

# Portland Community College

2017 Bond Renewal Campaign





# Fulcrum Political

## **Kevin Looper, Principal**



Kevin Looper has nearly twenty-five years experience managing campaigns from the local to federal level, and has directed more than thirty successful ballot initiative campaigns. He has worked as a senior political strategist for Senator Merkley, Governor Kitzhaber, Congresswoman Bonamici, Governor and Secretary of State Kate Brown, and Treasurer Wheeler, among many others. He has helped create progressive infrastructure in Oregon, including Our Oregon, Defend Oregon, Economic Fairness Oregon, and the Equity Alliance of Oregon.

## **Angela Martin, Senior Director**

Angela's work on behalf of Fulcrum clients is informed by a long career in nonprofit advocacy and a proven track record in policy development, coalition building and communications strategy. She is an experienced campaign and coalition manager who understands how to build diverse and strategic coalitions as well as activate them for maximum effectiveness inside and outside the Capitol.





## Lessons Learned – Basic Truths

- ✓ Concerns of insiders rarely matched by the electorate
- ✓ Largest percent of “persuadable” voters are low information voters
- ✓ Less than one minute with voters is all we can hope for





# Big Picture

- Strong position but a win is not inevitable
- Room to grow in some communities
- Campaign goal should be to win with an eye toward growing support for future programmatic outreach and bond measures (Clackamas, Washington, Yamhill, and Columbia)



# Shaping the Narrative

How we tell voters our story matters

- ✓ Facts are a building block to the story. However, facts alone don't make the story.
- ✓ Narrative must be reinforced by validators across all channels.
- ✓ In the end it's about the story the voters hear (*which we help create*), not just repeating "messages".







# PCC Bond Elections

**1992** – \$61.4 million

**2000** - \$144 million

➤ \$0.135 per \$1000 (\$20.25 a year on House \$150,000)

**2008** - \$374 million

➤ \$0.329 per \$1000 (\$66 a year on House \$200,000)



