

Health Access Profiles in County Coverage Series...

Winning Revenues for the Remaining Uninsured

Alameda County's Measure AA Campaign



**HEALTH
ACCESS**

April 2015

www.health-access.org

About Health Access

Health Access California, a non-profit organization, is the statewide health care consumer advocacy coalition, advocating for quality, affordable health care for *all* Californians.

Author

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Acknowledgments

The Essential Health Care Services Act, was the brain child of Alameda County Supervisor Nate Miley. Without his tireless efforts, neither Measure AA nor the original Measure A would have passed. Tramutola Advisors served as consultants on both the 2004 and 2014 campaigns.

This report would not have been possible without the generous support of The California Endowment and the San Francisco Foundation.

The findings and conclusions of this report are those of the author alone, and do not necessarily reflect the opinions of Health Access or these funders.

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Alameda County's
Measure AA Campaign



April 2015

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Overview

On June 3, 2014, Alameda County voters approved Measure AA with 75% of the vote, reauthorizing a half-cent sales tax to fund “Essential Health Care Services,” a dedicated source of support for “emergency medical, hospital inpatient, outpatient, public health, mental health and substance abuse services to indigent, low-income, and uninsured adults, children, families, seniors and other residents of Alameda County.”

Despite the resounding outcome, the passage of Measure AA was not a forgone conclusion. For starters, the political environment in 2014 was far different than in 2004, when voters approved the original Measure A, which established the Essential Fund, then by a 71% margin. Nothing fuels a campaign or frames the decision for voters better than a sense of crisis, and for the original Measure A that sense of urgency came from closure of two primary care clinics and a looming \$75 million budget deficit.

Fast forward to 2014, and a whole different landscape for the issues at hand: Voters were asked to continue Measure A’s success in stabilizing the Alameda Health System and surviving the financial crisis. Measure AA faced a new demographic reality: population growth in the more conservative eastern and southern suburbs far outpaced growth in the urban areas that benefited most from Measure A funds.

The campaign team embraced the challenges and assembled stakeholders representing clinics, hospitals, senior programs, unions, nurses, and others to build consensus around a three-phase plan. During the preparatory phase, the Alameda County Board of Supervisors convened a Task Force of key stakeholders and community leaders from all five districts to advise the board. The 32-member committee, which first met in July 2013, included representatives from organizations receiving Measure A funding—AHS, Children’s and St Rose hospitals, community clinics and senior programs. Both Service Employees International Union and the California Nurses Association, which represent employees at area hospitals, were at the table, as were Hospital Council, Alameda Contra Costa Medical Association and the League of Women Voters.

Activities under each overlapping phase included:

Campaign Preparation: *July 2013-February 2014*

To test campaign messages and gauge support, the campaign conducted opinion polls of likely voters. The results were nearly identical to the 2003 poll ahead of the 2004 Measure

A campaign: 70% of likely voters supported the *Essential Health Care Services Act* with another 6% leaning toward support.

Fundraising & Planning: Aug. 2013-Nov. 2014

Supervisor Nate Miley, author of the original Measure A, convened a team of campaign veterans, with Tramutola Advisors serving as consultants, to develop the election strategy and secure \$400,000 in early commitments—about half the campaign budget—from health care unions and area providers (SEIU, CNA, Kaiser, and Children’s Hospital). No county funds were used to support this work, and county staff attended meetings on personal time. The early pledges, along with the opinion poll results and Task Force endorsement, gave the Board of Supervisors the confidence to place Measure AA on the June 2014 ballot. Based on analysis of likely voters, the campaign developed its target list and purchased the necessary voter lists.

Campaign Implementation: February-Nov. 2014

This phase included:

- Drafting campaign materials, starting right away with the ballot argument so as to leave plenty of time for rebuttal to the counter argument. FAQs were helpful to have on hand for meetings with potential donors.
- Ad buys, as the budget allowed. Most effective were 30-second television ads and time on area cable stations.
- The campaign purchased from the County Registrar lists of absentee voters who had returned their ballots, beginning in mid-May. Tramutola modified its mail strategy in response to the low number of returned ballots.
- As part of its voter mobilization plan, the campaign called over 4,000 voters in Berkeley and Oakland (cities with few contested seats on the ballot), to ensure supporters went to the polls. The public opinion poll proved remarkably accurate; Measure AA received 75% of the vote, just one percentage shy of the maximum “yes” vote from the poll.

This overview of the Measure AA campaign experience includes recommendations for future election campaigns, and links to key campaign documents.



Background

The Origins of Measure AA

In 2003, the public hospital system—Alameda County Medical Center (ACMC)—was facing a \$75 million deficit. To stem the flow of red ink ACMC closed two of its five clinic sites, Central in Oakland and Fairmont in San Leandro. But not even this was enough to balance the county’s budget, as county supervisors contemplated additional service cuts and layoffs for the following fiscal year.

