

# The Changing Role of Advocacy

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# Today's Agenda

How Advocacy Roles Are Changing

Outside Conditions Affecting Public Policy

Tactics for the Modern Advocacy Professional



## What Describes What You Do?



## What Value Do You Provide?

Strengthen relationships

Provide insight and perspective on issues

Protect organization's interests

Help pass/defeat bills that impact the bottom line

Implement policy goals

Channeling "cats" to make energy effective

Amplify voices

Coordinate message for consistency



## e of these areas is your biggest challenge in a

of engaged advocates

Misinformed public

Opposition from lawmakers/regulatory agencies

Lack of resources

nizational hesitation Start the presentation to activate live content

If you see this message in presentation mode, install the add-in or get help at PollEv.com/app

# Skill Sets of the Modern Advocacy Professional



#### **Grassroots**

Advocate training and education

In-person engagement

Leveraging influence



#### **Communications**

Digital and social

Infographics and visuals

Message development

Media engagement



### **Engagement**

Coalitions and alliances

**CSR** integration

Regulatory advocacy

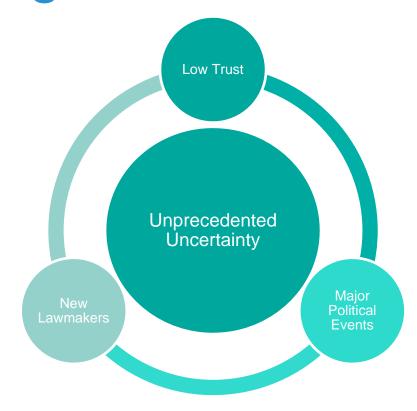
Senior executive involvement



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# Why Are Advocacy Professionals Adjusting?

- Low trust in big institutions
- Continued domination of social media
- Shifting news consumption habits
- The Twitter Presidency
- Rise of populism
- New lawmakers
- Changing advocate demographic





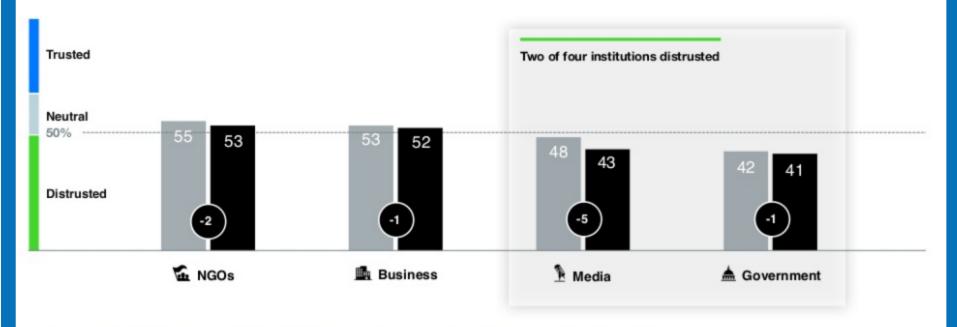
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## Condition 1: Low Trust in Big Institutions

### **Trust in All Four Institutions Declines**

Percent trust in the four institutions of government, business, media and NGOs, 2016 vs. 2017





Source: 2017 Edelman Trust Barometer Q11-620. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale, where one means that you "do not trust them at all" and nine means that you "trust them a great deal." (Top 4 Box, Trust) General Population, 28-country global total.





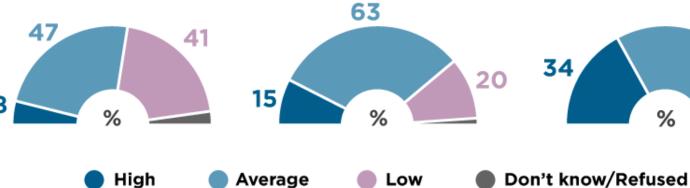
## Condition 1: Low Trust in Big Institutions

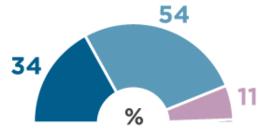
How would you rate the honesty and ethical standards of...

CEOs of major companies

Mid-level managers who work for major companies

Employees of major companies who are not part of management





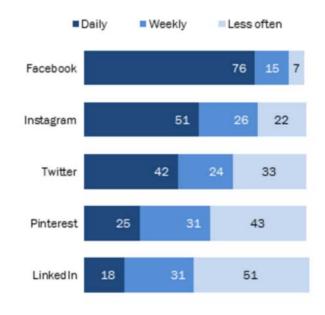
Source: Public Affairs Council Pulse Survey



# Condition 2: Continued Domination of Social Media

## Three-quarters of Facebook users and half of Instagram users use each site daily

Among the users of each social networking site, % who use these sites ...



