

Yes On 1A Campaign Manager's Report

December 17, 2008

Bill Jirsa

Campaign Manager

1 Overview	1
Campaign Strategy.....	1
Yes On 1A Campaign.....	3
Campaign Events	3
Campaign Finances	5
Fundraising.....	5
Spending	7
Results and Analysis.....	11
Overall Results	11
Regional Breakdown	11
Lessons Learned.....	12

Overview

On August 6, 2008, the Boulder County Commissioners passed a resolution to put the Climate Smart Loan Program to the voters of Boulder County, creating Ballot Issue 1A in the November election. (Similar legislation had been passed in 2008 by the City of Berkeley, California, and state legislators in Colorado had already passed State Resolution 08-1350 enabling the creation of a financing district to administer the Climate Smart Loan Program). In mid August 2008, Yes On 1A formed with the single goal of promoting the passage of Boulder County Ballot Issue 1A in the November election.

The group determined that a small campaign, with one part time paid campaign manager and a corps of active volunteers on a budget of between \$15,000 and \$30,000 could succeed in increasing awareness of the ballot issue and persuading voters to pass it.

Fundraising totaled just under \$20,000, with expenditures going toward a website, literature, yard signs, and advertising in local media.

Ballot Issue 1A passed by nearly a 2 to 1 margin (64%), and with 88% of voters casting a vote on 1A.

Campaign Strategy

Early in the campaign, a campaign strategy and communications team met to determine campaign direction and formulate a message for Yes On 1A. The campaign strategy team consisted of Neal Lurie, Ken Regeleson, Will Toor, Colin Tomb, and Bill Jirsa.

Increase awareness among supportive voters

The campaign strategy team identified our primary goal of increasing awareness of Ballot Issue 1A among likely supporters. A poll administered by the county early in 2008 indicated that a majority of people registered in Boulder County who learned about Issue 1A would support it. The greatest risk, then, was that uninformed voters would mistake 1A for a tax and oppose it. Other risks included that likely supporters would not cast a vote on 1A at all. The county ballot comes after presidential, congressional, judicial, and state ballot measures, so “ballot fatigue” was also a concern unless voters were specifically aware of 1A before going to the polls. Likewise, the arrangement of the ballot text requires that the language address the structure of the bonding first. We feared that if voters unaware of this ballot issue’s intent simply read the text of the issue, they might vote no.

Persuade undecided voters

After increasing awareness among voters already likely to vote for 1A, the second goal was to persuade undecided voters to support 1A.

Issues around the economy dominated this election cycle, and polls indicated that great numbers of voters listed the economy as important to their vote. To persuade the economy voters, the campaign committee determined that our primary campaign strategy would be to emphasize the economic benefits of Issue 1A while repeating the message that 1A is not a tax. Specifically, we chose to focus campaign messaging on the fact that 1A

- Lowers the up-front cost of clean energy improvements
- Protects participants from the rising cost of fossil fuel
- Creates new jobs and boosts Boulder’s established green-collar economy
- Is a voluntary program that does not raise taxes.

Do not activate opposition

The strategy team anticipated strong support from voters who list the environment as important to how they vote. While campaign literature does address clean, renewable energy and energy efficiency (with a quick mention of carbon footprint), we chose not to emphasize the environmental arguments for 1A. This choice was made out of concern that leading with an environmental argument would activate opposition from anti-environmentalists and voters (mistakenly) opposed to 1A as a tax increase for environmental purposes.

Although several Boulder County individuals and candidates publicly expressed their opposition, Ballot Issue 1A did not receive any organized opposition or campaigning. Ballot Issue 1A is not associated with a specific politician or party platform, but we expected that opposition would come from various positions of fiscal conservatism,

those either opposed to the County taking on debt for this sort of project or opposed to the financial mechanism of the plan. This means that staunch opponents are more likely to be conservative Republican or Libertarian voters. Once moderate conservatives and independents are aware that 1A is not a tax increase and it is a voluntary program, we believed they would be more likely to support it.

Voter Affiliation

Boulder County registered a record 217,400 voters for the 2008 Election. County wide, party affiliation breaks down as follows:

Boulder County Voter Affiliation as of November 2008 Election

Registered Democrats	90,000	41%
Registered Republicans	44,000	20%
Unaffiliated	81,000	37%

The Boulder County electorate is made up largely of registered Democrats (41%) and independents (37%). Republicans make up just 20% of the registered voters in the county. The cities of Longmont and Erie, however, both have a greater number of registered Republicans than Democrats (*Boulder Daily Camera*, August 10, 2008). Hence the campaign committee anticipated that winning in these areas, particularly Longmont with nearly 1/3 of Boulder County's population, would be critical to the campaign's success.

