

Engaging the Next Generation in Grassroots

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Public Affairs Council

TODAY'S AGENDA



- The New Advocacy Landscape



- Crafting a Plan



- New Engagement Tactics



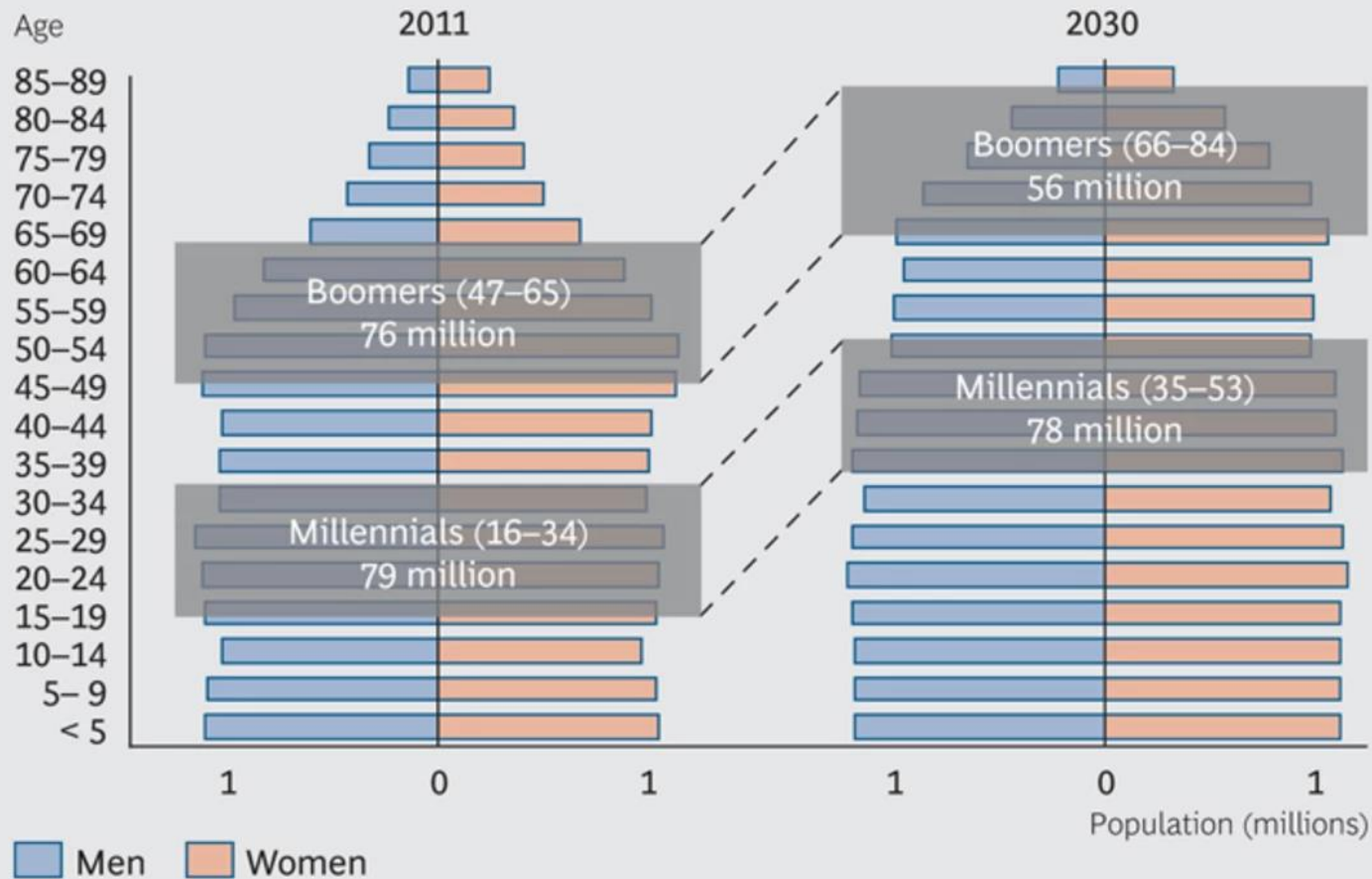
- Building a Culture of Political Involvement



- Q&A and Open Discussion

“MILLENNIALS”

