td>
<td>Division of Health Licensing, South Carolina Department of Health and Environmental Control</td>
<td>2600 Bull Street Columbia, South Carolina 29201</td>
<td>803-545-4370</td>
</tr>
<tr>
<td>Deb Wegleitner</td>
<td>Office of Health Facilities Licensure &amp; Certification, South Dakota Department of Health</td>
<td>600 East Capitol Avenue Pierre, South Dakota 57501</td>
<td>605-773-3356</td>
</tr>
<tr>
<td>Ann Rutherford Reed</td>
<td>Division of Health Care Facilities, Tennessee Department of Health</td>
<td>227 French Landing, Suite 501 Heritage Place Metrocenter Nashville, Tennessee 37243</td>
<td>615-741-7221</td>
</tr>
<tr>
<td>Dotty Acosta</td>
<td>Texas Department of Aging and Disability Services</td>
<td>701 W. 51st Street Austin, Texas 78751</td>
<td>512-438-2630</td>
</tr>
<tr>
<td>Joel Hoffman</td>
<td>Bureau of Health Facility Licensing, Certification and Resident Assessment, Utah Department of Health</td>
<td>P.O. Box 144103 Salt Lake City, Utah 84114-4103</td>
<td>801-536-6158</td>
</tr>
<tr>
<td>Fran Keeler</td>
<td>Division of Licensing &amp; Protection, Department of Disabilities, Aging, &amp; Independent Living</td>
<td>103 South Main Street Weeks Building Waterbury, Vermont 05671-1601</td>
<td>802-241-2345</td>
</tr>
<tr>
<td>Judy McGreal</td>
<td>Division of Licensing Programs, Virginia Department of Social Services</td>
<td>801 East Main Street, 9th Floor Richmond, Virginia 23219-2901</td>
<td>804-726-7154</td>
</tr>
<tr>
<td>Judy Johnson</td>
<td>Washington Aging and Disability Services Administration</td>
<td>Blake Office Park West 4450 10th Ave SE Lacey, Washington 98503</td>
<td>360-725-2300</td>
</tr>
<tr>
<td>Sharon Kirk</td>
<td>Office of Health Facility Licensure and Certification, West Virginia, Department of Health and Human Resources</td>
<td>408 Leon Sullivan Way Charleston, West Virginia 25301</td>
<td>304-558-0050</td>
</tr>
<tr>
<td>Colette Anderson</td>
<td>Division of Quality Assurance, Wisconsin Department of Health Services</td>
<td>1 West Wilson Street Madison, Wisconsin 53703</td>
<td>608-266-8598</td>
</tr>
</tbody>
</table>
APPENDIX G: Links to State Legislatures
## APPENDIX G: Links to State Legislatures

