



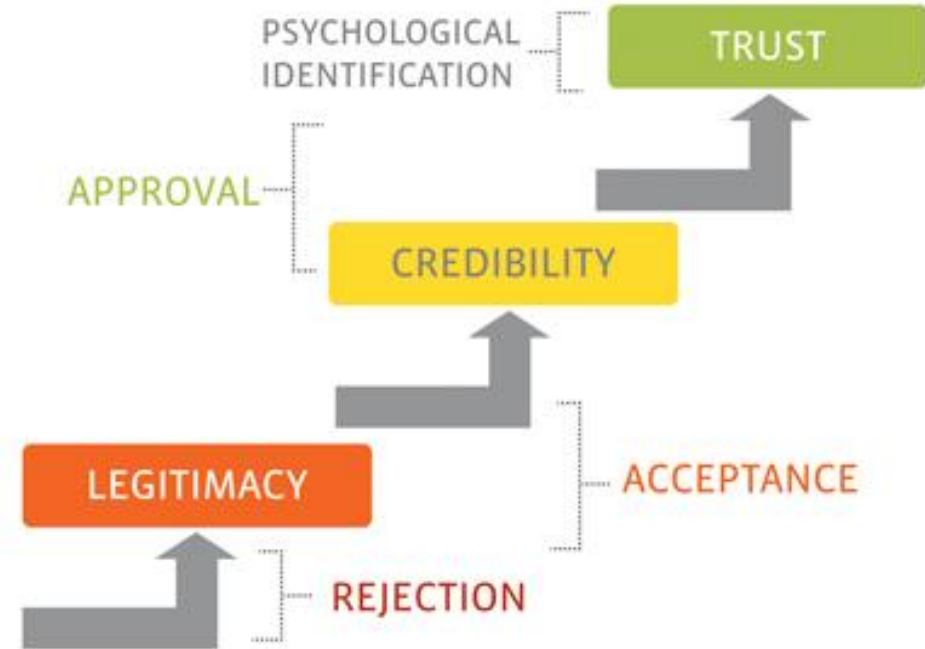
# ALLIANCES and COALITIONS

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# Maintaining the Industry's Social License To Operate

- Depends on our ability to produce, transport and refine natural gas and oil in a safe and responsible manner
- On-going process that is granted by community stakeholders



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**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?



# 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, grassroots 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



# All Politics is *Still* Local

Constituents Significant in Legislators'  
Decision-Making

“ ”

Direct constituent interactions  
have more influence on  
lawmakers' decisions than other  
advocacy strategies.

**Congressional Management Foundation**  
*Citizen-Centric Advocacy: The Untapped Power  
of Constituent Engagement, 2017*



