3D Approach to Successful Ballot Measures
What’s Out There?

- Local Measures on the Ballot
Possibilities

- Public Safety
- Transit & Roads
- Education
- Parks & Open Space
- Community Centers
- Public Hospitals
- Libraries
- Utilities
- Affordable Housing
- Special Facilities
- Annexation
- Other
# 3D Approach

<table>
<thead>
<tr>
<th>PHASE I</th>
<th>D - <strong>E</strong>BATE</th>
<th>COMMUNITY</th>
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<tr>
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<td>Public Input</td>
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<td>PHASE II</td>
<td>D - <strong>E</strong>CIDE</td>
<td>DECISION-MAKERS</td>
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<td>What's on ballot</td>
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<td>PHASE III</td>
<td>D - <strong>E</strong>LIVER</td>
<td>VOTERS</td>
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<td>Yes Voters</td>
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Debate

Phase I: 6 months – 1 year+ prior to election

Goal

Build Consensus

Primary Audience

Community at-large

Secondary Audience

Key Constituencies & Stakeholders

Local media
 Debate

**Objectives**

- Frame the debate, research
- Highlight need
- Gather best ideas
- Broad outreach
- Identify & rally allies
- Identify/address critics
- Informed Decision
- Community’s Plan

Phase I: 6 months – 1 year+ prior to election
Debate

Phase I: 6 months – 1 year+ prior to election

Key Issues to Consider

- Public Opinion
- Current/other taxes
- Ability to identify need
- Stakeholders/Critics
- Fundraising
- Alternatives
Decide

Phase II: 4-6 months prior to election

Goal
Focused & Responsive Measure

Primary Audience
Decision-makers

Secondary Audience
Community at-large
Key constituencies & Stakeholders
Local Media
Decide

Phase II: 4-6 months prior to election

Objectives

- Clear ballot title & summary
- Not overreaching
- Best time on the ballot
- Coordinated legal effort
- Balance – Need v. Threshold
- No surprises!
Decide

Phase II: 4-6 months prior to election

Key Issues to Consider

- Consensus v. Contentious
- Public opinion – chance for success
- Clarity of issue
- Ability to keep measure focused
- Adequate time for campaign
- Competing Issues
Deliver

Phase III: Minimum 4 month campaign

Goal
Win the election
(50% +1 or 60% +1 vote)

Primary Audience
Voters

Secondary Audiences
Local Media
Opinion Leaders
Funders
Stakeholders
Deliver

Objectives

- Clear Strategy & Campaign Plan
- Campaign “On Message”
- Broad Coalition
- Meaningful role for volunteers & allies
- Target, I.D. & GOTV YOUR voters
- Community comes together
Deliver

Phase III: Minimum 4 month campaign

Key Issues to Consider

- Strategic Plan
- Public opinion
- Adequate resources
- Strategy - Profile of the campaign
- Status of allies and critics
- Local media
- Other campaigns
3D Reverse Action Timeline

- Election Day
- Absentee Ballots Mailed
- Voter Guides Mailed
- Draft Voter Guide Statements
- Form Campaign
- Refer Measure to ballot

- Determine Best Timing
- Draft Ballot Title & Summary
- Decide Scope of Ballot Measure
- Build Community Consensus
- Conduct Opinion Research
Key Elements of a Strategic Campaign Plan

- Organization & Staff
- Fundraising
- Research
- Voter Targeting
- Earned & Paid Media
- Coalition / Field Org.
- Volunteers
- Direct Voter Contact
- Voter ID and GOTV
- Budget & Timeline
### Campaign Factors & Timing

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<tr>
<th>FACTOR</th>
<th>WINTER/SPRING</th>
<th>PRIMARY</th>
<th>GENERAL</th>
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<tr>
<td>VOTER TURNOUT</td>
<td>Lowest</td>
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<td>Higher</td>
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<td>TAX SENSITIVITY</td>
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<td>Less of total</td>
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<td>COSTS</td>
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<td>Most / Depends</td>
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<td>More</td>
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<td>VISIBILITY/MEDIA</td>
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<td>IMPACT ON GOTV</td>
<td>Most</td>
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<td>Less</td>
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<td>COMPETITION $$$</td>
<td>Least</td>
<td>Less</td>
<td>More</td>
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<tr>
<td>PREDICTABLE ENV.</td>
<td>Most</td>
<td>More</td>
<td>Less</td>
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Campaigns that impact local ballot measures

- Presidential: ’04, ’08
- US Senate: ’04, ’06, ’10
- Gubernatorial: ’04, ’08
- US Congress: ’02, ’04, ’06, ’08, ’10
- State Ballot Issues: All General Elections
- Mayoral / Council: By jurisdiction
- Regional/Local Issues: By jurisdiction
Every Campaign is Unique

- Prep. for Campaign
- Ballot title
- Mood of Electorate
- Economy
- Other Candidates
- Other Issues
- Energized Constit.
- Voter Turnout
- Voter Trends

- Clarity or Confusion
- $$$$$$$
- Turnout
- Organized Opposition
- Visibility / Media
- Timing
- Ballot Title, Question
- Good/Bad Campaign
- “On message”
# 3D in Review

<table>
<thead>
<tr>
<th>3D</th>
<th>WHO</th>
<th>WHEN</th>
<th>BEWARE</th>
<th>SUCCESS</th>
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<tr>
<td>DEBATE</td>
<td>Community</td>
<td>6 mos.-1 yr.</td>
<td>Skipping the step</td>
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<td>DECIDE</td>
<td>Decision-makers</td>
<td>4-6 mos. b/f election</td>
<td>Over-reaching</td>
<td>Focus</td>
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<td>What’s On Ballot</td>
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<td>DELIVER</td>
<td>Voters</td>
<td>Minimum 4 months</td>
<td>One size fits all</td>
<td>Victory!</td>
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Let’s get started!