ENGAGING MILLENNIALS IN GOVERNMENT

Matt Thornhill
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WINNING WORKPLACES: ENGAGING WORKERS OF ALL AGES

EQUIP LEADERS TODAY TO WIN TOMORROW

UNDERSTAND THE TRENDS THAT MATTER AND THE PEOPLE SHAPING THEM
TODAY IS ALREADY VERY DIFFERENT FROM YESTERDAY

THE KEY IS TO UNDERSTAND THE FUTURE WE ALREADY KNOW
MANY GENERATIONS → ONE TEAM

MILLENNIALS are shaping CULTURE & SOCIETY

GEN XERS are stuck IN THE MIDDLE

BOOMERS are reluctant to GIVE UP CONTROL

MOST MUNICIPAL ORGANIZATIONS DON’T HAVE A GENERATION PROBLEM

THEY HAVE A CULTURE PROBLEM

TODAY’S AGENDA

1. Why the War for Workers?
2. Engaging Millennials
3. How to Win Tomorrow
3.8%

**COMING OFF A DECADE OF DECLINE IN 25-54 WORKERS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Labor Participation (in millions)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>149.0</td>
<td>+6.8%</td>
</tr>
<tr>
<td>2016</td>
<td>159.2</td>
<td>+28.6%</td>
</tr>
</tbody>
</table>

**U.S. UNEMPLOYMENT RATE**

- 2014: 5.0%
- 2016: 4.0%
- 2018: 3.8%

Source: BLS

**PROJECTIONS TO 2026 SHOW LITTLE CHANGES AHEAD**

<table>
<thead>
<tr>
<th>Year</th>
<th>Labor Participation (in millions)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>159.2</td>
<td>+6.5%</td>
</tr>
<tr>
<td>2026</td>
<td>169.7</td>
<td>+17.8%</td>
</tr>
</tbody>
</table>


% Change:
- 25-54: +1.2%
- 55+: +1.2%
- 16-24: -3.8%

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COMPETITION FOR YOUNGER WORKERS WILL INTENSIFY

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2016</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-24</td>
<td>24.0</td>
<td>23.1</td>
</tr>
<tr>
<td>25-54</td>
<td>79.0</td>
<td>80.4</td>
</tr>
<tr>
<td>55+</td>
<td>56.2</td>
<td>66.2</td>
</tr>
</tbody>
</table>

% Change:
- 3.8% decrease
- 1.2% increase
- 17.8% increase

MEANWHILE, SUPPLY OF OLDER WORKERS WILL INCREASE

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2016</th>
<th>2026</th>
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<tr>
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<tr>
<td>55+</td>
<td>56.2</td>
<td>66.2</td>
</tr>
</tbody>
</table>

% Change:
- 3.8% decrease
- 1.2% increase
- 17.8% increase

HOW DOES IT LOOK FOR MARYLAND?

<table>
<thead>
<tr>
<th>Ages</th>
<th>2015</th>
<th>2030</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-19</td>
<td>1,507,474</td>
<td>1,564,086</td>
<td>+56,612</td>
</tr>
<tr>
<td>20-64</td>
<td>3,643,430</td>
<td>3,644,278</td>
<td>+848</td>
</tr>
<tr>
<td>65+</td>
<td>837,496</td>
<td>1,310,434</td>
<td>+472,938</td>
</tr>
<tr>
<td>Total</td>
<td>5,988,400</td>
<td>6,518,798</td>
<td>+530,398</td>
</tr>
</tbody>
</table>

YOUR GROWTH ISN’T MORE PEOPLE MOVING IN
IT’S FROM FEWER PEOPLE MOVING ON

IMPLICATION:

Fewer

More

Robots are the future, but are they today’s answer?

Most of us have to deal with the here & now: finding, recruiting, hiring, and retaining workers of all ages.
A GENERATION IS AN AGE COHORT

- Age cohort: 18- to 20-year span
- Big cultural shifts and events create the “bookends”
- Born on the leading and tail edge—“cuspers”

GENERATIONAL COHORT AFFECT

NOT “WHO YOU ARE,” BUT...