# 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

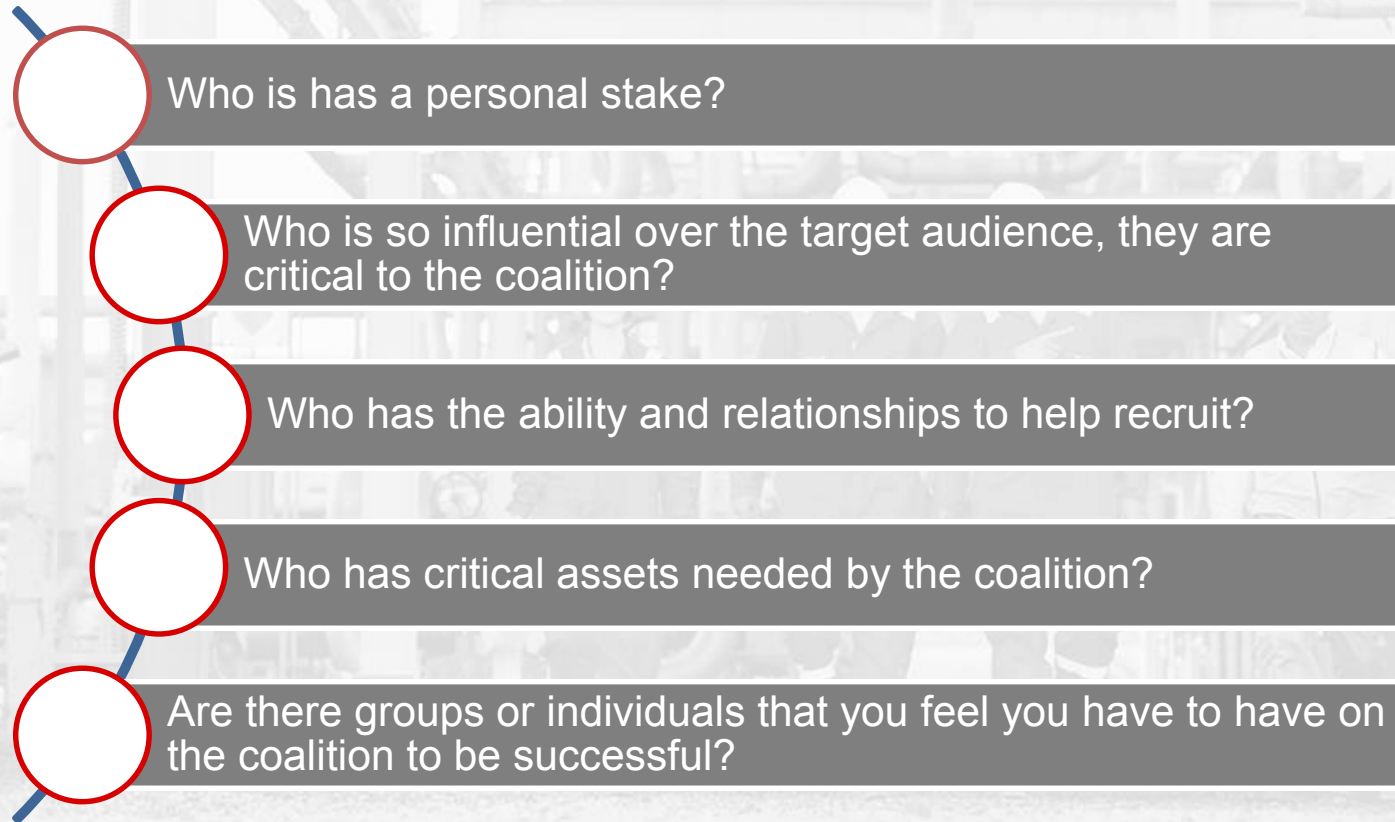
Determine the assets, operations, historical issues and impacts stakeholders have had in the community.



### Political Assessment

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

# WHO NEEDS TO BE IN THE ROOM?

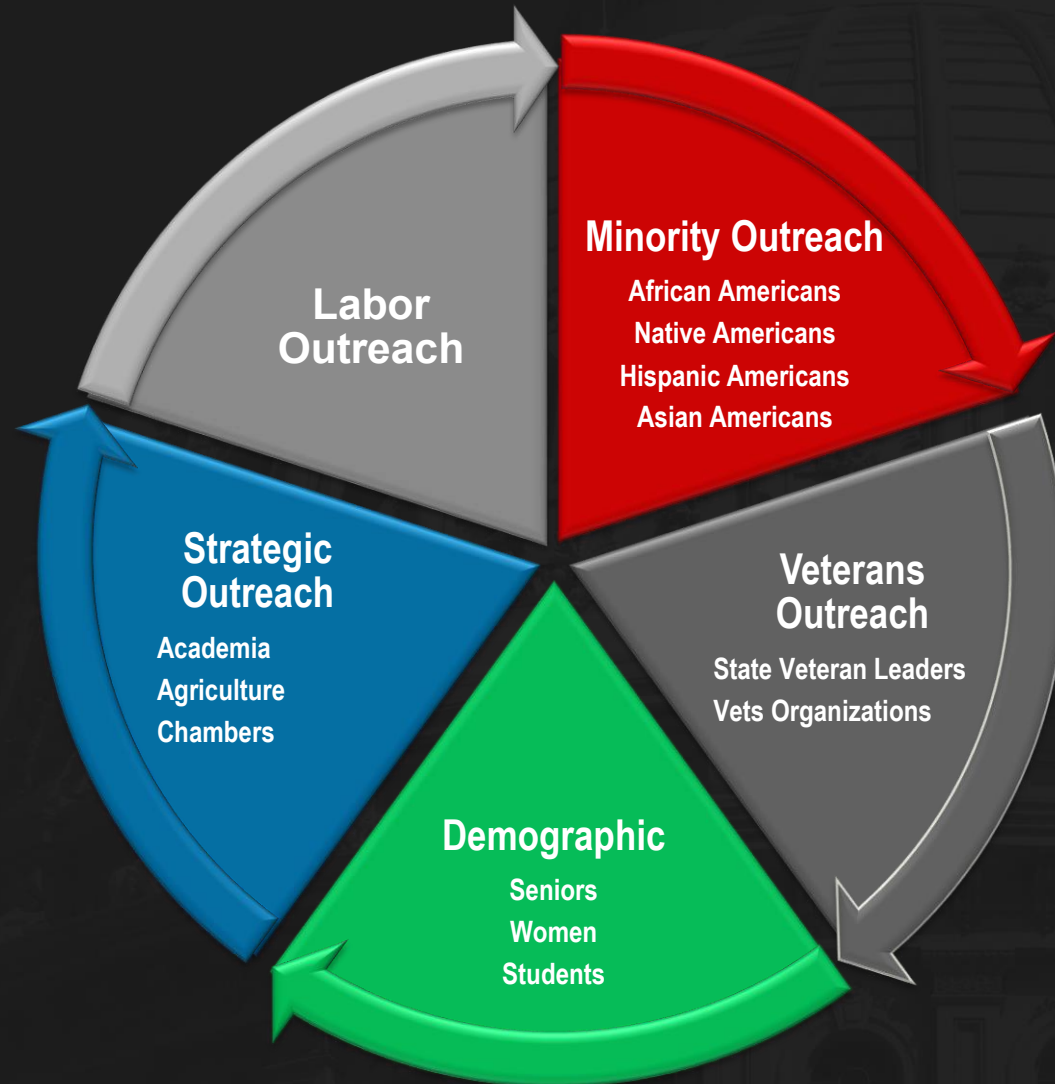
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- Who is has a personal stake?
  - Who is so influential over the target audience, they are critical to the coalition?
  - Who has the ability and relationships to help recruit?
  - Who has critical assets needed by the coalition?
  - Are there groups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