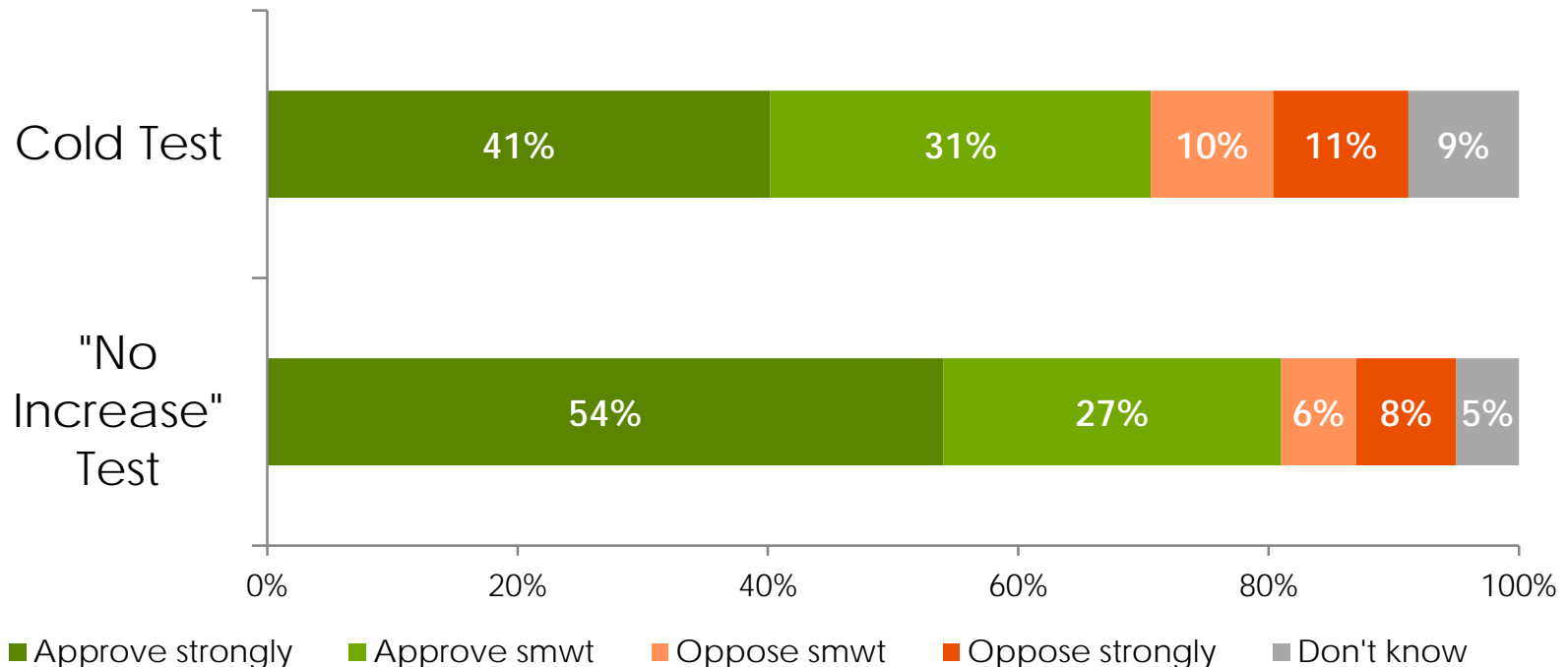
YES or  
e Portland Comm



# Public Support is Strong

Support for the PCC bond measure renewal Jan '15

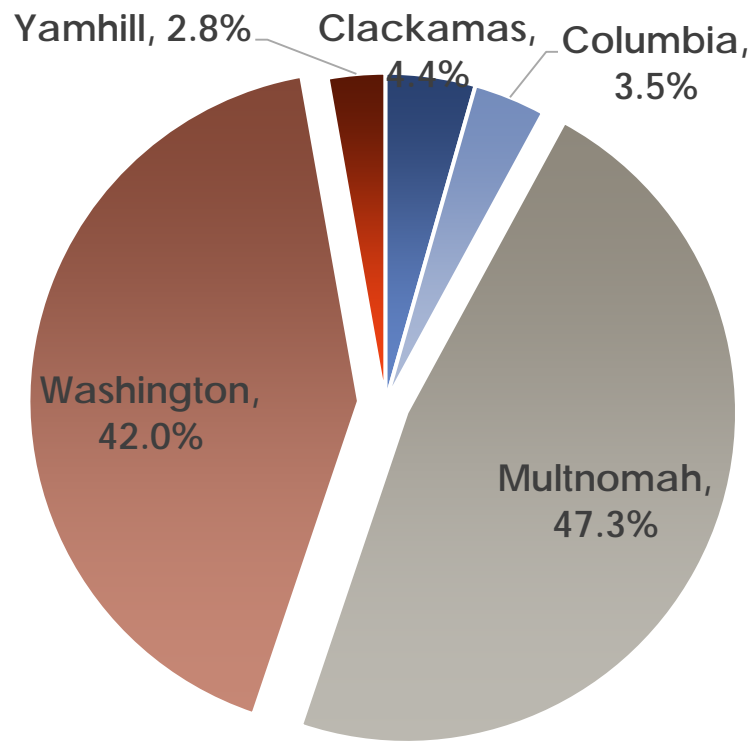
- pre-test (71%)
- post-test (81%)





# Vote Share by County, 2008

(where the votes were cast)



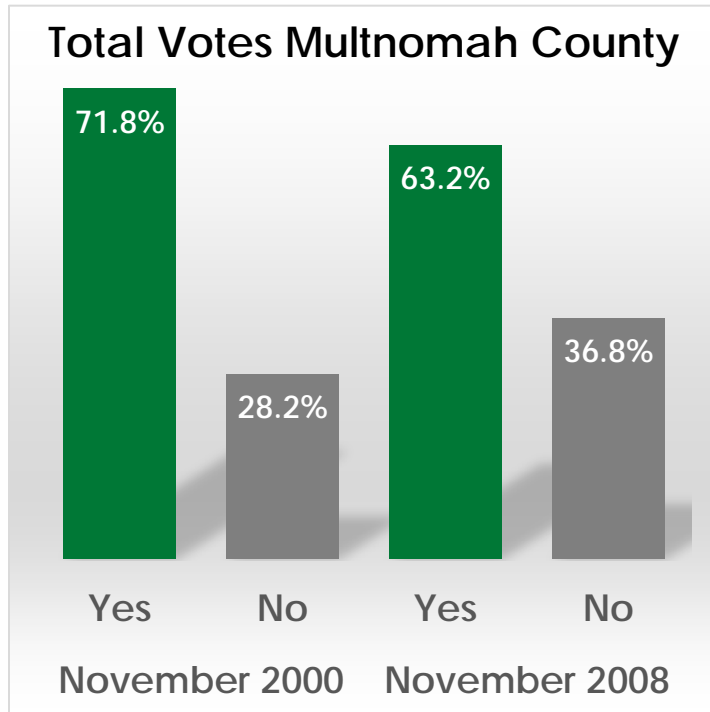


# Voters by School District

County	District	Voters
Multnomah	Portland SD 1J	304,463
Washington	Beaverton SD 48J	140,628
Washington	Hillsboro SD 1J	65,878
Washington	Tigard-Tualatin SD 23J	47,417
Clackamas	Lake Oswego SD 7J	27,914
Washington	Forest Grove SD 15	17,487
Washington	Sherwood SD 88J	12,867
Yamhill	Newberg SD 29J	18,867
Columbia	St Helens SD 502	11,848
Columbia	Scappoose SD 1J	8,456
Washington	Banks SD 13	3,872
Multnomah	Riverdale SD 51J	1,455
Columbia	Vernonia SD 47J	2,244