WHAT “IMPRINTED” YOU WHEN YOU CAME OF AGE
CULTURE’S IMPACT

DEFINING EVENTS

WHO WE ARE

GENERATIONAL VALUES

WORKPLACE BEHAVIORS OF BOOMERS

Live to work
Teamwork valued
Process matters
Tenure rules
Physical space matters
Meetings move things forward

GEN X ORIENTATION: SELF-RELIANT

BOOMER ORIENTATION: “SELF”-CENTERED
Not self-absorbed, but view things through the lens of “what’s in this for me?”
WORKPLACE BEHAVIORS OF GEN Xers

- Work to live
- Outcome vs. output
- No meetings
- No babysitting Millennials
- Work independently, work anywhere

WHY GEN XERS ARE NOT THE FOCUS TODAY:

- OPPORTUNITY
  - BOOMERS
  - GEN XERS
  - MILLENNIALS

- PROBLEM

STATIC VS. DYNAMIC
U.S. Labor Pool, 20-54, in Millions

Source: BLS

MILLENNIAL ORIENTATION:
COLLECTIVE SELF
The **COLLECTIVE SELF** Dominates

They trust anonymous posts, reviews, recommendations. The crowd rules.

The wisdom of **MANY** is better than the thoughts of **FEW**

Millennials are already changing community

- **Hyper Community**: 88% say they want to live in an urban area
- **Hyper Connected**: To each other, and any on the planet with a device
- **Hyper Collaborative**: Wisdom of the crowd tops the thoughts of the few
- **Hyper-Sharing**: Why own when you can pay based on usage?
**WORKPLACE BEHAVIORS OF MILLENNIALS**

- Work & life are integrated
- Egalitarian work culture
- Expect personal training and mentoring 24/7/365
- Must multi-task and feel creative
- Must feel they are making a difference

**GENERATIONAL MINDSETS DIFFER**

<table>
<thead>
<tr>
<th>Outlook</th>
<th>BOOMERS</th>
<th>GEN X</th>
<th>MILLENNIALS</th>
<th>GEN Z</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Optimistic</td>
<td>Skeptical</td>
<td>Confident</td>
<td>Protective</td>
</tr>
<tr>
<td>Work Ethic</td>
<td>Driven</td>
<td>Free Agent</td>
<td>Goals</td>
<td>Self-taught</td>
</tr>
<tr>
<td>View of Money</td>
<td>Spenders</td>
<td>Debtors</td>
<td>Savers</td>
<td>Frugal</td>
</tr>
<tr>
<td>View of Leadership</td>
<td>Pay your dues</td>
<td>Competence</td>
<td>Egalitarian</td>
<td>Pluralistic</td>
</tr>
<tr>
<td>Work/Life Balance</td>
<td>Work is Life</td>
<td>Work to Live</td>
<td>Integrated</td>
<td>TBD</td>
</tr>
<tr>
<td>Medium</td>
<td>TV</td>
<td>Computer</td>
<td>Mobile</td>
<td>VR?</td>
</tr>
<tr>
<td>Orientation</td>
<td>Self-centered</td>
<td>Self-reliant</td>
<td>Collective Self</td>
<td>Self-aware</td>
</tr>
</tbody>
</table>

**MOST MUNICIPAL ORGANIZATIONS DON’T HAVE A GENERATION PROBLEM**

MOST MUNICIPAL ORGANIZATIONS DON’T HAVE A GENERATION PROBLEM

- Millennials have higher turnover rates than prior generations: FALSE
- Millennials are less passionate about their jobs in government: FALSE
- Millennials don’t stick around—they’ll decamp to the private sector in a heartbeat: PROBABLY FALSE
- It’s harder to recruit Millennials for public service than previous generations: THE JURY’S STILL OUT

Culture Shift

Millennial “WE” Mentality

Boomer “ME” Mentality

IT SEEMS MILLENNIALS ARE CHANGING THE WORK CULTURE

Changing work culture isn’t just about changing mindsets. Changing work culture requires you to change rules.

Is your work culture aligned with modern culture?
## Changing the Rules

### Old Rule
- Company viewed as hierarchy, with hierarchical decision rights, structure, and leadership path
- Lead by direction
- Culture rules by fear of failure and perceptions of others
- Rules-based, no tolerance for mistakes
- Roles and job titles clearly defined
- Process-based

### New Rule
- Company viewed as an agile network, empowered by team leaders and fueled by collaboration and knowledge-sharing
- Lead by orchestration
- Culture of safety, abundance, and importance of risk-taking and innovation
- Playbook-based, learn from failing fast
- Teams and responsibilities clearly defined, but roles and job title change regularly
- Project-based

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### Old Rule
- Organizational Chart

