



Can't Stop,  
Won't Stop:

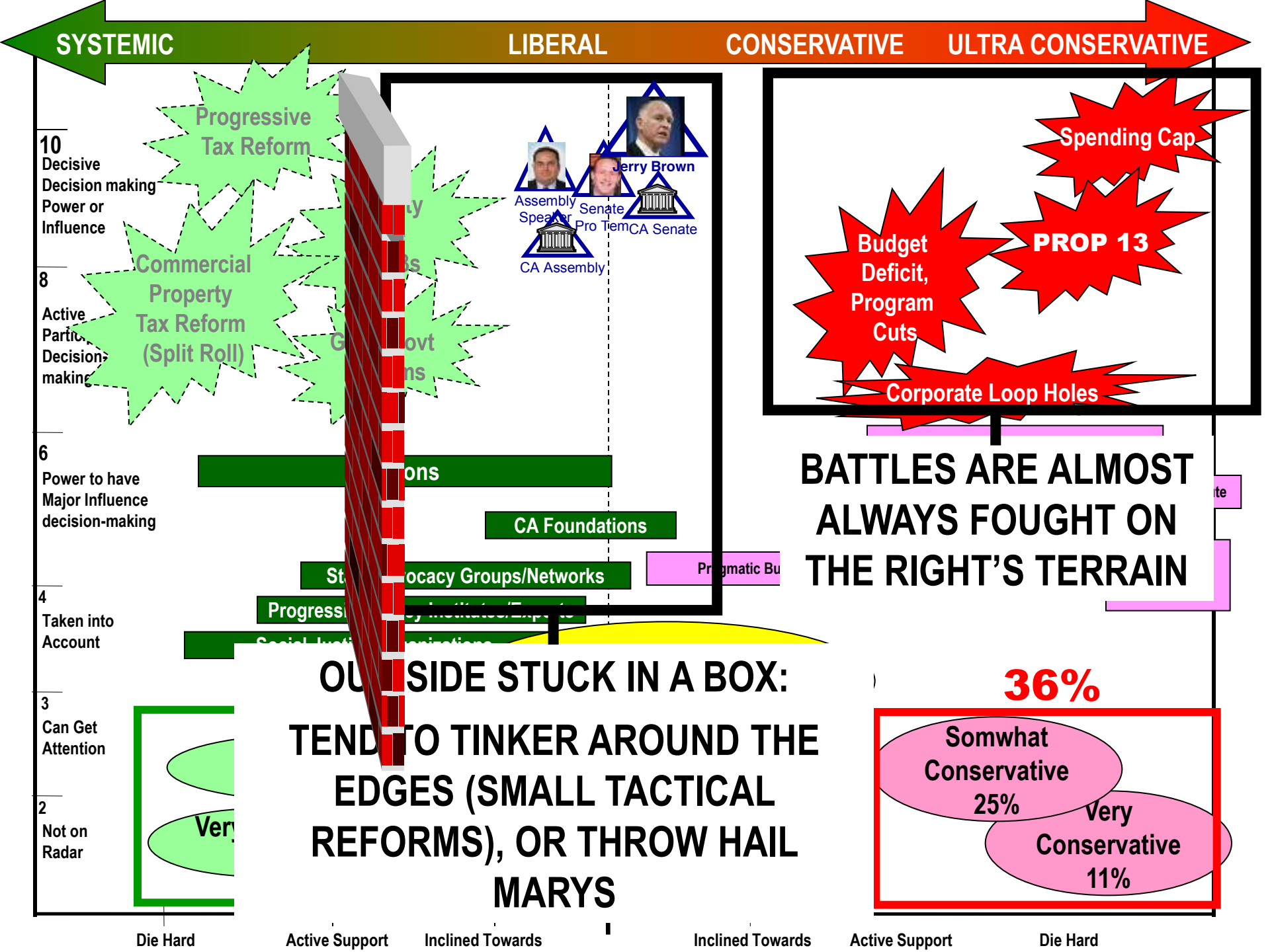
REVITALIZING

THE  
CALIFORNIA  
DREAM

**CALIFORNIA  
DREAMIN'**

---

**TALKIN' STORY  
ABOUT  
GOVERNMENT  
AND TAXES**



SYSTEMIC

LIBERAL

CONSERVATIVE

ULTRA CONSERVATIVE

10  
Decisive  
Decision making  
Power or  
Influence

8  
Active  
Partic.  
Decision-  
making

6  
Power to have  
Major Influence  
decision-making

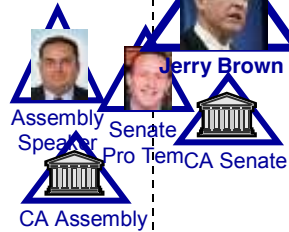
4  
Taken into  
Account

3  
Can Get  
Attention

2  
Not on  
Radar

Progressive  
Tax Reform

Commercial  
Property  
Tax Reform  
(Split Roll)



Spending Cap  
Budget Deficit,  
Program  
Cuts  
CORPORATE LOOP HOLES  
PROP 13

**BATTLES ARE ALMOST ALWAYS FOUGHT ON THE RIGHT'S TERRAIN**

**OUTSIDE STUCK IN A BOX:  
TEND TO TINKER AROUND THE  
EDGES (SMALL TACTICAL  
REFORMS), OR THROW HAIL  
MARYS**

**36%**  
Somewhat  
Conservative  
25%  
Very  
Conservative  
11%

Die Hard

Active Support

Inclined Towards

Inclined Towards

Active Support

Die Hard

# OUR PREMISES

Rightwing has been successful in moving the country to the right.

Progressive movement remains fragmented, small and on the defensive. We're not winning at the scale necessary to challenge the heart of the problems



Structural dysfunction of state's budgeting system fuels this fragmentation and people's cynicism about government

**New strategies are needed to reach, communicate and move a broader set of people**

# **KEY TRAPS OF OUR TRADITIONAL APPROACH**

**Logic, argument and facts will compel people to get involved.**

**People share our values.**

**We can win people over with loud sustained argument.**

**We need to message to meet people where they are at.**



**Challenging dominant worldviews that promote individualism, consumerism and racism**

**Offering and building support around an alternative:**

- ✓ Equality
- ✓ Social Responsibility
- ✓ Active Government, Government as Equalizer
- ✓ Civic Engagement