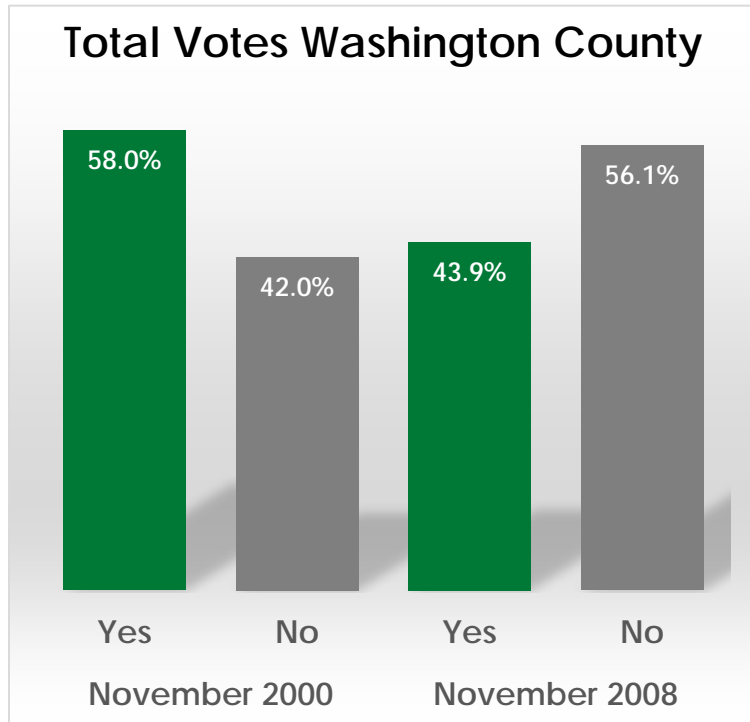
# Results: Multnomah County



Multnomah County:  
Share of total vote in 2008  
47.3%



# Results: Washington County



Washington County:  
Share of total vote in 2008  
42%



# Path to Renewal 2017

## Steps to building the campaign

- Analyze the electorate
- Assemble the early team, internal facing
- Define the base, opposition, and swing voters
- Leverage existing relationships and resources
- Organize research and initial structure
- Launch the formal campaign
- Take it to the voters



# Campaign Timeline

## Phase 1: Internal Facing

- Early conversations with internal stakeholders
- Assessment of strengths and weaknesses
- Focus on strengthening brand identity
- ❖ **Board – Identify and divide list of internal stakeholders for one-on-one meetings.**

April 2016						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May 2016						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June 2016						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		



# Campaign Timeline

## Phase 2: Research and Base Building

- Organize research and internal structure
- Message development
- Early outreach to external partners
- Continued focus on strengthening brand identity
- ❖ **Board – Identify and divide list of external partners.**

July 2016						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August 2016						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September 2016						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	



# Campaign Timeline

## Phase 3: Launch Public Facing Campaign

- Identify and deploy key spokespeople
- Integrate campaign message throughout communication channels
- Collect coalition and earned media endorsements
- ❖ **Board – Work with campaign team to secure key endorsements.**

October 2016						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November 2016						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December 2016						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January 2017						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



# Campaign Timeline

## Phase 4: Election

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- Launch paid communications
- Continue to build endorsements
- GOTV: Ballots mailed end of April/early May
- ❖ **Board – Work with campaign team to implement persuasion and GOTV plan.**

February 2017						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March 2017						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April 2017						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May 2017						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			



# Campaign Timeline

## Key Milestones

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- Facilities master plan (pending)
- Engage key stakeholders (Fall, 2016)
- Public opinion research (Dec, 2016)
- Board vote – amount & title (Jan/Feb 2017)
  - \* Ballot title deadline, (Feb 24, 2017)
- Public facing campaign (Spring 2017)



# Considerations

## *Amount of Bond (Rough Estimates)*

- ❑ \$0.135 per \$1,000 = \$150 million  
*Does not increase tax rate*
- ❑ \$0.185 per \$1,000 = \$200 million  
*Increases tax rate by 5 cents or \$10 per year on median priced home*
- ❑ \$0.235 per \$1,000 = \$250 million  
*Increases tax rate by 10 cents (\$20 per year on median priced home)*



# Considerations:

How to invest the resources

## Voters:

- ✓ Building improvements
- ✓ Workforce training
- ✓ Safety & seismic upgrades
- ✓ Technology

## College Community:

- ✓ Deferred maintenance
- ✓ Swan Island
- ✓ Kaiser building (SE)
- ✓ Rock Creek
- ✓ Sylvania (HT)
- ✓ AMRC



# Considerations

- Costs of projects and deferred maintenance
  
- External Factors
  - Economy
  - Impact of PSU proposal
  - Steer clear of generalized no new taxes campaign
  - State legislature - \$8 million funding request



# Questions & Discussion