Telling the Story of American Diversity

April 27, 2017

Julie Fisher-Rowe
Methodology

Focus Groups (January-February)
- Charlotte, NC (white women, mixed gender African Americans)
- Phoenix, AZ (white men, mixed gender Latinos)
- Baltimore, MD (white men, white women)

National Online Dial Survey:
- March 1 through 6, 2017.
- 1,000 registered voters nationwide
- Oversamples
  - 100 African Americans
  - 100 Latinos
  - 100 millennials.
- Margin of error +/-3.1%.
- 100 activists, conducted March 2-24
Base

- Strongly embrace diversity
- Believe it helps us solve problems
- Believe discrimination towards many groups is a very serious problem;
- See a strong role for government in ensuring everyone has opportunity.

More likely to be women, younger, Democratic, and African American.

33%
Opposition

- Are either ambivalent or against diversity
- Believe government assistance has created a culture of dependency
- Believe minorities use racism as an excuse for their own failures.

More likely to be male, older, white, from the South, and Republican.
Persuadables

- Have attitudes that overlap with both base and opposition.

More closely reflect the demographics of registered voters. Slightly higher percentage are Latino.
Context
All voters express strong concerns about the tone of politics and the ability for families to make ends meet.

<table>
<thead>
<tr>
<th>Thinking about things in America today, how concerned are you about each of the following? (0 to 10 scale, Total 8-10 Concerned Shown)</th>
<th>All</th>
<th>B</th>
<th>O</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tone of politics and political conversation</td>
<td>69</td>
<td>79</td>
<td>64</td>
<td>64</td>
</tr>
<tr>
<td>Ability for families like yours to make ends meet</td>
<td>60</td>
<td>61</td>
<td>47</td>
<td>64</td>
</tr>
<tr>
<td>Level of respect for people from different cultures</td>
<td>60</td>
<td>75</td>
<td>27</td>
<td>62</td>
</tr>
<tr>
<td>Ability of society to solve the country's problems</td>
<td>60</td>
<td>63</td>
<td>45</td>
<td>64</td>
</tr>
<tr>
<td>Ability to find a good paying job</td>
<td>56</td>
<td>56</td>
<td>39</td>
<td>62</td>
</tr>
<tr>
<td>Opportunity to pursue dreams, no matter where people come from</td>
<td>55</td>
<td>63</td>
<td>21</td>
<td>59</td>
</tr>
<tr>
<td>Ability to trust the media</td>
<td>54</td>
<td>31</td>
<td>76</td>
<td>62</td>
</tr>
<tr>
<td>Opportunity to pursue dreams</td>
<td>53</td>
<td>56</td>
<td>31</td>
<td>59</td>
</tr>
<tr>
<td>Ability of America to compete in a global economy</td>
<td>49</td>
<td>47</td>
<td>31</td>
<td>57</td>
</tr>
<tr>
<td>Safety of the community you live in</td>
<td>44</td>
<td>32</td>
<td>26</td>
<td>59</td>
</tr>
</tbody>
</table>
Base, persuadables see relations between racial and ethnic groups, racial division, racial discrimination, and economic inequality as serious problems.

<table>
<thead>
<tr>
<th>How serious of a problem do you think each of the following are today in America? (0 to 10 scale, Total 8-10 Serious Problem shown)</th>
<th>All</th>
<th>B</th>
<th>O</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political division</td>
<td>74</td>
<td>82</td>
<td>74</td>
<td>68</td>
</tr>
<tr>
<td>Relations between racial and ethnic groups</td>
<td>66</td>
<td>83</td>
<td>32</td>
<td>66</td>
</tr>
<tr>
<td>Racial division</td>
<td>64</td>
<td>78</td>
<td>34</td>
<td>64</td>
</tr>
<tr>
<td>Racial discrimination</td>
<td>60</td>
<td>84</td>
<td>7</td>
<td>62</td>
</tr>
<tr>
<td>Economic inequality</td>
<td>58</td>
<td>80</td>
<td>12</td>
<td>60</td>
</tr>
<tr>
<td>Lack of economic opportunity</td>
<td>55</td>
<td>64</td>
<td>30</td>
<td>57</td>
</tr>
<tr>
<td>Gender discrimination</td>
<td>49</td>
<td>65</td>
<td>6</td>
<td>54</td>
</tr>
<tr>
<td>Age discrimination</td>
<td>41</td>
<td>45</td>
<td>13</td>
<td>48</td>
</tr>
<tr>
<td>White privilege</td>
<td>39</td>
<td>55</td>
<td>2</td>
<td>42</td>
</tr>
</tbody>
</table>
Values
All voters agree freedom, respect, and dignity are values we need to protect.