### New Rule
- Collaborative Hive

---

### Old Rule
- People “become leaders” through promotion

### New Rule
- People “create followers” to grow in influence and authority

---

### Old Rule
- People “become leaders” through promotion

### New Rule
- People “create followers” to grow in influence and authority

---

### Old Rule
- Organized for efficiency and effectiveness

### New Rule
- Organized for learning, innovation, and customer impact

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### Old Rule
- Talent to be Managed

### New Rule
- Cogs in the Machine

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**TODAY’S AGENDA**

1. Why the War for Workers?
2. Engaging Millennials
3. How to Win Tomorrow

**10 WAYS MUNICIPALITIES CAN ENGAGE MILLENNIALS**

1. PURPOSEFUL
2. STORY-ORIENTED
3. DIVERSE & INCLUSIVE
4. GENDER-NEUTRAL & AGELESS
5. COLLABORATIVE
6. CREATIVE
7. FLEXIBLE
8. OPEN & TRANSPARENT
9. LEARNING & SUPPORTIVE
10. SAFE & TRUSTWORTHY

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**CHANGING THE RULES**

**OLD RULE**
Culture rules by fear of failure and perceptions of others

**NEW RULE**
Culture of safety, abundance, and importance of risk-taking and innovation

Avoiding Negatives
Seeking Positives

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**ENGAGING MILLENNIALS IN GOVERNMENT**

Matt Thornhill
Winning municipalities of tomorrow will realize their workers want to make a difference. Organizations will promote their:

**PURPOSE**

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Bigger than who you are, what you do, how you do it. It’s your “WHY.”

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**Work Goals:**

**BOOMERS/GEN X:**

MAKE A LIVING

**MILLENNIALS:**

MAKE A DIFFERENCE
By 2025:

Purpose

Mission

Values

“At Capital One, we dove to dream, disrupt and deliver a better way. Our goal is simple – bring integrity, simplicity, and humanity to an industry ripe for change. Foundational, Capital One is on a mission to change banking for good and to help people live their best lives. Together, we will build one of America’s leading innovation-based technology companies. Join us...

Leaders reimagining healthcare

Students today (Millennials) are motivated by being associated with creativity.

The biggest gap between importance and expectation was with innovation.

Across qualitative and quantitative research, we heard over and over again the rising importance of being business-savvy.

Leadership is the benefit of going to a graduate healthcare program. Also, “leader” is a much broader term than “healthcare administrator.”

Healthcare is going through a major transformation. Students today want a sense of having a personal impact.

Students today value work that allows them to connect with people in a meaningful way.

We’re creating the most innovative, compassionate, and business-savvy leaders to reimagine healthcare.

PROMISE STATEMENT

“Reimagine Healthcare”

STORY-ORIENTED

I will be prepared with the healthcare knowledge, business skills, and professional connections to be a leader who will reimagine healthcare.

Building on our remarkable environment, our extraordinary networks, and our legacy of excellence, we provide the knowledge, skills, and connections for tomorrow’s healthcare leaders through our innovative and business-focused approach.

BRAND POSITION

2
INSIGHT

Winning municipalities of tomorrow will enable workers to SHARE THEIR EXPERIENCES.

Disney Corporation

- Sophisticated social media strategy being deployed.
- Extensive communications training for every Disney employee, including Disney World cast members and crew.
- Employees share the story.

Source: HubSpot, State of Inbound 2017

Email
Face-to-face
Phone
Social media
Messenger apps
Video conferencing

Facebook 74%
LinkedIn 78%
Twitter 59%

Outside of North America, there's higher use of newer communication channels such as social media and messaging apps. While only 15% of North America respondents use messaging apps for business purposes, 45% of Latin American and 37% of Asian respondents do. Latin American-, Asian-, and EMEA-based respondents also more actively use social media for business communications compared to North America.

届毕业生

Source: Matt Thornhill, Maryland Municipal League “Engaging Millennials” Break Out Session

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DIVERSE & INCLUSIVE

INSIGHT

Winning municipalities of tomorrow will realize that EVERYONE has value
The minority will become the majority of children (18 & Under)

Source: U.S. Census

The minority will become the majority

Source: U.S. Census

U.S. HISPANIC POPULATION IS PROJECTED TO DOUBLE BY 2050

DIVERSITY ISN’T BLACK VS. WHITE, IT’S OLD VS. YOUNG

DIVERSITY IS GETTING ASKED TO THE PARTY
INCLUSION IS BEING ASKED TO DANCE

WINNING ORGANIZATIONS OF TOMORROW:
Places for EVERYONE of every race, age, economic class, gender, and mindset

NO LONGER EITHER/OR
NOW IT’S BOTH/AND

Shift to DIVERSE INPUTS

OLD WAY
Top-down
Ideas and initiatives come from the top or dominant culture

NEW WAY
Bottom-up
Ideas come from anyone and anywhere. Everyone’s opinion is valued
“WE, US, TOGETHER!”

