



**CALIFORNIANS FOR
STATEWIDE SMOKING
RESTRICTIONS**

**Campaign Plan
Working Draft**

June 20, 1994

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Overview

Status of Initiative Qualification

County Registrars of Voters have until June 30 to verify that the California Uniform Tobacco Control Initiative has the requisite 423,743 valid voter signatures to qualify for the November 1994 ballot. Despite posturing and a failed legal challenge by the acting Secretary of State Tony Miller, it is likely that the initiative will in fact qualify for the November ballot. Miller, who won the Democrat Primary for Secretary of State exploited the initiative for free media attention in his Primary campaign. He is sure to do the same in his General Election bid.

Opposition

The opposition campaign to the initiative is called Coalition for a Healthy California. The coalition is comprised of Americans for Non-Smokers' Rights and other health, environmental, and educational groups including the American Lung Association of California, as well as elected officials. The opposition is likely to be professionally run and well-organized. Jack Nicholl, who managed the 1988 YES on Proposition 99 campaign, is heading the opposition. The opposition is likely to be better organized than funded. It is unlikely that they will be funded beyond the \$1 - \$1.5 million level and will concentrate on generating earned media opportunities. The January 1, 1994 through March 31, 1994 Campaign Disclosure Statement shows that the campaign received only \$7,600 in contributions -- \$7,500 of which came from the American Lung Association of California.

Assessment of Political Climate

Despite signs the economy is beginning to improve, California voters are still in a fairly negative mood. In recent surveys, trend questions indicate that close to 70 percent of the electorate believe that California is still headed off on the wrong track. California voters revealed their discontent by defeating statewide spending measures appearing on the ballot; voter apathy manifested itself in a very low turnout

In terms of competition for voters' attention, November's election will more closely resemble 1992 when there was a presidential race, two statewide candidate campaigns and only a handful of initiatives than 1990 when there were a dozen highly visible and contentious initiatives on the ballot. At this writing, the only initiative qualified for the November ballot is "Three Strikes." Other initiatives which are likely to qualify for the November ballot include a 4 percent gas tax to pay for mass transit, and "Single Payer," a measure to overhaul the health care system. One week after CSSR turned in petition signatures, sponsors of an immigration control measure called "Save Our State" turned in 600,000 signatures of their own. It is not certain at this time whether the "Save Our State" measure will qualify in time for the November ballot. Of these initiatives, only "Single Payer" will be highly controversial and receive

considerable press attention. It may also indirectly impact our campaign in that an increase in the tobacco tax is a central feature of the "Single Payer" measure.

Another relevant dimension of the overall political climate is the media coverage of Congressional hearings on tobacco company activities and the public's general distrust of tobacco companies. While the campaign can control the initial framing of the initiative to a degree, it can exercise little, if any, influence over the overall political context.

AB-13

At this writing, no vote has been held on AB-13. Should AB-13 pass, the political context of the campaign will change in that the initiative shall be running against a statewide ban.

Campaign Strategy Synopsis

The initiative campaign may be divided into three distinct, but overlapping, phases. The following synopsis of these three phases serves as an outline of the entire initiative campaign.

Phase I: Nothing To Hide/Read It for Yourself

Timing: Phase I will last from June through the first week of August.

Objective: Define the initiative and related campaign issues for the voters.

Themes: The principal themes Phase I will establish are:

- "openness" theme to defuse the "smoke and mirrors" argument;
- substantive reasons for Philip Morris sponsoring the initiative;
- "read it for yourself".

Elements: Phase I would be comprised of the following components:

- research, including focus groups and a benchmark survey;
- newspaper advertising;
- outdoor advertising/COG signs;
- direct mail;
- organization.

Phase II: Secure Our Base/Broaden Statewide Support Organization

Timing: August through the end of the campaign.

Objectives: Phase II will be the organization phase of the campaign designed to:

- broaden the statewide organization that was started in the qualification phase of the initiative effort;
- broaden the support base for the initiative by collecting endorsements;
- identifying and recruiting spokespeople for the initiative;
- generate earned media.

Elements: The basic component of the organization effort will be a limited campaign staff which will identify and recruit supporters, distribute campaign materials, and orchestrate press coverage of local business involvement in the effort in targeted districts/areas in the state.

Phase III: Sell Initiative Elements/Win Undecided Voters

Timing: The final five weeks of the campaign.

