

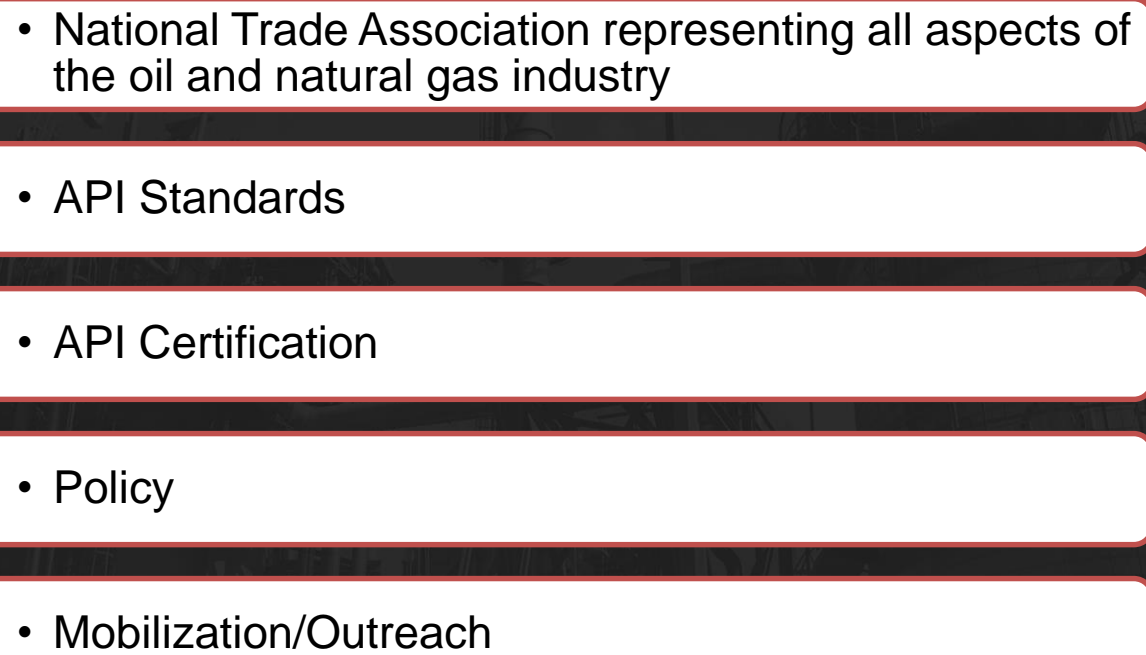


SECRETS TO CONSENSUS: GETTING STAKEHOLDERS ALIGNED

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About API

- 
- National Trade Association representing all aspects of the oil and natural gas industry
 - API Standards
 - API Certification
 - Policy
 - Mobilization/Outreach



API's Mobilization Tools



Micro-targets

High-propensity voters likely to support or be persuaded to support industry issues

43 million; in every congressional district



Energy Citizens

Citizens concerned about energy who are self-motivated and active in their communities

1.6 million; in every congressional district



Energy Forums

Educational initiative targeting most influential, grasstops community leaders

Active in 21 states



Energy Nation

Advocacy platform for employees, spouses, vendors and retirees of oil and natural gas industry

370,000; in every congressional district



Strategic Partners

Non-traditional allies including labor, women, Democrats and minorities



Research Projects

Quantitative and qualitative research underpin outreach efforts



Change hearts and minds
and make emotional
connection with traditional
and non-traditional
audiences

- Harness passion for reasonable solutions
- Education to immunize against opposition
- Community voices that are most credible



Influence votes
on important issues at
federal, state and
local level

- Regulatory and legislative
- Leaders and constituents who vote and donate
- Traditional and non-traditional



Deliver votes
in ballot campaigns

- Local grassroots
- Local messengers

What Does API's Mobilization Program Do?



Be Good Neighbors

- Continue to be proactive in building positive relations in the areas where they operate.
- Listen and respond to community concerns—and show industry can be compassionate and constructive neighbors.



Establish and Strengthen Ally Relations

- Build long-term substantial relations with allies in the areas where they operate, including minority groups, where appropriate, as well as labor, agriculture, small business, education, and others.



Access Industry Expertise

- API's program is proven; can provide companies and state associations with the data, tools, and political sophistication necessary to be successful.
- Proceeding in isolation is counterproductive and can backfire.

What Does API's Mobilization Program Do?

