



# MNsure GRASSROOTS OUTREACH PLAN

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*prepared by*



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## INTRODUCTION

**grassroots solutions** was hired in April 2013, as a subcontractor of BBDO Proximity, to develop a field plan on behalf of MNSure. An integrated approach that combines media advertising, public relations, and grassroots outreach is the most effective way to not only educate people about MNSure, but also move them to action.

### Goal and Primary Strategies

The objective of this project is to enroll 60% of uninsured Minnesotans in the health care Exchange by 2016. To do that, **grassroots solutions** recommends that all MNSure outreach activities focus on getting eligible Minnesotans to take two key steps:

1. “Make a Plan”--*Make a commitment to a specific time that the potential enrollee will fill out the application for coverage*
2. Apply and Enroll—*Follow through on the enrollment plan by filling out the application and selecting coverage*

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### Why “Make a Plan”?

Enrollment is not an easy ask to make of someone who is not insured; in order to enroll, a person must overcome sometimes conflicting beliefs about the value of insurance, their past experiences of being unable to afford coverage, possible language barriers, inconsistent access to the internet, and other factors. That’s why it’s important to use every tool available to increase the likelihood that a person will not just find out about MNSure, but will take the next step and enroll. In addition, the relatively time-consuming nature of enrollment and the necessity of having specific personal financial and health information on hand mean that completely self-initiated spontaneous enrollment is unlikely for most people.

To meet this challenge, MNSure can apply best practices from other fields that focus on getting large numbers of people to take an action that they may not otherwise take without prompting. We know from research on voting behavior that people are more likely to vote if they are encouraged to make a plan for how, when, and where they will do so on Election Day [source: *The Analyst Institute*]. Making a plan enables applicants to set an enrollment date, and receive information about what they will need to enroll so that they are ready to act on their plan when the time comes.

### How It Will Work

To enable as many Minnesotans as possible to make a plan, MNSure has to make it easy and accessible for nonprofits, allies, and others who will assist the uninsured in this process. That means Minnesotans must have the ability to make a plan from a variety of locations, whether that be at an organizational office, at a community event, or at their front door. To do that, **grassroots solutions** recommends the development of a mobile app that is functional on a desktop computer, smart phone, or iPad. The process for making a plan and activating a reminder and resource program would follow these steps:

1. Potential enrollee fills out the form in the app, which prompts for key information such as:
  - a. The day or week that the person plans to enroll
  - b. The time of day they will enroll
  - c. The location they will go to for enrollment (home, library, navigator location, which will be provided as part of the app)
  - d. Their contact information and preferred method of contact for getting reminders and information related to enrollment
  - e. An opt-in to continue to hear from MNSure with reminders and information about the exchange
2. The app dumps all the data from the digital form into a contact management database specifically designated for those who have signed up to get communication from MNSure.
3. The contact management database enables MNSure to code each planmaker for specific types of follow up: SMS text, email, phone, or postal service.
4. MNSure sends the planmaker a copy of their plan via text, email, or postal mail, along with a checklist of what they'll need to enroll and where they can get help (navigators, IPAs, and call center).
5. MNSure executes a systematic information and reminder schedule for planmakers that educates them about MNSure and provides them with reminders to enroll based on their plan's stated date of enrollment.

### **Benefits of a “Make a Plan” Strategy**

The “Make a Plan” strategy enables MNSure to:

- Educate people and move them to action *before* the exchange launches on October 1, which helps build momentum and maximizes the aggressive time frame of the project
- Get people to Make a Plan on the spot
- Capture people’s contact information for future followup
- Drive people to navigators, ISA’s, and the call center for support when they enroll
- Cost-effectively provide people with key prompts at the right times to increase the chances that they enroll
- Move people from good intentions and passive information-gathering to specific steps for getting coverage

### **Where People Will Make A Plan**

Making a plan can occur on the phone, in someone’s living room, at the door, in a nonprofit office, or at community gathering places, places of worship, clinics and health centers, or government offices.....anywhere that an iPad or smartphone can be placed. This makes the strategy extremely accessible, flexible, and nimble.

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### Core Outreach Mechanisms

Outreach is all about connecting directly with people. Mass media advertising and public relations work will warm the ground and provide brand recognition that will facilitate conversations on the ground, but the critical step from brand awareness to concrete enrollment successes will depend on the extent to which individual people are engaged in their home communities. Multiple modes of connection will be critical to touching different types of audiences, and **grassroots solutions** is recommending six core mechanisms to get people to make a plan and ultimately enroll.

- **Generating Buzz**--Employing high profile, low touch tactics to elevate MNSure's profile at the community level
- **Direct Service Nonprofit Partners and Allies**--Recruiting, training, and supporting nonprofits and other allies who can educate their networks about MNSure and help people make a plan to enroll.
- **SMS Text Messaging and Digital Outreach**-- Providing online resources and tools that people, nonprofits, and allies can access to make a plan, or to drive people to make one.
- **Street Teams**--Reaching people on the ground, one-to-one at the door or at community events, and helping them to make a plan.
- **Brokers Program**--Leveraging brokers who can serve as partners in getting small businesses to make a plan.
- **Campus Program**--Identifying universities, colleges, and graduate programs where MNSure can have a presence and help upcoming graduates make a plan.

### Targeting

"Targeting" refers to prioritizing specific geographic areas based on a set of strategic considerations. "Targeted areas" are referred to throughout the plan, and a detailed discussion of targeting methodology and strategic considerations is included on pages 35 and 36.

# GENERATING BUZZ

*Building community-level energy and excitement around MNSure*

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## **GENERATING BUZZ**

Building excitement and energy in targeted communities helps create the impression that MNsure is “everywhere,” and serves to educate targeted populations as well as key stakeholders. Staff can generate conversations about MNsure and enrollment plan creation through a variety of efforts.

### ***Ambassadors***

Many people across the state who have a stake in MNsure’s success are eager to understand how it works and want to be able to explain it to others. MNsure can harness the energy of these individuals to create a network of “Ambassadors” who are equipped to give people the basic information about MNsure. These people do not have to be experts on all the ins & outs of every aspect of the program; rather, they need to be able to articulate the benefits, describe the process, and point people in the right direction for more information. These Ambassadors could make presentations about MNsure that they initiate on their own, or they could be deployed by MNsure to events or groups that MNsure wants to reach. The steps to build this list are:

***Step One: Develop a prospecting list.*** MNsure should keep a running list of individuals who have expressed an interest in helping get the word out, and add individuals to that list that MNsure believes would be positive Ambassadors. The list should include:

- A mix of people across the state, with higher concentrations in targeted areas
- Individuals who are allies or partners
- Community opinion leaders and willing elected officials
- Individuals who reflect the variety of backgrounds and perspectives of the target audiences MNsure is trying to reach
- People who are proponents of MNsure who are comfortable with public speaking

***Step Two: Invite individuals to become Ambassadors.*** The prospect should be told that:

- They would be asked to commit to making at least 2 presentations about MNsure in the next 6 months
- They will be provided with training, regular briefings, and talking points
- They would be reimbursed for travel expenses if needed

**Step Three: Create a Collaborative Master Calendar.** MNsure can establish an online master calendar (a google calendar would be sufficient and free of charge) that can be used to identify opportunities for doing presentations about MNsure as well as track presentations that occur at the initiation of Ambassadors. Ambassadors can be asked to use this calendar to report on presentations they are doing and alert MNsure to opportunities in the future. Using this Master Calendar, MNsure can target events in local communities where they want to have an Ambassador present, record events where they have been asked to present, assess what Ambassadors might be a good fit, and generally coordinate presenter coverage at events.