Following County Supervisor Nate Miley’s recommendation to find a new source of revenue for the public hospital, the Board of Supervisors appointed a Blue Ribbon Task Force to draft the “Essential Health Care Services Initiative.” The Task Force considered both a sales and parcel tax, but chose to proceed with a half-percent sales tax measure because the public opinion poll of likely voters indicated that was more likely to reach the two-third majority needed to adopt such a tax measure in California.

The task force recommended and the Board of Supervisors adopted a formula to give 75% of the projected \$100 million in sales tax revenue to ACMC. Supporters of the public hospital system argued successfully there was little point in passing the Essential Health Care Services Initiative if it failed to close the public hospital’s looming budget deficit.

Measure A requires that revenue “shall be used exclusively for emergency medical, hospital inpatient, outpatient, public health and mental health services to indigent, low-income and uninsured adults, children, families and seniors. . .”¹ Alameda Health Services (AHS) receives 75% of the revenue to support its three hospitals—Highland in Oakland, and John George Psychiatric Pavilion and Fairmont Hospitals in San Leandro, and its hospital-based and freestanding clinics in Oakland, San Leandro, Hayward and Newark.

The measure gives the Board of Supervisors authority to allocate the remaining 25% of the sales tax revenue “based on the county’s commitment to a geographically dispersed network of providers that provide critical medical services, or essential public health, mental health, and substance abuse services.” Thoughtful implementation of this language has not only benefited community-based organizations throughout the county, but it also ensured political support for the reauthorization of the sales tax measure.

¹ Measure A, County of Alameda Ordinance No. 2004-32, www.acgov.org/health/indigent/measureA.htm, accessed July 30, 2014.

Since the adoption of Measure A in 2004, the Board of Supervisors has allocated approximately 5% of the revenue to Children’s Hospital in Oakland and St. Rose Hospital in Hayward, the two nonprofit facilities that treat a disproportionate share of the county’s Medi-Cal patients. The county is able to use Measure A dollars as the source for an “Intergovernmental Transfer” (IGT) that allows it to draw down a federal match of 50 cents for every county dollar. Since the adoption of Measure A in 2004, Children’s Hospital has received \$21 million in Measure A revenue and an additional \$10.5 million in federal matching funds. In recent years, the Board of Supervisors increased its support for St. Rose to help it weather its financial difficulties. As a result, St. Rose has received \$32 million in Measure A revenue and \$16 million in federal matching funds.²

The county’s network of eight federally qualified health centers, the Alameda Health Consortium, receives another 5% of the sales tax revenue. Consortium clinics operate in all five supervisorial districts.

Measure A funds have also supported the expansion of school-based health services. The county’s Health Care Services Agency, which manages the school-based program, has used \$1 million in Measure A revenue to secure around \$8 million in federal, state and foundation matching grants. The remainder of the money is distributed to a wide network of community-based organizations that offer programs to seniors, homeless, day laborers, immigrant families, and other disadvantaged populations.

Measure A included two other key provisions the public opinion poll indicated were popular with likely voters:

- One established a citizen oversight committee to ensure Measure A revenues would be spent in conformity with the ballot measure;
- Measure would sunset after 14 years, “unless a later ordinance is adopted prior to June 30, 2019.”

² Alameda County Health Care Services Agency memo, *Summary of HCSA Funding to Private Hospitals, Fiscal Years 2000/01 to 2012/13*, Sept. 18, 2013.

Measure A Redux

The Alameda County Board of Supervisors discussed possible ballot initiatives for the primary and general elections of 2014 at their summer Board Retreat in June, 2013. Following the retreat, Supervisor Nate Miley proposed the establishment of a “Blue Ribbon Task Force Related to the Proposed Renewal of Measure A.”³ The letter to the Board stated the Task Force, chaired by Miley and Supervisor Wilma Chan, who leads the Board’s Health Committee, would advise the supervisors regarding their options for renewing the half-percent sales tax. Even though Measure A was not scheduled to expire until 2019, the Board of Supervisors wanted to act early due to the failure of another tax measure renewal, the transportation Measure B1 in November 2012.



Like the original Blue Ribbon Task Force established in 2003, Supervisors Chan and Miley wanted the 2013 Task Force to iron out differences among key stakeholders regarding when to place the measure on the ballot, and how to divide the proceeds among the county’s health care providers. The latter proved more contentious than the former. The Board of Supervisors also ensured the task force members would include organizations that would become key campaign supporters and donors.

The Board of Supervisors appointed the task force, which was comprised of 32 members. Each supervisor appointed five people from their district, plus seven additional slots were created plus to ensure representation from key stakeholders—two labor representatives, and one representative from the community clinics, public hospital system, Hospital Council, Alameda Contra Costa Medical Association and League of Women Voters. Both Service Employees International Union and the California Nurses Association, which represent employees at area hospitals, were at the table.