Note: Do not know/refused responses not shown. Source: Survey conducted March 7-April 4, 2016. "Social Media Update 2016"

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# **Monthly Active Social Media Users Worldwide:**

- 1. Facebook: 1.8 billion (Third Quarter 2016)
- 2. Instagram: 600 million (December 2016)
- 3. Twitter: 317 million (Third Quarter, 2016)
- 4. LinkedIn: 106 million (April, 2015)
- 5. Snapchat: Unknown 100 Million Daily (April, 2016)

Source: Statista



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# Condition 3: Shifting News Consumption Habits

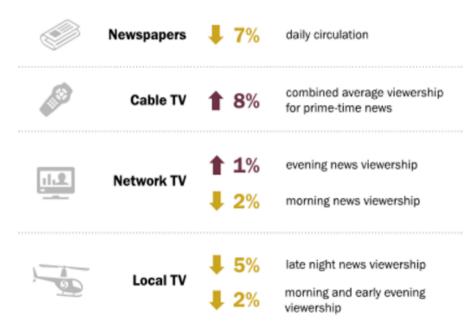
### Many Americans often get news from digital media platforms

% of U.S. adults who often get news from ...

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	%
Television	57
Local TV news	46
Cable TV news	31
National nightly network TV news	30
Digital	38
News websites or apps	28
Social networking sites	18
Radio	25
Print newspaper	20
Source: Survey conducted Jan. 12-Feb. 8, 2016.	

#### Key annual audience trends 2015 vs. 2014



Sources: Pew Research Center analysis of Nielsen Media Research, used under license; Pew Research Center analysis of Alliance for Audited Media data.

"State of the News Media 2016"

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# Condition 4: The Twitter Presidency





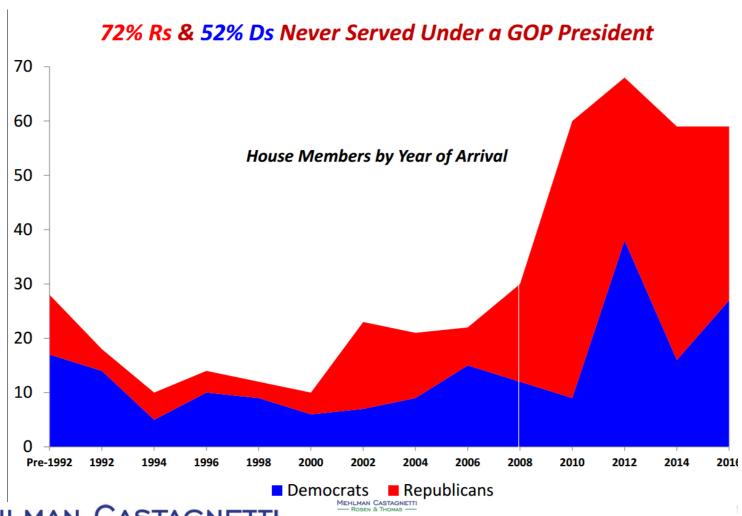


# Condition 5: The Rise of Populism





## **Condition 6: New Lawmakers**







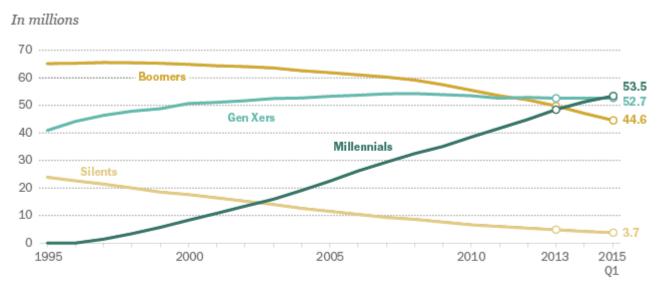
## Condition 7: Changing Advocate Demographic

MAY 11, 2015



# Millennials surpass Gen Xers as the largest generation in U.S. labor force

#### U.S. Labor Force by Generation, 1995-2015



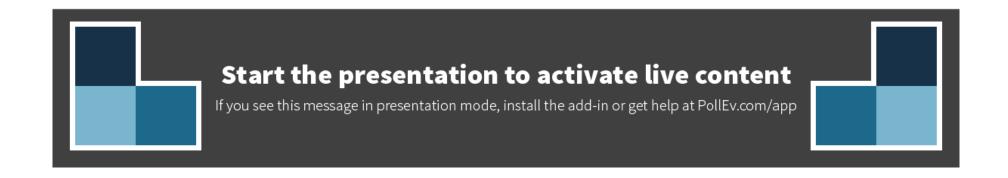
Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

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### 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 wiithin10 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. Wew GAO-17-36. For more information. contact Akica Puente Cadeley at (202) 512-8878 or cask/sya@gao.gov.