**Step Four: Provide training, briefings, and materials.** Ambassadors should be trained in-person in targeted communities and via webinar in other areas. They should be provided with their own Ambassador-customized MNsure in a Box, and MNsure should conduct optional monthly conference calls to update Ambassadors and invite their feedback.

**Step Five: Offer Logistical Support.** Mnsure will need to dedicate staff to managing the logistics of the Ambassador Program, including confirming speaking engagements, getting directions and other information to speakers, following up for evaluation, debrief, and next steps if needed.

### Conducting a Tele-Town-Hall Test

Tele-Town Halls are highly interactive mediums that reach people right in their living rooms and engage them in conversation in company with thousands of others at the same time. They are an extremely affordable tool and produce great results in terms of helping people feel connected, informed, and heard. Tele-Town Halls can be targeted to a specific population or area, and can use both outbound and inbound calls—meaning that participants can be called by the Town Hall, sign up ahead of time, or call in themselves. The value of this technology is that it enables MNsure to reach potentially thousands of people who would otherwise be impossible to reach all at once, within a short timeframe. Once on the call, participants would be invited to share inquiries, concerns, and potentially ideas for how to make MNsure work in their community. They can be polled and prompted to sign up for more information or to be contacted to make a plan. The purpose of testing this strategy would be to determine the feasibility of reaching certain populations via this channel, and measuring how effective it might be in driving them to make a plan or encourage others to do so.

### **Doing a Road Show**

If resources allow, the campaign could consider doing a “road show” with a branded (wrapped) bus or van, stopping in targeted communities throughout the state. The road show could be completed in waves, so that momentum is built and sustained over time—one pre-launch, one the week of the launch, and one a month after the launch.

### **Sending a Direct Mail Piece**

Direct mail pieces are not useful if sent in the absence of more personal outreach tactics (phone, face-to-face), but should those tactics be in play and resources allow, MNSure should consider sending a direct mail piece to targeted neighborhoods. This could be used in conjunction with a canvassing program, telephone town hall event, or other field tactic.

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## **DIRECT SERVICE NONPROFITS AND OTHER ALLIES**

*Targeted Enrollment Audiences: Low-income communities, communities of color, uninsured persons eligible for subsidy, faith communities*

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## **DIRECT SERVICE NONPROFITS AND OTHER ALLIES**

Organizations that serve uninsured populations are in a unique position to educate eligible Minnesotans about the Exchange, help them make a plan, and drive them to a navigator who can help them enroll.

- *Direct Service Nonprofits* refer to groups who are providing services or programs to specific populations or in specific communities. Examples include federally qualified Health Centers, Community Action Agencies, Food Pantries, Head Start Programs, Planned Parenthood and other clinics, and many others.
- *Allies* refers to groups who don't necessarily provide traditional social service programs in the community, but have connections, influence, or leadership capacity and an interest in seeing MNSure succeed. Examples include the Institute on Agriculture and Trade Policy, ISAIAH, Minnesota Council of Churches, trade associations such as NAMI or Minnesota Coalition for the Homeless, Business and Medical Associations, Minnesota's Senate and Congressional offices, advocacy groups such as Take Action Minnesota, labor unions, and Chambers of Commerce.

These groups can be tapped to:

- Incorporate MNSure promotional materials into their intake process, newsletters, and program outreach
- Ask consumers to make a plan in their one-on-ones, group activities, events, and other existing touchpoints that they already have with their constituencies
- Host dedicated MNSure events designed to educate people (particularly their constituencies) about MNSure and help them make a plan
- In some cases, identify staff people who can be Ambassadors and conduct presentations on MNSure in the community
- Coordinate with other groups to get the word out about MNSure, the benefits of enrollment, and where to make a plan



## Five Steps for Engaging Direct Service Nonprofits and Other Allies

### STEP ONE: Establish a MNSure Outreach Cabinet

Minnesota has a robust and sophisticated nonprofit infrastructure, and MNSure should tap that infrastructure to expand their reach, inform their outreach, and enlist institutional support. A “MNSure Outreach Cabinet” can bring together key nonprofit and ally leaders to help MNSure:

- Map concurrent enrollment activities that are occurring outside MNSure’s scope
- Identify local organizations who may be good prospects for promoting MNSure and helping their constituencies Make a Plan
- Help distribute accurate and timely information about the exchange
- Act as a “big picture” hub for information-sharing about non-profit and ally enrollment activities
- Provide MNSure with ongoing feedback about what is happening on the ground

Leveraging organizational leaders is also beneficial because they tend to have their finger on the pulse of “who’s who” in communities of importance to the Exchange, and they can add capacity to MNSure’s efforts.

*Who:* 10-15 leaders from organizations that have at least one of these qualities:

- Knowledge about the nonprofit sector, especially as it relates to health care issues
- Credibility and influence in the sector
- A distributed network, such as an association or collaborative, that has members across the state or in targeted areas/communities

*Activities*

- Cabinet Briefings on the basics of MNSure and their role in promoting the exchange
- A mapping exercise to identify where enrollment activities are being conducted by groups other than MNSure, which can be used to inform strategic targeting decisions and ensure close collaboration with other entities
- Talking points cabinet members can use when communicating about MNSure publicly
- A monthly teleconference that allows cabinet members to share with MNSure what they are hearing from groups and individuals on the ground
- One-to-one follow-up with each cabinet member every four to six weeks

## **STEP TWO: Educate and Recruit Local Organizations**

Using information from Outreach Cabinet members as well as connections with Navigators, MNSure should begin reaching out to local nonprofits and allies in targeted areas to secure their involvement in helping people make a plan, and see if they'll help to get other organizations in their areas involved.

- *Conduct Personal Recruitment*

MNSure staff should prioritize the outreach list for each targeted area and conduct one-on-one outreach calls. The purpose of these conversations should be to

- Learn more about MNSure and its objectives
- Explain the how nonprofit organizations can help
- Answer questions or concerns
- Secure their participation

- *Conduct Local Presentations*

Once one or two local nonprofits in targeted areas are secured, MNSure will want to make sure other organizations in the area have an opportunity to learn more about the Exchange effort. MNSure should ask a committed organization in each area to hold an information-sharing event to educate nonprofits in their community about MNSure, and ask them to help eligible Minnesotans make a plan. MNSure and the committed nonprofit can help promote and recruit organizations to participate.

### **STEP THREE: Equip Partners for Ongoing Outreach**

Once local organizations willing to help Minnesotans make a plan are secured, they will need ongoing support. This should include:

- *MNsurance in a Box*

This is the primary vehicle organizations will use to help Minnesotans make a plan, on the spot. Boxes can be customized depending on the audience, and mailed or distributed personally for easy access. They will include:

- Talking points about MNsure
- Tablet/IPADs with the Make a Plan app, along with instructions for downloading the app onto other devices
- A list of the information participants will need when they go to enroll
- Contact information for who participants can call for help
- Data collection and reporting forms for organizations
- Flyers, palm cards with the website address and Text Code, and other marketing materials to promote making a plan

- *Training*
  - Organizations will need training on how to help participants make a plan
  - Up to three in-person trainings *per targeted region/community*, that walk organizations through the MNSure in a Box toolkit, the corresponding materials and app that helps applicants make a plan
  - Two follow-up webinars for organizations who could not make the in-person training, or for those who need or want reinforcement
- *Nonprofit “Hotline”*

Organizations will likely have questions as they are helping participants make a plan. MNSure should create a 1-800 number for organizations to call and leave a message with their question(s). MNSure should aim to respond within 24 hours.
- *E-News*

Organizations will likely benefit from receiving relevant and timely news or updates as they relate to MNSure. MNSure staff should consider sending a bi-weekly email update with the latest and greatest updates for organizations.
- *Online Resource Center*

MNSure should create a webpage to exclusively house additional materials and information for organizations to access as needed. For example, the resource center could include downloadable MNSure in a Box kits and frequently asked questions from within the field.
- *Incentives*

While there will be organizations willing to assist because it is a part of their mission to help insure Minnesotans, MNSure should consider offering a stipend or mini-grant to those willing to help the uninsured make a plan. This could be related, or in addition to, the outreach grant, and would help to increase overall participation in the effort.

