

Outsourced Staffing Functions
2015 Updates

| States | Legal - Compliance | Accounting | Lobbying-Government Relations | Conference-Meeting planning | Other |
|----------------|--------------------|---|---|-----------------------------|---|
| Alabama | | | | | Information technology |
| Alaska | | | | | |
| Arizona | x | | | | |
| Arkansas | | | | | |
| California | x | | x | | |
| Colorado | x | | | | |
| Connecticut | | | | | |
| Delaware | | | | | |
| Florida | | Tax filing/government year-end reports/audits | Some | | |
| Georgia | | | | | |
| Florida | | | | | |
| Georgia | | | | | |
| Hawaii | x | | x | | Public Relations |
| Idaho | | | | | |
| Illinois | | | | | In-house staff supplemented with limited outside lobbying firms, legal firms, |
| Indiana | x | | | | Endorsed Business Partner Program |
| Iowa | | | | | |
| Kansas | As needed | As needed | As needed | As needed | |
| Kentucky | x (Also in-house) | x (Audit only) | Additional contract | | |
| Louisiana | x | | 3 contract lobbyists in addition to staff | | Association IT systems/maintenance |
| Maine | | | | | |
| Maryland | | | | | |
| Massachusetts | x | x | x | | |
| Michigan | | | | | Multi-client lobbyist retainer with Public |
| Minnesota | | | | | |
| Mississippi | | | | | |
| Missouri | | | | | |
| Montana | | | | | |
| Nebraska | | | | | Information technology network management; NHIS Health Information System |
| Nevada | x | x | x | | |
| New Hampshire | | | | | |
| New Jersey | | | | | |
| New Mexico | x | | x | | |
| New York | | | | | |
| North Carolina | | | | | |
| North Dakota | | | | | |
| Ohio | | | | | |
| Oklahoma | x | | | | |
| Oregon | | | x | | Human Resources |
| Pennsylvania | | | | | |
| Rhode Island | | | | | |
| South Carolina | x | | | | |
| South Dakota | | | | | |
| Tennessee | x | | x | | |
| Texas | | | | | Data products |
| Utah | | x | | | |
| Vermont | x | x | x | | |
| Virginia | | | | | |
| Washington | x | | x | | |
| West Virginia | | | | | |
| Wisconsin | x | | x | | |
| Wyoming | x | | | | |