<table>
<thead>
<tr>
<th>State</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td><a href="http://www.legislature.state.al.us/">http://www.legislature.state.al.us/</a></td>
</tr>
<tr>
<td>Alaska</td>
<td><a href="http://w3.legis.state.ak.us/index.php">http://w3.legis.state.ak.us/index.php</a></td>
</tr>
<tr>
<td>Arizona</td>
<td><a href="http://www.azleg.state.az.us/">http://www.azleg.state.az.us/</a></td>
</tr>
<tr>
<td>Arkansas</td>
<td><a href="http://www.arkleg.state.ar.us/">http://www.arkleg.state.ar.us/</a></td>
</tr>
<tr>
<td>California</td>
<td><a href="http://www.legislature.ca.gov/">http://www.legislature.ca.gov/</a></td>
</tr>
<tr>
<td>Colorado</td>
<td><a href="http://www.leg.state.co.us/">http://www.leg.state.co.us/</a></td>
</tr>
<tr>
<td>Connecticut</td>
<td><a href="http://www.cga.ct.gov/">http://www.cga.ct.gov/</a></td>
</tr>
<tr>
<td>Delaware</td>
<td><a href="http://www.legis.delaware.gov/">http://www.legis.delaware.gov/</a></td>
</tr>
<tr>
<td>Florida</td>
<td><a href="http://www.leg.state.fl.us/">http://www.leg.state.fl.us/</a></td>
</tr>
<tr>
<td>Georgia</td>
<td><a href="http://www.legis.state.ga.us/">http://www.legis.state.ga.us/</a></td>
</tr>
<tr>
<td>Hawaii</td>
<td><a href="http://www.capitol.hawaii.gov/">http://www.capitol.hawaii.gov/</a></td>
</tr>
<tr>
<td>Idaho</td>
<td><a href="http://www.legislature.idaho.gov/">http://www.legislature.idaho.gov/</a></td>
</tr>
<tr>
<td>Illinois</td>
<td><a href="http://www.ilga.gov/">http://www.ilga.gov/</a></td>
</tr>
<tr>
<td>Indiana</td>
<td><a href="http://www.state.in.us/legislative/index.html">http://www.state.in.us/legislative/index.html</a></td>
</tr>
<tr>
<td>Kansas</td>
<td><a href="http://www.kslegislature.org/">http://www.kslegislature.org/</a></td>
</tr>
<tr>
<td>Kentucky</td>
<td><a href="http://www.lrc.state.ky.us/">http://www.lrc.state.ky.us/</a></td>
</tr>
<tr>
<td>Louisiana</td>
<td><a href="http://www.legis.state.la.us/">http://www.legis.state.la.us/</a></td>
</tr>
<tr>
<td>Maine</td>
<td><a href="http://janus.state.me.us/legis/">http://janus.state.me.us/legis/</a></td>
</tr>
<tr>
<td>Maryland</td>
<td><a href="http://mlis.state.md.us/">http://mlis.state.md.us/</a></td>
</tr>
<tr>
<td>Massachusetts</td>
<td><a href="http://www.malegislature.gov">http://www.malegislature.gov</a></td>
</tr>
<tr>
<td>Michigan</td>
<td><a href="http://www.legislature.mi.gov/">http://www.legislature.mi.gov/</a></td>
</tr>
<tr>
<td>Minnesota</td>
<td><a href="http://www.leg.state.mn.us/">http://www.leg.state.mn.us/</a></td>
</tr>
<tr>
<td>Mississippi</td>
<td><a href="http://www.ls.state.ms.us/">http://www.ls.state.ms.us/</a></td>
</tr>
<tr>
<td>Missouri</td>
<td><a href="http://www.moga.mo.gov/">http://www.moga.mo.gov/</a></td>
</tr>
<tr>
<td>Montana</td>
<td><a href="http://leg.mt.gov/css/default.asp">http://leg.mt.gov/css/default.asp</a></td>
</tr>
<tr>
<td>Nebraska</td>
<td><a href="http://www.nebraskalegislature.gov">http://www.nebraskalegislature.gov</a></td>
</tr>
<tr>
<td>Nevada</td>
<td><a href="http://www.leg.state.nv.us/">http://www.leg.state.nv.us/</a></td>
</tr>
<tr>
<td>New Hampshire</td>
<td><a href="http://gencourt.state.nh.us/">http://gencourt.state.nh.us/</a></td>
</tr>
</tbody>
</table>
## APPENDIX G: Links to State Legislatures