- *Recognition*

Efforts to educate people about MNSure and help Minnesotans make their plans will take time, energy, and commitment on behalf of organizations. Therefore, it's important to keep them invested through the recognition of their efforts. MNSure can recognize organizations by:

- Quarterly phone calls from VIP's in the community, or who are involved with MNSure, thanking them for their efforts
- Bi-weekly features on the MNSure website that highlight an organization's contributions
- Providing an E-news story or synopsis of the great work happening in various organizations throughout the state

#### **STEP FOUR: Reporting and Feedback Loop**

Because organizations are closest to the ground, it's important for MNSure to give them qualitative and quantitative opportunities to track and share their progress, as well as provide input on what is and isn't working. MNSure can provide:

- Monthly conference calls where any interested organization can call-in to discuss what they are hearing and learning on the ground, and to ask questions.
- A monthly email with a link to an online activities report, that allows organizations to track the number of people they've talked to about making a plan, and the number of people who've actually completed one
- An in-depth survey every six months that asks people to share challenges and opportunities, and to report on overall numbers and progress

***A Note about Consumer Assistance Partners:*** Based on information received thus far from MNSure, **grassroots solutions** assumes that organizations that are certified Navigators and In Person Assisters will conduct education and outreach as part of their responsibilities, in addition to helping people enroll. These organizations should be the first point of contact in targeted communities, and can act as champions and leaders with other groups and as a strong liaison to MNSure.

## **SMS TEXT MESSAGING/DIGITAL OUTREACH**

*Targeted Enrollment Audience: communities of color, individuals aged 18-29, households under \$30,000 per year*

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## **SMS TEXT MESSAGING/DIGITAL OUTREACH**

Substantial shifts have occurred in the way people communicate and seek information, and MNsure can capitalize on these trends by using extremely cost-effective ways to connect with hard-to-reach constituencies.

### **Text “Enroll”**

SMS Text Messaging is an underutilized, powerful, and cost-effective tool, particularly when trying to reach specific demographics:

#### ***Text Message and Mobile Phone Usage in the US***

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- 99% of text messages are read by the recipient
- 97% of 18-29 year olds text as a primary way of communicating
- Households that make under \$30,000 per year text twice as much as households that make \$75,000 and above
- Hispanics text 156% more than Caucasians
- African Americans text 224% more than Caucasians
- Over half of US adults are on the internet via mobile phones at least occasionally; 80% of 25-34 year olds go online regularly with their mobile phones

*[Source: Pew Charitable Trust]*



A simple Text Messaging Program can be a powerful way to engage these demographics. Text messaging can be conducted in multiple languages, and it is not restricted by geography. By including a Text Signup option on *all* materials, advertising, print and digital media, individuals can opt in to receive information and prompts via text message.

“Text ENROLL to 123456”



Individuals will receive varied content text messages about MNSure which links them to “Make a Plan” page



When MNSure launches, individuals will receive text messages that encourage them to enroll and drive them to navigators, the call center, or in person assistors.

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### **Web Site Enhancements**

MNsure has already built a robust web site with many tools and resources for various audiences. Building on that, **grassroots solutions** recommends:

- Creation of a “splash page” that is connected to the web site and also to the Make a Plan data system, so that individuals are prompted to make a plan to enroll from the site
- Purchase of a simple “make a plan” URL that can point to the splash page
- Customized resources for specific audiences

### **Digital Advertising**

Digital advertising can reach a demographic that may not be connected to a nonprofit or ally and may be difficult to reach on a land line. These advertisements can be targeted to specific demographic constituencies (white males age 25-34 with incomes of \$x, for instance) so that they appear on websites and Facebook pages of the intended audience, encouraging them to click on the URL, and immediately make a plan.

### **Twitter Feed**

According to the Pew Research Center’s Internet and American Life Project, 14% of Twitter users fall between the ages of 18 and 29. African Americans and Latinos are more than twice as likely to use Twitter as their Caucasian counterparts. Twitter is a medium that is well suited to connect with hard-to-reach populations targeted by MNsure. A dynamic, robust Twitter feed that drives people to the Make a Plan URL can supplement the outreach work on the ground and provide another way to touch these demographics. For best practices on nonprofit use of Twitter, refer to this article: <http://www.echoditto.com/insights/best-practices-non-profits-twitter>

## **STREET TEAMS**

*Targeted Enrollment Audiences: Low-income communities, communities of color, uninsured persons eligible for subsidy*

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## STREET TEAMS

Many uninsured Minnesotans lack connectivity to an organization, ally or institution and need to be reached through other means, and/or, will require intensive, multiple touches in order for an enrollment plan creation to take place. MNsure should invest resources in targeted areas or communities most critical to their success by putting an organizing team on the ground that can provide the additional one-to-one education that will drive people to act. Street Teams also enable MNsure to test specific tactics and adjust the overall outreach plan accordingly. This section describes how Street Teams should work.

- *Creating and Placing Teams*

Street Teams will be made up of 2-4 regional organizers (depending on the size of the community), per targeted area, and house them preferably in pro-bono office space provided by a partner organization. Staff should plan to be on the ground for 12-16 months as a beginning time frame.

- *Activities*

Organizers should take part in activities that put them in direct contact with potential enrollees, and offer them opportunities to make a plan, on the spot, or remind them to enroll. Not all targeted areas should include the same set of activities, and organizers should obtain the lay of the land upon starting out in order to select the tactics most applicable for that area. Here are activities that MNsure organizers should choose from:

- Keeping in touch with nonprofits and allies within targeted communities to offer support when it comes to promoting plan creation to constituencies in-house, or in places throughout the community
- Tabling at county or city fairs, parades, event centers, churches, and other gathering spots where target populations congregate
- Hosting both Make a Plan and Enrollment events at public venues, and inviting participating nonprofits, allies and others to attend along with their constituencies



- Helping nonprofits and allies turn constituencies out to events organizations are hosting to publicize MNSure and enrollment plans
- Phone banking, either by a paid phone vendor or staffed by volunteers that organizers recruit, to invite people to make a plan or to remind those who have made a plan about their enrollment date and location
- Canvassing (door-to-door) in high-density, targeted neighborhoods to talk about MNSure, and to help people make a plan.

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# **BROKERS**

*Targeted Enrollment Audiences: Business Owners*

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## **BROKERS**

Brokers and agents have a unique role to play with outreach and enrollment efforts for MNSure. They serve as an important link to businesses and other employers, as well as a trusted resource for individuals who have previously used a broker to purchase insurance on their own. Brokers have relationships with businesses and people who don't currently have a working relationship with a government entity, and can serve as a bridge to MNSure.