Yes On 1A Campaign

Yes On 1A sought to increase awareness of 1A through advertising and media coverage, canvassing, email chains. Placement of yard signs in the community served as another tool. Likewise we sought endorsements from key community organizations and individuals, especially those (such as the Boulder Chamber of Commerce and Longmont Realtor Association) who 'economy' voters are likely to trust. Endorsement list will be posted on Google Groups page under files:

<http://groups.google.com/group/yes1a-core?lnk>

Campaign Events

The following is a list of important events in the campaign.

August

- August 12 Formed Campaign
- August 15 Filed Non-profit paperwork, registered web site, performed initial fundraising
- August 18 Hired Campaign Manager

- August 19 Created google group email list for campaign committee
- August 21 Posted simple text web site
- August 22 Approved Logo Design, Convened Strategy Committee, Approved Basic Budget
- August 25 Finalized Campaign Key Message, Approved Slogan
- August 28 Ordered 1000 Yard Signs (Sep 10 delivery)

September

- Sept 4 Ordered first run of 2000 color postcards and 2000 business cards (Sep 13 delivery)
- Sept 4 Full Yes1A.org web site goes live
- Sept 15 Conducted Campaign Kickoff Celebration at Redfish (raised \$713)
- Sept 16 Ordered 70,000 ½ sheets for Literature Drop (Sept 19 delivery)
- Sept 17 Began organized canvassing of events (e.g. farmers markets) and yard sign distribution
Advertising deadline for *Longmont Times-Call* Voter Guide
- Sept 19 Boulder County Democrats Literature Drop begins
- Sept 23 Next West House Fundraiser – cancelled
- Sept 29 Advertising deadline for *Boulder Daily Camera* Voter Guide
Advertising deadline for *Colorado Daily* Voter Guide

October

- October 1 Continued organized canvassing of events
Longmont Voters Forum – Booth space
Longmont Times-Call Voter Guide published
Advertising deadline for Hometown News papers
- October 3 Advertising Deadline for *Boulder Weekly* Voter Guide
Yes On 1A Press Release
- October 4 Celebrate Lafayette – Yes On 1A Booth space
- October 5 Boulder Solar Home Tour Expo – Booth space
- October 6 Longmont Press Conference
- October 8 Yes On 1A ads run in Hometown News weekly papers
- October 9 *Boulder Weekly* Voter Guide published
- October 10 Yes On 1A on “East County Live” on channel 54
- October 12 *Boulder Daily Camera* Voter Guide I published
Niwot Area Dems Forum, Lefthand Grange
- October 15 Yes On 1A ads run in Hometown News weekly papers
- October 17 *Colorado Daily* Voter Guide published
Circulating Yes On 1A email chains
- October 17 Volunteers speak at Shanahan Neighborhood organization
- October 24 Began online ads with *Boulder Daily Camera*

November

November 2 *Boulder Daily Camera* Voter Guide II published
November 4 Election night celebration at Redfish

Campaign Finances

Fundraising

Over the course of the campaign, Yes On 1A took in \$19,376.01 in contributions (minus processing fees for contributions made through PayPal at Yes1A.org). The bulk of funding came from businesses and organizations during the initial fundraising.