STEP 1: RESEARCH & PREP FOR LONG GAME

GRASSROOTS RESEARCH



Issue Analysis

Take the time to research and identify the strengths and liabilities of the issue in your community.



Community Assessment

Learn about the regional demographics and geography that will impact your grassroots campaign.



Stakeholder Analysis

Determine the assets, operations, historical issues and impacts stakeholders have had in the community.



Political Assessment

Assess the political environment, the make-up of registered voters, influential leaders and voter turn-out.

STEP 2: DEFINE YOUR GOAL

Defeat/pass legislation, ordinance, resolution?


Regulatory issue?

Defeat/pass ballot issue?

Pure Education?

Other?

STEP 3: WHO NEEDS TO BE IN THE ROOM?

- 
- Who is so influential over the target audience, they are critical to the coalition?
 - Who has the ability and relationships to help recruit?
 - Who has critical assets needed by the coalition?
 - Are there groups or individuals that you feel you have to have on the coalition to be successful?

STEP 4: DEFINE ISSUES, TARGETS & AUDIENCE



Is it a ballot issue or before an elected body? At what level? Federal? State? Local?

- **Voters:** All voters should be able to look at the coalition and see someone they identify with:
 - Someone they voted for
 - A leader or organization they respect
 - An organization they are a member of
- **Elected body:**
 - Targeted legislators/elected leaders
 - Leadership or those that can influence other votes
 - Committees and their chairs
 - Those on the bubble
 - Who are third party influencers that would have an impact on an elected leader?

STEP 5: DEFINE COALITION'S ANTICIPATED ACTIVITIES

• **Defeat/pass legislation, ordinance, resolution**

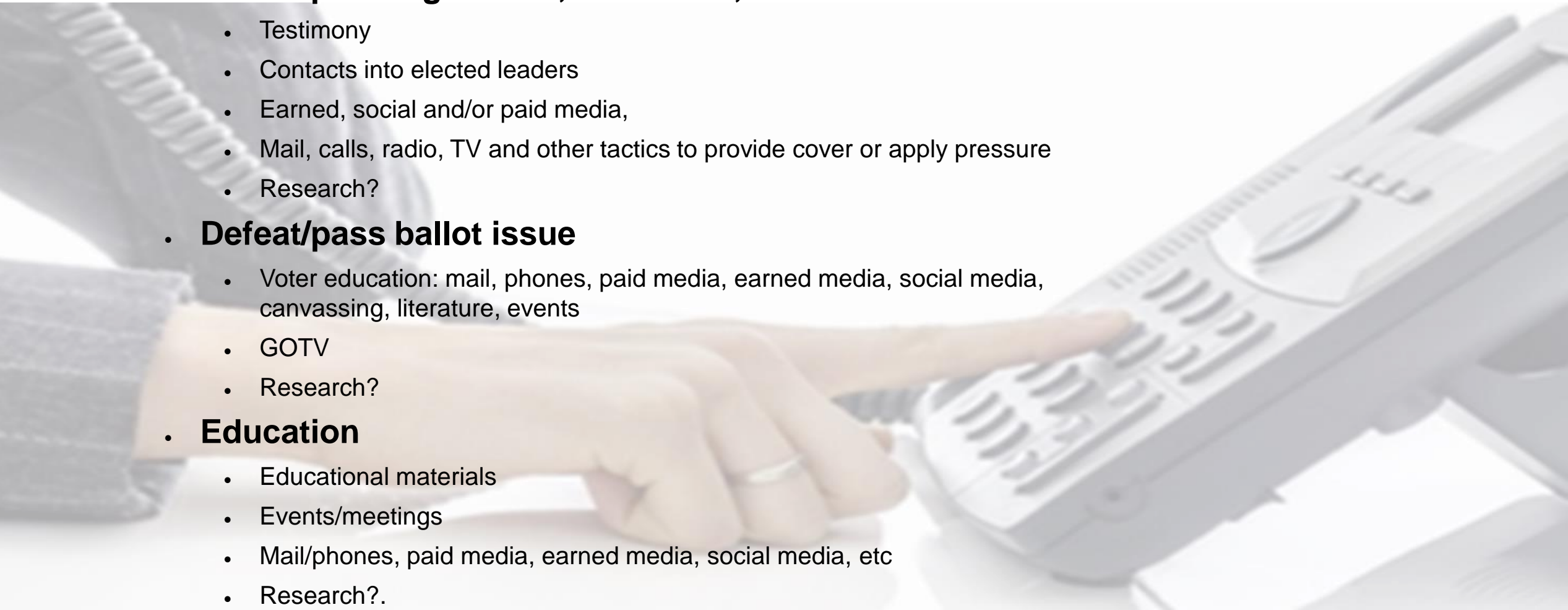
- Testimony
- Contacts into elected leaders
- Earned, social and/or paid media,
- Mail, calls, radio, TV and other tactics to provide cover or apply pressure
- Research?