³ Supervisor Nate Miley, *Correspondence to Alameda County Board of Supervisors*, June 20, 2013, June 25 Board Agenda, Item 11.A.

Photo, above: David Vliet, CEO of Tiburcio Vasquez Health Center, addresses the Hayward City Council.

For the most part, Supervisors chose to fill their Task Force appointments with community-based organizations that benefited from Measure A. These additional members included: The CEOs from both Children’s and the Alameda Health System, representatives from five health clinics, and representatives from three community service programs.

Private nonprofit hospitals had a particularly strong interest in the future of Measure A, due to the precarious financial situation confronting the five of the ten acute care hospitals in the county.⁴ Closure or service reductions at any one hospital would impact all the other hospitals.

Representatives from five hospitals served on the task force—AHS, Childrens, St. Rose, ValleyCare and Washington. Only St. Rose had multiple representatives, appointed by the local Supervisor Richard Valle, who argued for a larger cut of the sales tax revenue to save their faltering hospital. But a change in the allocation formula was a zero-sum proposition: for St. Rose to increase its allotment, another provider—likely AHS—had to lose. Other issues prevented any change as well, including its status as a private hospital, a potential acquisition by a for-profit, and the ability to provide some added resources within the existing funding structure. When the Task Force finished its work in January 2014, six months after it first convened, it recommended, and the Board of Supervisors agreed, to leave Measure A formula as is. When the Task Force finished its work in January 2014, six months after it first convened, it recommended, and the Board of Supervisors agreed, to leave Measure A formula as is.

When the supervisors appointed the Task Force as an “ad hoc” advisory body, they expressly stated the deliberations of the task force “will be subject to the open meeting requirements of the Brown Act.” California’s Brown Act, which guarantees the public’s right to attend and participate in meetings of legislative bodies, generally requires public bodies to hold meetings in open forum. In some circumstances, an ad hoc advisory committee, which does not include a quorum of a legislative body, might be exempt from the Brown Act.⁵ The task force was envisioned as more than an advisory committee; the supervisors hoped the task force also would generate excitement and enthusiasm for the measure, which would translate into positive press and campaign donations.

⁴ California Office of Statewide Health Planning and Development, gis.oshpd.ca.gov/atlas/places/list-of-hospitals/county/alameda.

⁵ Neumiller & Beardslee, *A Public Official’s Guide to the Brown Act*, January 2013.



Public Opinion & Measure AA

The Board of Supervisors was able to spend county funds to support the work of the Task Force because the group was an advisory group, and not part of a political campaign. The Supervisors retained EMC Research, through an informal competitive bid process, to conduct public opinion research. However, once the supervisors made the decision in February 2014, to place the measure on the ballot, neither county funds nor county personnel—while on the clock—could support the campaign.

EMC Research conducted a telephone survey in August 2013, of 600 voters likely to participate in the November 2014 election. EMC had conducted the opinion poll for the original Measure A, which allowed Task Force members to compare voter attitudes from 2003 to 2013. Both polls had a margin of error of 4%. Among the key findings of the poll:

- The measure begins with 70% support, with another 6% that leaning toward support. These results were nearly identical to the results of the 2003 poll.
- There was strong support for renewing the sales tax measure at the existing rate of one-half percent.
- 77% of voters agreed the measure was important for the health of the community, even with the implementation of the Affordable Care Act.
- Voter showed the highest level of support emergency and trauma services, and Children’s Hospital was the best known and regarded hospital.

However, the poll also showed that voters lacked detailed knowledge about the measure, despite the fact that it had been in effect for ten years. Most worrisome, voters appeared easily persuaded by potential opposition messages. The most compelling opposition messages were:

- Too much of the money went to Highland and services in urban north county, and not enough in suburban south and east county; and
- Voters shouldn’t renew the sales tax without taking a serious look at how funds are allocated to make sure everyone in the county benefits.

Task Force members expressed a number of concerns during their monthly meetings. First, members questioned the wisdom of putting the reauthorization measure on the ballot five years before Measure A expired. People were also concerned that bad press from the ACA’s roll-out would taint people’s opinion of Measure A. Because the poll was conducted in August, and the campaign lacked the financial resources to conduct a second poll, the task force could not assess whether the ACA problems were a drag on support for Measure A.

In the end, the Task Force followed the recommendations of EMC and campaign consultant Larry Tramutola to:

1. Place an initiative to reauthorize Measure on the ballot in June, 2014. There were no other countywide tax measures on the primary ballot, unlike in November, when the supervisors planned to put the transportation measure back on the ballot. If the reauthorization measure failed, there would be sufficient opportunity to go back to the voters again before Measure A expired in 2019.
2. Retain the existing language, including the formula that guaranteed three-fourths of the revenue to the public hospital system.

