

Public Affairs Council Workshop on:

# Issue Management

An Integrated Advocacy Approach

April 2020

# Robert's Content

---

## Part I

### Current State of Risk

- Political Outlook
- The Actionable Known's
- The Age of "Process Activism"

## Part II

### Approach & Measurement

- Research, Plan, Act
- Managing Resources
- Measuring Success

## Part III

### Case Studies

- Déjà Vu: when have we been here before?
- What We Learned
- Sample Strategies

## Part I. State of Risk and Current Environment

---

### In an unknowable political outlook...

- Ask a pollster, “when will the election be held?”
- If they can’t predict the date, they probably can’t predict the outcome.

### Focus on the known.

We can plan for and act on your most important corporate or industry priorities, as well as macro trends.



## The Known's

---

**Companies and industry groups must protect themselves in an era of potential social and definite political upheaval.**

Expect a crowded landscape. In 2008, business advocacy groups increased spending 47%; lobbying spend increased 14%

Have a reason for austerity. Companies that make strategic investments in marketing and public affairs, outperform companies that don't.

Prepare to quantify priorities.



## The Known's

---

**The electorate's issue priorities have changed.**

The balance of power may or may not change, but the issue-set has (social safety net, healthcare, nature of work).

The struggle by campaigns and officials to evolve, benefits early movers.



## The Known's

**Yet, the existing macro trends facing policy development appear unchanged.**

Institutional trust remains at all time lows.

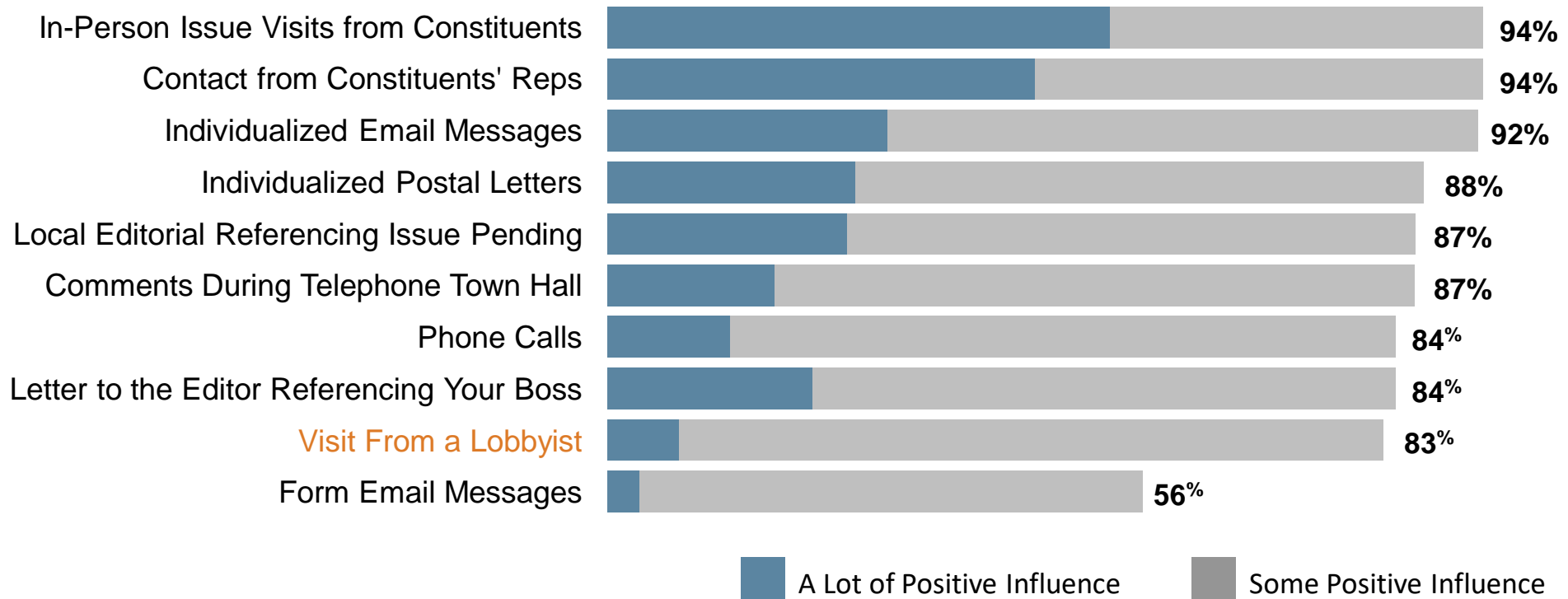
Control is increasingly distributed, with:

- Events, not leadership calendars, driving discussions (its infrastructure week!)
- Movement in the policy process glacial to non-existent
- Greater public aptitude for self-organization

Lobbying now the least effective method of influence.