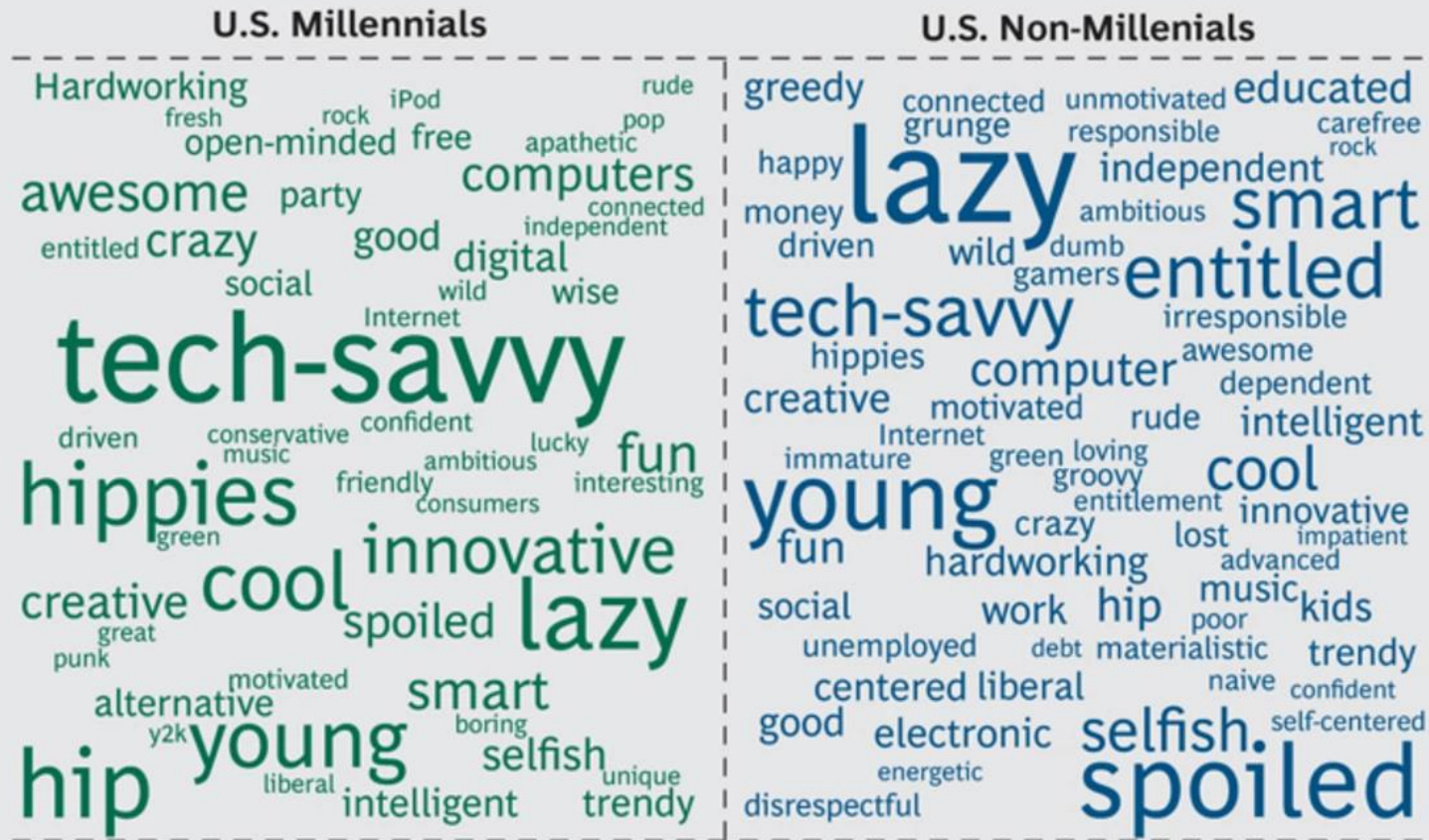
EXHIBIT 1 | U.S. Millennials Will Outnumber Non-Millennials by 22 Million by 2030



Source: U.N., Department of Economic and Social Affairs.

“MILLENNIALS”

EXHIBIT 2 | U.S. Millennials View Themselves More Positively Than Non-Millennials Do