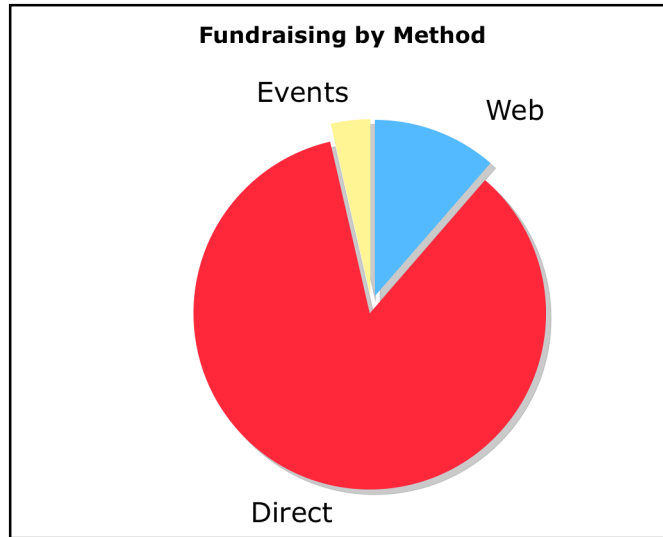
Date	Item	Type	Amount
21 Aug	Initial direct appeals fundraising	Contributions from businesses or organizations	\$8,080
29 Aug	Initial direct appeals fundraising	Contributions from Individuals	\$100
5 Sep	Kickoff Celebration at Redfish	Contributions from Individuals	\$713
18 Sep	Website Contributions (1 st month)	Contributions from Individuals	\$1,150
30 Sep	Direct appeals fundraising in September	Contributions from businesses or organizations	\$7,350
14 Oct	Website Contributions (2 nd month)	Contributions from Individuals	\$500
24 Oct	Direct appeals fundraising in October	Contributions from businesses or organizations	\$700
24 Oct	Direct appeals fundraising in October	Contributions from Individuals	\$250
27 Oct	Website Contributions (3 rd month)	Contributions from Individuals	\$445
4 Nov	Website Contributions (3 rd month)	Contributions from Individuals	\$88

Fundraising Method

Fundraising was achieved by direct appeals, a website contribution page, and fundraising events. By far, direct appeals were the most successful method.

A campaign fundraiser was scheduled for late September at the Next West House. This event was cancelled for a number of reasons: we had obtained close to our initial fundraising goals, the campaign team was overwhelmed with other tasks during the same period, and a number of conflicting events took place in the same week.

The addition of a contribution page on the Yes On 1A website which used Paypal to deposit directly to the campaign bank account greatly simplified the handling of contributions from individuals. Of the \$3,246 contributed by approximately 83 individuals, over two thirds were processed through the web site. Although there are credit card fees associated with this method, with a small and largely volunteer staff, the value was deemed worthy.

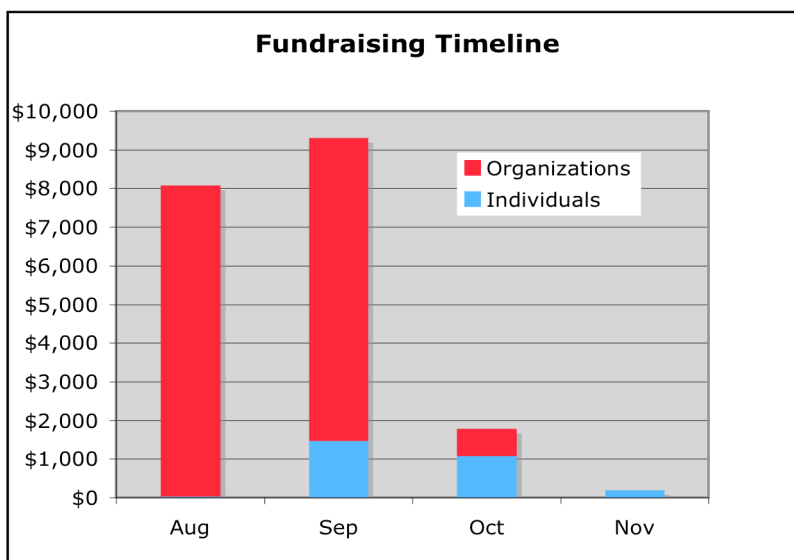


Contributors

Organizations and businesses accounted for about 85% of funds raised. Approximately 83 individuals contributed over \$2,776, while 17 businesses or organizations made contributions totaling \$16,600.

Fundraising Timeline

The majority of fundraising was accomplished early in the campaign, in August and September.