#### December 2016

#### FLOOD INSURANCE

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

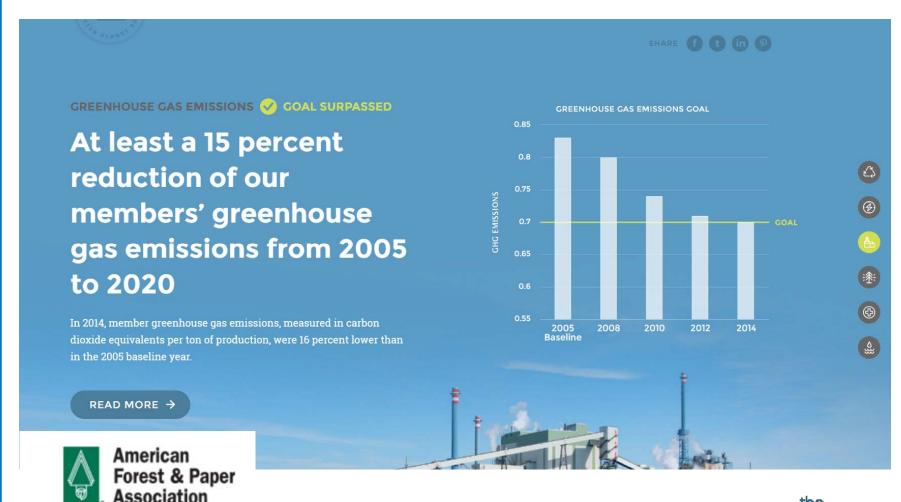
#### What GAO Found

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 (NEIP) 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.

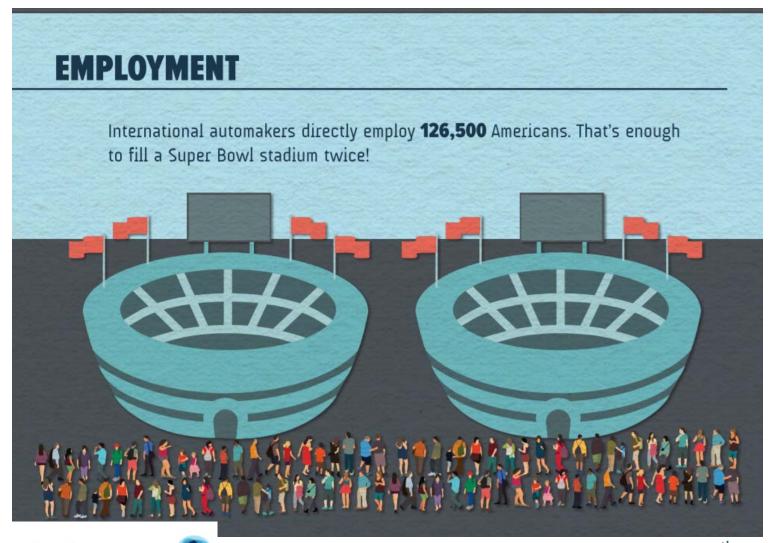
According to WYO companies and stakeholders, the current WYO arrangement and three potential alternatives GAO identified all involve trade-offs. Private insurers become WYO companies by signing a Financial Assistance/Subsidy Arrangement with FEMA and FEMA annually publishes terms for participation in 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



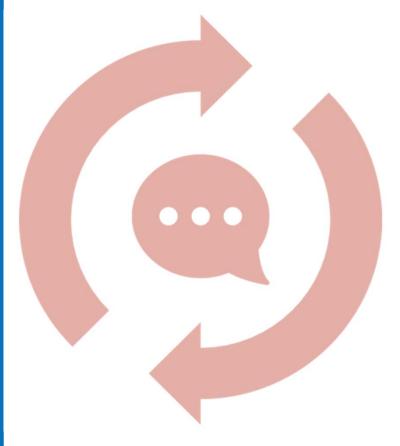












- Plan: Content calendars, coordination
- Curate and Develop: Optimize for multiple platforms
- Optimize and Measure: metrics and analytics

Website. Blogs. Social Media. Email. Earned Media. Print.