<table>
<thead>
<tr>
<th>State</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Jersey</td>
<td><a href="http://www.njleg.state.nj.us/">http://www.njleg.state.nj.us/</a></td>
</tr>
<tr>
<td>New Mexico</td>
<td><a href="http://www.nmlegis.gov">http://www.nmlegis.gov</a></td>
</tr>
<tr>
<td>New York Senate</td>
<td><a href="http://www.senate.state.ny.us/">http://www.senate.state.ny.us/</a></td>
</tr>
<tr>
<td>New York Assembly</td>
<td><a href="http://assembly.state.ny.us/">http://assembly.state.ny.us/</a></td>
</tr>
<tr>
<td>North Carolina</td>
<td><a href="http://www.ncga.state.nc.us/homePage.pl">http://www.ncga.state.nc.us/homePage.pl</a></td>
</tr>
<tr>
<td>North Dakota</td>
<td><a href="http://www.legis.nd.gov/">http://www.legis.nd.gov/</a></td>
</tr>
<tr>
<td>Ohio</td>
<td><a href="http://www.legislature.state.oh.us/">http://www.legislature.state.oh.us/</a></td>
</tr>
<tr>
<td>Oklahoma</td>
<td><a href="http://www.lsbl.state.ok.us/">http://www.lsbl.state.ok.us/</a></td>
</tr>
<tr>
<td>Oregon</td>
<td><a href="http://www.leg.state.or.us/">http://www.leg.state.or.us/</a></td>
</tr>
<tr>
<td>Pennsylvania</td>
<td><a href="http://www.legis.state.pa.us/">http://www.legis.state.pa.us/</a></td>
</tr>
<tr>
<td>Rhode Island</td>
<td><a href="http://www.rilin.state.ri.us/">http://www.rilin.state.ri.us/</a></td>
</tr>
<tr>
<td>South Carolina</td>
<td><a href="http://www.scstatehouse.net/">http://www.scstatehouse.net/</a></td>
</tr>
<tr>
<td>South Dakota</td>
<td><a href="http://legis.state.sd.us/index.aspx">http://legis.state.sd.us/index.aspx</a></td>
</tr>
<tr>
<td>Tennessee</td>
<td><a href="http://www.legislature.state.tn.us/">http://www.legislature.state.tn.us/</a></td>
</tr>
<tr>
<td>Texas</td>
<td><a href="http://www.legis.state.tx.us/">http://www.legis.state.tx.us/</a></td>
</tr>
<tr>
<td>Utah</td>
<td><a href="http://www.le.state.ut.us/">http://www.le.state.ut.us/</a></td>
</tr>
<tr>
<td>Vermont</td>
<td><a href="http://www.leg.state.vt.us/">http://www.leg.state.vt.us/</a></td>
</tr>
<tr>
<td>Virginia</td>
<td><a href="http://legis.state.va.us/">http://legis.state.va.us/</a></td>
</tr>
<tr>
<td>Washington</td>
<td><a href="http://www1.leg.wa.gov/legislature/">http://www1.leg.wa.gov/legislature/</a></td>
</tr>
<tr>
<td>West Virginia</td>
<td><a href="http://www.legis.state.wv.us/">http://www.legis.state.wv.us/</a></td>
</tr>
<tr>
<td>Wisconsin</td>
<td><a href="http://www.legis.state.wi.us/">http://www.legis.state.wi.us/</a></td>
</tr>
<tr>
<td>Wyoming</td>
<td><a href="http://legisweb.state.wy.us/">http://legisweb.state.wy.us/</a></td>
</tr>
</tbody>
</table>
APPENDIX H: ALFA’s Public Policy Positions
Introduction

A vital role of the Assisted Living Federation of America (ALFA) is to advocate on behalf of senior living and the residents served by senior living companies.

ALFA works with its state affiliates and chapters, along with legislators, regulators and advocacy groups to ensure that senior living laws and regulations serve the best interests of senior living providers, their residents and family members. ALFA supports meaningful and appropriate oversight in each state.

ALFA's Public Policy Positions, promulgated and approved by the ALFA Board of Directors, are used to guide ALFA's efforts in shaping public policy. These Public Policy Positions support our core principles of choice, independence, dignity, accessibility and quality of life for all Americans needing assistance with long-term services and support.
Senior Living Philosophy

The philosophy of senior living is unique and sets it apart from institutional settings. This philosophy provides seniors with a home and community based option that is consumer driven. Seniors are integrated into the community at large, and the community is integrated into the senior living environment. ALFA’s senior living provider members are professionally managed and appropriately licensed as required by state law. The philosophy of senior living supports ALFA’s core principles of choice, independence, dignity, accessibility and quality of life for all seniors.

Mission

The Assisted Living Federation of America (ALFA) continuously raises the bar for operational excellence in resident centered senior living, serves as the voice of senior living and advocates for informed choice, quality care, and accessibility for all Americans needing assistance with long-term care.