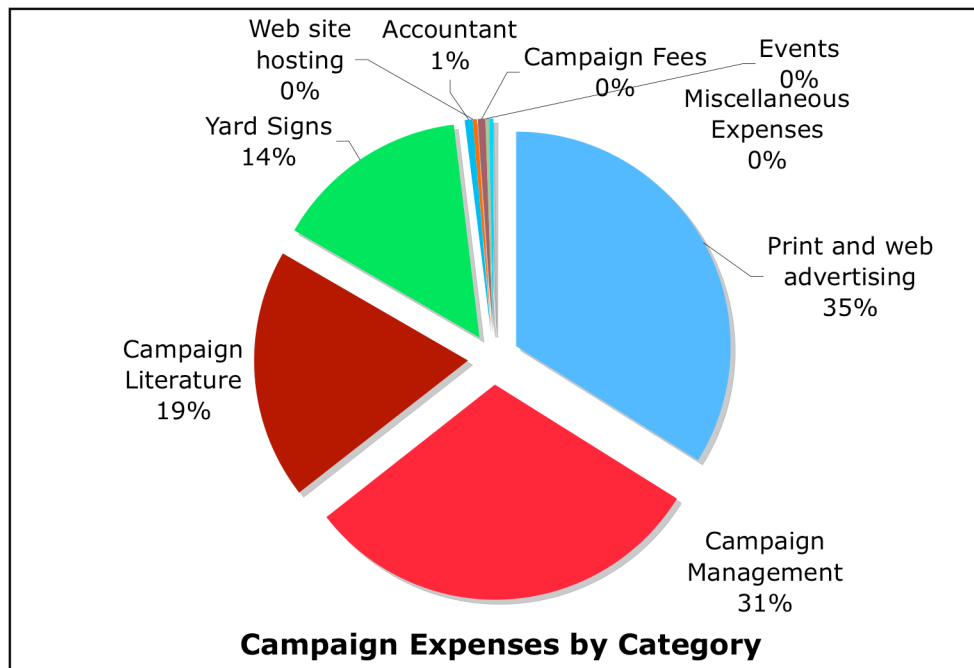


Spending

Overall spending for the campaign was \$19,245.50 with \$130.51 reserved for accounting services for the final treasurers report, for a total of \$19,376.01.

Expenses by Categories

Category	Amount
Print and web advertising	(\$6,588.00)
Campaign Management	(\$5,900.00)
Campaign Literature	(\$3,680.82)
Yard Signs	(\$2,806.73)
Accountant	(\$130.51)
Web site hosting	(\$76.34)
Campaign Fees	(\$75.00)
Events	(\$75.00)
Miscellaneous Expenses	(\$43.61)
Total Expenses	(\$19,376.01)



Detailed Expenses

Below are detailed listings of campaign expenses for each category.

Campaign Management

The Campaign Committee identified the need for part-time, paid campaign management early in the campaign, and we attribute part of the campaign's success to swiftly bringing a campaign manager into the campaign during the week of August 18. The Campaign Manager role, which entailed an average of 20-25 hours a week, included the following responsibilities:

- provide point of contact for all campaign related communication
- schedule and lead campaign committee meetings
- manage endorsement campaign
- manage campaign events
- coordinate email chains
- manage media campaign (press events, opinion pieces, letters to the editor)
- coordinate volunteers
- manage campaign deliverables (web site, graphics, yard signs, literature, and advertising)

Date	Contributor	Service	Price
18 Aug – 8 Sep	Bill Jirsa	Campaign Management	\$2,000
9 Sep – 29 Sep	Bill Jirsa	Campaign Management	\$2,000
30 Sep – 18 Oct	Bill Jirsa	Campaign Management	\$1,000
19 Oct – 8 Nov	Bill Jirsa	Campaign Management	\$900
		Total	\$5,900

Print and Web Advertising

The primary goal of the Yes On 1A advertising was to cover the voter guides of the major newspapers in the county in the belief that voters retain printed voter guides to consult prior to voting. Our fundraising levels were enough to enable us to reach this goal with large, full color ads. This was the campaign's largest expense category.

One exception was YellowScene, a free entertainment magazine that is popular in the east county. While some committee members felt it was a good way to reach undecided voters in the strategic east county areas (YellowScene is based in Erie), YellowScene advertising is among the most expensive in the county and the magazine distribution reaches areas outside of Boulder County. We did not choose to advertise with them.

Graphic design for all advertisements was provided *pro bono* by Brandy LaMae of VaST Architecture.