Elements: Phase III will focus on paid media and will include the following elements:

- direct mail;
- slate mailers;
- radio advertising;
- television advertising;
- outdoor advertising;
- newspaper advertising;
- public opinion research to test media messages.

The following campaign plan explains more fully the purpose of each of these campaign elements and their relationship to other campaign components.

Creating a Campaign Model and Identifying Target Voters

The conceptual framework for the targeting process is outlined below along with a detailed description of the research required to construct an election model.

Votes Needed to Win

A successful campaign strategy is founded upon a clear understanding of how many votes it takes to win and from where those votes are likely to come. The first step in this campaign modeling process is to project total voter registration, turnout, and the percentage of votes cast by absentee ballot. For example:

Registered Voters	14,850,000	
Projected Turnout	<u>62%</u>	high?
Total Votes Cast	9,207,000	
Votes Needed to Win	4,603,501	
Ballots Cast at Polls	7,410,000	(81.5%)
Absentee Ballots	1,797,000	(19.5%)
2+Voter H/H	3,300,000	(53.1%)
Single Voter H/H	<u>2,905,000</u>	(46.9%)
Total Voter Households	6,205,000	

In terms of voter households, the projected 4,603,501 votes needed to win represents approximately 3,500,000 households.

Election Model

Since initiatives seldom have a predictable partisan or ideological base, the campaign's initial benchmark and *push* questions will be used to establish vote goals. An algorithm will also be prepared against which tracking polls may be used to measure campaign progress. In all likelihood, the only demographic variable that will provide a measurable degree of distinction between supporters and opponents of the initiative is level of education. The significant differences between potential YES voters and NO voters are most apt to be attitudinal, such as favoring some restrictions as opposed to a total ban on smoking in public places.

If subsequent tracking polls show that the ratio of YES votes to NO votes among a particular subgroup is significantly greater than the model's projections, then the campaign would target the appropriate subgroup for special attention.

Target Audiences

It is not anticipated that any demographic variables other than level of education will be particularly useful in identifying the campaign's target audiences. However, the campaign will continue to monitor ballot strength among key demographic audiences in the event one or more of our target messages becomes especially effective with that subgroup. These principal demographic variables include:

- gender
- age
- marital status
- income
- length of residence
- home ownership
- occupational status
- union membership.

The second major criterion in the targeting process is geography. In all probability, there will be two geographic variables:

Current Local Law

- no restrictions
- some restrictions
- total ban

Population Density

- urban
- suburban
- small town/rural

What Past Elections Taught Us

If this campaign follows the same patterns as found in the two past smoking restriction campaigns -- 1978's Proposition 5 and 1980's Proposition 10 -- our target audiences will be defined attitudinally, not demographically or geographically. In short, the greatest distinction between supporters and opponents on the initiative will be measured according to broad philosophical attitudes toward the idea of government regulating smoking in public places. Examples of such attitudinal questions include:

Favor uniform statewide law?

-or-

Favor local option?

Favor no restrictions?

-or-

Favor some restrictions?

-or-

Favor total ban?

Don't care about smoking in public?

-or-

Care somewhat about smoking in public?

-or-

Care a great deal about smoking in public?

The fourth and final criterion in the overall targeting process is the semi-subjective variable of susceptibility to campaign messages and/or techniques. Those target audiences without a personal stake in the outcome of the initiative and who historically have been highly persuadable include:

- voters with only a high school education;
- single women age 60+;
- Independents age 50+;
- voters with less than \$20,000/year income;
- moderate to low propensity voters;
- African-Americans;
- Hispanics;
- late deciders.

Research

We recommend that the campaign conduct a strong ongoing public opinion research effort throughout all three phases of the campaign. Research elements of the program would include a series of benchmark surveys; focus groups; direct mail testing other media testing; and tracking surveys.

Phase I Public Opinion Research Requirements

Focus Groups

To assist the campaign in shaping its initial messages and confirming its targets, we recommend that a focus group series be conducted immediately.

Quantitative Benchmark

We recommend conducting a quantitative benchmark survey to help shape the ballot arguments, test possible signators for the arguments, and assist in constructing an election model. This research must be conducted in June.

The quantitative research needed to construct an election model for this campaign can be divided into two categories: 1) a number of demographic questions; and 2) some very basic attitudinal questions toward smoking in general. Both of these series of questions may be included in the next benchmark survey. Even though the additional demographic questions may not help distinguish supporters from opponents, they need to be tested to confirm the hypothesis that the only significant demographic variable for targeting purposes is level of education.