# The Environics Values Research

- Started in 1970 doing public opinion polling. In the early 80's moved to comprehensive coverage of issues and developed the **3SC Social Values Monitor**.
- Last major in-home survey in the U.S. was 2004. (2500 Americans, 2600 Canadians)
- Used by Fortune 500 companies from GM to Proctor and Gamble to L'Oreal to take advantage of changing values trends.



## What are Social Values?

- A person's mental posture or fundamental *world view*. Shapes how people experience the world.
- Formed early in life, mostly fixed by one's mid-teens, evolve slowly over time through education and life experiences.
- Major events – wars, depressions, etc – can trigger society-wide values shift.
- NOT fads. NOT limited to “moral values.”



## Examples of Social Values

---

# Joy of Consumption

*Intense gratification through the consumption of consumer goods, other than basic necessities. Deriving great pleasure from having the latest products or services. People who are strongest on this trend are often more excited by the act of buying, than by the use of the products they buy.*

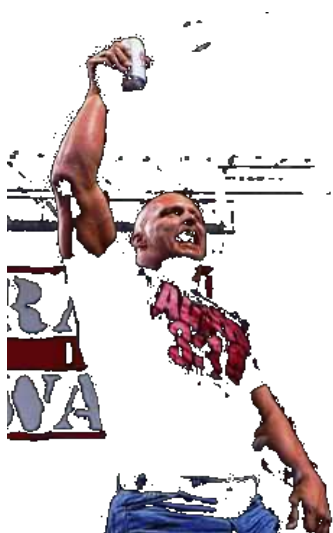


1. To spend, to buy myself something new, is for me one of the greatest pleasures in life.
2. I love to buy consumer goods (excluding those basic ones essential to run a household).
3. To buy myself something new is always very gratifying to me.

## Examples of Social Values

# Acceptance of Violence

*Believing that violence is an inevitable part of life. People strongest on this trend even accept violence as an outlet for letting off steam or as a way of getting what they want. For some, violence is becoming the only way they can make themselves heard in today's world.*



1. Violence is a part of life. It's no big deal.
2. Violence can sometimes be exciting
3. It's acceptable to use physical force to get something you really want. The important thing is to get what you want.
4. When a person can't take it anymore and feels like he/she is going to explode, to be a little violent can relieve the tension. It's no big deal.