Date	Media Outlet	Ad Details	Price
	Brandy LaMae	All Design and Layout	\$0.00
3-Oct	Boulder Daily Camera (Oct 12 and Nov 2)	1/2 page horizontal: 9.21" x 5.3", 4-color	\$2,670.00
3-Oct	Colorado Daily Voter Guide (Oct 17)	1/2 page horizontal: 9.21" x 5.3", 4-color	\$1,245.00

4-Oct	Boulder Weekly Voter Guide (Oct 9)	1/2 page horizontal: 9.72" x 5.24", 4-color	\$860.00
8-Oct	Longmont Times Call Voter Guide (Oct 1)	1/4 page: 4.62" x 5.44" 4-color	\$528.00
9-Oct	Colorado Hometown News (Weeks of Oct 8, 15)	Quarter Page - 3 columns 5.56" X 11" 4-color	\$1,035.00
29-Oct	Boulder Daily Camera (week of Oct 29-Nov 4) 10,000 page view online box ad	2.5" x 2.5" linked to yes1a.org	\$250.00
	Advertising Total		\$6,588.00

Web Site Design and Hosting

The Campaign Committee registered the website www.Yes1A.org for one year and paid for hosting from GoDaddy.com. The web site structure and layout was designed and implemented by the web team of Bill Jirsa, Dane Cobble, and Patrick West (working *pro bono*), using graphics provided by Bandy LaMae of VaST Architecture. After about September 15, Adam Stenftenagel, of Sustainably Built, LLC, provided *pro bono* web administration and design.

Date	Item	Contributor	Price
21 Aug	URL Registration, Web Hosting	GoDaddy	\$76.34
29 Aug	Graphic Design	Brandy LaMae	\$0.00
29 Aug	Web Design and Layout	Bill Jirsa, Dane Cobble, Patrick West	\$0.00
29 Aug	Web Development and Programming	Patrick West	\$0.00
Sep 15 Nov 15	Web Administration	Adam Stenftenagel	\$0.00
	Web Total		\$76.34

The site uses standard open source technology (no proprietary formats) for easy maintenance and portability. The pages are deployed using a php loop with objects in html and jpg format.

Campaign Literature

Yes On 1A produced two kinds of campaign literature. First, we paid for postcards in full color for distribution at events and canvassing. These were in two sizes: the business card size for easy portability, and the 5 1/2" x 8" card which listed endorsement, for more complete details. We paid higher prices for these items to guarantee visually captivating color design and 100% recycled materials.

Second, Yes On 1A provided 70,000 pieces of literature to the Boulder County Democrats in mid-September for inclusion in their election literature drop/voter guide. The emphasis with these pieces was to minimize expense. The lit drop reached households of registered democrats and independents in Boulder County. (Yes On 1A

volunteers also assisted the Boulder County Dems in collation and distribution of the literature.)

Yes On 1A campaign literature was printed using 100% recycled card stock from Greener Printer's (www.greenerprinter.com), or partly recycled materials from Kinkos locally. All prices from Greener Printer include shipping costs, which include fees for expediting.

Brandy LaMae, of VaST Architecture, provided *pro bono* graphic design and layout for all campaign literature.

Date	Vendor	Items	Per Unit	Cost
	Brandy LaMae	Design and layout of graphics	\$0.00	\$0.00
1-Sep	Kinkos	200 single-side b&w post cards	\$0.076	\$15.20
9-Sep	Greener Printer	2000 5x8" 4-color, 2-sided post cards	\$0.360	\$720.86
9-Sep	Greener Printer	2000 4-color, 2-sided business cards	\$0.169	\$339.91
16-Sep	Kinkos	200 4-color, 1-sided post cards	\$0.298	\$59.73
18-Sep	Kinkos	70,000 5x8" 1-sided, b&w sheets for lit drop	\$0.019	\$1,324.96
1-Oct	Greener Printer	3000 5x8" 4-color, 2-sided post cards	\$0.405	\$1,215.16
7-Oct	Greener Printer	Shipping expense		\$5.00
		Campaign Literature Total		\$3,680.82

Yard Signs

Although we used every effort to assure that the polybag yard signs we purchased were fully recyclable, we determined after-the-fact that polybags with an inner laminate (silver or black) like ours are difficult to recycle. EcoCycle's Center for Hard to Recycle Materials (CHaRM) agreed to accept our yard signs for this campaign. We avoided the popular corrugated plastic board (CoroPlast) signs because we were advised that most recyclers do not accept them.

Brandy LaMae, of VaST Architecture, provided *pro bono* graphic design and layout for yard signs.