Brokers have a unique perspective regarding MNSure, viewing it as a competitive marketplace that has an impact on their own business model, and will need tailored communications that reflect this perspective. In order to best engage brokers, MNSure should consider the following:

- **Conduct One-on-Ones**

Identify and reach out to leaders in broker associations and brokers who work within insurance carriers and financial institutions. Conduct one-on-one listening sessions with these individuals to build relationships and learn firsthand how they think about, and might approach, the use of the Exchange.

- **Capitalize on the power of MAHU** (Minnesota Association of Health Underwriters) the trusted membership and trade association for brokers and agents.

- *Develop leaders within the MAHU membership base*

MNSure should use the existing relationships with MAHU to further awareness of MNSure and prepare brokers. MAHU has already hosted several educational events related to health insurance exchanges and are invested in MNSure's success.

- *Get in the rotation for the MAHU monthly educational lunch seminars*

MAHU hosts monthly educational lunches for its members on the first Thursday of the month. Previous seminars have focused on the Affordable Care Act and the creation of Minnesota's health insurance exchange. These lunch seminars are an

ideal way to reach MNSure's membership with a specific awareness raising event about creating an enrollment plan for MNSure. Content should be tailored to the audience and focus on employers and self-insured individuals.

- *Become a presenter at the MAHU Annual Sales Convention*

MAHU hosts an Annual Sales Convention for its members in April of each year. While the next conference will occur after the initial enrollment plan and enrollment phases, MNSure should connect with MAHU conference planners now to ensure that conference seminars are scheduled for MNSure awareness and enrollment.

- *Leverage MAHU communications systems*

MAHU communicates with its members through a monthly e-newsletter. MNSure should connect with members of the Communications Committee and/or those who create and publish the content for these newsletters to ensure content is included on MNSure and how to work with employers and individuals on applying for and enrolling in MNSure.

- **Equip MAHU members, brokers and agents with tailored tools**

- *MNSure in a Box for Brokers*

Brokers and agents would welcome a professionally designed resource and materials to use with their current and potential customers. MNSure in a Box would include:

- ✓ Basics of MNSure, a connection to additional resources, and a place to get questions answered.
- ✓ Necessary resources for helping an employer, their employees and others to make a plan to enroll in MNSure
- ✓ Required enrollment and reporting forms for MNSure enrollment
- ✓ Flyers and other marketing materials to promote MNSure with a consistent message

- *Prepared Presentations and trainings resources*

- ✓ Presentations

In addition to the resources available through MAHU's existing systems, MNSure should also prepare a specific presentation for brokers and agents. These trainings could serve the purpose for brokers and agents who are not MAHU members are who do not have ready access to MAHU resources because of geographic or other barriers.

- ✓ Continuing Education Credits

Because brokers and agents are required to complete Continuing Education Credits, MNSure should work with the MAHU Professional Development Committee to prepare an specific Continuing Education serious on MNSure, from creating a plan to enroll to the specifics of working with employers and people already engaged with a broker when it's time to apply and enroll.

- *Telephone Town Halls*

Because brokers and agents are dispersed throughout the state and have clout in their local communities, MNSure should consider meeting them where they are. A series of Telephone Town Halls could provide brokers and agents with a presentation on MNSure's main talking points, as well as access to experts from MNSure who can answer quetions and address any concerns.

- *Online Resource Center*

An online resource center can serve the purpose of meeting the information needs of brokers and agents at any time and removes geographic or other related barriers. An online resource center for brokers should include tailored content that reflects the importance of their trusted relationships with businesses, employers and those already purchasing insurance in the marketplace. The online resource center would increase additional downloadable resources to replenish the MNSure in a Box content as needed. The benefit of an online resource center is that information could be quickly modified without additional expense when changes occur in the MNSure systems and processes.

- *Dedicated call line*

A dedicated call line would serve the purpose of getting specific information to brokers and agents with some immediacy. An automated phone system could direct brokers and agents to an expert that could answer their specific questions related to business and employers. MNsure should consider staffing this resource with specialists that understand the unique role of brokers.

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## **CAMPUS PROGRAM**

*Targeted Enrollment Audiences: 26-34 year olds completing a vocational, university, or advanced degree*

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## **CAMPUS PROGRAM**

Individuals who are aged 26-34, many of whom will soon complete vocational training, community college, undergraduate or graduate degree, are a core constituency for the Exchange. These are individuals who will soon be ineligible to remain on their parents' insurance, and who can typically afford insurance but choose to go without. They also are unlikely to be found through the previously mentioned channels because nonprofits and allies don't have relationships with them (generally speaking). Rather, the best way to reach this population is to meet them where they are--on campus. What follows is how MNsure can use a dedicated Campus Program Coordinator to execute this strategy:

### **Identify Campuses and Contacts**

MNsire should identify community and technical colleges, and universities, including those with graduate programs, in targeted communities (please see appendix for a list of possible entities).

### **Secure Participation and Setting Expectations**

Executing this strategy successfully will require both buy-in from a student group, as well as their commitment to spearhead efforts to help graduating students make plan. MNsure should rely upon personal relationships they have with campus leadership, or upon Cabinet members or local nonprofit organizations to make a connection with a key stakeholder or student group at the school.

### **Support**

Once a group or individual is identified and secured, they can receive the same materials and support as nonprofits and allies. The Campus Program Coordinator could train students to carry out their activities and report back.

### **Potential Activities**

Student groups should be encouraged to think of vehicles and methods for getting students to make a plan, but some suggestions to give them might be to; table at an event, within common spaces on campus or to conduct ten minute classroom presentations about MNsure, as a way to inform students and provide follow-up information on how they can make a plan. The Campus Program Coordinator could also work with student groups to plan and execute activities and track successes.

# TARGETING AND MAPPING TURF

*Maximizing Impact by Coordinating Outreach and Prioritizing Investment*

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## TARGETING

Because there are not unlimited resources for outreach, it will be critical to find and reach out to uninsured Minnesotans as efficiently as possible. Rather than blanket the state with the same activities regardless of whether the right people are being reached, MNsure can focus the most intense outreach on those areas that have the highest likelihood of being populated by those that we want to enroll in the Exchange. Strategic use of data can help MNsure pinpoint exactly where it is most worthwhile to invest more resources for higher return, and also inform what tactics to use in which areas of the state.

### Methodology

There are two ways to target for this work: Geographically and Demographically. These methods can be used separately or together to produce the richest possible picture of where to find uninsured persons in Minnesota.

**Geographic, or Macro-targeting** takes Census Tract data to identify where there is a high concentration of households that make an income that falls into a specified percent-of-federal-poverty-guidelines—for example, a median household income of \$25,000 per household. For instance, one could identify households that reported an income of 139-250% of the federal poverty level. Taking this data, we then apply a density formula (households per square mile, for instance) to establish those places that have the highest concentration of the target audience. From there, we can prioritize and determine which tactics are best suited for which areas.

- *Strengths* of this approach are that they provide us with a map of where to go to find people who fit the profiles of those we want to reach. It is the less expensive of the two options because it relies on publicly available data for the most part.
- *Weaknesses* of this approach are that we cannot pinpoint specific households, but only census tracts, which means that if we conduct outreach in that census tract we will likely still be contacting many people who fall outside our desired universe and may already be insured.

**Demographic, or Micro-targeting** differs from Micro in that it produces a list of individuals rather than producing a map of areas. Using consumer and income data, we can define the characteristics of the desired universe (by gender, income, age, and other factors) to produce a list of specific people to contact.