• **Defeat/pass ballot issue**

- Voter education: mail, phones, paid media, earned media, social media, canvassing, literature, events
- GOTV
- Research?

• **Education**

- Educational materials
- Events/meetings
- Mail/phones, paid media, earned media, social media, etc
- Research?.



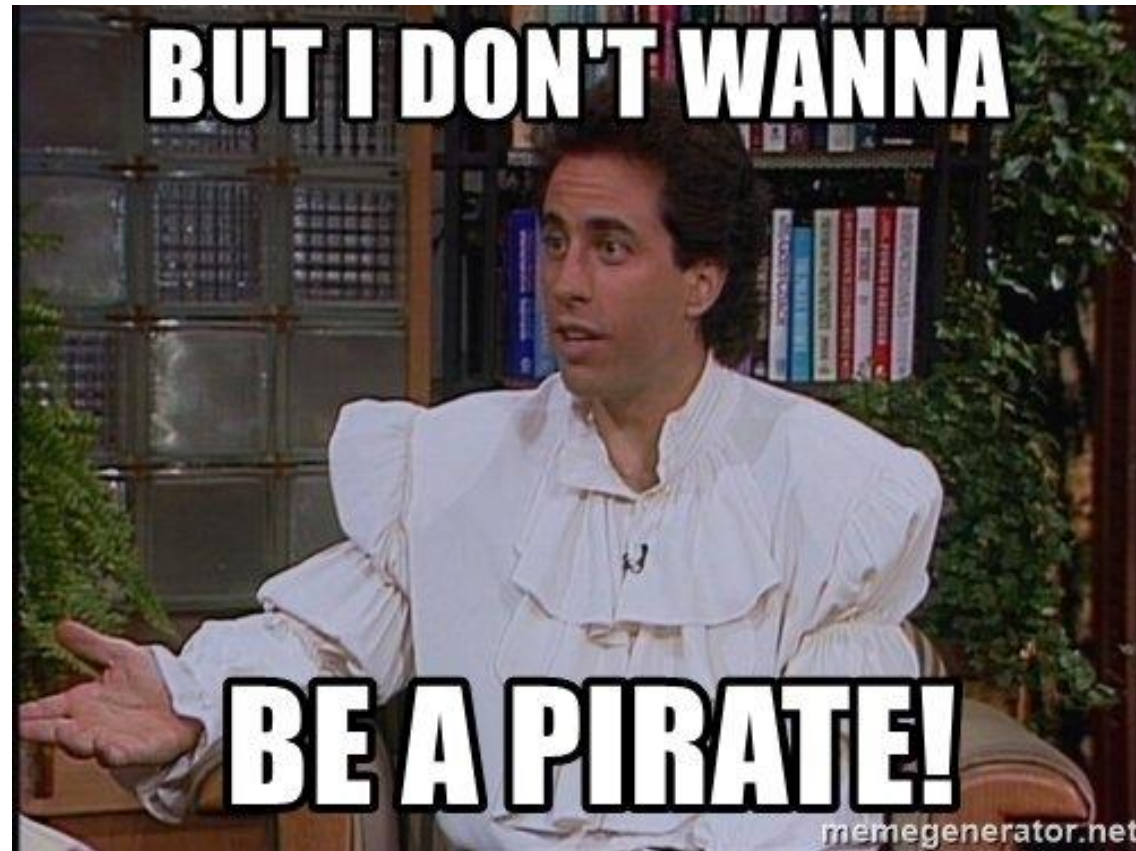
STEP 6: ADDRESS KEY QUESTIONS re: COALITION

- **Who needs to be in the room to determine organization?**
- **Legal organization**
 - Create a legal entity? What type?
 - Coalition in name only?
- **Leadership?** Who will be responsible for driving the train?
- **How will decisions be made?**
 - Core coalition team? If so, who will be on core team
 - Full coalition?
 - Unanimous decisions or majority?
- **Who will manage/execute the coalition's activities?**
 - Hire a consulting firm?
 - Split responsibilities among coalition members?
- **Type and regularity of communications/meetings?**
- **Long term coalition? Short term coalition?**



STEP 7: DEFINE BOUNDARIES

Defining what the coalition won't do, can be almost as important as defining what it will do.