## Examples of Social Values

# Just Deserts

*Confidence that, in the end, people get what they deserve as a result of the decisions they make, both positively and negatively.*

1. I feel that people get what they are entitled to have
2. I feel that people get what they deserve
3. I feel that rewards and punishments are fairly given
4. I feel that people who meet with misfortune have brought it on themselves



# 150+ Social Values Trends

---

- Acceptance of Violence
- Acknowledgement of Racism
- Active Government
- Adaptability to Complexity
- Adaptive Navigation
- Advertising as Stimulus
- American Dream
- American Entitlement
- Anomie and Aimlessness
- Attraction to Crowds
- Aversion to Complexity
- Brand Apathy
- Buying on Impulse
- Celebrating Passages
- Civic Apathy
- Civic Engagement
- Community Involvement
- Concern for Appearance
- Confidence in Advertising
- Confidence in Big Business
- Confidence in Small Business
- Conformity to Norms
- Consistent Self
- Crude Materialism
- Cultural Assimilation
- Culture Sampling
- Deconsumption
- Ecological Concern
- Discerning Hedonism
- Discriminating Consumerism
- Duty
- Discount Consumerism
- Ecological Fatalism
- Effort Toward Health
- Emotional Control
- Enthusiasm for New Tech.
- Enthusiasm for Consumption
- Entrepreneurialism
- Equal Relationship with Youth
- Ethical Consumerism
- Everyday Ethics
- Everyday Rage
- Faith in Science
- Fatalism
- Fear of Violence
- Financial Security
- Flexible Families
- Flexible Gender Identity
- Gender Parity
- Global Consciousness
- Heterarchy
- Holistic Health
- Importance of Aesthetics
- Importance of Brand
- Importance of Spontaneity
- Interest in the Unexplained
- Introspection and Empathy
- Intuition and Impulse
- Joy of Consumption
- Just Desserts
- Largesse Oblige
- Living Virtually
- Look Good Feel Good
- Malleable Self
- Meaningful Moments
- More Power for Business
- More Power for Media
- More Power for Politics
- Modern Racism
- Multiculturalism
- Mysterious Forces
- National Pride
- Need for Status Recognition
- Need for Uniqueness
- Networking
- Obedience to Authority
- Ostentatious Consumption
- Parochialism
- Patriarchy
- Penchant for Risk
- Personal Challenge
- Personal Control
- Personal Creativity
- Personal Escape
- Personal Expression
- Primacy of the Family
- Propriety
- Protection of Privacy
- Pursuit of Intensity
- Racial Fusion
- Reverse Sexism
- Question Authority
- Rejection of Order
- Religion a la Carte
- Religiosity
- Saving on Principle
- Search for Roots
- Selective Use of Personal Services
- Sensualism
- Sexism
- Sexual Permissiveness
- Skepticism of Advertising
- Social Intimacy
- Social Mobility
- Social Responsibility
- Spiritual Quest
- Status via Home
- Strategic Consumption
- Technology Anxiety
- Time Stress
- Traditional Family
- Traditional Gender Identity
- Upscale Consumerism
- Vitality
- Voluntary Simplicity
- Work Ethic
- Xenophobia

# VALUES CONSTITUENCIES OF OPPORTUNITY IN CALIFORNIA



**Tax and Fiscal  
Base 16%**



**Anti-Base  
13%**



**Self-Centered Affluent 8%**



**Aspiring People of  
Color 15%**



**Balanced Suburbans 27%**



**Blaming  
Fearful  
15%**



**Angry  
Fatalists 6%**



## Their Worldview:

**Family and Hard** Work are the key getting ahead.

**Government** should take care of society like **families** take care of their own.

Civic Engagement is an **individual act**.

## Top Values

Propriety

Active Government

Need for Status Recognition

**53%** Latino

**10%** African American

**51%** Have Children

**51%** make less than \$50,000

**58%** Children of immigrants

**41%** Independent

**46%** not registered to vote

**31%** NEVER vote

# BALANCED SUBURBANS

27% of State's Population



## Top Values

Rejection of Order

Personal Control

Liberal Communitarianism

## Their Worldview:

Keep things **simple, practical**, common sense solutions are best.

