

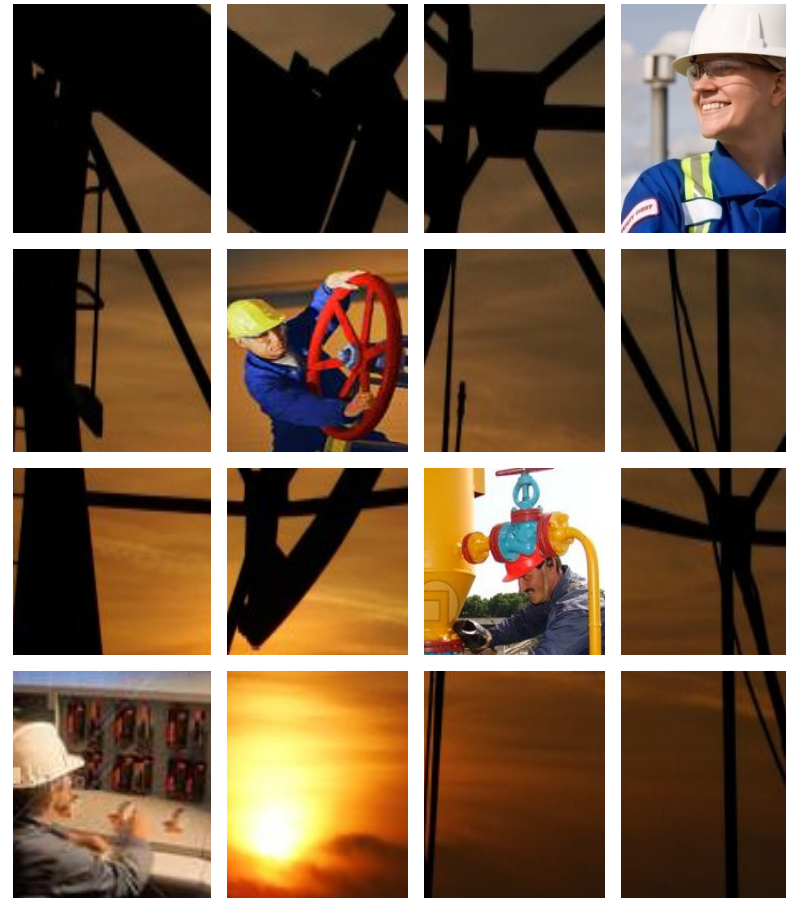


Public Affairs Council

Auditing Your Contract Lobbyists,
Consultants, Associations & Coalitions

API HISTORY

- **1919:** API founded as non-profit national trade association, New York City
 - Three initial priorities – taxes, statistics, and equipment standards
- **1969:** API relocates to Washington, DC
 - Heightened interest in advocacy issues
- **Currently over 640 Members**