STEP 8: ADDRESS FUNDING



How much funding do you need? How will you raise it?

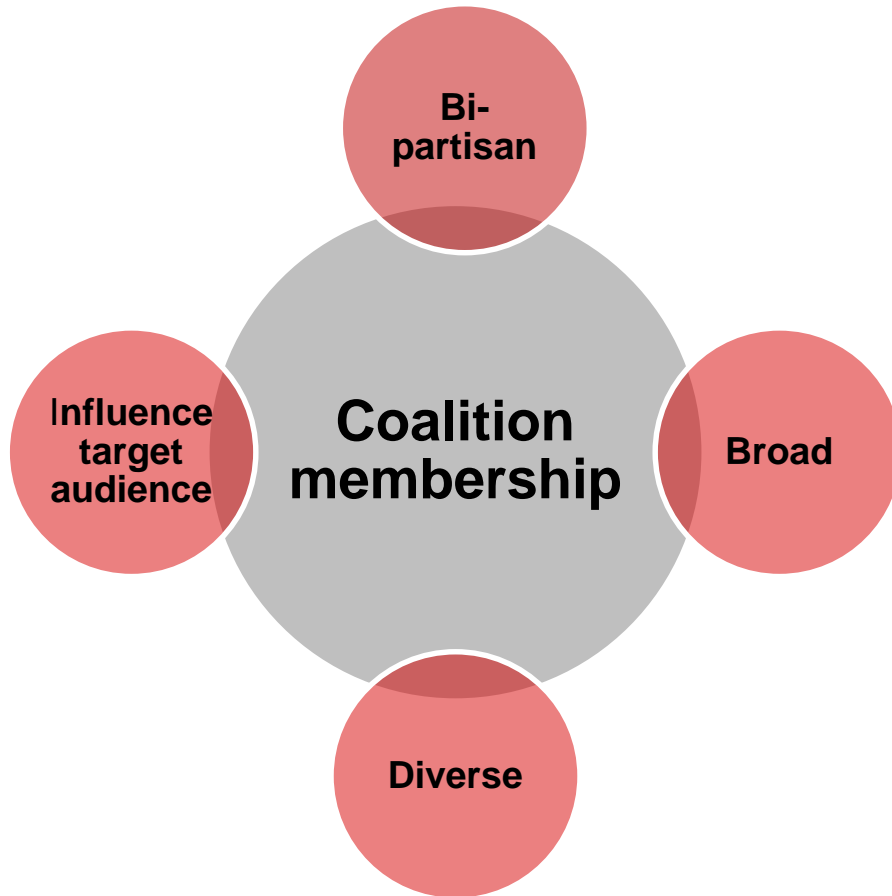
Create a budget based on anticipated activities



Some key questions:

- Will one or a core group of coalition members provide all or a significant portion of the funding? If so, will that allow them greater decision-making power? Define.
- Will coalition members have to pay to join?
- Will you need to raise funds from outside of the coalition? Need to hire a fundraiser?

STEP 9: DEFINE TARGETS for COALITION MEMBERS



Potential targets for membership:

- Elected Leaders (bi-partisan)
- Non-traditional allies: minorities/women
- Business
- Labor
- Conservation/Hook & Bullet
- Agriculture
- Veterans
- First Responders
- Industries relying on energy
- Supply chain companies
- Key Community Groups

STEP 10: CREATE RECRUITMENT DOCUMENTS

- How you have answered the previous questions, especially on organization, will help determine documents you will need?
 - Simple document describing the coalition? Make members sign?
 - Formal Agreement outlining goal, organization, activities, fundraising responsibilities?
 - Coalition press release?
 - Creation of legal entity?
 - **Messaging documents on why target members have a personal stake**



