



Campaign Plan Ballot Measures

	 <p>Community Cycles (Boulder, CO)</p>	 <p>Upstate Forever (Greenville, SC)</p>	 <p>Bike East Bay (Oakland, CA)</p>
<p>CAMPAIGN <i>What was your campaign?</i></p>	<ul style="list-style-type: none"> • Get tax measures for transportation (2B, 2C, and 2D) on the ballot and have the measures pass. 	<ul style="list-style-type: none"> • Ensure pedestrian, bicycle, and transit projects are included in any transportation referendum that goes forward in Greenville County. • Campaign Slogan: Powering Greenville Forward... One Penny at a Time. 	<ul style="list-style-type: none"> • Ensure voter passage of ballot measure B1, a 30-year, \$7.8 billion transportation plan for Alameda County that includes over one billion dollars for bike/ped projects. Passage requires 2/3's voter approval, which will require working with a broader coalition of supporters to convince the vast majority of likely voters to vote yes. • One Billion for Bikes: Yes on the Alameda County Transportation Sales Tax Reauthorization Campaign.
<p>CAMPAIGN GOALS <i>What were your short-, medium-, and long-term goals? What are the campaign goals (e.g. policy change) vs. organizational goals (e.g. build membership)?</i></p>	<ul style="list-style-type: none"> • Short-term: Get tax issues on ballot. • Medium-term: Voters pass ballot issues. • Long-term: Long-term funding to meet gaps in transportation budget. Make sure all the bike/ped projects Community Cycles has identified get funded with the new tax money. • Organization: More people biking and more safe places to bike will increase numbers of trips by bicycle and Community Cycles membership. 	<ul style="list-style-type: none"> • Short-term: Convince County Council to broaden scope of allowable projects for consideration by citizen commission to include bicycle, pedestrian, and transit improvements. • Medium-term: Ensure inclusion of pedestrian, bicycle, and transit projects on the citizen commission's recommended project list to Council. • Long-term: Ensure Council advances a ballot question that fairly represents the citizen commission's recommended project list and that voter support is garnered to a point the referendum passes. • Organization: Expand the pool of Greenville County citizens & voters who support a holistic and multimodal solution to transportation issues. 	<ul style="list-style-type: none"> • Short-term: Build coalition partners because B1: <ul style="list-style-type: none"> • Prioritizes transit-oriented development (Transform) • Restores cuts made in bus service (AC Transit) • Doubles funding for fixing potholes (Oakland) • Provides bus pass for low-income students (Genesis) • Relieves congestion at key bottlenecks (suburban cities such as Union City, Pleasanton) • Creates good jobs, union jobs (building trades, ATU) • Medium-term: Vote yes. • Long-term: Get the right projects funded.

Campaign Plan for Ballot Measures

	 <p>Community Cycles (Boulder, CO)</p>	 <p>Upstate Forever (Greenville, SC)</p>	 <p>Bike East Bay (Oakland, CA)</p>
<p>ASSESS YOUR RESOURCES</p> <p><i>What did you see as your organizations' strengths and weaknesses (internal), opportunities and threats (external) entering the campaign?</i></p>	<ul style="list-style-type: none"> • Strengths: Experienced Advocacy Director with a long history of wins and community organizing. Excellent team of volunteers. • Weaknesses: The battle was set as bikes vs. open space. • Opportunities: New groups and a growing sense in the community that open space has too much money and other city services should be funded. • Threats: The open space lobby. One of the ballot measures moved funding away from the overfunded open space budget. • Funding Sources: Private and corporate donations. In-kind services. 	<ul style="list-style-type: none"> • Strengths: Upstate Forever is an influential organization with multiple potential allies and a well-respected Executive Director and Board of Directors. • Weaknesses: Limited staff capacity to focus on issue. • Opportunities: Broaden the partner base supporting our cause and mobilize our many members and supporters. • Threats: A well-organized, vocal minority against any tax increases. • Funding Sources: Advocacy Advance; Upstate Forever; Greenville Transit Authority; private funders. 	<ul style="list-style-type: none"> • Strengths: Experienced staff; engaged members; partnerships. • Weaknesses: Large-scale campaign; limited resources • Opportunities: Government open to local funding sources; partnerships. • Threats: Opposition from tea party and green party against tax structure. • Funding Sources: Special Appeal for grants, major donors, local bike shops, bike industry
<p>POWER MAPPING</p> <p><i>Who can actually make the decision to implement change? Primary targets (specific people) are the decision makers. Secondary targets have influence on the primary target. Public audiences (allies) are groups of people who have influence on secondary or primary targets. How did you determine exactly where and how you should focus your strategy and outreach?</i></p>	<ul style="list-style-type: none"> • Primary: Boulder City Council • Secondary: Supportive members on the Open Space Board of Trustees; Transportation Advisory Board, transportation agency staff. • Public / Allies: Community Cycles members; business community; younger population • Strategy: A few respected members of the Open Space Board of Trustees agreed that open space had enough funding and funds should be reallocated where needed. Community Cycles appointed one of the Trustees as co-chair to the ballot committee. Convince City Council that transportation needs the money now to keep up as a great city for biking and transit. Convince voters that open space has enough money to do everything it could ever dream of doing and if we want more safe roads and places to ride our bikes, we need to pass this funding. Without it we will not be able to do the projects the bicycling community (and others) support and want to see completed. 	<ul style="list-style-type: none"> • Primary: Council and then voters (if referendum goes to ballot) • Secondary: Upstate Forever Board Members and other citizens who influence specific Council members • Public / Allies: Local pedestrian/bicycle advocacy group; local transit advocacy group; Greenville B-cycle members and supporters • Strategy: With our limited staff capacity, produce a set of objective data through which to mobilize citizens in support of our cause; identify influential champions to lobby Council members as a first step; and focus on a broader public outreach effort as possible in the coming months. 	<p>n/a</p>