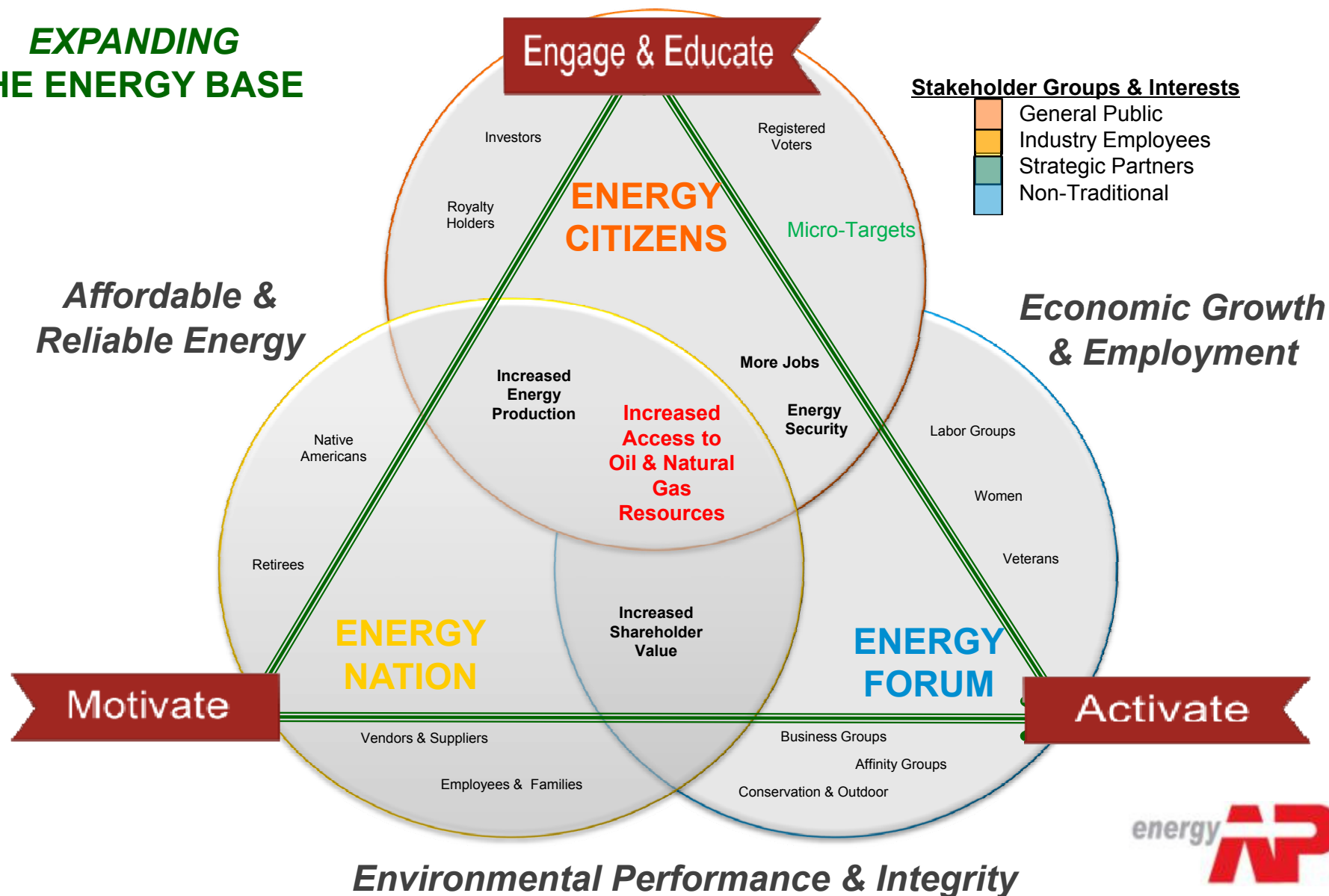
ABOUT API

- The only national trade association that represents all aspects of America's oil and natural gas industry.
- Represents members on legislative, regulatory, and other policy issues impacting the industry
- Speaks on behalf of the industry in a variety of forums and public events, including the media
- Provides services to members at both the national and state level, with 250 staff located in Washington, D.C. and in 33 state capitals



PROGRAM MODEL

EXPANDING THE ENERGY BASE



PROGRAM APPROACH

Maximize value by reaching outside of Capitol Hill to build key, long-term ally relationships relying on the principle that **conditioned allies are likely to be better advocates** and be willing to **underscore implications on Election Day**.



Local Influentials

Community-based value proposition of the industry through elected officials and staff, business leaders, small business owners, community leaders, media.



Industry Voices

Industry, fact-based expertise and perspective to the policy-making process



Energy Voters

Empower rank and file constituent and industry voices to demonstrate widespread support and communicate the personal/community impact of industry and energy policy



PROGRAM STRUCTURE

API has built capacity around key issues in target states while maintaining a national presence, able to represent and speak for the industry across a wide spectrum of issues.

API State Team: Local issue, campaign and coalition managers

Microtargets: High-propensity voters who are likely to support, or be persuaded to support, API's policy positions