Date	Vendor	Items	Per Unit	Cost
	Brandy LaMae	Design and layout of graphics	\$0.00	\$0.00
5-Sep	PR Promotions (VictoryStore.com)	1000 Polybag yard signs, 2-sided, 2-color (preset) with wire wicket	\$2.59	\$2,528.00
7-Oct	PR Promotions (VictoryStore.com)	Yard sign shipping		\$277.84
3-Sep		Postage to mail check to PR Productions for yard signs.		\$0.89
		Yard Signs Total		\$2,806.73

Results and Analysis

Overall Results

Boulder County Ballot Issue 1A passed with about 64% of the vote. Across Boulder County a total of 147,898 voters cast a vote for 1A; Overall 167,372 ballots were cast in Boulder County for the November 4 election. Of voters who cast a ballot, 88% cast a vote on Ballot Issue 1A. This high turnout for Issue 1A indicates that our primary campaign goal of education was highly successful.

YES	63.63%	94,111
NO	36.37%	53,787
Total Votes		147,898

Regional Breakdown

While passage of ballot measures requires only a majority of voters countywide, it can be helpful to compare our original assumptions to the results by precinct to determine if our second goal of persuasion was successful.

A rough sampling of precinct data indicates that Issue 1A passed overwhelmingly in the City of Boulder by a margin of nearly 4 to 1. Outside Boulder city limits, however, the lead narrows, passing in a sampling of precincts in the east county towns Erie, Louisville, Superior, and Lafayette by 58%. The population center with the closest race was Longmont, where 1A lost in many precincts outside central Longmont. A sampling of precincts across the Longmont area shows that 1A nevertheless had a 53% victory citywide. We conclude that we had more limited success with our second goal.

City of Boulder: 78%

Sampling of precincts in City of Boulder					
precincts	Yes		No		Total
94, 95, 96, 137, 139 (Downtown, Mapleton Hill)	2347	82%	510	18%	2857
100, 102, 104, 118, 152, 153 (University Hill/Campus)	2229	80%	560	20%	2789
159, 160, 163, 169 (Table Mesa/South Boulder)	1656	72%	651	28%	2307
142, 143, 144, 126 (North Broadway)	2815	77%	826	23%	3641
Totals	9047	78%	2547	22%	11594

Longmont: 53%

Sampling of precincts in Longmont					
precincts	Yes		No		Total
215, 216, 220, 221 (Central Longmont)	1348	63%	798	37%	2146
179, 181, 182, 183 (Ute Hwy/North)	1368	47%	1522	53%	2890
206, 207, 214 (Airport Rd/East Suburbs)	1581	55%	1281	45%	2862
184, 190, 191, 199 (West Longmont)	1495	49%	1526	51%	3021
Totals	5792	53%	5127	47%	10919

East County: 58%

Sampling of precincts in East Boulder County					
precincts	Yes		No		Total
21, 22, 23 (Superior)	997	56%	798	44%	1795
42, 43, 44 (Lafayette)	1291	61%	810	39%	2101
63, 64 (Erie)	863	52%	793	48%	1656
46, 47, 52 (Louisville)	1222	60%	809	40%	2031
Totals	4373	58%	3210	42%	7583

West County: 68%

Sampling of precincts in West Boulder County					
precincts	Yes		No		Total
003, 004 (Lyons)	1119	62%	683	38%	1802
007 (Jamestown)	354	70%	154	30%	508
115, 116 (Nederland)	1164	74%	399	26%	1563
009 (Ward)	136	76%	42	24%	178
Totals	2773	68%	1278	32%	4051

Lessons Learned

The campaign team identified several factors that were critical to success. Among them were

- Early organizing (identifying goals, creation of non-profit, hiring of a campaign manager, etc.)
- Support of county commissioner
- Early and intensive backing of solar and green building business community in Boulder County
- Very effective use of graphic design
- Activation of membership of local organizations (ASES, BGBG, Sierra Club) for support.

Some areas that the campaign team identified where there was room for improvement are listed here.

- Fundraiser – our large fundraising event was cancelled. Earlier coordination and better planning could have made this event more likely to succeed.
- Campaign Analytics – The campaign made limited use of analysis tools, including website tracking and electoral analysis from past elections to more effectively target campaigning efforts.

Appendix: Graphics Files

1. yes1A.org Color Logo JPG



2. Yard Sign EPS

Affordable, Clean Energy for All



Paid for by the Yes on 1A campaign. Please recycle this sign at C.H.A.R.M. (303-444-6634).

3. Web banner art JPG

Affordable, Clean Energy for All



4. Large Color Postcard



5. Black and White ½ sheet



yes1A.org
Affordable, Clean Energy for All



yes1A.org
Affordable, Clean Energy for All