Campaign Plan for Ballot Measures

	 <p>Community Cycles (Boulder, CO)</p>	 <p>Upstate Forever (Greenville, SC)</p>	 <p>Bike East Bay (Oakland, CA)</p>
<p>FRAMING YOUR MESSAGE</p> <p><i>Effective communication depends on the message as well as the medium. Hook -> Identify the problem -> Formulate a solution -> Illustrate how to implement the solution.</i></p>	<ul style="list-style-type: none"> • Hook: Without additional funding, no new bike facilities will be built. We will not be able to make dangerous street corridors safe for biking and walking or be able to complete the multi-use path system. • Problem: Transportation has a huge funding gap and all available monies will be going to fixing roads and bridges for cars without additional funds. • Solution: A tax or fee that exceeds the funding gap, allowing for extra funding to be spend on bike, ped, transit service as well as flexing a portion of current O&M to bike, ped and transit. • Stair Speech: Support a careful rebalancing of city resources that works together to fully fund the Open Space vision plan while investing in our commitment to walking, biking, transit, and city services that contribute to our community's quality of life. • Slogans: <ul style="list-style-type: none"> • 2B, 2C, and 2D- Yes, Yes, and Yes! • Together we are Moving Boulder FORWARD and improving quality of life for generations! 	<ul style="list-style-type: none"> • Hook: Greenville County Council is currently considering whether or not to offer citizens the opportunity to vote on a local option transportation sales tax ballot measure in November 2014. A recent poll showed that 74% of voters would like to be given that choice, and more than half said they would more likely support a project list that included pedestrian, bicycle, and transit projects in addition to road improvements. • Problem: Greenville County has real transportation issues that are not going to be solved at the state level and cannot be solved with a focus only on roads. • Solution: A voter-approved, time-restricted 1% transportation sales tax that would result in \$65 million annually to fund a pre-determined set of transportation improvement projects, including road, pedestrian, bicycle, and transit improvements. • How to Implement: Give Greenville citizens the right to vote on a transportation sales tax ballot measure in 2014 that includes funding directed mostly towards roads, but also towards infrastructure for other modes including pedestrian, bicycle, and transit. 	<ul style="list-style-type: none"> • Problem: The new federal transportation bill cuts funding needed to complete the bicycle network in Alameda County. • Solution: A successful local sales tax can provide the funding we need to triple the number of people bicycling safely in Alameda County in the next 30 years. • How to Implement: Support Measure B1 this November to help us win \$1 billion for bikes. • Goal: 4-fold increase in bike/ped funding that will build a network of safe and comfortable bikeways throughout the County.