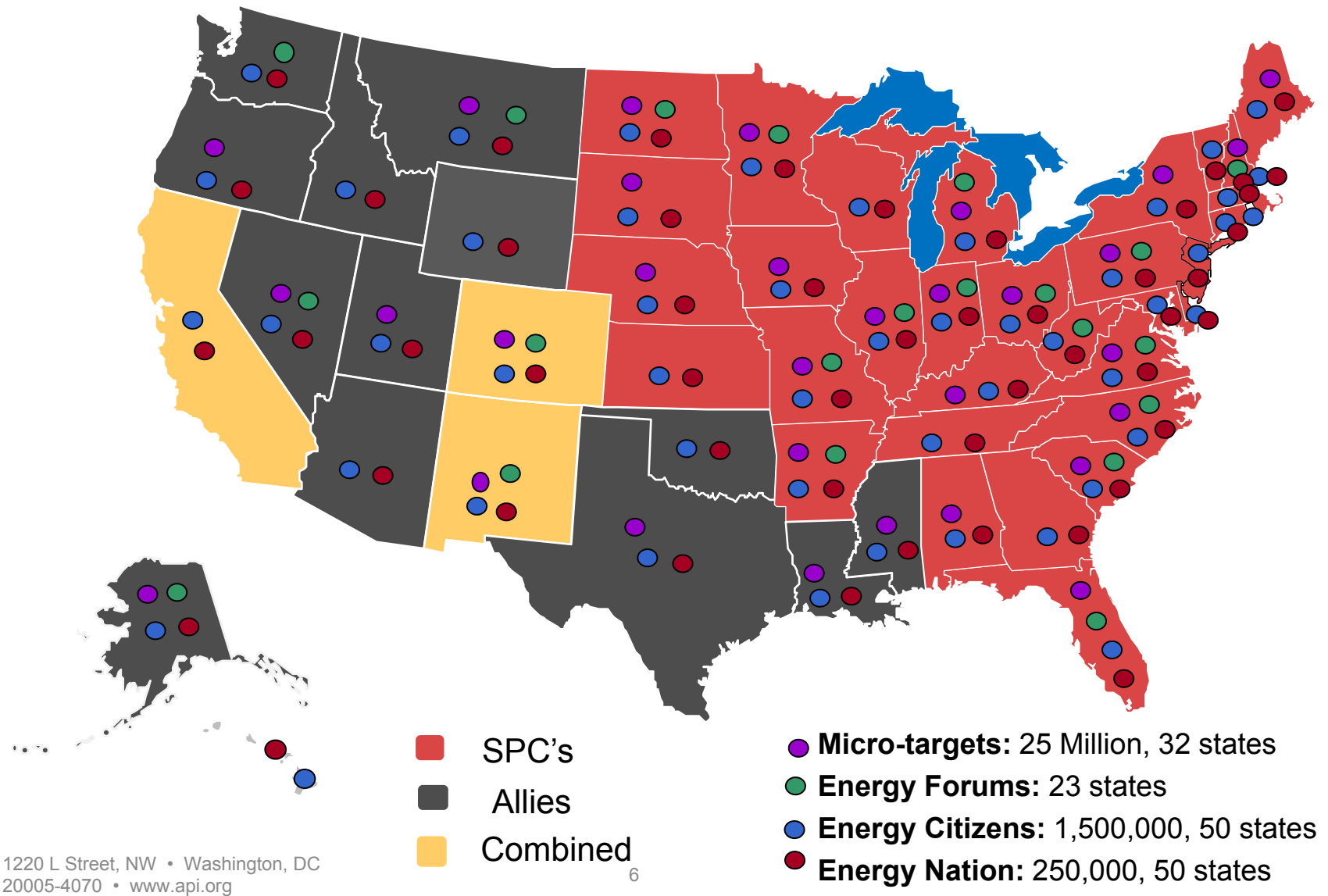
State Energy Forum: Politically influential third parties surrounding lawmakers with the most politically persuasive constituents

Energy Nation: Industry stakeholders including employees, retirees, and family members

Energy Citizens: Self-motivated consumers whose values align with industry positions



Program Reach



MICROTARGETS

Political microtargeting is a process which combines **demographic** and **consumer data**, **voter behavior** and in-depth **surveys** to most efficiently and effectively **identify target voters** and the messaging which can motivate and activate those voters.

In the case of API, we have identified high propensity voters (3 of 4 and 4 of 4 voters) who are likely to support, or be persuaded to support API's policy positions.



ENERGY FORUMS

- Active on-the-ground teams in 23 states
- Cultivate relationships with politically influential third parties
- Facilitate new public policy outcomes for the industry by surrounding lawmakers with the most politically persuasive constituents.



ENERGY NATION

- Self-identified industry advocates motivated to speak on behalf of the industry's policy priorities
 - 250,000 total advocates nationwide
 - 73 partner companies
- Program focus
 - Issue and advocacy education
 - *Advocacy In Action* trainings
 - *Inside Congress* workshops
 - Engagement with legislators and personal networks within their communities



energy**nation**

ENERGY CITIZENS

- Citizens concerned about energy who are **self-motivated** and **active in their communities**
 - More than 1,500,000 members
- Powerful online community: **Reach and impact**
 - Volume activations
 - Online discussion impacts issue sentiment now more than ever
- Grassroots, community voices: **Diverse and active**
 - Local volunteer leaders and organizers in 10 states
 - Scaleable infrastructure
 - House parties and member events
 - Phone banking and canvassing
 - Meetings with legislators
 - Earned media



API MOBILIZATION CASESTUDIES

KEYSTONE XL PIPELINE - 2014

Mobilization Footprint

- 535,527 letters to the State Department
- 23,532 emails to the White House
- 52,568 communications to Senators
- 31,120 participants on educational TTHs
- State Department letters signed by 250 elected officials and 1,068 veterans



ENVIRONMENT



- Several assets
- Inherent competition .. Sometimes ...
- How do you ensure you are effectively managing everyone?

PLANNING is PARAMOUNT

- Annual Contracts
 - Setting specific goals, achievements
- Quarterly Planning Meetings
 - In conjunction with other team members
- Weekly Coordination Calls
- Ad hoc Meetings
- Year-end Reviews



BUT ... DON'T FORGET:

- COMMUNICATION
 - (Brutal) Honesty is the best policy
- COORDINATION
 - Make sure all needs are being met
- TRUST
 - Listen to their advice and trust your gut
- BE NIMBLE!
 - Flexibility is necessary – demand that from your consultants and yourself!





API