- *The strength* of this approach is that it is much more efficient--we are not “wasting” time contacting people who are not part of our desired targets.
- *The Weakness* of this approach are that it is higher in cost, and with some populations (low-income, student), there are higher housing turnover rates, making the lists less accurate for this demographic.

#### RECOMMENDATION

**Grassroots solutions** recommends that MNsure commission a thorough targeting analysis that can serve as a blueprint for prioritizing activity over the long term, and that this targeting analysis employ both of the above methods for the richest data set, if possible.

## **MAPPING TURF**

MNsure and its partners can be most effective if there is a comprehensive picture of the state that includes:

- The highest concentrations of uninsured Minnesotans, based on the targeting analysis
- Geographic focus of outreach being conducted by allies outside the scope of MNsure
- Navigator and In Person Assistor Locations
- Media Markets and ad buys

Developing this map will help identify where work is already being done, where there are gaps, and where there is the most intense level of need.

Using this map, MNsure can prioritize where the most intense outreach will occur, using the following considerations:

- Density of target constituencies
- Presence or absence of other outreach coverage
- Density of nonprofit partners, Navigators, and in-Person assistors
- Projected capacity to put street teams on the ground
- High visibility or unique circumstances

## USING TARGETING AND MAPPING TO GUIDE TACTICAL IMPLEMENTATION

The considerations for targeting can be used to place various areas in priority categories, which in turn will inform the activities in that area. Each category will have a set of activities and a corresponding set of metrics for measuring success. For instance:

Priority Category	Resources	Activities	Goals and benchmarks	Notes
One—modest	Light—MNSure in a Box, Webinars, Online resources	Nonprofit partner and ally outreach, SMS text messaging and digital outreach	# of nonprofit partners # of completed plans # of enrollees	
Two—moderate	Moderate—all of the above plus Speaker’s Bureau, Street Team	Local training, organizer-supported events, organizer tabling and coordination of activities	# of nonprofit partners # of completed plans # of enrollees	
Three—high priority	Intense—all of the above plus Campus Program	All of the above plus canvassing, Campus activities	# of nonprofit partners # of completed plans # of enrollees	

# **RAPID RESPONSE PUBLIC RELATIONS**

*Proactively Ensuring Positive Public Dialogue and Responding to Attacks*

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## **RAPID RESPONSE PUBLIC RELATIONS**

Passage of the Affordable Care Act was highly controversial at both the state and federal level, and though it is the law of the land, negative political rhetoric persists. Those who opposed the ACA continue to harbor deep skepticism and in some cases promote misinformation about what the Exchange is and what it will do.

In this environment, MNSure must proactively seek ways to advance an alternative narrative that highlights the progress being made and the benefits it brings to Minnesota. In addition, MNSure will need to respond quickly, decisively, and strongly if attacked. This calls for specialized skills in public affairs and media relations, and a rapid response protocol that MNSure has in place for responding to false information.

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## **SAMPLE GOALS**

*Tying Tactics to Enrollment Goals*

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**SAMPLE Goals Year One—55,000 enrolled**

*These goals serve as a starting point only, and should be adjusted based on the targeting analysis and other factors as the work unfolds.*

Source	Plans	Enrolled (1/2 of planned)	Total percent of Goal
Untracked/Unassisted	8,800	4,400	8%
Nonprofits & Allies	66,000	33,000	60%
SMS/digital, Telephone Town Hall	5,500	2,750	5%
Events & Phones	11,000	5,500	10%
Canvassing	11,000	5,500	10%
Brokers/Small Business	5,500	2,750	5%
Campus Events	2,200	1,100	2%
<b>Total</b>	<b>110,000</b>	<b>55,000</b>	<b>100%</b>



**SAMPLE Goals Year Two**

*The goals and distribution for Year Two can be informed by the results of Year One.*

Source	Plans	Enrolled (1/2 of planned)	Total percent of Goal
Untracked/Unassisted			
Nonprofits & Allies			
SMS/digital, Telephone Town Hall			
Events & Phones			
Canvassing			
Brokers/Small Business			
Campus Events			
<b>Total</b>		<b>130,000</b>	<b>100%</b>

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**SAMPLE Goals Year Three**

*The goals and distribution for Year Three can be informed by the results of Years One and Two.*

Source	Plans	Enrolled (1/2 of planned)	Total percent of Goal
Untracked/Unassisted			
Nonprofits & Allies			
SMS/digital, Telephone Town Hall			
Events & Phones			
Canvassing			
Brokers/Small Business			
Campus Events			
<b>Total</b>		<b>130,000</b>	<b>100%</b>

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# APPENDICES

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**SUGGESTED STAFFING STRUCTURE**



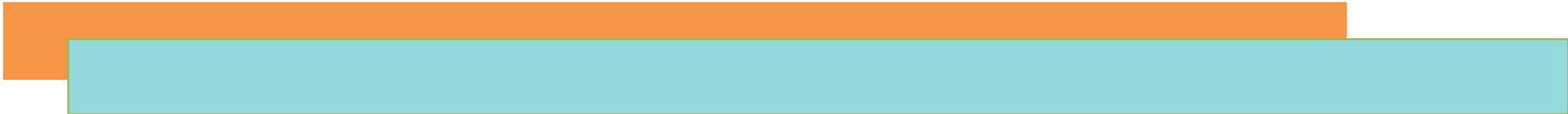
**PROJECTED BUDGET**

<b>Outreach Strategies: June 2013 - March 2014</b>	<b>Cost Estimates</b>
<b>Staffing Costs (Assuming July Start)</b>	
Field Director (6,500 per month)	\$58,500
Data Manager (5,000 per month)	\$45,000
Public Relations Liason (part time; 3,000 per month)	\$27,000
Broker Manager (5,000 per month)	\$45,000
Nonprofit/Allies Coordinator (5,000 per month)	\$45,000
Training Coordinator (4,500 per month)	\$40,500
Regional Organizers (up to 15 at 3,500 per month)	\$472,500
Campus Coordinator (4,200 per month)	\$37,800
Payroll Taxes and Workers Comp (15% of total salary cost of \$771,300)	\$115,695
Health Care Costs (\$450 per month, per 22 staff)	\$89,100
<b>Subtotal Staffing Costs</b>	<b>\$976,095</b>
<b>Organizational Grants</b>	
Subtotal Organizational/brokers Grants (100 - 150 grants at 10K-15K each)	<b>\$1,000,000 - \$2,250,000</b>
<b>Text-to-Plan Test Costs</b>	
Set-up	\$4,500
Monthly fee (\$4,000 for up to 100K outbound records, for eight months)	\$32,000
<b>Subtotal Text-to-Plan Up Costs</b>	<b>\$36,500</b>
<b>Telephone Town Halls</b>	
2 Statewide tele-town halls (approx. 15,000-20,000 phone numbers per event)	
<b>Subtotal Telephone Town Halls</b>	<b>\$16,000 - \$20,000</b>