We recommend that the following demographic categories be tested in a June quantitative benchmark:

- ideology
- Independent/Perot voters
- length of residence
- ever voted by absentee ballot
- occupational status
- homeowner or renter
- self-described environmentalist
- level of smoking restrictions in community.

In addition, the questions regarding smoking needs to be clarified to identify *smokers in household* as opposed to family members who smoke yet live outside the household, and former smokers.

The fundamental attitudinal questions dealing with the basic framing or defining of the initiative may originate in focus groups but still need to be tested in the benchmark survey. Suggestions to explore in the quantitative phase include:

- Should laws regulating smoking in public be enacted at the local level or should smoking be regulated by a single statewide law?
- Regarding smoking in public places: do you favor no restrictions, some restrictions, or a total ban?
- Should smoking in public be outlawed?
- How much do you care about regulating smoking in public: don't care; care somewhat; care a great deal?
- Is it believable that Philip Morris wants to restrict smoking rather than face a total ban?
- If non-smokers can be protected from second-hand smoke, smokers ought to be accommodated in separate sections?

Direct Mail Pre-Testing

Since direct mail will play such a major role in addressing the sponsorship issue as well as initially framing the initiative, it is recommended that the first two mailings as well as the closing piece be pre-tested before they are mailed out to the entire target universe.

Using the methodology developed in the NO on Big Green campaign in 1990, the three aforementioned mail pieces will be tested in the following manner:

- Baseline study of n=400 to measure awareness, perceptions and ballot intentions.
- Mail 5,000 pieces to sample from target universe.
- Follow-up study of n=400 to measure mail recall, impression, increase in awareness and shifts in overall perceptions and ballot intentions.

Phase II Public Opinion Research Requirements

We recommend conducting another quantitative benchmark survey in August as a follow-up to the Phase I benchmark to measure movement of public opinion, and to retest campaign assumptions and arguments..

Phase III Public Opinion Research Requirements

The Phase III research recommendations include focus groups in September or early October to test campaign media; another quantitative benchmark survey in the beginning of October to measure voter attitudes regarding the initiative and related issues; and nightly tracking surveys through the final three weeks of the campaign to measure movement of voter opinion and help indicate changes that may be made in media buys.

Summary of Public Opinion Research Requirements

Phase I		
Summer Qualitative Benchmark Six Focus Groups	June	✓
Summer Quantitative Benchmark Ballot Arguments/Signators Survey n=1000/25 minutes	June	✓
Pre-Test Initial Direct Mail/ Newspaper Advertising Four Focus Groups	July	
Direct Mail Testing n=400	July	
Phase II		
Fall Quantitative Benchmark Statewide Survey n=600	August	
Phase III		
Media Testing Focus Groups	September/October	
Quantitative Benchmark	Beginning of October	
Quantitative Tracking Nightly Tracking for three weeks	October/November	

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Other Campaign Research Projects

In addition to the public opinion research projects detailed above, the campaign should implement the following research projects.

Opposition Research

Opposition research is an integral part of any campaign. The campaign should conduct an ongoing opposition research effort to monitor where the opposition is getting its funding, what kind of events they are creating or utilizing to generate free media coverage, and the means they are employing to communicate their message. The CSSR campaign will need to continue to review the opposing campaign's:

- campaign finance reports;
- press statements and white papers;
- mail, broadcast media, newspaper, and outdoor advertising;
- free media events, and organization events.

When appropriate, the campaign should be prepared to counter misinformation presented by the opposition, and expose use of public or charity funds by the opposition, as well as any other wrong-doings by the opposition.

Ongoing Issues Research

The campaign should continue to research issues related to the impacts of smoking bans, including, but not limited to, convention losses, tourism losses, restaurant hardships, and other impacts. As an option, the campaign may work with hospitality industry organizations to produce studies of these impacts for distribution to the press and the public in general.

Past Campaign Reports

The campaign should review the finance reports and campaign tactics of the anti-smoking campaign organizations for Propositions 5, 10, and 99.

Direct Mail

This tentative direct mail plan is designed to establish and maintain a favorable impression of the initiative without support from broadcast advertising until the final weeks of the campaign.

Objectives

The four principal objectives of the direct mail plan can be described in general terms as:

- framing the issue
- advocacy
- vote-by-mail
- maximizing the vote in target districts.

The primary objective of the direct mail effort in Phase I of the campaign will be framing the initiative issues for the voters. Advocacy, vote-by-mail, and maximizing the vote in target districts will be the primary direct mail objectives for Phase III.