**They don't feel passionate** about issues and change their minds easily.

**Government should be a manager**, efficiency and quality services in return for their tax dollars.

**49%** **People of Color**

**38%** **College or Post-Grad**

**50%** **Make over \$50,000**

**55%** **are Women**

**44%** **are Democrat**

**48%** **are over 45 years old**

# COMPETING VALUES ABOUT GOVERNMENT



**WE CARE 16%**



There's no such thing as a level playing field. Discrimination against people of color still exists.

Government's role is to equalize and ensure a good quality of life for all.

Individuals, society and the rich have a responsibility to help those less fortunate.

Getting involved is necessary and makes a difference.

## LEAVE ME OUT OF IT

What's the point of voting? It doesn't make a difference.

Violence is a necessary survival tool.

I want to be rich, successful and famous in my lifetime.

**63%**

Family is most important to me.

To get ahead, I don't rock the boat.

Government needs to work efficiently.

People get what they deserve in life.

I don't protest. It's not my style.



**FORGET YOU 21%**



Some groups are inherently unequal. People should succeed based on hard work, not government support.

Government needs to stay out of our lives, and focus on protection and defense.

Too much immigration threatens our purity.

Big business is far more effective at solving society's problems than government.

# AN EXPERIMENT IN MANAGING THE TENSION

## Using Values as an Opening



**Need for  
Status  
Recognition  
Propriety**

Aspirational Framing  
“Exceptional” Everyday People  
Participation to open doors



**Aversion to  
Complexity**

Simple, direct framing  
Common Sense Democracy  
Non-Ideological

# OUR EVOLVING NARRATIVE

## TOGETHER WE CAN RESTORE THE CALIFORNIA DREAM

- 1. WE CAME TO CALIFORNIA FOR THE PROMISE OF A BETTER LIFE**
- 2. SMART GOVERNMENT WAS KEY TO THAT PROMISE**
- 3. TODAY, OUTDATED LAWS ARE ROAD BLOCKS TO THE DREAM**
- 4. IT'S UP TO US TO FIX IT**
  - COMMON SENSE DEMOCRACY**
  - FAIR RULES**





# APPLYING AND TESTING IN THE FIELD



TRAINING



PHONEBANKING



DOOR TO DOOR

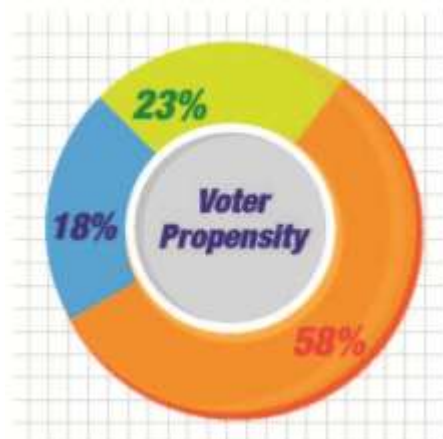
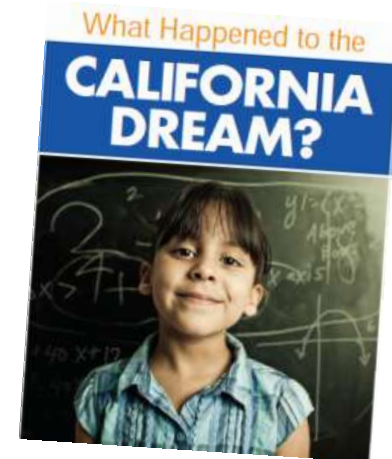
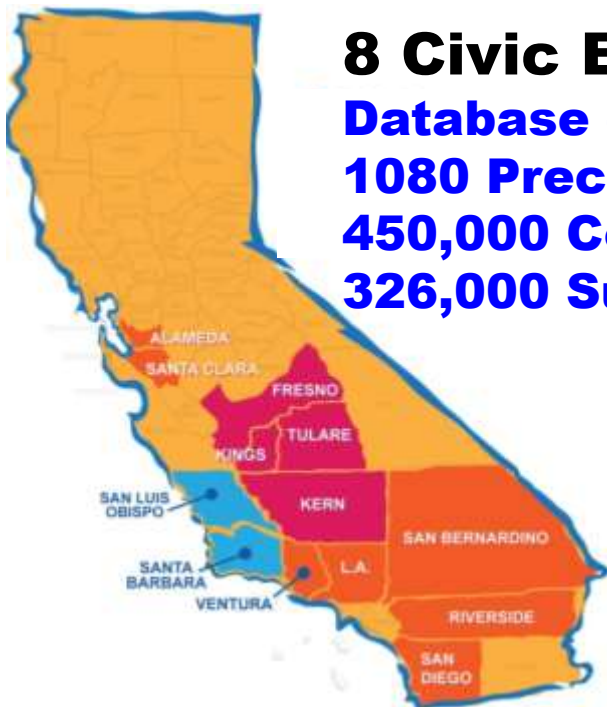
## 8 Civic Engagement Programs