## If your Member/Senator has not already arrived at a firm decision, how much influence might the following advocacy strategies have on his/her decision?



Source: Congressional Management Foundation 2015 survey of congressional staff, including Chiefs of Staff, Communications Directors, Legislative Directors, and Legislative Assistants.

## The Forecast in Short

*Cloudy with a Chance of Populism:* policy debates have been erased by an age of populism and “Process Activism”.





## Part II. Approaches to Issue Management and Measuring Success

---

### The Approach

In an environment of distributed power, how should my advocacy approach for managing major issues change?

### Sustaining It

With resources constrained and outcomes unclear, how do I show success, evaluate progress, and stay ahead of issue evolution?

# MOBILIZATION

Short-term

Quantity over Quality

Driven by your priorities

## MAIN STRATEGY



**HIGH VOLUME OF  
CALLS & EMAILS:**

Decision-makers are blanketed  
by canned communications

## ADVOCATE STRATEGY



**QUANTITY OVER QUALITY**



# INTEGRATED ADVOCACY

Long-term

Quality over Quantity

Advocate Empowerment

Cross-Functional  
(P&GA, Brand, Philanthropy,  
Independent Validators)

## MAIN STRATEGY



### EDUCATION & ENGAGEMENT:

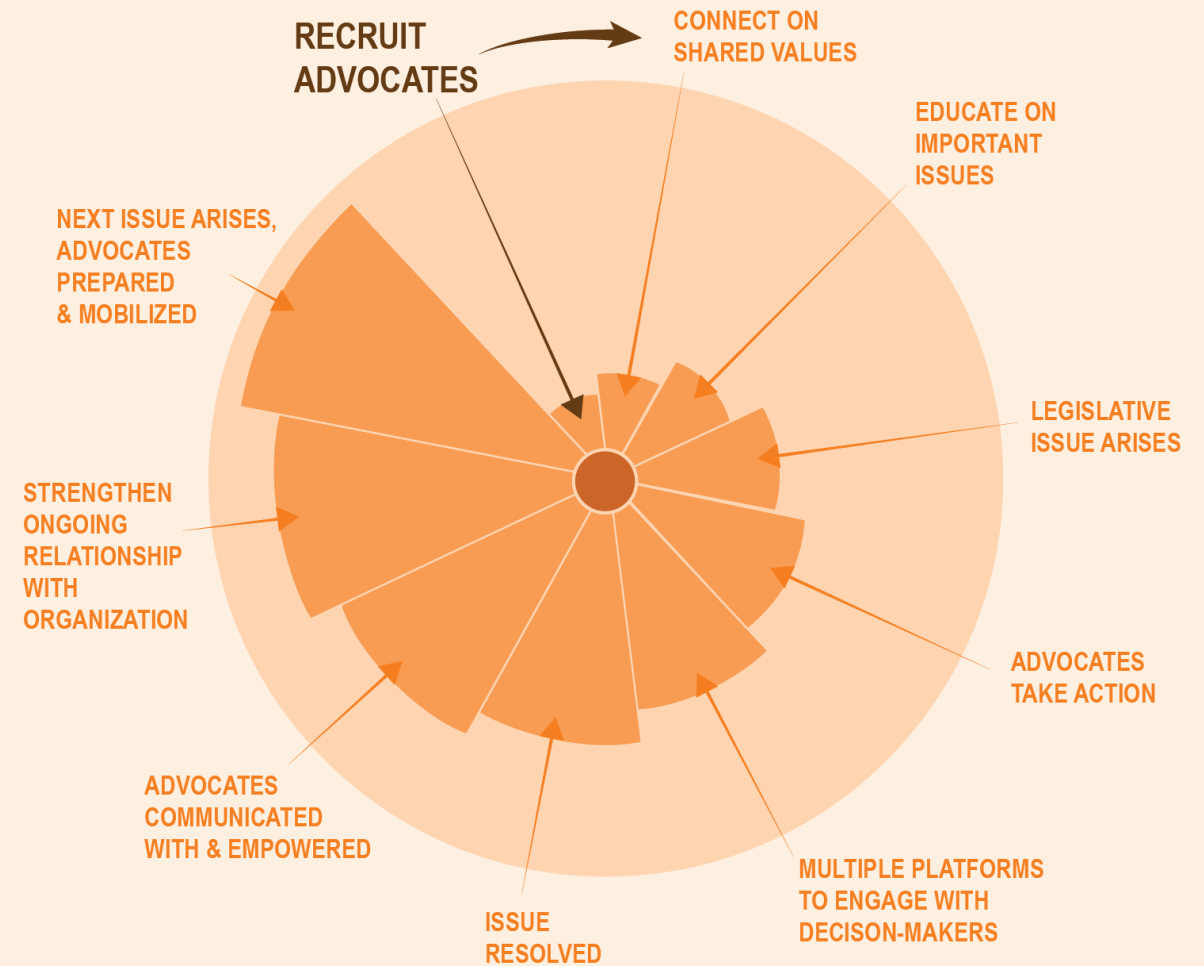
Advocates gain ownership of issues on multiple fronts