<b>MNSure in a Box</b>	
Materials (for 500-1000 partners)	\$20,000 - \$50,000
Samsung Galaxy Mobile 8G tablets (\$280 at 250-500 to loan to nonprofits, brokers, allies)	\$70,000 - \$140,000
Data Plan (1G at \$20 per month for eight months, per device)	\$5,000 - \$10,000
<b>Subtotal MNSure in a Box</b>	<b>\$95,000 - \$200,000</b>
<b>Events &amp; Trainings (high profile and local)</b>	
Mobile tablets (25 - 50 at \$280 to use at events; \$20 data plan per phone, per month, for eight months)	\$11,000 - \$22,000
Banners, Posters, table displays, etc.	\$5,000 - \$10,000
Buttons, stickers, branded swag, etc.	\$150,000 - \$200,000
Room Rental Fees (\$300 per event, on avg)	\$4,500 - \$9,000
Other Materials	\$50,000 - \$100,000
Food (\$300 at 50-100 trainings and events)	\$15,000 - \$30,000
<b>Subtotal Events</b>	<b>\$235,500 - \$371,000</b>
<b>App Development and Contact Management</b>	
App Development, database, and management (Digital Turf)	\$40,000 - \$50,000
CRM for continued contact (Salsa Labs: \$500 set-up; \$300-\$450 per month for eight months)	\$2,900 - \$4,100
<b>Subtotal Development and Contact Management</b>	<b>\$42,900 - \$54,100</b>
<b>Webinar &amp; Conference Call Costs</b>	
Webinar Service (\$49.50, per month, for eight months)	\$396
Conference Call Service (.59 cents per minute, for 60 minute calls, with up to 50 participants, up to three times per month for eight months)	\$42,480

<b>Subtotal Webinar Costs</b>	<b>\$42,876</b>
<b>Robo-Call Costs</b>	
Set-up Fee (one time)	\$200
Cost per record (.45 cents at 60K records, two rounds)	\$54,000
<b>Subtotal Robo-Call Costs</b>	<b>\$54,200</b>
<b>Volunteer Phone Bank Costs</b>	
Food (\$50 per event at 10-20 events)	\$500 - \$1,000
Partner/Ally space with predictive dialer technology (\$200 per event)	\$2,000 - \$4,000
<b>Subtotal Phone Bank Costs</b>	<b>\$2,500 - \$5,000</b>
<b>Canvassing Costs (for 200K HH)</b>	
Salaries (staff, FTE Canvassers)	\$375,000
Staff Related Expenses (mileage, health insurance, etc.)	\$65,000
Consultant Expenses (legal fees, GRS fee, accounting)	\$30,000
Office Space and Supplies	\$10,000
Selecting a list of likely, eligible Minnesotans	\$1,000 - \$5,000
<b>Subtotal Canvassing</b>	<b>\$481,000 - \$486,000</b>
<b>Targeted Ads</b>	
Google Ads (average of \$5 per click for 650 clicks)	\$3,250
Facebook Ads (up to \$1.70 per click at 850 clicks)	\$1,445
<b>Subtotal Targeted Ads</b>	<b>\$4,695</b>

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<b>Data-Driven Targeting Analysis</b>	
<b>Subtotal Optional Data-Driven Targeting Analysis</b>	<b>\$15,000 - \$30,000</b>
<b>Grassroots solutions Strategic Field Consultation (Optional)</b>	
<b>Subtotal GRS Strategic Field Consultation</b>	<b>\$80,000 - \$300,000</b>
<b>Road Show (Optional)</b>	
Bus or Van Rental (15 days)	\$10,000 - \$45,000
Bus or Van Branded wrapping	\$8,000 - \$15,000
Materials & Promotional Items	\$30,000 - \$60,000
<b>Subtotal Bus Tour</b>	<b>\$48,000 - \$120,00</b>
<b>Direct Mail (Optional)</b>	
<b>Subtotal Direct Mail (98,000 - 196,000 at .45 per piece total)</b>	<b>\$41,000 - \$88,200</b>
<b>TOTAL</b>	<b>3,171,266 -5,038,666</b>

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## REFERENCES: CONGRESSIONAL DELEGATION

- ✓ Congressman Tim Walz –DFL - 1130 1/2 7th St NW Suite 208 • Rochester, MN 55901 (507)-206-0643
  - ✓ Congressman John Kline – R – 350 West Burnsville Parkway, Suite 135 Burnsville, MN 55337 (952) 808-1213
  - ✓ Congressman Erik Paulsen – R -250 Prairie Center Drive, Suite 230 Eden Prairie, Minnesota 55344 (952) 405-8510
  - ✓ Congresswoman Betty McCollum – DFL - 165 Western Avenue North, Suite #17 St. Paul, Minnesota 55102 (651) 224-9191
  - ✓ Congressman Keith Ellison – DFL - 2100 Plymouth Avenue North Minneapolis, MN 55411 (612)-522-1212
  - ✓ Congresswoman Michele Bachman – R - 2850 Cutters Grove Avenue, Suite 205 Anoka, MN 55303 (763)-323-8922
  - ✓ Congressman Collin Peterson – DFL - 714 Lake Avenue Suite 107 Detroit Lakes , MN 56501 (218)-847-5056
  - ✓ Congressman Rick Nolan – DFL - Brainerd City Hall 501 Laurel Street Brainerd, MN 56401 (218) 454-4078
- 
- ✓ Senator Al Franken – DFL - 60 East Plato Blvd Suite 220 Saint Paul, MN 55107 (651) 221-1016
  - ✓ Senator Amy Klobuchar – DFL - 1200 Washington Avenue South, Room 250 Minneapolis, MN 55415 (612)-727-5220