Conceptual Approach

In the earlier section on Targeting, reference was made to the target message approach as opposed to the target audience approach. These terms concern the conceptual approach to advocacy direct mail in initiative campaigns. If the crosstabs from the qualitative research reveal that there is a greater distinction between themes or elements of the initiative than there is between potential target audiences, then the direct mail should be designed around the message and targeted to those voter groups most responsive to that message.

With the exception of those mail pieces designed for NSA members and vote-by-mail applications, it is anticipated that all of the other mail pieces outlined in this plan will utilize the target message approach.

Scope

In the light of the strategic decision to delay broadcast advertising until the closing weeks of the campaign in order to delay the initiative's opponents access to the airways under equal access provisions, the potential scope of the campaign's direct mail plan is considerable -- even by California standards. The three parameters which ultimately define the scope of this plan are the number of mail pieces, the size of the target audience and the budget.

Mail Pieces

Of the three parameters, the number of mail pieces is the only one that is fixed. If the budget forces the campaign to choose between fewer mail pieces to a larger universe or five mail pieces to a smaller universe, the recommendation will be for the latter.

The February benchmark survey as well as the mall intercept study conducted in April both suggest that voters are likely to "lock-in" to a position either for or against the initiative relatively early. If this supposition is confirmed by the June benchmark, then the campaign must move aggressively over the summer to define the issue before it is defined by the opposition.

With these factors in mind, the tentative recommendation regarding each mail piece and its timing is as follows:

Phase I		
<u>Mail Piece</u>	<u>Objective</u>	<u>Timing</u>
"We Want You to Know"	Frames the issue/sponsorship	Week of July 11
"A Word from Our Sponsor"	Sponsorship issue/elements	Week of August 1
Phase III		
"Tough Enough"	Advocacy	Week of September 19
"Fair to All Concerned"	Vote-by-Mail App./Advocacy	Week of October 10
"The Choice Is Simple"	Closing appeal	Week of October 31

Audience Size

Having established five mail pieces as the minimum number required to accomplish the stated objectives, the size of the target universe becomes a function of the budget. For planning and budget purposes, the projected number of households for three target universes is detailed below. The first group represents voters who would be targeted under a maximum effort scenario; the second represents a medium level effort; the third group represents a maintenance program.

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Maximum Target Audience

NSA File	650 M H/H
Absentee Voters	900 M H/H
Target Legislative Districts	300 M H/H
Target 2+ H/H	1150 M H/H
Target Single H/H	<u>800 M H/H</u>
Total Target Audience	3,800 M H/H

4.6m votes needed do. wms

In terms of coverage, these 3,800,000 target households represent approximately 5,990,000 voters or 55 percent of those expected to vote.

> 3.5_m HH

Medium Target Audience

NSA File	500 M H/H
Absentee Voters	900 M H/H
Target Legislative Districts	300 M H/H
Target 2+ H/H	950 M H/H
Target Single H/H	<u>300 M H/H</u>
Total Target Audience	2,950 M H/H

In terms of coverage, these 2,950,000 target households represent approximately 4,945,000 voters or 45 percent of those expected to vote.

Maintenance Target Audience

NSA File	350 M H/H
Absentee Voters	450 M H/H
Target Legislative Districts	300 M H/H
Target 2+ H/H	<u>900 M H/H</u>
Total Target Audience	2,000 M H/H

In terms of coverage, these 2,000,000 target households represent approximately 3,840,000 voters or 35 percent of those expected to vote.

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Newspaper Advertising

As part of Phase I we recommend using newspaper advertising primarily as a means of framing the initiative and secondarily as an organization tool.

Themes

Full-page newspaper advertisements should be placed in the leading newspapers statewide early in Phase I. The ads should mirror the openness and "Just Read It" themes of the direct mail and the campaign as a whole. The ads should include an 800 phone number readers may call to request their own copy of the initiative and have other pertinent campaign issue questions answered. In addition, the ads should include a coupon readers may clip, complete and mail to the campaign to record their endorsements and request information and campaign materials.

Schedule

The advertisements should not be scheduled to run the same day. Staggering the ads through two weeks of July will allow the campaign to point to a two week newspaper ad campaign disclosing Philip Morris' involvement in the initiative. ✓

As an option, the campaign may run additional newspaper ads in selected markets at the end of the campaign to support the broadcast media.