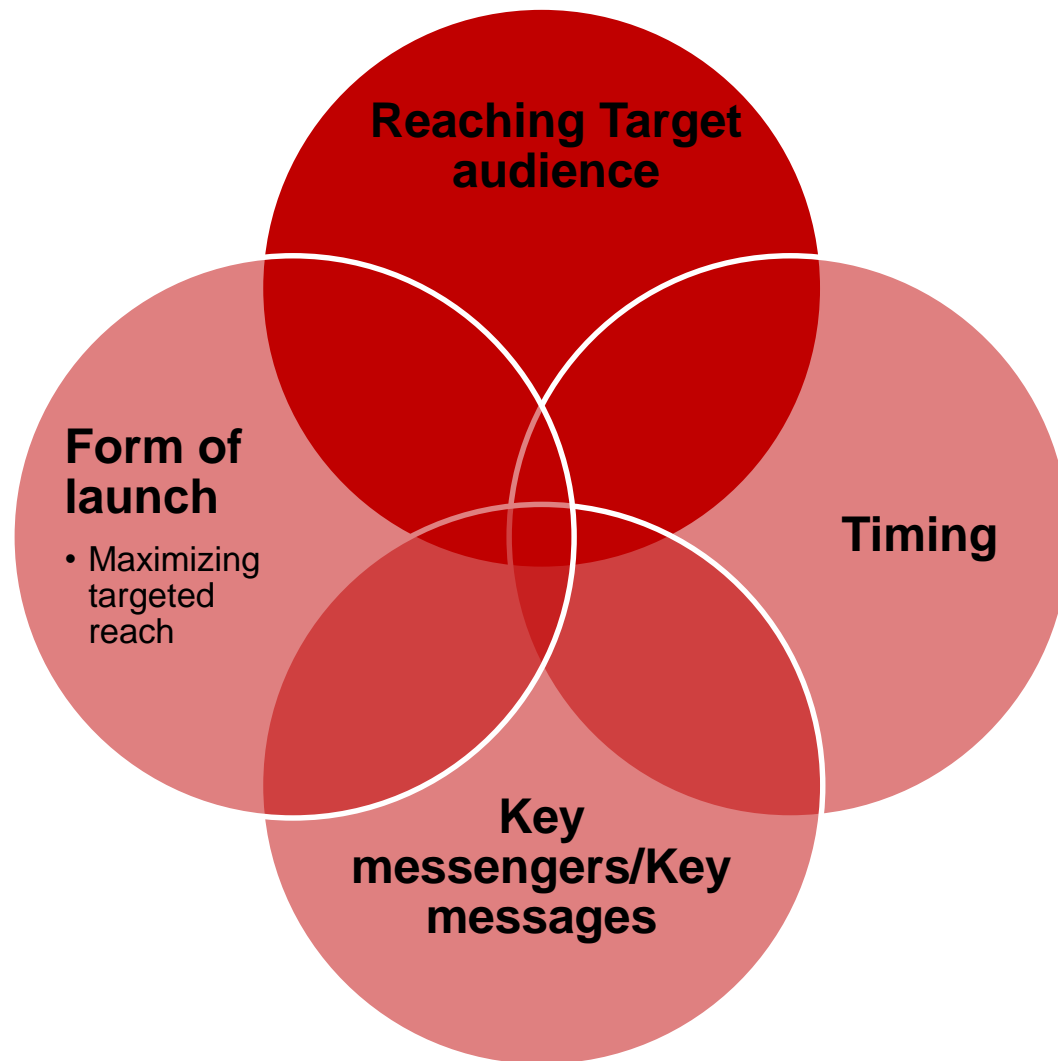
STEP 11: RECRUIT!



Educate targeted coalition members on the issue, why they have a personal stake in the issue, and how joining the coalition will benefit them.



STEP 12: LAUNCH THE COALITION



Plan your coalition launch carefully to get maximum support.

STEP 13: MANAGING the COALITION

- **COMPLETED:**

- Goals
- Management
- Communications
- Coalition Activity Goals

- **ESSENTIAL MOVING FORWARD:**

- Accountability
- Measurement of Success
- Room for Flexibility



AVOIDING COMMON PITFALLS

Some common pitfalls include:

- **Burying your head in the sand:** Wanting to build the coalition quickly and not deal with difficult issues or questions that might slow the process.
- **Skipping steps in building the coalition:** The steps call for clear direction on leadership/management, funding, activities, organization.
- **Defining the coalition too narrowly:** Not anticipating evolution of the issue and the need for some flexibility within defined parameters.
- **Not giving credit to others:** Make sure you give credit to other coalition members when credit is due.



Thank You