<table>
<thead>
<tr>
<th>Statement</th>
<th>All</th>
<th>B</th>
<th>O</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freedom, respect, and dignity are foundational values that we need to protect</td>
<td>80</td>
<td>98</td>
<td>83</td>
<td>68</td>
</tr>
<tr>
<td>Freedom, respect, and dignity are important values that we need to protect</td>
<td>84</td>
<td>94</td>
<td>93</td>
<td>74</td>
</tr>
<tr>
<td>We are not born hating people from different backgrounds. Hatred is taught, and can be undone by getting to know people from different backgrounds</td>
<td>73</td>
<td>93</td>
<td>56</td>
<td>66</td>
</tr>
<tr>
<td>We are not born hating people from different backgrounds. Hatred is taught, and can be undone by teaching tolerance</td>
<td>70</td>
<td>91</td>
<td>51</td>
<td>63</td>
</tr>
<tr>
<td>Everyone should try to do what they can to interrupt bigotry and prejudice</td>
<td>71</td>
<td>91</td>
<td>50</td>
<td>66</td>
</tr>
<tr>
<td>Everyone should try to do what they can to heal the wounds of bigotry and prejudice</td>
<td>72</td>
<td>89</td>
<td>54</td>
<td>67</td>
</tr>
<tr>
<td>Embracing diversity makes us united as a country</td>
<td>70</td>
<td>97</td>
<td>35</td>
<td>63</td>
</tr>
<tr>
<td>Embracing diversity makes us strong as a country</td>
<td>66</td>
<td>96</td>
<td>29</td>
<td>61</td>
</tr>
</tbody>
</table>
Base and persuadables also believe America is stronger when everyone’s rights and dignity are respected and that acceptance of differences helps us solve problems.

<table>
<thead>
<tr>
<th>Statement</th>
<th>All</th>
<th>B</th>
<th>O</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>America is becoming more and more diverse. It might make some people uncomfortable but it is our reality. We are stronger when everyone's basic rights and dignity are respected</td>
<td>68</td>
<td>94</td>
<td>43</td>
<td>60</td>
</tr>
<tr>
<td>America is becoming more and more diverse. We are stronger when everyone's basic rights and dignity are respected</td>
<td>67</td>
<td>88</td>
<td>44</td>
<td>61</td>
</tr>
<tr>
<td>When people with different backgrounds and from different communities join together, we are more likely to creatively solve problems</td>
<td>68</td>
<td>92</td>
<td>40</td>
<td>62</td>
</tr>
<tr>
<td>When we accept people with different backgrounds and from different communities, we are more likely to creatively solve problems</td>
<td>64</td>
<td>91</td>
<td>28</td>
<td>59</td>
</tr>
<tr>
<td>People from different cultural backgrounds make positive contributions to American society</td>
<td>66</td>
<td>92</td>
<td>41</td>
<td>58</td>
</tr>
</tbody>
</table>
For base, AA and Latinos face greater obstacles, and government has role to ensure equal opportunity.

Our government has an important role to play in ensuring that every American has equal opportunity.

- Latinos face greater obstacles to economic success than whites
- African Americans face greater obstacles to economic success than whites
- The government has gone too far in helping minorities to the disadvantage of other groups
- Blacks and minorities who can't get ahead in this country are mostly responsible for their own condition
Opposition believes AA and other minorities are responsible for their own condition.

Our government has an important role to play in ensuring that every American has equal opportunity.