Major Markets

The following is an outline of the major market newspapers in which campaign advertisements should be placed.

Markets	Circulation
<i>Los Angeles Times</i>	1,383,530
<i>Riverside Press Enterprise</i>	167,639
<i>San Francisco Chronicle</i>	697,150
<i>Oakland Tribune</i>	113,801
<i>San Jose Mercury News</i>	281,369
<i>San Diego Union-Tribune</i>	385,000
<i>San Diego Blade-Citizen</i>	43,000
<i>Fresno Bee</i>	150,674
<i>Sacramento Bee</i>	276,031
<i>Bakersfield Californian</i>	75,923
Total Circulation	3,574,117

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Weekly and Smaller-Market Dailies

Newspaper advertising should not be limited to the major dailies in the state. The campaign should plan on advertising in a number of smaller-market dailies, weeklies and ethnic papers throughout the state as part of its effort to win editorial endorsements and balanced media coverage.

Outdoor Advertising

We recommend that the campaign launch a statewide outdoor advertising effort using COG signs. The program should be launched in two waves. The first wave should be in early July as part of Phase I. The second wave should be part of the campaign's final push in October.

Themes

You are always limited in the amount of text you can use in outdoor advertising -- especially COG signs. Therefore, the COG must contain simple messages "burning-in" key elements of the initiative. ✓

Markets

We recommend that each COG wave consist of posting 50,000 COG faces statewide in the following markets:

Markets	Number of Signs
Los Angeles Area (Los Angeles, Orange, Riverside, San Bernardino Counties)	23,250
Bay Area (San Francisco, San Mateo, Santa Clara, Alameda, Contra Costa Counties)	14,250
San Diego County	4,500
Sacramento County	3,500
Fresno Area	2,250
Bakersfield Area	2,250
Total Number of COG Faces per Wave	50,000

Broadcast Media

The campaign will mount an aggressive broadcast media advertising campaign in the final two weeks of the campaign. This strategy is based largely upon the assumption that the opposition will not be well-funded, but will continue to receive benefits from the ongoing Proposition 99 advertising campaign. Delaying our media buys will limit the opposition's own media effort because they will not have the media access guaranteed them by equal access laws.

A separate detailed broadcast media plan will be presented after the necessary research has been completed. The budget at the end of this document reflects three possible levels of broadcast media buys.

Slate Mail

As a part of the Phase III direct mail program, the campaign should pay to be included on the leading slate mailers in the state. To secure featured positions on the slates, the campaign will need to begin negotiating with the slate vendors now.

The following is an outline of the maximum number of slate cards the initiative may be able to get featured position:

Slate	Mailing List	Quantity
Wayne Johnson	Conservative Republicans	2 MM
Alan Hoffenblum	Registered Republicans	3 MM
Howard Jarvis	Taxpayers' Association House File	1.5 MM
Larry Levine	High Propensity Democrats	3 MM
Clint Reilly	High Propensity Democrats	3 MM
Pete Schabarum	So. California Republicans	1 MM
TOTALS		13.5 MM

In addition, the campaign should consider appearing on Mervyn Dymally's slate and other selected minority or local slates in the state.

Two additional slate mail options would include:

- securing non-featured positions on each of the slates indicated above;
- securing featured positions on only the Hoffenblum and Levine slates.

Organization

Organization will be an ongoing effort throughout all three phases of the campaign and will be a focus of Phase II. The primary objective of the campaign organization will be to surround Philip Morris with initiative supporters representing a cross-section of California's hospitality industry.

Statewide Campaign Co-Chairs

The campaign should develop a statewide campaign organization headed by Campaign Co-Chairs representing each ADI in the state. The Co-Chairs should be respected and well-known hospitality industry leaders in their regions, whose businesses may be negatively impacted by a local ban. Above all, the Co-Chair candidates should be devoted to the campaign. The Co-Chairs should receive media training and kept informed regarding campaign issues and progress. In addition, they should be prepared for appropriate press availabilities arranged by the campaign.

Steering Committee

The present campaign Steering Committee should be expanded greatly to reflect the initiative's statewide support. Steering Committee members should be recruited from California's hospitality industry and should be selected to represent as many cities, hospitality industry categories, and demographic groups possible.

Banquets should be scheduled in the Fall for the Northern and Southern California Steering Committee members. The banquets should be held in fashionable locations to attract attendance and increase the visibility of the events. The banquets would serve as an opportunity to keep the Steering Committee members involved as part of the campaign through special "insider briefings" and other campaign progress reports.