DEMOCRAT vs. REPUBLICAN

WOULD YOU VOTE FOR A SOCIALIST FOR PRESIDENT?

70% MILLENIALS
33% BOOMERS

Source: CATO Institute in Washington Post

GENDER-NEUTRAL & AGELESS

INSIGHT

Winning municipalities of tomorrow will operate workplaces that are GENDER-NEUTRAL & AGELESS WORKFORCES
Today, women are **MORE LIKELY** to have college degrees than men.

![Percentage of College Degrees](chart)

Source: Dept. Of Education

52% of today’s **PROFESSIONAL WORKFORCE** are women.


**WE’VE REACHED THE END OF MEN**

#NeverAgain
Google it, read it, give it to your sons

How about ageless?

The Population Age Pyramid

1960 vs. 2030

Source: U.S. Census Bureau
The Changing Ratio

<table>
<thead>
<tr>
<th>Under age 18</th>
<th>Age 65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.9</td>
<td>1.0</td>
</tr>
<tr>
<td>1.7</td>
<td>TODAY</td>
</tr>
<tr>
<td>1.0</td>
<td>1.0</td>
</tr>
</tbody>
</table>

DO YOU HAVE AN AGELESS WORKFORCE?

FEWER MORE

COLLABORATIVE

5
Winning municipalities of tomorrow will be highly **COLLABORATIVE PLACES**
where everyone works together.

**HYPER-COLLABORATIVE**
Wisdom of the crowd tops the thoughts of the few.

**HYPER-CONNECTED**
To each other, and anyone on the planet with a device.

**Shift to New Form of LEADERSHIP**

<table>
<thead>
<tr>
<th>OLD WAY</th>
<th>NEW WAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boss is da boss</td>
<td>The Collective is da boss</td>
</tr>
<tr>
<td>Look UP for information</td>
<td>Look OUT for information</td>
</tr>
</tbody>
</table>
Shift to **CONSENSUS BUILDING**

**OLD WAY**
Dictatorship
Organization and discipline rule

**NEW WAY**
Democracy
Consensus building and collaboration rule

**INSIGHT**
Winning municipalities of tomorrow will cultivate our **CREATIVE & ENTREPRENEURIAL SPIRIT**

**SHIFT TO CULTIVATING CREATIVITY**

**OLD WAY**
Shun different, eccentric voices and thinking

**NEW WAY**
Encourage different “out of the box” thinking

Limited Creativity

Maximum Creativity
51%
MILLENNIALS WANT TO START A BUSINESS OR PLAN TO DO SO

I knew since I was a kid I wanted to work in a start-up like environment. It’s really about wanting to solve a problem. I have always enjoyed creating stuff.

Millennial

7
FLEXIBLE
Winning municipalities of tomorrow will understand
LIFE & WORK ARE INTEGRATED

91% of young people (18-35) expect to stay in a job for less than three years.

15-20 JOBS ACROSS THEIR WORKING LIFE

Source: Future Workplace
The Gig Economy by the numbers

- **55 million** US workers are 1099
- **80 million** projected by 2020
- **34%** of the workforce has a second job
- **1 of 3** Millennials freelance

Shift to flexible policies

**Old Way**
- About US: What we say goes
- Fixed rules, regulations, and policies

**New Way**
- About Me: What I need goes
- Flexible, customizable policies

8

Open & transparent

Insight

Winning municipalities of tomorrow realize must always be

Open & transparent
WHAT ONCE WAS PRIVATE
Resume, career path, business associates
Likes, dislikes, friends, social circles, interest areas, and so on
Price paid, mortgage, taxes paid, current value

IS NOW VERY PUBLIC
LinkedIn
Facebook
Zillow

PARALLEL PATHS
As individuals moved down this path...
Privately-held Beliefs, Values, Purpose
Publically-declared Beliefs, Values, Purpose

...Organizations followed

LEARNING & SUPPORTIVE
Winning municipalities of tomorrow will operate work environments that are
LEARNING & SUPPORTIVE

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SHIFT TO REWARDING CONTRIBUTION NOT SENIORITY

OLD WAY
Commitment rewarded
Tenure

NEW WAY
Contribution rewarded
Competency

“You will be VALUED IMMEDIATELY here.”