Database of 1.5 Million Voters

1080 Precincts

450,000 Contacts

326,000 Supporters



## WHO ARE OUR SUPPORTERS

76% Occasional or Unlikely

68% People of Color

19% Independent / DTS

# APPLYING AND TESTING IN THE FIELD

## 6 Civic Engagement Programs

420,000 Contacts

310,000 Supporters

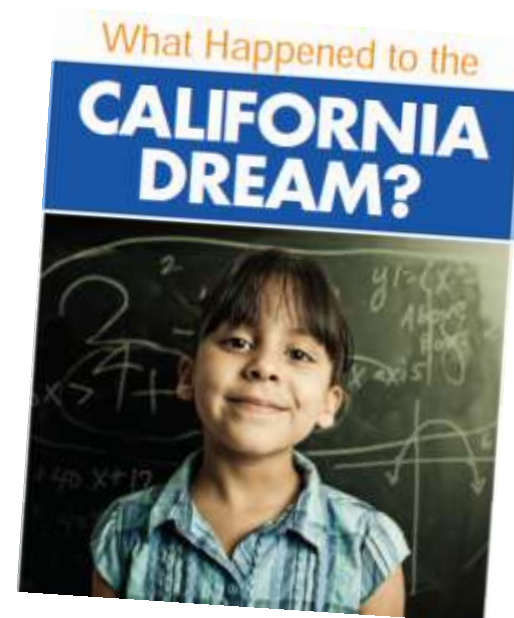
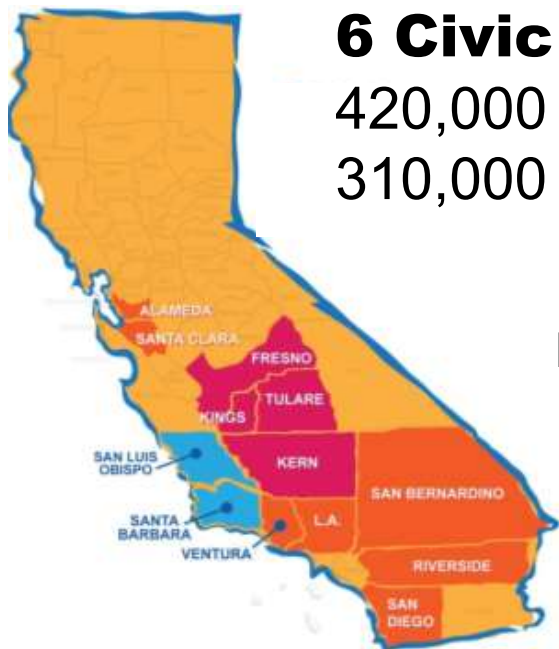
**November 2011**

Do you support raising taxes on the very wealthy?

**113,300 Contacts**

**87,180 Supporters**

**52,206 want to join the fight**



TRAINING



PHONEBANKING



DOOR TO DOOR

# ***What we've learned from field testing***

420,000 Contacts – 310,000 Supporters



- ***Setting up the conversation matters:***

- *Aspiration*
- *The California Dream resonates*

- ***Recasting the Characters:***

- *Villains - Corporate Rulebreakers*
- *Victims – Kids, the future, families*
- *Heroes – Exceptional Everyday people*

- ***Connecting government to the California Dream is critical***

- *Drilling down to what matters to people*