Initiative Endorsements

During the qualification phase the campaign collected more than 600 endorsements for the initiative through direct mail and personal contacts by campaign staff. The endorsements primarily came from hotel/motel, restaurant, bar, and other hospitality business people. The campaign should continue to build upon this organization in the election campaign through additional communications projects such as the newspaper advertisements and targeted mail to California's hotels, restaurants, bars and other hospitality-related businesses. The statewide mail package would include a letter from key hospitality industry leaders serving as CSSR Co-Chairs or Steering Committee members, a brochure, an endorsement/finance envelope, and other campaign materials.

As an option, the campaign should coordinate a special mailing program in which prominent owners of ethnic restaurants solicit support and endorsements from their fellow ethnic restaurant owners.

Organization Newsletter

The campaign should produce and distribute a bi-monthly newsletter to its endorsement list. The newsletter should include articles from leading hospitality industry business people regarding the benefits of the initiative, general campaign updates, and campaign talking points to help restaurant, hotel and bar owners to explain the initiative and related issues to customers. In addition, the newsletter should include a response card so hospitality business people may request campaign materials for their businesses.

The newsletters should be scheduled for August and October.

Campaign Staff

The campaign will need a statewide staff to assist in regional organization-building, endorsement solicitation, coordination of media events, and other campaign projects. Campaign staff requirements include the following:

- Northern California field person
- Assistant Northern California field person
- Southern California field person
- Assistant Southern California field person.

We recommend establishing limited campaign headquarters in the Bay Area and Los Angeles to facilitate staff functions.

Special Regional Consultants

On a limited basis, the campaign should hire special consultants responsible for recruiting celebrity restaurateurs and other prominent hospitality business leaders who will benefit the statewide CSSR organization. Special consultants should be hired in Los Angeles, San Francisco, and San Diego. The contracts of these consultants should be based on their ability to continue to bring new, prominent supporters to the CSSR organization.

Special Minority Consultants

Because minority support for the initiative will play a large role in the success of the campaign, the campaign should hire consultants specifically responsible for organizing support within selected ethnic communities. These consultants would be

responsible for organizing support from, and distributing special campaign materials to, selected minority-owned businesses, ethnic churches, social organizations, and activities such as bingo games. In addition, these minority consultants should assist the campaign in editorial board activities with key minority newspapers and other media in the state.

Campaign Spokespeople

The campaign will need to continue to develop a speakers bureau team for the limited number of speaking events and issue forums the campaign will find appropriate. From the regional Co-Chairs and Steering Committee membership the campaign should recruit respected and articulate local restaurant, hotel, and other hospitality businesspeople to serve as spokespeople for the initiative. The campaign would train the spokespeople and provide them with necessary materials. Because of the sensitivity of speaking events, the campaign would have strict control over selecting and scheduling speaker availabilities. ✓

Organization Emphasis in Target Legislative Districts

When necessary, the campaign will increase its organization efforts in selected target legislative districts as a means of supporting important on-going projects outside the strict scope of the initiative,

Collateral Materials

The campaign will need a number of collateral materials to support organization projects, for mailings to prospective endorsers, and in response to requests for campaign information from the campaign's 800 number and other sources. These materials include:

- a glossy two-color campaign brochure;
- a text of the initiative in booklet form;
- fact sheets;
- campaign talking points;
- updated press clippings;
- finance/endorsement envelopes;
- window signs and table tents for distribution to businesses;
- letterhead, envelopes, and business cards;
- other materials.

Press

The opposition would like the lead story of the campaign to be "Philip Morris' hidden agenda." The campaign's openness theme, the early and full disclosure of Philip Morris' involvement by direct mail and newspaper advertising, and the visibility of a broadbased statewide organization will help neutralize the "hidden agenda" focus of the press.

Press Spokespeople

In general, the news media has focused on the initiative's paid consultants and Philip Morris executives. An objective throughout the campaign will be to bring selected initiative supporters into the media mix in an effort to balance the news media's focus. The campaign will identify and recruit local restaurant, hotel and bar owners from the Co-Chair and Steering Committee rosters to serve as these spokespeople. Especially appropriate would be businesspeople who can tell personal stories about how their restaurant, hotel or bar has been negatively impacted by a smoking ban. The campaign will train the spokespeople, provide them with necessary materials, and coordinate their press availabilities.