Vision

Through the committed leadership of its members, state affiliates, state chapters and alliance partners, ALFA is creating the future of senior living.
Informed Choice

The decision of when to move in or out of a senior living community is a personal decision that takes thoughtful planning. Unfortunately and too frequently, the decision of when a resident has to leave a senior living community is made not by the resident or family, but by state regulations.

**ALFA supports** the concept of informed choice whereby senior living providers disclose information to consumers to allow them the opportunity to make an informed decision about where to live.

**ALFA supports** the need for every community to provide a consumer friendly disclosure document that is distributed to prospective residents and families. The disclosure statement should include information about services, costs, limitations on care delivery and move in and move out processes.

**ALFA supports** a residency agreement that is provided in addition to the consumer disclosure document, to supplement but not duplicate the necessary information.

**ALFA supports** provider commitment to fulfill written obligations made to consumers.

**ALFA supports** a decision-making process that involves the provider, resident/resident’s family and physician to make the decision.

**ALFA supports** the right of residents to receive hospice services upon move in and remain in senior living if they so choose, if the provider, family/resident and physician all agree.

Resident Rights

Residents of senior living do not “check their rights” at the front door upon moving into a community. To assume that someone cannot continue to have the same rights to privacy, independence, and decision making, no matter where they live, is discriminatory.

**ALFA supports** residents’ rights to continue to make the same decisions they would make in their own home.

**ALFA supports** a resident’s right to make decisions about their care and quality of life and also supports the use of Negotiated Risk Agreements to support these decisions.

**ALFA supports** participation of a guardian or responsible party to ensure that the rights of cognitively impaired residents are preserved.

**ALFA supports** the development of Individualized Service Plans for residents who need care. This plan shall reflect the personalized needs and desires of each resident. Resident assessments should be completed prior to moving into a community, and every six months thereafter, as well as upon any significant change in condition. The assessment should be completed by a trained staff member, and prepared in conjunction with the resident, family and staff.
Quality Staffing

Senior living communities provide a wide range of services and amenities to seniors with different needs and desires. Senior living communities must hire qualified staff with a servant heart to care for seniors. ALFA supports hiring staff with qualifications to meet the needs of each particular position. Experience in senior living, educational background and a positive attitude towards seniors are important elements to be considered.

ALFA supports criminal background checks on every employee prior to start date to ensure that staff that have a criminal history and could potentially endanger residents are excluded from employment. Background checks that utilize direct care worker registries or predator registries are also supported. Criminal background checks must be cost efficient and provide the results in a timely manner. Providers should have the flexibility to use an outside service or state law enforcement agency. Tuberculosis Testing is another requirement that is necessary to protect the health of the residents.

ALFA supports the prohibition of hiring staff who have been convicted of a crime that indicates that the applicant may present a danger to residents.

ALFA supports tuberculosis testing on every employee prior to start date.

ALFA supports staffing requirements that allow senior living communities to hire staff insufficient numbers to adequately meet the needs and preferences of the resident population.

ALFA supports awake staff available 24 hours a day.

ALFA supports that if the needs of the resident population require the skills of licensed or registered nurses, their skills should be applied to promote quality care on an as needed basis.

ALFA supports training requirements that reflect the responsibilities of each particular position. Specialized training in dementia must be provided for staff caring for residents with these needs. CPR and First Aid training is encouraged for all staff, and at a minimum one CPR/First Aid trained person must be available in each community at all times.

ALFA supports the use of specially trained staff to administer or assist with administration of medications.
Appropriate Infrastructure

Maintaining a residential building that is also safe is a major concern for senior living residents. There are a number of safety measures that can be incorporated into the physical plant to help ensure the safety of the residents. Because fire safety is regulated by state and local building codes, it is imperative that there be a coordinated and consistent fire safety plan.

- **ALFA supports** fire sprinklers in senior living communities. Older buildings without sprinklers should be retrofitted within a reasonable time.
- **ALFA supports** smoke detectors in resident rooms and common areas.
- **ALFA supports** the coordination of local and state fire codes with state regulations.
- **ALFA supports** the development of disaster contingency plans and implementation of staff training by senior living communities in anticipation of potential disasters and communication of disaster policies with families, residents and staff.