## ADVOCATE STRATEGY



### ADVOCATE EMPOWERMENT:

Advocates are people, not numbers in a database



## Sustaining Success

---

**Know your elasticity  
for success.**

Would this be nice to win? Or is it  
existential?

Budget accordingly.

## Sustaining Success

---

**Avoid survivorship bias.**



Don't get lost in victories.

Continue to update research, assumptions, and processes to avoid focusing on an incomplete view of your risks.

## Sustaining Success

---

**Measure progress,  
over performance.**

Where performance is a measure of the efficiency of movement, progress measures movement in the direction of a destination.

Complex issues require sustained navigation of many variables to reach a destination. Be careful to value, evaluate, and communicate progress, independently of performance.

Set your “dashboard” of gauges that will guide you.

---

## Part III. Case Studies

---

**2000 – 2001**

**The Ownership Society**

**Senate (Tie)  
House (R)  
White House (R)**

**2008 – 2009**

**Cap & Trade / Climate**

**Senate (D)  
House (D)  
White House (D)**

## Evolution of Policy Making

---



### Process over Policy

The terms of debates are increasingly likely to be set by process (Agency, Permits, Courts) over policy. This is the era of “Process Activism”.



### Many Pieces

The bigger the issue, the less likely Washington is to be the source for the solution for the foreseeable future. States, agencies, and other non-traditional pathways are key.



### Bipartisan Momentum

With even unified government unable to advance key issues, your approach must include pressure on both sides of the aisle. This is not the same as bipartisanship.



### Integrated Advocacy

Authentic, genuine movements around an issue are most likely to impact process and policy (vs. direct lobbying or institutions).



## Environmental Movement & NGO's

Keystone Pipeline, EPA Permitting,  
OSHA, Methane

Investors, tribal nations, churches,  
mom-blogs, celebrities

Communicate local impacts,  
humanize effects, mobilize corporate  
citizenship

## Integrated Advocacy



Process as a policy  
tool



Engaging New Allies



Aligning for Action

## Energy Industry & Allies

Pro-active regulatory stance, selective  
preemption, increased academic  
funding

Labor, ag, landowners, academics,  
subject matter & governance experts

Communicate local benefits,  
connect energy with outcomes,  
mobilize independent validators

 The picture can't be displayed.

## Contact

---

### About Me



Howdy! I'm a politico by passion and a Midwesterner by birth, which leaves me splitting my time between Chicago and D.C. Thanks for joining today!

### My Company

Specializing in complex industry perception and regulatory challenges, I have preserved over \$8 billion in at-risk economic investment for clients over my career.

YIMBY was founded to put that experience to work on the niche area of public hearings. When the stakes are high and true expertise is rare, we assist clients not as consultants, but as expert auditors able to improve public affairs spending and outcomes.

### And My Friends

Milk. Plastics. Cans. Electronic payments. Vaccines. Our clients are industries whose products and services are essential, but undervalued, threatened and often in decline.

Statler Nagle specializes in creating and managing customized campaigns that transform the way people think about products and services they otherwise take for granted.

### Contact

P: 937-776-8143

[Robert@statlernagle.com](mailto:Robert@statlernagle.com)

YIMBY Public Affairs

Statler Nagle