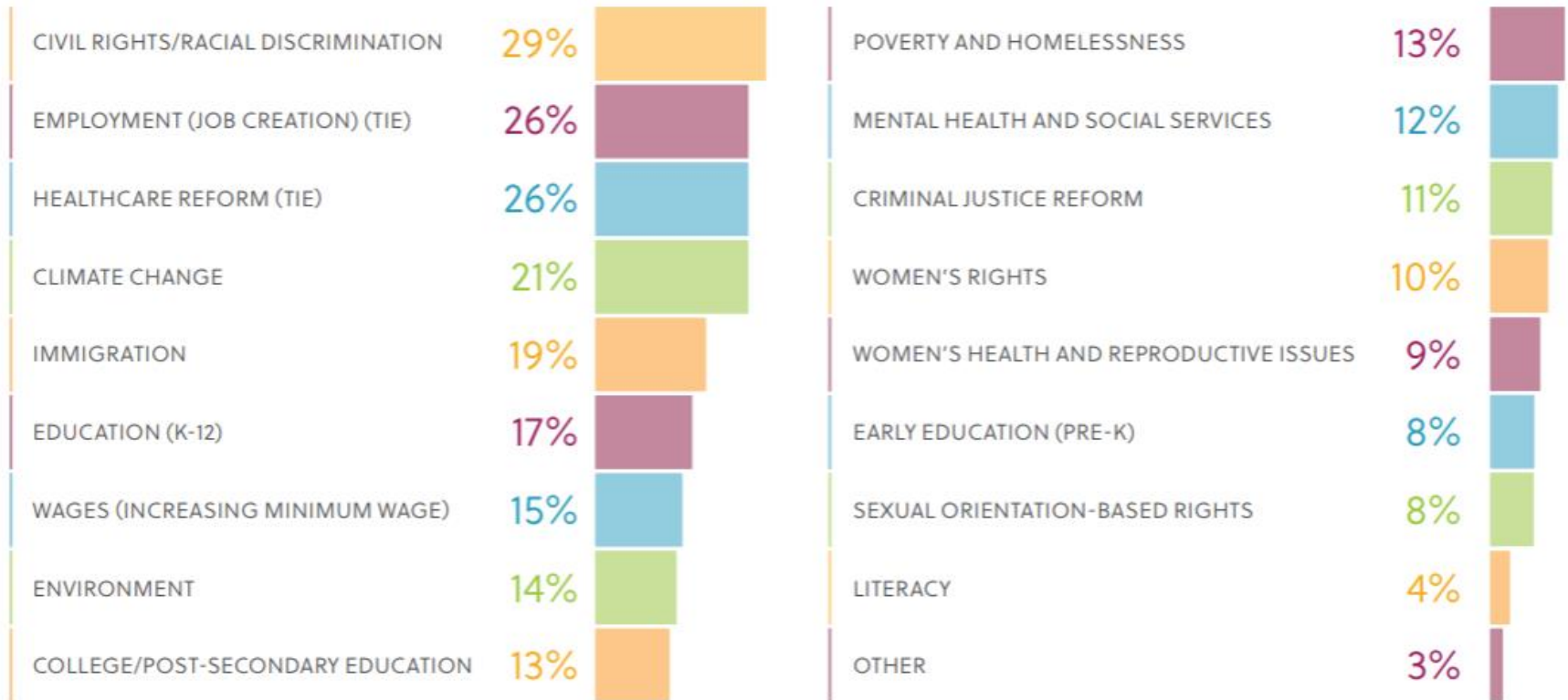


Source: BCG analysis.

Note: Size of word indicates frequency of response.