- Latinos face greater obstacles to economic success than whites.
- African Americans face greater obstacles to economic success than whites.
- Blacks and minorities who can't get ahead in this country are mostly responsible for their own condition.
- The government has gone too far in helping minorities to the disadvantage of other groups.

Somewhat agree

Strongly agree
Persuadable voters exhibit contradicting beliefs.

Our government has an important role to play in ensuring that every American has equal opportunity.

The government has gone too far in helping minorities to the disadvantage of other groups.

Latinos face greater obstacles to economic success than whites.

African Americans face greater obstacles to economic success than whites.

Blacks and minorities who can't get ahead in this country are mostly responsible for their own condition.

Somewhat agree

Strongly agree

<table>
<thead>
<tr>
<th>BASE</th>
<th>OPPOSITION</th>
<th>PERSUADABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

LRP

Strategy Precision Impact
Language
All groups value freedom, respect, and dignity. “Foundational” resonates slightly more strongly with base voters.

Freedom, respect, and dignity are **important** values that we need to protect.

Freedom, respect, and dignity are **foundational** values that we need to protect.
Link diversity to strength (and problem solving) rather than unity.

Embracing diversity makes us **strong** as a country.

Embracing diversity makes us **united** as a country.
“Getting to know people from different backgrounds” is a stronger approach to undoing hatred than “teaching tolerance.”

We are not born hating people from different backgrounds. Hatred is taught, and can be undone by getting to know people from different backgrounds.

We are not born hating people from different background. Hatred it taught, and can be undone by teaching tolerance.
Messaging
“Core responsibility of our government”

“We cannot let political correctness and fear of offending someone”

“It’s common sense to protect ourselves from drugs and violence”

“It’s common sense for police to stop people more often in high-crime neighborhoods”

“It’s common sense to take a closer look at people from countries and religious sects”

“It’s common sense steps for keeping our country and people safe”
## Opposition

### How convincing did you find this message?

<table>
<thead>
<tr>
<th>Group</th>
<th>100 – very convincing</th>
<th>Total 80-100</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>13</td>
<td>41</td>
</tr>
<tr>
<td>White</td>
<td>13</td>
<td>46</td>
</tr>
<tr>
<td>African American</td>
<td>9</td>
<td>25</td>
</tr>
<tr>
<td>Latino</td>
<td>7</td>
<td>31</td>
</tr>
<tr>
<td>Activist</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Base</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Persuadable</td>
<td>16</td>
<td>46</td>
</tr>
<tr>
<td>Opposition</td>
<td>23</td>
<td>81</td>
</tr>
</tbody>
</table>

### WHAT WORKS (for them)

- All dial up at “core responsibility of our government.”
- Persuadables find convincing.

Persuadables dial up at:
- “It’s common sense to protect ourselves from drugs and violence.”
- “We cannot let political correctness and fear of offending someone.”
- “Common sense steps for keeping our country and people safe.”

### WHAT FALLS SHORT (for them)

- Our best messages solidly beat theirs with persuadables.
Diversity as Strength

“We are stronger when we work together”

“But we are not taking advantage of this source of strength”

“If we embraced our diversity and valued the views”

“We need to embrace our different experiences, perspectives, and cultures”

“We better ensure that everyone has the opportunity”

Base (81)
Opposition (63)
Persuadable (73)
Advocates (82)
Diversity as Strength

How convincing did you find this message?

<table>
<thead>
<tr>
<th>Group</th>
<th>100 – very convincing</th>
<th>Total 80-100</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>17</td>
<td>57</td>
</tr>
<tr>
<td>White</td>
<td>14</td>
<td>54</td>
</tr>
<tr>
<td>African American</td>
<td>20</td>
<td>62</td>
</tr>
<tr>
<td>Latino</td>
<td>14</td>
<td>60</td>
</tr>
<tr>
<td>Activist</td>
<td>20</td>
<td>65</td>
</tr>
<tr>
<td>Base</td>
<td>25</td>
<td>78</td>
</tr>
<tr>
<td>Persuadable</td>
<td>16</td>
<td>52</td>
</tr>
<tr>
<td>Opposition</td>
<td>3</td>
<td>34</td>
</tr>
</tbody>
</table>

WHAT WORKS

- Fast take off.
- Strong convincing and unconscious dial ratings among the base.
- Opposition dials down at “but we are not taking advantage of this source of strength.”