# Effectively Deploy Social Media for Public Affairs

### TOP



Reasons to Use Social Media for Public Affairs and Advocacy

- 1. Engage with grassroots advocates
- 2. Develop policy and thought leadership on social (CSR)
- 3. Engage with policymakers, reporters, influencers and public
- 4. Intel gathering
- 5. Understand the sentiment around your issues



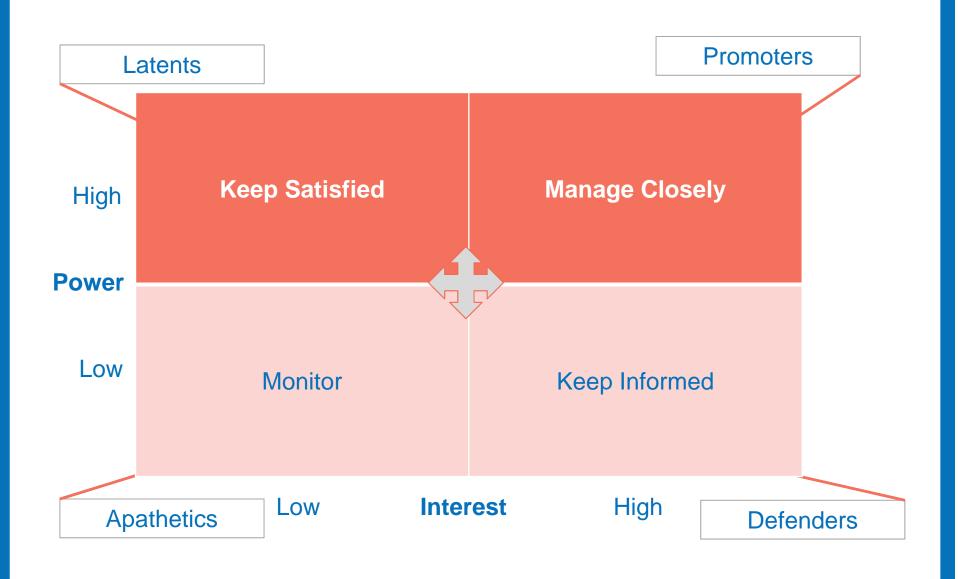
# Effectively Deploy Social Media for Public Affairs



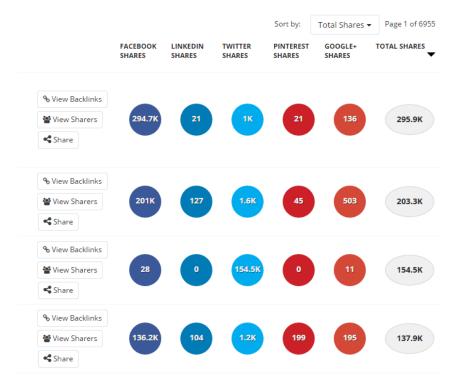
- 1. Plan
- 2. Platform
- 3. People
- 4. (P) Content
- 5. Post



## Map and Manage Stakeholders



# Map and Manage Stakeholder



trans, California Chambers of Commerce, Califo tail, Texas High Speed Rail, Texas Growth
s, Blogs, Videos, LexisNexis
ire, Web Content, Transcript, Other
•
•
□ Delete Alert

BuzzSumo

**Zygnal Labs** 



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## Find the Right Messengers

- Build unlikely alliances to build the groundswell (NGOs)
- Person-to-person engagement
- Young professional engagement

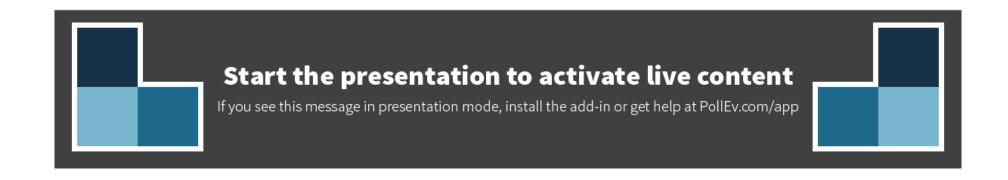












# Questions?