Campaign Plan for Ballot Measures

	 <p>Community Cycles (Boulder, CO)</p>	 <p>Upstate Forever (Greenville, SC)</p>	 <p>Bike East Bay (Oakland, CA)</p>
<p>TACTICS & TIMELINE <i>What tactics and activities did your organization carry out for this campaign?</i></p>	<ul style="list-style-type: none"> Served on 2 task forces (began in 2008) to address funding problem and look for solutions. First put forth a Transportation Maintenance Fee in 2012 that was rejected by Council. In 2013, worked with Councilperson and Transportation Advisory Board to propose the reallocation of open space tax and a new “bridge” tax for a total of 16 years of funding. Lobbied Council to get measures on the ballot. Ran a ballot campaign. 	<ul style="list-style-type: none"> Commission a public poll that gathers objective data on Greenville County voters’ opinions of how our transportation problems should be solved and whether they’d support a transportation sales tax referendum. Circulate poll results via newspaper articles, direct communications with Council members, and public presentations. Send action alerts and strategically use social media to mobilize Upstate Forever members and others in support of a multimodal transportation referendum. Identify well-recognized and respected citizens to “author” Op Eds and letters to the editor. 	<ul style="list-style-type: none"> This entire campaign was grassroots lobbying in support of a county ballot measure. Our activities included distributing posters, yard signs and other collateral, direct in person outreach at events and in public places, placing ads and other direct outreach to potential voters.
<p>RESULTS <i>What were your campaign wins?</i></p>	<ul style="list-style-type: none"> Our measures won in a landslide with around 70% of voters voting for the measures. This will provide \$4.2 million a year for 16 years of additional funding to transportation and will allow flexing of current transportation O&M funds to bike, ped and transit service projects. We also built a new base for our advocacy work, with new partners, supporters, and political possibilities. <p>Total win: \$67.2 million</p>	<ul style="list-style-type: none"> A public poll with 95% confidence showed that 74% of voters think County Council should let voters decide a transportation sales tax referendum; 75% think elected leaders should support multimodal solutions to solving our transportation issues; and 43% of voters would more likely support a referendum that includes pedestrian, bicycle, and transit projects (versus 38% who support a referendum focused solely on roads). On Nov. 5, 2013 Council advanced a resolution that will lead to the appointment of an 18-member citizen commission tasked with compiling a transportation projects improvement list that will include road projects as well as “sidewalk and other transportation amenities.” <p>Total win: TBD (up to \$7 million per year)</p>	<ul style="list-style-type: none"> California requires two-thirds of votes for a ballot measure to pass. 66.53% voted yes on Measure B1, BUT lost by 0.13%, or about 700 votes. Where Bike East Bay membership is strong, 80% voted yes. <p>Win: Lost campaign, but strengthened organization.</p>

Campaign Plan for Ballot Measures

	 <p>Community Cycles (Boulder, CO)</p>	 <p>Upstate Forever (Greenville, SC)</p>	 <p>Bike East Bay (Oakland, CA)</p>
<p>LESSONS FOR OTHER ADVOCATES</p> <p><i>What lessons did you learn that can be shared with others?</i></p>	<ul style="list-style-type: none"> • One of the ballot measures moved funding away from the overfunded open space budget, which is a sacred cow in Boulder. Boulder’s oldest and most powerful lobbying group is fiercely protective of open space funding, so we believed this to be an uphill battle. • A few respected members of the Open Space Board of Trustees agreed that open space had enough funding and funds should be reallocated where needed. To quiet the opposition, to some degree, we appointed one of the Trustees as co-chair to the committee. • While the open space lobby still came out against the measure, having her on the committee prevented them from waging a full out campaign against the measure. • Additionally, there is a growing voice to counter the open space lobby, consisting of younger people, bicyclists and the business community. We utilized those groups as our ground team. We also got a number of well-known people in town – many who usually side with the open space lobby to come out in support of our measure. 	<ul style="list-style-type: none"> • Data collected via a scientific public poll is difficult to dispute, even by those that would like to deny it, and can help provide advocates with objective information on which to base a campaign. • Branding the campaign with a slogan like “Roads Plus” can provide citizens a simple way to explain their support in regards to a complex issue. • It is ideal if advocacy groups with the same general philosophy can agree on one unified message early in the campaign, pool their resources, and then coordinate all efforts towards the same goal. Unfortunately, in our case, another local pedestrian and bicycle advocacy group was hesitant to include in their “messaging” any support for public transportation as they felt it would weaken their chances of making headway with Council. I think our message would have been stronger overall if we could have found more common ground between this group and the transit advocates. 	<ul style="list-style-type: none"> • Start campaigning early. Early counts reflecting absentee ballots started us off poorly at about 62%. Absentee ballots are sent out early October and account for a large minority of votes. In particular start poster and flyer distribution as early as possible. • Partner with local UDCs, local unions, and political parties with a big volunteer base to ensure that they know about Measure B1 and can help with distributing materials and support our message. This is important in helping us expand our reach outside of Northern Alameda County, and outside of our membership.
<p>FOR MORE INFORMATION</p>	<ul style="list-style-type: none"> • Website: www.CommunityCycles.org • Facebook: www.facebook.com/CommunityCycles and www.facebook.com/MovingBoulderForward • Twitter: @CommunityCycles 	<ul style="list-style-type: none"> • Website: www.UpstateForever.org • Facebook: www.facebook.com/UpstateForever • Twitter: @UpstateForever • Additional information: Full poll results, Action Alert (PDF), Advocacy Advance blog post. 	<ul style="list-style-type: none"> • Website: www.BikeEastBay.org • Facebook: www.facebook.com/BikeEastBay • Twitter: @BikeEastBay • Additional information: Measure B1 website