WHAT MOTIVATES EMERGING LEADERS

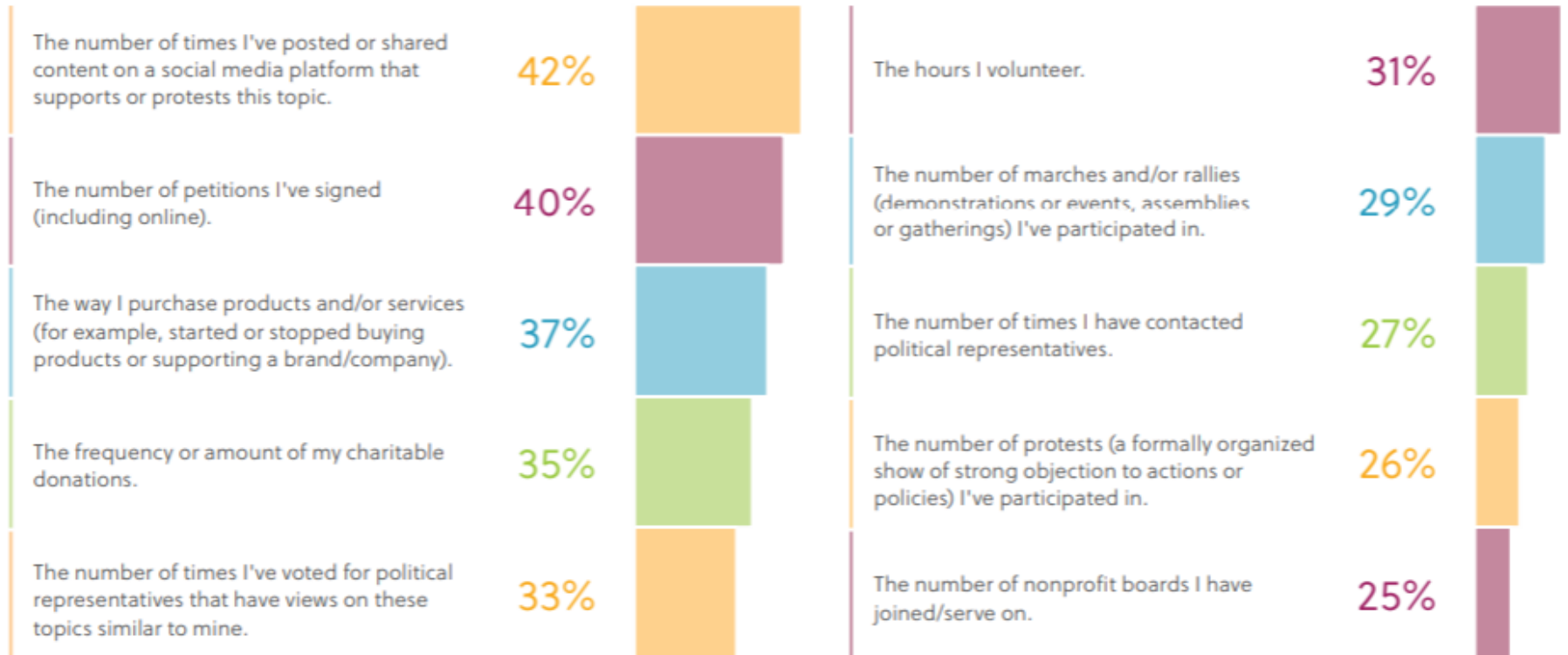
CAUSES/SOCIAL ISSUES OF MOST INTEREST*



*Since each respondent could choose 1-3 issues, these figures won't total 100%.

ACTION ORIENTATION

INCREASE IN BEHAVIORS SINCE 2016 ELECTION

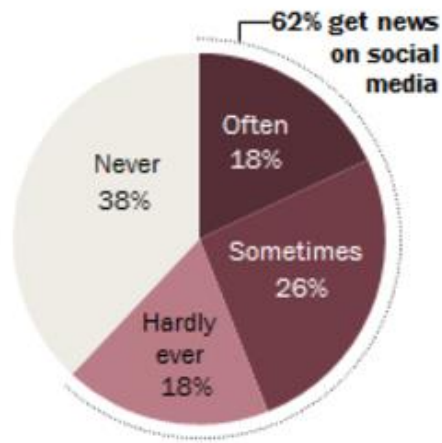


MEDIA CONSUMPTION IS CHANGING

Changing Media Landscape

About 6-in-10 Americans get news from social media

% of U.S. adults who get news on a social networking site ...

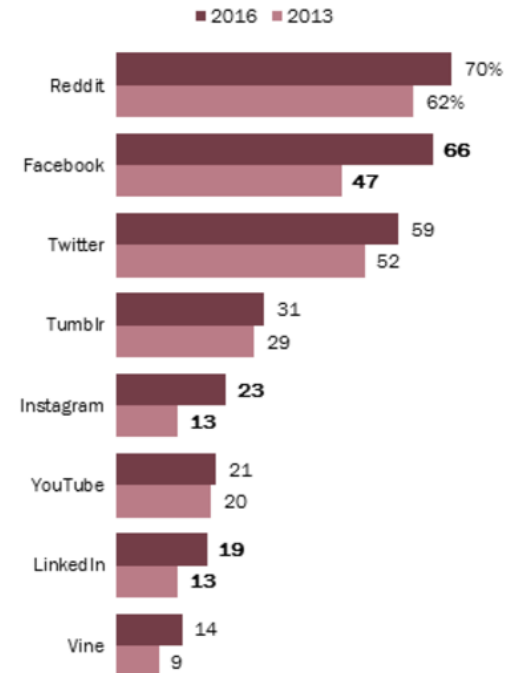


Source: Survey conducted Jan. 12-Feb. 8, 2016.
"News Use Across Social Media Platforms 2016"

PEW RESEARCH CENTER

Growth in use of social media for news

% of users of each social networking site who get news there



Note: Statistically significant differences in **bold**.
Source: Survey conducted Jan. 12-Feb. 8, 2016.
"News Use Across Social Media Platforms 2016"