**REFERENCES: CHAMBERS OF COMMERCE & BUSINESS ASSOCIATIONS**

**Small Business Minnesota**

**Minnesota Medical Association**

**Minnesota Dental Association**

**Minnesota**

**National Association of Women Business Owners—Minnesota Chapter**

**Minnesota Business Women**

**Minnesota Business Partnership**

**Chambers of Commerce**

Minnesota State Chamber of Commerce

Ada, Minnesota Chamber of Commerce

Aitkin, Minnesota Chamber of Commerce

Albany, Minnesota Chamber of Commerce

Albert Lea, Minnesota Chamber of Commerce

Alexandria, Minnesota Chamber of Commerce

Andover, Minnesota Chamber of Commerce

Annandale, Minnesota Chamber of Commerce

Anoka, Minnesota Chamber of Commerce

Apple Valley, Minnesota Chamber of Commerce

Appleton, Minnesota Chamber of Commerce

Arden Hills, Minnesota Chamber of Commerce

Arlington, Minnesota Chamber of Commerce

Austin, Minnesota Chamber of Commerce

Avon, Minnesota Chamber of Commerce

Barnesville, Minnesota Chamber of Commerce

Baudette, Minnesota Chamber of Commerce

Becker, Minnesota Chamber of Commerce

Belle Plaine, Minnesota Chamber of Commerce

Bemidji, Minnesota Chamber of Commerce

Benson, Minnesota Chamber of Commerce

Biwabik, Minnesota Chamber of Commerce

Blackduck, Minnesota Chamber of Commerce

Blaine, Minnesota Chamber of Commerce

Bloomington, Minnesota Chamber of Commerce

Bloomington, Minnesota Chamber of Commerce

Blue Earth, Minnesota Chamber of Commerce

Brainerd, Minnesota Chamber of Commerce

Breckenridge, Minnesota Chamber of Commerce

Brooklyn Center, Minnesota Chamber of Commerce

Brooklyn Park, Minnesota Chamber of Commerce

Buffalo, Minnesota Chamber of Commerce

Burnsville, Minnesota Chamber of Commerce

Cambridge, Minnesota Chamber of Commerce

Canby, Minnesota Chamber of Commerce

Cannon Falls, Minnesota Chamber of Commerce

Cass Lake, Minnesota Chamber of Commerce

Center City, Minnesota Chamber of Commerce

Champlin, Minnesota Chamber of Commerce

Chaska, Minnesota Chamber of Commerce

Chatfield, Minnesota Chamber of Commerce

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Chisago City, Minnesota Chamber of Commerce  
Chisholm, Minnesota Chamber of Commerce  
Cloquet, Minnesota Chamber of Commerce  
Cokato, Minnesota Chamber of Commerce  
Cold Spring, Minnesota Chamber of Commerce  
Columbia Heights, Minnesota Chamber of Commerce  
Cook, Minnesota Chamber of Commerce  
Coon Rapids, Minnesota Chamber of Commerce  
Corcoran, Minnesota Chamber of Commerce  
Cottage Grove, Minnesota Chamber of Commerce  
Crane Lake, Minnesota Chamber of Commerce  
Crookston, Minnesota Chamber of Commerce  
Crosby, Minnesota Chamber of Commerce  
Crystal, Minnesota Chamber of Commerce  
Dayton, Minnesota Chamber of Commerce  
Delano, Minnesota Chamber of Commerce  
Detroit Lakes, Minnesota Chamber of Commerce  
Duluth, Minnesota Chamber of Commerce  
Eagan, Minnesota Chamber of Commerce  
East Grand Forks, Minnesota Chamber of Commerce  
Eden Prairie, Minnesota Chamber of Commerce  
Edina, Minnesota Chamber of Commerce  
Elbow Lake, Minnesota Chamber of Commerce  
Elk River, Minnesota Chamber of Commerce  
Ely, Minnesota Chamber of Commerce  
Eveleth, Minnesota Chamber of Commerce  
Excelsior, Minnesota Chamber of Commerce

Fairmont, Minnesota Chamber of Commerce  
Falcon Heights, Minnesota Chamber of Commerce  
Faribault, Minnesota Chamber of Commerce  
Farmington, Minnesota Chamber of Commerce  
Fergus Falls, Minnesota Chamber of Commerce  
Forest Lake, Minnesota Chamber of Commerce  
Frankfort, Minnesota Chamber of Commerce  
Fridley, Minnesota Chamber of Commerce  
Glencoe, Minnesota Chamber of Commerce  
Glenwood, Minnesota Chamber of Commerce  
Golden Valley, Minnesota Chamber of Commerce  
Grand Marais, Minnesota Chamber of Commerce  
Grand Rapids, Minnesota Chamber of Commerce  
Granite Falls, Minnesota Chamber of Commerce  
Greenfield, Minnesota Chamber of Commerce  
Hassan, Minnesota Chamber of Commerce  
Hastings, Minnesota Chamber of Commerce  
Hibbing, Minnesota Chamber of Commerce  
Hill City, Minnesota Chamber of Commerce  
Hinckley, Minnesota Chamber of Commerce  
Hopkins, Minnesota Chamber of Commerce  
Hoyt Lakes, Minnesota Chamber of Commerce  
Hutchinson, Minnesota Chamber of Commerce  
International Falls, Minnesota Chamber of Commerce  
Inver Grove Heights, Minnesota Chamber of Commerce  
Isanti Minnesota Chamber of Commerce  
Jackson, Minnesota Chamber of Commerce

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La Crescent, Minnesota Chamber of Commerce  
Lake Benton, Minnesota Chamber of Commerce  
Lake City, Minnesota Chamber of Commerce  
Lake Crystal, Minnesota Chamber of Commerce  
Lake Minnetonka, Minnesota Chamber of Commerce  
Lakeville, Minnesota Chamber of Commerce  
Lamberton, Minnesota Chamber of Commerce  
Lanesboro, Minnesota Chamber of Commerce  
Lauderdale, Minnesota Chamber of Commerce  
Le Center, Minnesota Chamber of Commerce  
Le Sueur, Minnesota Chamber of Commerce  
Lindstrom, Minnesota Chamber of Commerce  
Lino Lakes, Minnesota Chamber of Commerce  
Litchfield, Minnesota Chamber of Commerce  
Little Canada, Minnesota Chamber of Commerce  
Little Falls, Minnesota Chamber of Commerce  
Long Prairie, Minnesota Chamber of Commerce  
Loretto, Minnesota Chamber of Commerce  
Luverne, Minnesota Chamber of Commerce  
Madelia, Minnesota Chamber of Commerce  
Madison, Minnesota Chamber of Commerce  
Mankato, Minnesota Chamber of Commerce  
Maple Grove, Minnesota Chamber of Commerce  
Maplewood, Minnesota Chamber of Commerce  
Marshall, Minnesota Chamber of Commerce  
McGregor, Minnesota Chamber of Commerce  
Medicine Lake, Minnesota Chamber of Commerce

Medina, Minnesota Chamber of Commerce  
Melrose, Minnesota Chamber of Commerce  
Mendota Heights, Minnesota Chamber of Commerce  
Milaca, Minnesota Chamber of Commerce  
Minneapolis, Minnesota Chamber of Commerce  
Minnetonka, Minnesota Chamber of Commerce  
Minnetrista, Minnesota Chamber of Commerce  
Montevideo, Minnesota Chamber of Commerce  
Monticello, Minnesota Chamber of Commerce  
Moorhead, Minnesota Chamber of Commerce  
Moose Lake, Minnesota Chamber of Commerce  
Mora, Minnesota Chamber of Commerce  
Morris, Minnesota Chamber of Commerce  
Mound, Minnesota Chamber of Commerce  
Mounds View, Minnesota Chamber of Commerce  
Mountain Iron, Minnesota Chamber of Commerce  
Navarre, Minnesota Chamber of Commerce  
New Brighton, Minnesota Chamber of Commerce  
New Hope, Minnesota Chamber of Commerce  
New Prague, Minnesota Chamber of Commerce  
New Ulm, Minnesota Chamber of Commerce  
Nisswa, Minnesota Chamber of Commerce  
North Branch, Minnesota Chamber of Commerce  
North Oaks, Minnesota Chamber of Commerce  
North Saint Paul, Minnesota Chamber of Commerce  
Northern Dakota County, Minnesota Chamber of Commerce  
Northfield, Minnesota Chamber of Commerce

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Oakdale, Minnesota Chamber of Commerce  
Olivia, Minnesota Chamber of Commerce  
Orono, Minnesota Chamber of Commerce  
Orr, Minnesota Chamber of Commerce  
Ortonville, Minnesota Chamber of Commerce  
Osakis, Minnesota Chamber of Commerce  
Osseo, Minnesota Chamber of Commerce  
Outing Minnesota Chamber of Commerce  
Owatonna, Minnesota Chamber of Commerce  
Park Rapids, Minnesota Chamber of Commerce  
Paynesville, Minnesota Chamber of Commerce  
Pelican Rapids, Minnesota Chamber of Commerce  
Pequot Lakes, Minnesota Chamber of Commerce  
Perham, Minnesota Chamber of Commerce  
Pine City, Minnesota Chamber of Commerce  
Pipestone, Minnesota Chamber of Commerce  
Plymouth, Minnesota Chamber of Commerce  
Princeton, Minnesota Chamber of Commerce  
Prior Lake, Minnesota Chamber of Commerce  
Ramsey, Minnesota Chamber of Commerce  
Red Wing, Minnesota Chamber of Commerce  
Redwood Falls, Minnesota Chamber of Commerce  
Remer, Minnesota Chamber of Commerce  
Richfield, Minnesota Chamber of Commerce  
Robbinsdale, Minnesota Chamber of Commerce  
Rochester, Minnesota Chamber of Commerce  
Rockford, Minnesota Chamber of Commerce