# CONSIDERATIONS

- **Goals**
- **Timeline**
- **Targets**
- **Need research?**
- **Winning messages for audience segments**
- **Appropriate tactics for audience segments**
- **Is it better to utilize a known entity? Or create something new?**
  - **Who has relationships?**

# ALLIES & STRATEGIC PARTNER RECRUITMENT



**Grow High Impact  
Partnerships for  
Maximum Influence**

# Case Study: Nuclear Subsidy

To protect a market-based energy industry, API mobilized against legislative efforts in Pennsylvania and Ohio that would require consumers to pay higher energy rates to bail out uncompetitive nuclear energy companies.



## DATA AND RESEARCH

Conducted community assessments and qualitative and quantitative survey research to understand the political landscape, voter opinions and best messages. Polling showed once voters were educated on the issue they did not support subsidizing the nuclear industry.



74%



23%



84%



15%

## BUILT A DIVERSE COALITION

API leveraged existing, long term relationships to quickly form diverse coalitions in Pennsylvania and Ohio that included citizen and minority groups, power generators and energy, business and manufacturing associations. In each state, these coalitions came together within 2 weeks and became the face of the fight representing hundreds of thousands of workers and end-users who wanted to protect the free market system.





# MOBILIZED API ASSETS

To show state legislators and public service commissioners that voters did not support nuclear subsidies, API relied on its robust mobilization infrastructure and relationships in each state to quickly deploy an aggressive education and activation campaign that included:

## Energy Citizens/Energy Nation

- High volume letters to legislators
- Legislator intercepts
- Door to door canvassing
- Digital and on the ground influencer network
- Personal letters to legislators
- Employee toolkits for coalition members and API member companies

## Microtargets

- Intensive education and activation mail and phone campaign
- Educational robo-calls
- Patch through calls to legislators

## Energy Forums

- Third party group education and engagement
- Key influencer engagement to make an impact on target legislators
- Legislator intercepts
- Non-traditional audiences to act as community spokespeople



# Case Study: Infrastructure

To demonstrate the necessity of all types of energy infrastructure, API joined a coalition that focused on an inside-the-beltway strategy to influence key stakeholders of the value of infrastructure investment.

## Coalition Members:

- ACC
- AF&PA
- AGA
- AOPL
- API
- Building Trades
- CEA
- EEI
- Farm Bureau
- INGAA
- IPAA
- LIUNA
- NAM
- NRECA
- Portland Cement Association
- US Chamber of Commerce
- .....



# TIPS & TRICKS

- Diversity is paramount
  - Decide who has a stake in the fight and see what you have in common – make it work.
  - Part of this may mean supporting their goals on unrelated items.
- Don't take it personal: Just because you disagree on one issue, doesn't mean you will disagree on all – accept that.
- Determine who is the best messenger for each audience segment.
- MAKE IT WORK.



# Thank You