PEW RESEARCH CENTER

SOURCE: Pew Foundation 2016

DISENGAGED AT WORK

MILLENNIALS ARE THE LEAST ENGAGED GENERATION AT WORK

Engaged

MILLENNIALS

29%

GEN XERS

32%

BABY BOOMERS

33%

TRADITIONALISTS

45%

Not Engaged

MILLENNIALS

55%

GEN XERS

50%

BABY BOOMERS

48%

TRADITIONALISTS

41%

Actively Disengaged

MILLENNIALS

16%

GEN XERS

18%

BABY BOOMERS

19%

TRADITIONALISTS

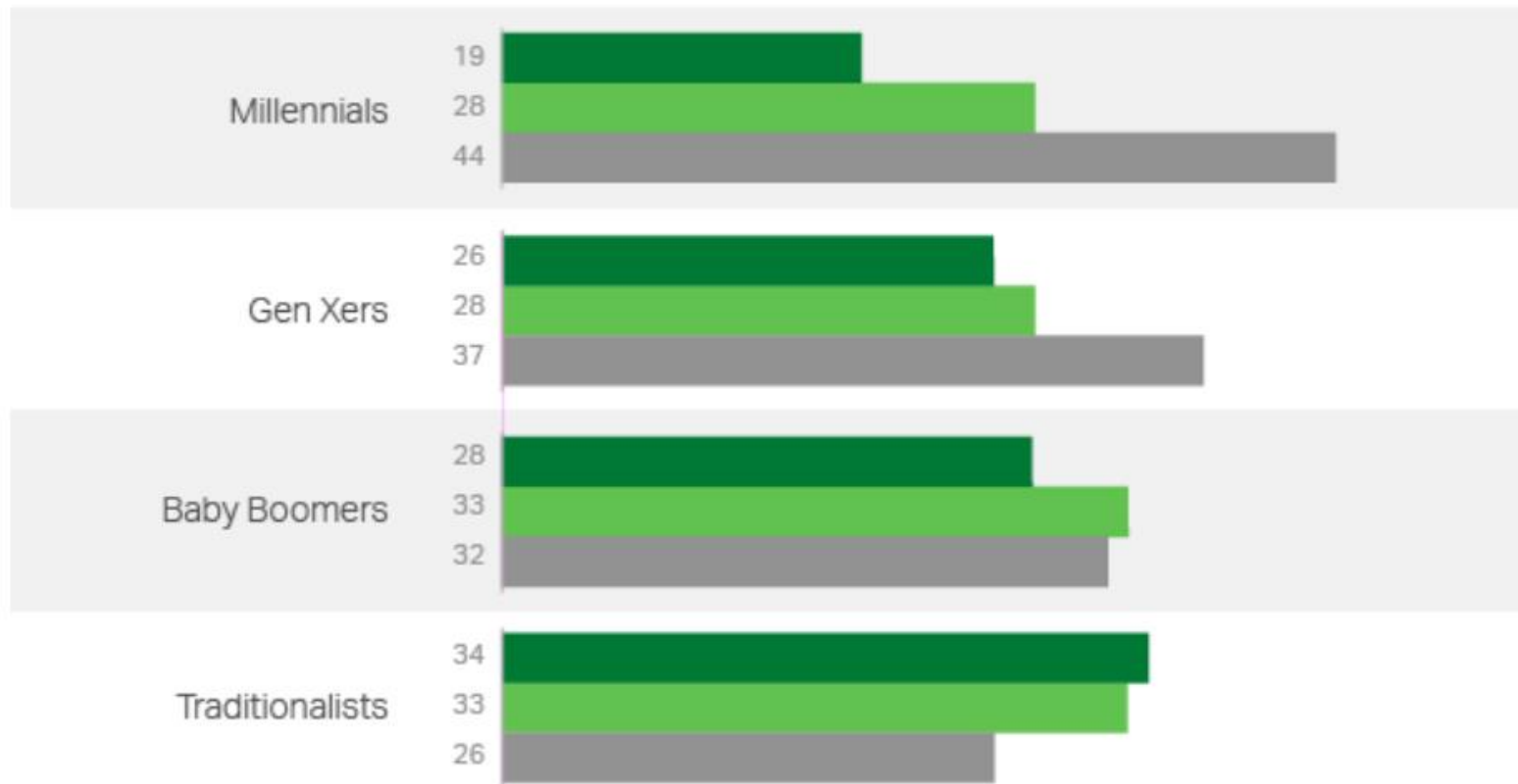
14%

GALLUP

POLITICALLY MODERATE

Millennials represent the largest group of independents

■ % Republican ■ % Democrat ■ % Independent



GALLUP

SOURCE: Gallup 2016

THE POWER STRUCTURE IS RAPIDLY CHANGING

OLD POWER VALUES

Managerialism, institutionalism, representative governance

Exclusivity, competition, authority, resource consolidation

Discretion, confidentiality, separation between private and public spheres

Professionalism, specialization

Long-term affiliation and loyalty, less overall participation

NEW POWER VALUES

Informal, opt-in decision making; self-organization; networked governance

Open source collaboration, crowd wisdom, sharing

Radical transparency

Do-it-ourselves, “maker culture”