Linking diversity to solving problems resonates with base and persuadables:
- “Stronger when we work together.”
- “When people with different backgrounds join together.”
- “If we embraced our diversity and valued the views of others...we’d be more likely to find solutions to problems.”

WHAT FALLS SHORT

- X Unity as a value is less important for our base.
Real America

“America is a nation of values, founded on an idea”

“That all men and women are created equal”

“How we treat others outside of our circles”

“It’s not about what you look like or where you live”

“We are better, as people, and as a country, when we welcome our neighbors”

“We do that defines you here in this country”

Base (76)
Opposition (72)
Persuadable (72)
Advocates (74)
# Real America

## How convincing did you find this message?

<table>
<thead>
<tr>
<th></th>
<th>100 – very convincing</th>
<th>Total 80-100</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td></td>
<td>59</td>
</tr>
<tr>
<td>White</td>
<td>15</td>
<td>57</td>
</tr>
<tr>
<td>African American</td>
<td>16</td>
<td>60</td>
</tr>
<tr>
<td>Latino</td>
<td>16</td>
<td>58</td>
</tr>
<tr>
<td>Activist</td>
<td>22</td>
<td>53</td>
</tr>
<tr>
<td>Base</td>
<td>21</td>
<td>75</td>
</tr>
<tr>
<td>Persuadable</td>
<td>20</td>
<td>56</td>
</tr>
<tr>
<td>Opposition</td>
<td>2</td>
<td>39</td>
</tr>
</tbody>
</table>

## WHAT WORKS

- Quick start in call to foundational value of equality.
- Base and persuadables dial up on “how we treat others outside of our circles reflects our commitment to the values that define us as Americans.”
- Base and persuadables dial up on “it’s not about what you look like or where you live…its how you live your life and what you do that defines you here in this country.”
- “When we welcome our neighbors” alienates opposition.

## WHAT FALLS SHORT

- Holds opposition throughout.
Pragmatism

“Getting more and more diverse”

“A constant throughout our history”

“Politicians play on this fear”

“If we take the bait on these, it makes our country weaker, not stronger”

“Our nation is stronger when every one of us can contribute and share ideas”

“We need to speak out against discrimination and prejudice when we see it”

Base (71)
Opposition (47)
Persuadable (65)
Advocates (72)
# Pragmatism

**How convincing did you find this message?**

<table>
<thead>
<tr>
<th>Group</th>
<th>100 – very convincing</th>
<th>Total 80-100</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>14</td>
<td>47</td>
</tr>
<tr>
<td>White</td>
<td>11</td>
<td>41</td>
</tr>
<tr>
<td>African American</td>
<td>24</td>
<td>66</td>
</tr>
<tr>
<td>Latino</td>
<td>11</td>
<td>53</td>
</tr>
<tr>
<td>Activist</td>
<td>14</td>
<td>67</td>
</tr>
<tr>
<td>Base</td>
<td>24</td>
<td>71</td>
</tr>
<tr>
<td>Persuadable</td>
<td>13</td>
<td>44</td>
</tr>
<tr>
<td>Opposition</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

## WHAT WORKS

- Calling out intentional division is very effective:
  - “Politicians play on this fear.”
  - “If we take the bait on these, it makes our country weaker, not stronger.”
- Strong close with base and persuadables at “we need to embrace ideas that unify us as a diverse people and make our country stronger, and we need to speak out against discrimination and prejudice when we see it.”
- All groups dial up on “our nation is stronger when every one of us can contribute and share ideas.”
- Alienates opposition.

## WHAT FALLS SHORT

- Slow start.
- Weak conscious and unconscious ratings with persuadables.
Messaging moves base and persuadable voters toward even greater excitement for joining together.