Appropriate Oversight

All 50 states regulate assisted living. Independent living must also comply with various fire safety and food service requirements. Adequate oversight and enforcement of state and local regulations is critical to ensure provider compliance with state laws and regulations.

- **ALFA supports** state licensure of assisted living communities
- **ALFA supports** annual unannounced survey inspections by state licensing agencies to determine regulatory compliance with the option for communities that have demonstrated consistent compliance to have a longer survey cycle or abbreviated survey visit.
- **ALFA supports** the Informal Dispute Resolution (IDR) process which is the method by which assisted living communities are offered an opportunity to resolve disagreements surrounding survey deficiencies.
- **ALFA supports** fines, closure, and other sanctions for communities that are in serious violation of state regulations and who endanger the health, safety and welfare of residents, provided there is appropriate due process.
- **ALFA supports** consumer option to live in independent living and receive long term services and supports as needed.
Zero Tolerance for Elder Abuse

A responsibility of caring for seniors is to make sure they are protected from financial and physical abuse, neglect, and exploitation.

- ALFA supports educating family members, residents and staff about elder abuse annually.
- ALFA supports policies and procedures that include dismissal of staff involved in abuse.
APPENDIX I: PAC Prior Authorization Form
AUTHORIZATION FOR SOLICITATION AND COMMUNICATION

In order to keep you informed and allow you (or any of your executive, administrative or professional personnel) to receive information on our programs, special events and activities, as well as communications on top congressional races and federal election activities, we are required to maintain your signature on file, and request that you please take a moment to sign the five lines marked below.

NAME: ____________________________________________

E-MAIL: ____________________________________________

TITLE: ____________________________________________

COMPANY NAME: ____________________________________________

COMPANY ADDRESS: ____________________________________________

CITY / STATE / ZIP: ____________________________________________

ALFAPAC is authorized to solicit voluntary contributions from the executive and administrative personnel and stockholders of my company for the following years. Please sign below on each year that permission is granted. Your signature does not obligate you to make any contribution to ALFAPAC, it allows ALFAPAC to inform you and your executives of upcoming activities.

2012: ____________________________________________

2013: ____________________________________________

2014: ____________________________________________

2015: ____________________________________________

2016: ____________________________________________

I certify that I am ALFA’s primary point of communication with my company. I understand that my company may not approve a solicitation by any other trade association for these years. Federal law requires political committees to report the name, company, address, occupation, and name of employer for each individual whose contributions aggregate in excess of $200 in a calendar year.
APPENDIX J: Members of the Senate Committee on Aging
<table>
<thead>
<tr>
<th>Democrats</th>
<th>Republicans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Nelson, Chairman (Florida)</td>
<td>Susan Collins, Ranking Member (Maine)</td>
</tr>
<tr>
<td>Ron Wyden (Oregon)</td>
<td>Bob Corker (Tennessee)</td>
</tr>
<tr>
<td>Bob Casey (Pennsylvania)</td>
<td>Orrin Hatch (Utah)</td>
</tr>
<tr>
<td>Claire McCaskill (Missouri)</td>
<td>Mark Kirk, Ill (Illinois)</td>
</tr>
<tr>
<td>Sheldon Whitehouse (Rhode Island)</td>
<td>Dean Heller (Nevada)</td>
</tr>
<tr>
<td>Kirsten Gillibrand (New York)</td>
<td>Jeff Flake (Arizona)</td>
</tr>
<tr>
<td>Joe Manchin, Ill (West Virginia)</td>
<td>Kelly Ayotte (New Hampshire)</td>
</tr>
<tr>
<td>Richard Blumenthal (Connecticut)</td>
<td>Tim Scott (South Carolina)</td>
</tr>
<tr>
<td>Tammy Baldwin (Wisconsin)</td>
<td>Ted Cruz (Texas)</td>
</tr>
<tr>
<td>Joe Donnelly (Indiana)</td>
<td></td>
</tr>
<tr>
<td>Elizabeth Warren (Massachusetts)</td>
<td></td>
</tr>
</tbody>
</table>