Short-term, conditional affiliation; more overall participation

SOURCE JEREMY HEIMANS AND HENRY TIMMS

HBR.ORG

SETTING UP YOUR NEXT GENERATION PLAN

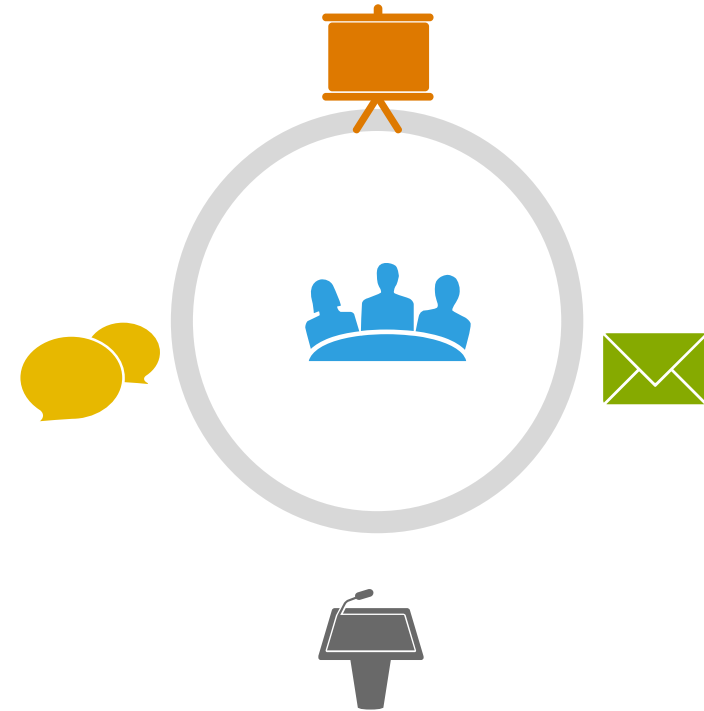
How can you increase political engagement?

Ultimate Goal: change your organizational culture

Increase PAC participation

Increase grassroots participation

Increase governance and volunteer participation



POLITICAL ENGAGEMENT STRATEGY

Important Strategic Questions:

1. What do I already have at my disposal?
2. What technology and content will help me communicate effectively?
3. How can I empower the next generation?
4. Where are my advocates spending their time and how can I reach them?
5. What motivates or drives my specific audience?



POLITICAL ENGAGEMENT STRATEGY

Sample to do list for launching your program:

1. Set your goal(s) and strategy
2. Outline your metrics
3. Define your tactics
4. Secure a budget or reallocate resources
5. Brand your program
6. Create volunteer leadership opportunities
7. Craft a launch strategy
8. Develop a content calendar or event calendar
9. Always Be Communicating (ABC)

MOVE THEM UP THE ENGAGEMENT LADDER

Data is the most important tool here. Otherwise this is your engagement ladder:



NEW ENGAGEMENT TACTICS

Next generation engagement tactics

Providing Open and Transparent Leadership Roles

Creating Shorter and Simpler Content

Gamification

Facebook Livestream

User Generated Content

Education Programs

Podcasts and Webinars

Newsletters 2.0

VOLUNTEER MANAGEMENT

Make Sure Your Volunteer Leadership Represents Your Organization

Diversity by:

Location

Age

Ethnicity

Gender

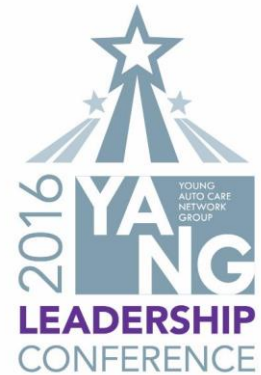
Size and Scope/ Specialization

Reputation

Perspectives

Clear and Defined Expectations

Regular Feedback



VOLUNTEER MANAGEMENT

Do you know what your younger members think?

Surveys, Listening Tours, Town Halls, Facebook Q&A, Twitter
Town Hall

Survey Example:

4. [To current donors only] Please select up to three reasons why you joined the PAC.
 - I understand the impact that policy decisions have on my company/industry/association and our future success.
 - I believe it is important to build relationships with legislators and their staff.
 - I am a politically active person in my personal life and believe it is important for [organization] to be politically active.
 - I agree with the goals of [organization] PAC.
 - I like the benefits/gifts that [organization] PAC provides.
 - The PAC gives me an opportunity to play a role in the political and policy process.
 - Contributing to the PAC has a bigger impact than my individual contribution to a candidate.
 - I am proud to stand with my colleagues to give our organization a voice in the policy process.
 - Other_____

IMPROVING POLICY CONTENT

Is this a successful issue brief?

26,000 words

PDF

No stories

Complicated Charts

Stock Photography

ISSUE BRIEF

The Congressional Budget Office (CBO) prepared a cost estimate of S. 1871, the "SGR Repeal and Medicare Beneficiary Improvement Act of 2013", as reported by the Senate Finance Committee on January 16, 2014 which included two provisions related to podiatric physicians (Sec. 254). The American Podiatric Medical Association (APMA) takes strong exception to CBO's budgetary impact estimate of Section 254, provisions from the Helping Ensure Life- and Limb-Saving Access to Podiatric Physicians (HELLPP) Act, and urges CBO to review the provisions and APMA's supporting documentation.

The CBO estimate states that:

"Section 254 would promote Medicaid beneficiary access to podiatrists and expand Medicare coverage of therapeutic shoes for beneficiaries with diabetes. CBO estimates that those changes would increase direct spending by about \$1 billion between 2014 and 2023."

CBO acknowledges that:

"Because Medicaid provides states with significant flexibility to make programmatic adjustments in response to such changes in requirements, the [requirement to include podiatrists as physicians under the Medicaid program] would not be [an] intergovernmental mandate as defined in UMRA [the Unfunded Mandates Reform Act]."

