



3D Approach to Successful Ballot Measures

What's Out There?

- **Local Measures on the Ballot**

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Possibilities

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



3D Approach

PHASE I	D EBATE Public Input	COMMUNITY
PHASE II	D ECIDE What's on ballot	DECISION-MAKERS
PHASE III	D ELIVER Yes Voters	VOTERS

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

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

Objectives

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

Debate

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

Key Issues to Consider

- Public Opinion
- Stakeholders/Critics
- Current/other taxes
- Fundraising
- Ability to identify need
- 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**
- **Coordinated legal effort**
- **Not overreaching**
- **Balance – Need v. Threshold**
- **Best time on the ballot**
- **No surprises!**

Decide

Phase II: 4-6 months prior to election

Key Issues to Consider

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

Phase III: Minimum 4 month campaign

Objectives

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

FACTOR	WINTER/ SPRING	PRIMARY	GENERAL
VOTER TURNOUT	Lowest	Lower	Higher
TAX SENSITIVITY	Depends	More / Depends	Less / Depends
YOUNGER VOTERS	Depends	Less of total	More of total
OLDER VOTERS	Depends	More of total	Less of total
ABSENTEE VOTERS	More of total	More of total	Less of total
POLL VOTERS	Less of total	Less of total	More of total
COSTS	Less /Depends	More / Depends	Most / Depends
OTHER ISSUES	Fewest	Fewer	More
VISIBILITY/MEDIA	More/ Depends	More / Depends	Less / Depends
IMPACT ON GOTV	Most	More	Less
COMPETITION \$\$\$	Least	Less	More
PREDICTABLE ENV.	Most	More	Less

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

3D	WHO	WHEN	BEWARE	SUCCESS
D EBATE Public Input	Community	6 mos.-1 yr.	Skipping the step	Consensus
D ECIDE What's On Ballot	Decision- makers	4-6 mos. b/f election	Over- reaching	Focus
D ELIVER Campaign/Election	Voters	Minimum 4 months	One size fits all	Victory!

Let's get started!