How excited are you to join together with other people in your community to take action and bring about change? (0-10 Scale, 0 means not at all excited, 10 means very excited)

Base
- Very excited initially and after messaging (8-10): 34
- Toward excited (More excited after messaging): 42
- Toward not excited (Less excited after messaging): 1
- Not excited initially and after messaging (0-4): 1

Persuadable
- Very excited initially and after messaging (8-10): 33
- Toward excited (More excited after messaging): 28
- Toward not excited (Less excited after messaging): 6
- Not excited initially and after messaging (0-4): 3

Opposition
- Very excited initially and after messaging (8-10): 20
- Toward excited (More excited after messaging): 21
- Toward not excited (Less excited after messaging): 14
- Not excited initially and after messaging (0-4): 11
Recommendations
Messaging Recommendations

✓ Link diversity to problem solving, strength, and healthy communities rather than economic competition.
✓ Talk about how we need to take advantage of our source of strength in diversity.

✓ Define opportunity through the means that enable a tangible payoff: pursuing an education, getting a good paying job or career.
✓ Position discrimination as a barrier to opportunity.

✓ Talk about our need to hold the wealthiest corporations and individuals accountable for paying their fair share.
✓ People are prone to think in zero sum terms. Repositioning the “haves” as the wealthiest corporations (instead of people receiving government assistance) is more effective than trying to argue we all do better when we all do better.
Messaging Recommendations

- Acknowledge that some people might be uncomfortable with change when asserting the importance of diversity.

- Highlight the importance of getting to know and accepting people from different backgrounds as a solution.

- When talking about universal values of being American that should apply to all people, explicitly say no matter what someone looks like/where they come from/what their race is.
Messaging Recommendations

When they call it political correctness:
✓ Call out manufactured fear as “bait” from “politicians trying to divide us.”

When they talk about safety:
✓ Talk instead about strength, and how fear makes us weaker.

Provide a strong call to action:
✓ Remove the barriers of discrimination that hold people back.
✓ Lean in to ideas that unify us as a diverse people and make us stronger.
✓ Speak out against discrimination and scapegoating when we see it.
# Messaging Recommendations

<table>
<thead>
<tr>
<th><strong>Messaging Do’s and Don’ts</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DO link diversity to core values of freedom, opportunity, respect, and dignity.</td>
<td></td>
</tr>
<tr>
<td>DO talk about the need to embrace or accept people’s differences.</td>
<td></td>
</tr>
<tr>
<td>DO acknowledge that change can make some people uncomfortable.</td>
<td></td>
</tr>
<tr>
<td>DO explicitly mention race and racial differences, but do so after leading with a core shared value.</td>
<td></td>
</tr>
<tr>
<td>DO talk about the barriers of discrimination in the context of age, race, and gender.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Say</strong></th>
<th><strong>Instead of</strong></th>
<th><strong>Notes</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>“Foundational” values</td>
<td>“Important” values</td>
<td>Implies that other socially desirable ends depend on those values.</td>
</tr>
<tr>
<td>Diversity helps us “solve problems” or “makes us stronger”</td>
<td>Diversity helps us “compete economically”</td>
<td>Strength and problem solving are broader goals that include economic competitiveness, and resonate more strongly with our base.</td>
</tr>
<tr>
<td>We need to “heal the wounds” of racism</td>
<td>We need to “interrupt” racism</td>
<td>Framing bigotry as a harm that causes wounds is a stronger call to action.</td>
</tr>
<tr>
<td>People, no matter where they come from</td>
<td>People</td>
<td>We need to be explicit that we mean everyone.</td>
</tr>
<tr>
<td>Reducing hatred by “getting to know each other”</td>
<td>Reducing hatred by “teaching tolerance”</td>
<td>People believe hatred is taught, and people getting to know each other is the best way to undo what has been learned.</td>
</tr>
<tr>
<td>We</td>
<td>I</td>
<td>People are more likely to believe that “we” can do something to change racial attitudes, than themselves alone.</td>
</tr>
</tbody>
</table>
Questions?
Four Types of Communications

- **Branding**
- **Campaign Communications**
- **Crisis Communications**
- **Long-Term Movement of Hearts & Minds**
How do we move hearts & minds?