APMA believes the HELLPP Act provisions warrant a closer look by the CBO. *The estimate incorrectly describes the Medicare provision as expanding coverage.* On the contrary, the Medicare provision of the HELLPP Act is a paperwork clarification of the current Medicare benefit to better account for how medical professionals certify, prescribe, dispense services, and maintain records under the Medicare diabetic shoe benefit. Underscoring this point, a rule of construction has been incorporated into the current version of the HELLPP Act clarifying that the legislative language should not be construed as expanding coverage under the Medicare diabetic shoe program.

APMA also believes the federal budgetary impact of defining podiatrists as physicians under Medicaid should be significantly lower than what CBO recently estimated. In fact, in 2009, CBO reviewed the very same provision in the context of a much broader Medicaid expansion proposal and estimated it would cost \$200 million over 10 years. However CBO's recent estimate inexplicably inflated its previous estimate even in light of the following changes to the Medicaid landscape since then:

- Medicaid expansion population is smaller. The Affordable Care Act (ACA) expands coverage to only 133% of the Federal Poverty Level (FPL), while the 2009 legislation CBO was analyzing called for Medicaid expansion for a larger population of up to 150% FPL.
- Medicaid expansion under the ACA is optional as determined by Supreme Court ruling. CBO estimated that the ruling would cause 6 million fewer people to be enrolled in Medicaid and would reduce overall Medicaid spending by \$289 billion over 10 years.
- Numerous peer-reviewed studies demonstrate that care by podiatrists improves patient outcomes and reduces hospitalizations, saving the health-care system from significant unnecessary costs.

Understanding CBO may not revisit and revise its estimate, the HELLPP Act includes a provision to offset any increased spending by closing a loophole so that Medicaid payments to tax-delinquent Medicaid providers would be reduced by the amount of federal taxes that are owed. Such a mechanism already exists in Medicare and is supported by a Government Accountability Office (GAO) study highlighting this irregularity, released July, 2012 (GAO-12-857): "Providers in Three States with Unpaid Federal Taxes Received over \$6 Billion in Medicaid Reimbursements."

ANNUAL REPORT OR WHITEPAPER

GAO Highlights

Highlights of [GAO-17-36](#), a report to the Ranking Member, Committee on Financial Services, House of Representatives

Why GAO Did This Study

Private insurers (WYO companies) sell and service flood policies and adjust claims for NFIP under an arrangement with FEMA. In [GAO-09-455](#), GAO made recommendations on FEMA's WYO compensation methodology and data quality. The Biggert-Waters Act built on these recommendations and required FEMA to develop a methodology for determining appropriate amounts WYO companies should be reimbursed. GAO was asked to review the status of FEMA efforts. This report examines, among other issues, (1) the extent to which FEMA revised compensation practices, and (2) trade-offs of potential alternatives to the WYO arrangement. GAO reviewed laws and regulations, analyzed FEMA data and data on expenses reported to NAIC for 2008–2014 (most recent available), and interviewed FEMA and NAIC officials, stakeholders (11 organizations with flood insurance expertise, three vendors), and 10 selected WYO companies with varying NFIP premium bases. To compare FEMA compensation with actual expenses, GAO examined information on accounting and reporting practices from a second selection of 10 WYO companies (in this case, insurers within 10 insurance groups) that received about 60 percent of compensation in 2008–2014.

What GAO Recommends

GAO maintains that its 2009 recommendations remain valid and will help FEMA meet Biggert-Waters Act requirements. In this report, GAO recommends that FEMA take into account company characteristics when developing the new WYO compensation methodology. FEMA agreed with the recommendation. View [GAO-17-36](#). For more information, contact Alicia Puente Cackley at (202) 512-8678 or cackleya@gao.gov.

December 2016

FLOOD INSURANCE

FEMA Needs to Address Data Quality and Consider Company Characteristics When Revising Its Compensation Methodology

What GAO Found

The Federal Emergency Management Agency (FEMA) has yet to revise its compensation practices for Write-Your-Own (WYO) companies to reflect actual expenses as required by the Biggert-Waters Flood Insurance Reform Act of 2012 (Biggert-Waters Act), and as GAO recommended in 2009. FEMA continues to rely on insurance industry expense information for other lines of property insurance to set compensation rates for WYO companies. Efforts by FEMA, the National Association of Insurance Commissioners (NAIC)—which collects data by line of insurance from insurance companies—and the WYO companies have resulted in some improvements to financial data on National Flood Insurance Program (NFIP) expenses that WYO companies report to NAIC. But GAO found inconsistencies among how 10 selected WYO companies (which received about 60 percent of the compensation FEMA paid in 2008–2014) reported federal flood data to NAIC that limit the usefulness of these data for determining expenses and setting compensation rates. For example, GAO analysis showed that adjusting for inconsistencies due to unreported expenses significantly reduced WYO company profits. Consequently, without quality data on actual expenses, FEMA continues to lack the information it needs to incorporate actual flood expense data into its compensation methodology as well as determine how much profit WYO companies make and whether its compensation payments are appropriate. FEMA has not clarified what other analyses it will undertake to address GAO 2009 recommendations concerning data quality. GAO also found the ways in which WYO companies operate, including how companies compensate agents and third-party vendors (with which some companies contract to conduct some or all of the management of their NFIP policies) can affect a company's expenses and profits. Considering company characteristics would allow FEMA to more effectively develop its compensation methodology and determine the appropriate amounts to reimburse WYO companies as required by the Biggert-Waters Act.