A big job shift is coming

THE CLOUD
BIG DATA
ARTIFICIAL INTELLIGENCE

COGNITIVE
MANUAL MINIMUM WAGE JOBS

“Manage the exception”
Innovators ...Creative
47% of all jobs eliminated within next 20 years

Source: Oxford University

WILLROBOTSTAKEMYJOB.COM
Enter your job
or show random example

THE FUTURE:
The most important skill is the ability to acquire NEW SKILLS

SAFE & TRUSTWORTHY
Winning municipalities of tomorrow must be a SAFE PLACE & TRUSTWORTHY

INSIGHT

GROWING POWER OF INDIVIDUALS

TRUST IN MASS MEDIA

Source: Gallup

Millennials Less Trusting of Others

Source: Pew Research Center
The wisdom of MANY is better than the thoughts of FEW.
The U.S. population is expected to grow from 321 million today to 358 million by 2030. Virginia's population will grow 15%, but how we provide care will have to determine how to match growth and vast expanses of declining populations. Most opportunities will be available in big cities and urban areas as the suburbs lose population. Some ideas about what you can do now to ensure success tomorrow.

Across each customized Tomorrow Map, we will identify opportunities for your category. The best are from within, not dictated to you or be gone. Eight out of 10 people now think or act on every purchase decision in meaningful terms. The new model is that there are no more marketing. Sales are about becoming believable. It is no longer enough to click away, fueling a growing sharing economy. Of “activity centers” which appeal to young, creative, skilled workers. Focus sales on internal growth can be leveraged. The U.S. population is expected to grow from 321 million today to 358 million by 2030. Virginia's population will grow 15%, but how we provide care will have to determine how to match growth and vast expanses of declining populations. Most opportunities will be available in big cities and urban areas as the suburbs lose population. Some ideas about what you can do now to ensure success tomorrow.

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MCV Foundation's Purpose, Vision, Mission and Core Values

**PURPOSE**

The MCV Foundation recognizes nationally as one of the preeminent healthcare foundations providing support for the academic health center. The MCV Foundation inspires and stewards philanthropic leadership as a collaborative, inclusive approach to the advancement of clinical care and health outcomes.

1. **Our Mission:**
   - To be a collaborative, inclusive and exemplary stewardship and accountability organization.
   - Ensure their philanthropic wishes are fulfilled.
   - Promote the work and impact of VCU Health and their Mission of VCU Health.
   - Teach leaders how to apply a Generational Lens.

2. **Our Communications:**
   - Dark: The VCU Health community takes the lead and ensures private support is always available.
   - Light: Our VCU Foundation is always taking the lead to ensure private support is always available.
   - Our VCU Foundation is also taking the lead to ensure private support is always available.

3. **Our Positioning Statement:**
   - Brand: VCU Foundation
   - Personality: Celebratory
   - Promise: They make a difference in our community
   - Brand Personality
   - Prominent: Brilliant
   - Trusted: In the community
   - Inviting: To our donors
   - Collaborative: To our partners
   - Innovative: To our stakeholders
   - Active: To our community

4. **Our Engagement with Millennials:**
   - Community: Community
   - Community: Community
   - Community: Community

   Talk daily about the difference they make.

   **It's a calling, not a career.**
   They are neighbors, not taxpayers.
   Every day you make a difference in our community.

   **Discover great hope.**
   Discover great breakthroughs.
   Discover great health.

   **Their community.**
   Their community.
   Their community.

   **Our communication materials.**
   This theme will be reinforced in all of our communication materials.

   **Our leadership.**
   Our leadership.
   Our leadership.

   **Our outreach.**
   Our outreach.
   Our outreach.

   **Our impact.**
   Our impact.
   Our impact.

   **Our integrity.**
   Our integrity.
   Our integrity.

   **Our accountability.**
   Our accountability.
   Our accountability.

   **Our integrity.**
   Our integrity.
   Our integrity.
ENGAGING MILLENNIALS IN GOVERNMENT

Matt Thornhill
matt@institutefortomorrow.com