Press Value of Newspaper Ads

The Phase I newspaper advertisements declaring Philip Morris' involvement in the initiative and explaining their motivation will serve as valuable defensive press tools. For example, it will be difficult for a reporter to claim that Philip Morris is hiding behind the initiative when the campaign can point to a full-page ad proudly disclosing PM's involvement that ran in that reporter's own newspaper! ✓

Editorial Boards

Given the early negative editorials and the generally negative fashion the media has treated the initiative to date we cannot expect to win many editorial endorsements. However, the campaign should schedule editorial board meetings with the leading news media in the state. It is essential that editorial board meetings be scheduled with the few papers, such as *the San Diego Union-Tribune*, which have given the initiative balanced treatment to date, as well as the leading business media. Special attention should be given to selected minority-oriented media and weeklies which show greater promise for support -- especially if the campaign buys advertising space.

The campaign will recruit key supporters from the hospitality industry to represent the initiative at the editorial board meetings. ✓

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Minority Press Consultant

Minority voters are likely to play a large role in the campaign. The campaign should retain a special consultant to coordinate editorial board meetings with key minority news media in the state in an effort to get placement of balanced initiative news coverage.

Distribution of Press Materials

The campaign will prepare and distribute press kits comprised of appropriate campaign materials such as copies of the initiative text, fact sheets, newsletters, selected news clippings and editorials, past endorsements, as well as Californians for Statewide Smoking Restrictions news releases announcing campaign events such as:

- qualifying for the ballot;
- new Co-Chairs and Steering Committee members;
- endorsement milestones;
- new studies on the negative impacts of smoking bans;
- other campaign information.

The campaign will need to produce press kit folders and news release letterhead and envelopes.

Legal And Accounting

The campaign will need to continue to retain legal services to comply with campaign reporting and accounting requirements, and provide other campaign legal services. In addition, the law firm should monitor opposition activities including the inappropriate spending of Proposition 99 tax dollars on a political campaigns.

Appendix I: Targeting Capabilities: NSA List and Available Voter Data

The NSA membership list will provide the campaign with a valuable target voter list. Beyond the NSA list, however, it must be assumed that the direct mail component of the paid advertising plan will utilize the target message as opposed to the target audience approach. Within this context, it is important to recognize the limitations of our targeting ability. In broad general terms, there are two sets of targeting criteria; voter specific and precinct select. The voter specific variables accessible from an enhanced voter file include:

- age
- gender
- marital status (by inference)
- length of residence
- homeownership
- party registration
- turnout history
- absentee ballot history
- partisan composition of household
- Hispanic surname
- Asian surname.

The two most valuable variables *not* available on a voter specific basis are level of education and whether or not anyone in the household smokes. The precinct select criteria widely available on either a precinct or census tract level include:

- ideology
- partisan loyalty
- sensitivity to environmental issues
- income
- occupational status
- home value
- minority population
- education (by inference)
- legislative representation.

Budget

30

RESEARCH

Public Opinion Research Costs

Phase I Focus Groups	\$24,000
Phase I Quantitative Benchmark Survey	\$42,000
Phase I Mail Pre-Test Focus Groups	\$16,000
Phase I Direct Mail Testing	\$24,000
Phase II Fall Quantitative Benchmark	\$25,200
Media Testing	\$24,000
Quantitative Benchmark	\$25,200
Nightly Tracking-3 weeks	\$64,000

Other Research Costs

Opposition Research Materials	\$3,000
Ongoing Issues Research	\$5,000

TOTAL: RESEARCH \$252,400

DIRECT MAIL: 5 Pieces Phases I - III

Maximum Audience Option	\$6,080,000
Medium Audience Option	\$4,720,000
Maintenance Option	\$3,200,000

TOTAL: DIRECT MAIL three options

NEWSPAPER ADVERTISING

LA Times	\$62,275
Riverside Press-Enterprise	\$10,302
SF Chronicle	\$39,990
Oakland Tribune	\$9,082
San Jose Mercury News	\$13,497
San Diego Union-Tribune	\$18,662
San Diego Blade Citizen	\$3,962
Fresno Bee	\$9,658
Sacramento Bee	\$10,146
Bakersfield Californian	\$5,549
Small Market/Weeklies	\$36,000

TOTAL: NEWSPAPER ADVERTISING \$219,123
Optional Late Newspaper: Selected Markets, 2 ads in each \$260,000 optional