With:
- Values-based Narratives
- Drumbeat of Connected Messages
- Solutions-focused Communications
- Thoughtful Audience Strategies

Via:
- Culture
- Advocacy
- Media – New and Traditional
- Everyday Communications
1. Mobilize/Energize 1-2s
2. ID Themes, messages and spokespeople to move 3s and 4s.
3. Neutralize the opposition’s effect on the rest.
VPSA: Building a Message
Building a Message: VPSA

Value

Problem

Solution

Action
What is a VPSA?

Crib notes for an interview

A way to organize your messaging thoughts...
The basis for a soundbite...

A Social Media Update

A Letter to the editor

An Op-Ed

A Speech
Value

We are stronger when we work together and when we learn from each other’s experiences, united as Americans. When people from different backgrounds join together we all benefit from the diversity of those perspectives. It helps us find new ways to deal with old challenges.

Problem

But we are not taking full advantage of this source of strength.

Solution

If we embraced our diversity and valued the views of our fellow Americans, we’d be more likely to find solutions to our problems and better ensure that everyone has the opportunity to pursue their dreams.

Whether white, Black, or Latino, whether Christian, Jew, or Muslim, we are all Americans. We need to embrace our different experiences, perspectives, and cultures because united we stand, and divided we fall.
Values

- Respect
- Dignity
- Freedom
- Diversity

- Community/unity (getting to know each other/working together)
- Problem solving
- Opportunity
Describe the **Problem**

- Frame problems as a threat to values
- Use stats and facts carefully
- Systemic & human: It’s about all of us
Tell an Affirmative Story
Episodic vs. Thematic Storytelling

Bad Apple Cop vs. Racial Profiling
Present Your **Solution**

- Tap into pride in “can do” ingenuity
- Provide examples of success & alternatives
- Assign responsibility: Who needs to do what?
People think in shortcuts

Make complex problems and solutions manageable

A good metaphor goes a long way...
An action someone can picture themselves doing

- Concrete Action
Questions?
If you only remember three things...
#1 – These Messages Work

<table>
<thead>
<tr>
<th>Sorted by Mean Convincing Ratings of Base</th>
<th>Mean Convincing Rating (Conscious)</th>
<th>Mean Dial Rating (Unconscious)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity as Strength*</td>
<td>Base 88</td>
<td>Opp 60</td>
</tr>
<tr>
<td>Real America*</td>
<td>Base 87</td>
<td>Opp 66</td>
</tr>
<tr>
<td>Pragmatism*</td>
<td>Base 86</td>
<td>Opp 40</td>
</tr>
<tr>
<td>Opportunity*</td>
<td>Base 85</td>
<td>Opp 64</td>
</tr>
<tr>
<td>Hate is Taught*</td>
<td>Base 85</td>
<td>Opp 66</td>
</tr>
<tr>
<td>Respect and Freedom*</td>
<td>Base 85</td>
<td>Opp 58</td>
</tr>
<tr>
<td>Hate as Disease*</td>
<td>Base 85</td>
<td>Opp 34</td>
</tr>
<tr>
<td>What Kind of Country*</td>
<td>Base 84</td>
<td>Opp 48</td>
</tr>
<tr>
<td>Move*</td>
<td>Base 84</td>
<td>Opp 49</td>
</tr>
<tr>
<td>Inclusion*</td>
<td>Base 83</td>
<td>Opp 32</td>
</tr>
<tr>
<td>Safety*</td>
<td>Base 82</td>
<td>Opp 56</td>
</tr>
<tr>
<td>Scarcity*</td>
<td>Base 81</td>
<td>Opp 45</td>
</tr>
<tr>
<td>Opposition</td>
<td>Base 35</td>
<td>Opp 89</td>
</tr>
</tbody>
</table>
#2 - ID Audiences & Tailor Messages

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>With Us</td>
<td></td>
<td></td>
<td>Persuadable</td>
<td></td>
</tr>
</tbody>
</table>

With Us

Opposed

Persuadable
#2 - VPSA

**Value**

**Problem**

**Solution**

**Action**
Thanks!

Julie Fisher-Rowe

Senior Framing & Messaging Coordinator

@JulieFisherRowe
@oppagegenda
jrowe@opportunityagenda.org