Rogers, Minnesota Chamber of Commerce  
Rosemount, Minnesota Chamber of Commerce  
Roseville, Minnesota Chamber of Commerce  
Rush City, Minnesota Chamber of Commerce  
Saint Bonifacius, Minnesota Chamber of Commerce  
Saint Charles, Minnesota Chamber of Commerce  
Saint Cloud, Minnesota Chamber of Commerce  
Saint Francis, Minnesota Chamber of Commerce  
Saint James, Minnesota Chamber of Commerce  
Saint Joseph, Minnesota Chamber of Commerce  
Saint Louis Park, Minnesota Chamber of Commerce  
Saint Paul, Minnesota Chamber of Commerce  
Saint Peter, Minnesota Chamber of Commerce  
Sandstone, Minnesota Chamber of Commerce  
Sauk Centre, Minnesota Chamber of Commerce  
Savage, Minnesota Chamber of Commerce  
Shakopee, Minnesota Chamber of Commerce  
Sherburn, Minnesota Chamber of Commerce  
Shoreview, Minnesota Chamber of Commerce  
Silver Bay, Minnesota Chamber of Commerce  
Slayton, Minnesota Chamber of Commerce  
Sleepy Eye, Minnesota Chamber of Commerce  
Soudan, Minnesota Chamber of Commerce  
South Saint Paul, Minnesota Chamber of Commerce  
Spring Lake Park, Minnesota Chamber of Commerce  
Spring Park, Minnesota Chamber of Commerce  
Spring Valley, Minnesota Chamber of Commerce

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Springfield, Minnesota Chamber of Commerce  
Staples, Minnesota Chamber of Commerce  
Stewartville, Minnesota Chamber of Commerce  
Stillwater, Minnesota Chamber of Commerce  
Thief River Falls, Minnesota Chamber of Commerce  
Tower, Minnesota Chamber of Commerce  
Tracy, Minnesota Chamber of Commerce  
Two Harbors, Minnesota Chamber of Commerce  
Tyler, Minnesota Chamber of Commerce  
Vadnais Heights, Minnesota Chamber of Commerce  
Virginia, Minnesota Chamber of Commerce  
Wabasha, Minnesota Chamber of Commerce  
Waconia, Minnesota Chamber of Commerce  
Wadena, Minnesota Chamber of Commerce  
Walker, Minnesota Chamber of Commerce  
Warroad, Minnesota Chamber of Commerce

Waseca, Minnesota Chamber of Commerce  
Wayzata, Minnesota Chamber of Commerce  
Wells, Minnesota Chamber of Commerce  
West Saint Paul, Minnesota Chamber of Commerce  
Wheaton, Minnesota Chamber of Commerce  
White Bear Lake, Minnesota Chamber of Commerce  
Willmar, Minnesota Chamber of Commerce  
Windom, Minnesota Chamber of Commerce  
Winona, Minnesota Chamber of Commerce  
Winsted, Minnesota Chamber of Commerce  
Winthrop, Minnesota Chamber of Commerce  
Woodbury, Minnesota Chamber of Commerce  
Worthington, Minnesota Chamber of Commerce  
Zimmerman Minnesota Chamber of Commerce  
Zumbrota, Minnesota Chamber of Commerce

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## REFERENCE: LABOR UNIONS

AEA - Actors Equity Association  
AFGE - American Federation Of Government Employees  
AFM - American Federation of Musicians  
AFSCME - American Federation of State, County, and Municipal Employees  
AFT - American Federation of Teachers  
ANA - American Nurses Association  
APWU - American Postal Workers Union  
ATU - Amalgamated Transit Union  
BAC - International Union of Bricklayers and Allied Craft Workers  
BBF - International Brotherhood of Boilermakers  
BCTD - Building & Construction Trades Department  
BCTGMI - The Bakery, Confectionery, Tobacco Workers and Grain Millers International Union  
BLE - Brotherhood of Locomotive Engineers  
BMWE - Brotherhood of Maintenance of Way Employees  
BRS - Brotherhood of Railroad Signalmen  
BSOIW - International Association of Bridge, Structural, Ornamental, and Reinforcing Iron  
CJA - The United Brotherhood of Carpenters and Joiners of America  
CLA - Christian Labor Association  
CWA - Communication Workers of America  
GCIU - Graphics Communication International Union  
GMP - Glass, Molders, Pottery, Plastics, & Allied Workers International Union  
IAM - International Associations of Machinists and Aerospace Workers  
IATSE - International Alliance of Theatrical Stage Employees  
IBEW - International Brotherhood of Electrical Workers  
IBT - International Brotherhood of Teamsters



IUEC - International Union of Elevator Constructors  
IUOE - International Union of Operating Engineers  
IUPAT - The International Union of Painters and Allied Trades Home  
LIUNA - Laborers International Union of North America  
NALC - National Association of Letter Carriers  
NATCA - National Air Traffic Controllers Association  
NEA - National Education Association  
NFFE - National Federation of Federal Employees  
NPMHU - National Postal Mail Handlers Union  
NTEU - National Treasury Employees Union  
OPCMIA - Operative Plasterers' and Cement Masons' International Association  
OPEIU - Office and Professional Employees International Union  
PPF/UA - Plumbers and Pipe Fitters Union  
RLCA - National Rural Letters Carrier's Association  
RWAW - United Union of Roofers, Waterproofers and Allied Workers  
SEIU - Service Employees International Union  
SMW - Sheet Metal Workers International Association  
SPFPA - International Union, Security, Police and Fire Professionals of America  
TCU - Transportation Communications International Union  
UAW - United Auto Workers  
UE - United Electrical Radio and Machine Workers of America  
UFCW - United Food and Commercial Workers  
UGSOA - United Government Security Officers of America  
USW - United Steel Workers  
UTU - United Transportation Union



## **2 Year Community/Techs**

Alexandria Technical and Community College  
Anoka Technical College  
Anoka-Ramsey Community College  
Central Lakes College  
Century College  
Dakota County Technical College  
Fond du Lac Tribal and Community College  
Hennepin Technical College  
Hibbing Community College  
Inver Hills Community College  
Itasca Community College  
Lake Superior College  
Mesabi Range Community and Technical College  
Minneapolis Community and Technical College  
Minnesota State College - Southeast Technical  
Minnesota State Community and Technical College  
Minnesota West Community and Technical College  
Normandale Community College  
North Hennepin Community College  
Northland Community and Technical College  
Northwest Technical College  
Pine Technical College  
Rainy River Community College  
Ridgewater College  
Riverland Community College  
Rochester Community and Technical College

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Saint Paul College  
South Central College  
St. Cloud Technical and Community College  
Vermilion Community College

***Four Year Universities***

Bemidji State University  
Metropolitan State University  
Minnesota State University Moorhead  
Minnesota State University Mankato  
Southwest Minnesota State University  
St. Cloud State University  
Winona State University  
University of Minnesota Twin Cities, Crookston, Duluth, Morris & Rochester

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***Private Colleges \*=no graduate program***

Augsburg College

Bethany Lutheran College\*

Bethel University

Carleton College\*

College of Saint Benedict\*

College of St. Scholastica

Concordia College, Moorhead\*

Concordia University, St. Paul\*

Gustavus Adolphus College

Hamline University

Macalester College

Minneapolis College of Art and Design

Saint John's University

Saint Mary's University of Minnesota

St. Catherine University

St. Olaf College\*

University of St. Thomas

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