OUTDOOR ADVERTISING: COG SIGNS

50,000 Faces Statewide, two times.	\$254,000
COGS: One Wave in July – A Second Wave in October	\$254,000

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Campaign Phase Budget

BROADCAST MEDIA

Three Levels of Media Buys

Level I	\$3,000,000
Level II	\$2,000,000
Level III	\$1,000,000

TOTAL: BRADCAST MEDIA

three options

SLATE MAIL

Option I: Maximum Featured Positions

Wayne Johnson	\$140,000
Alan Hoffenblum	\$150,000
Jarvis Taxpayers Association	\$90,000
Larry Levine	\$150,000
Clint Reilly	\$210,000
Schabarum	\$50,000
Miscellaneous Slates	\$50,000

TOTAL: OPTION I: MAXIMUM FEATURE SLATES \$840,000

TOTAL: OPTION II: NON-FEATURED POSITIONS \$340,000

TOTAL: OPTION III: HOFFENBLUM & LEVINE ONLY \$300,000

TOTAL: SLATE MAIL

three options

ORGANIZATION

Co-Chair Expenses	\$4,000
Steering Committee Banquets	\$7,500
Steering Committee Expenses	\$6,000

Staff/Special Consultant Costs

So. Cal. Field Person 5 mos @ \$3000	\$15,000
Expenses: 5 mos @ \$700	\$3,500
Assistant So. Cal. Field Person/Office Staff 5 mo @ \$2500	\$12,500
Expenses: 5 mos @ \$400	\$2,000
No. Cal. Field Person: 5 mos. @ \$3000	\$15,000
Expenses: 5 mos @ \$800	\$4,000
Assistant No. Cal. Field Person/Office Staff 5 mo @ \$2500	\$12,500
Expenses: 5 mos @ \$400	\$2,000
Regional Consultants	\$24,000
Expenses	\$3,500
Minority Consultants	\$60,000
Expenses	\$12,000

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Campaign Phase Budget

Headquarters Costs		
L.A. Headquarters Rent: 5 mos. @ \$1500	\$7,500	
Bay Area Headquarters Rent: 5 mos. @ \$500	\$2,500	
Machine Rentals: 5 mos @ \$1300	\$6,500	
Office Supplies, misc.	\$4,000	
Phones: No. & So. Cal.: 5 mos. @ \$2000	\$10,000	
Postage	\$4,000	
Shipping, Federal Express, UPS, Messengers	\$3,200	
Organization Materials		
Brochures	\$17,500	
Organization Newsletters	\$6,000	
Hospitality Business Endorsement Solicitation Letter	\$18,000	
Endorsement/Finance EVP's	\$10,000	
Initiative Text Booklets	\$6,000	
Window Signs/Table Tents	\$9,600	
Letterhead/Evp's/Business Cards	\$2,200	
Information Kits, Fact Sheets, Misc. Materials	\$1,500	
800 Campaign Request Line	\$8,400	
TOTAL: ORGANIZATION		\$300,400
PRESS		
Editorial Board Tours	\$15,000	
Press Kits/Releases	\$3,000	
Minority Press Consultant: 6 mos. @ \$5000	\$30,000	
TOTAL: PRESS		\$48,000
LEGAL & ACCOUNTING		
7 months @ \$32,000	\$224,000	
TOTAL: LEGAL & ACCOUNTING		\$224,000
CAMPAIGN MANAGEMENT		
Fee: 6 months @ \$15,000	\$90,000	
Expenses: 6 months @ \$8000	\$48,000	
TOTAL: CAMPAIGN MANAGEMENT		\$138,000

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BUDGET GRAND TOTAL INCLUDING:

Maximum Audience Mail	\$6,080,000	
Optional Late Newspaper Advertising	\$260,000	<i>e</i>
Maximum Feature Slates	\$840,000	<i>400,000</i>
Level I Broadcast Media	\$3,000,000	
	<i>1,000,000</i>	<i>\$11,615,923</i>
		<i>\$ 9m</i>

BUDGET GRAND TOTAL INCLUDING:

Medium Audience Mail	\$4,720,000	
Optional Late Newspaper Advertising	\$260,000	
Non-Feature Position Slates	\$340,000	
Level II Broadcast Media	\$2,000,000	
		\$8,755,923

BUDGET GRAND TOTAL INCLUDING:

Maintenance Mail	\$3,200,000	
Hoffenblum & Levine Slates Only	\$300,000	
Level III Broadcast Media	\$1,000,000	
		\$5,935,923