According to WYO companies and stakeholders, the current WYO arrangement and three potential alternatives GAO identified all involve trade-offs. Private insurers become WYO companies by signing a Financial Assistance/Subsidy Arrangement with FEMA and FEMA annually publishes terms for participation in the WYO program, including amounts companies will be paid for expenses. The current arrangement includes benefits for consumers from competition among approximately 75 WYO companies, but poses oversight challenges for FEMA due to the large number of companies. The three potential alternatives involve FEMA contracting with (1) one or more insurance companies to sell and service flood policies; (2) one vendor that would sell policies through agents and insurance companies would not be involved; or (3) multiple vendors to service policies while maintaining the WYO network to market and sell flood policies. All three potential alternatives would involve FEMA contracting with either WYO companies or vendors as federal contractors, a status that most WYO company representatives cited as creating more regulatory burden because of federal contract requirements. Representatives of most WYO companies and several stakeholders GAO interviewed preferred the current arrangement because of its predictability and noted that this characteristic would continue to encourage WYO company participation.

United States Government Accountability Office

DATA OR STORIES + GOOD DESIGN = INFORMATION RETENTION



BREAK DOWN YOUR ARGUMENTS

EMPLOYMENT

International automakers directly employ **126,500** Americans. That's enough to fill a Super Bowl stadium twice!



FACEBOOK LIVESTREAM

Offline and Online are becoming intertwined



 **Public Affairs Council** was live.
about 3 months ago · 🌐


Communicating in the Age of Distrust.

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Like · Reply · 13w

 **Janie O'Connor** · 20:17 Thank you for the live feed. Janie O'Connor Johnson & Johnson  3
Like · Reply · 13w

 **Brian Bernardoni** · 14:46 We have a war room in Chicago.  2
Like · Reply · 13w

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ADA American Dental Association
Published by Connect [?] · June 18 at 3:29pm · 🌐

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In 2014, an estimated 181 million Americans did not visit a dentist. In 2010, more than 2.1 million people visited an emergency room due to unaddressed dental pain.

ADA American Dental Association
Published by Connect [?] · June 20 at 4:59pm · 🌐

Thank you to our supporters who, over the last two weeks, sent over 2,700 messages to Capitol Hill! [#MedicalDeviceTax](#)



Medical Device Tax Repeal Passes in the House!

U.S. House approves device tax repeal

The U.S. House of Representatives on a bipartisan 280-140 vote June 18 approved a repeal of the excise tax on medical devices.

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June Policy & Advocacy Update Webinar

Wednesday, June 21, 2017 at 03:30 PM

Webinar

RSVP

NHCW Picture & Video Contest Webinar

Wednesday, July 19, 2017 at 03:00 PM

Webinar

Join us to learn more about the NHCW Picture & Video Contests on Wednesday, July 19 at 3PM Eastern.

— Past Events

➤ February Policy & Advocacy Update Webinar

Wednesday, February 22, 2017 at 03:30 PM

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➤ HC Advocacy Launch Webinar

Wednesday, March 15, 2017 at 03:00 PM

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➤ March Policy & Advocacy Update Webinar

Tuesday, March 21, 2017 at 03:30 PM

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GET IN THE GAME.... GIVE OR FUNDRAISE



Games end on General Election Day (November 6th, 2012)

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Learn more at PwC.com - <http://pwc.to/2ccNbMW> Audit Senior Manager Heather Lombardo and tea



INCREASING ENGAGEMENT AT YOUR ASSOCIATION

Key Takeaways



Listen: Emerging leaders might have a different perspective, use that to your advantage. Use your data to focus on what moves the needle.



Develop an advocacy culture: This involves top-down buy-in. Use your emerging leaders to reinforce the “new normal”.



Optimize and Test: Digital provides the ability to test language, test new approaches and capture necessary analytics.

Educate. Motivate. Recognize. Engage. Follow-up. Inspire.



ERIN FERNANDEZ
PAC SPECIALIST | NEXTGEN PROGRAM MANAGER
NATIONAL AUTOMOBILE DEALERS ASSOCIATION

QUESTIONS AND DISCUSSION



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