Despite their misgivings, St. Rose supporters endorsed the strategy designed to maximize the odds the measure would pass. They continued to advocate for additional funding for St. Rose through the county budget process.



Sue Compton, CEO of Axis Community Health, urges Pleasanton City Council to support Measure AA

Campaign Recommendations

No matter how successful, every campaign comes with pitfalls and lessons. Here are some high-level lessons from the Measure AA campaign:

- Fundraising needed to be a priority *throughout* the campaign, as early commitments came in below the promised levels.
- Prepare for the growth of permanent absentee voting by aiming ad buys and mobilization around the timing of returned ballots.
- Train all campaign staff early so they are comfortable making asks and presenting the issue in the heat of the campaign.
- Nearly two-thirds of the electorate now vote absentee. The first mail piece and the cable TV spots were timed to coincide with arrival of absentee ballots
- Seek endorsements from candidates for local and state office early and ask them to carry Measure AA literature.

Following are in-depth lessons learned from the Measure AA campaign.

Campaign Preparation and Research

- **Know the limits of county involvement:** Public funds can be spent on research, and county personnel can undertake activities designed to help elected officials make informed decisions. Alameda County funded the public opinion poll, and county staff convened the task force. Rules change once the Board of Supervisors votes to place a measure on the ballot.
- **Public opinion counts:** Public opinion polls provide valuable information of voter attitudes. Use the poll to test the effectiveness of various campaign messages, including those that opponents might use. If funds allow, proponents should consider conducting focus groups, which provides a deeper understanding of voter attitudes and effective messages, and a second poll during the campaign.
- **Big Tent:** Proponents should convene an advisory group of stakeholders and opinion leaders to ensure sufficient community support for passage by the required two-thirds margin. These stakeholders, rather than politicians, can serve as the public face of the campaign and lead fundraising efforts.

Campaign Fundraising and Planning

- **Campaign Fundraising:** Campaign planning and fundraising should overlap the preparatory phase. Bring an experienced fundraiser on board right away to help secure early commitments. Aim for a balance between a few significant contributions and a large number of smaller gifts. Asking for money doesn't come naturally to everyone: train supporters so they are comfortable making the "asks" and closing the deal. Make it easy to give by using "Square" or other technology that allows you to "swipe" donors' credit and debit cards.
- **Ballot Statements:** Craft the most effective arguments, based on the opinion poll, for submission in the *Official Election Pamphlet* that is mailed to every registered voter. The messenger is as important as the message, so carefully choose which community leaders should sign the ballot argument. Be prepared to submit a rebuttal to the likely counter arguments, signed by the same or additional community leaders.
- **Run a lean campaign and remain flexible** so you can adapt to the unexpected. The Measure AA campaign modified its direct mailing, eliminating plans to target voters in specific cities, due to fundraising shortfalls. The campaign increased the size of a third countywide mailing because of a low turnout of absentee voters.
- **Analysis of Previous Elections:** Understand voting trends at the level of jurisdiction where voting will take place; absentee vs. polling station voters; primary vs general election; what else will likely be on the ballot.
- **Purchase Voter Lists:** Target likely voters, to stay within budgets.

Campaign Implementation

- **Permanent absentee voters** now comprise the vast majority of the electorate, and they receive their ballots a month before election day. Campaigns must time the distribution of election material based on the mail date of the absentee ballot.
- **Monitor early returns.** The county Registrar of Voters will provide an electronic list of voters who have returned their ballots for a modest fee. Campaigns should modify their direct mail targets accordingly and reserve additional mailings for those who have yet to return their ballot.
- **Community Outreach:** Develop visibility and momentum, identify volunteers, and solicit donations by training speakers who can carry the campaign message into the community. Doctors, nurses, and direct care providers are better messengers than campaign staff. Tailor the message and the messenger to the audience, and prepare

responses to the messages that opponents might raise. Request feedback from speakers to fine-tune your message.

- **Media:** Seek campaign coverage and editorial endorsements from daily and weekly papers, ethnic media, TV and radio. Respond to negative stories immediately to correct the record and gain additional coverage. Include website and Twitter “handle” on all material.
- **Recruit volunteers and make it easy for them to help:** Volunteers are critical to raise the campaign’s visibility and to motivate likely “Yes” voters. Measure AA volunteers came from unions representing health care workers, advocacy groups, community-based providers, and Democratic Party organizations. The campaign must identify and mobilize key blocks of supporters through phone banks and, where feasible, precinct walking. If funding allows, campaigns should employ web-based phone platforms such as Call Fire (www.callfire.com), which allow volunteers to efficiently call through lists of targeted voters. Because Call Fire is web-based, volunteers need not come to a central location to make campaign calls.
- **Online and Social Media:** Amplify your message through Twitter and follow local reporters, who are increasingly relying on social media to develop stories. Create both a campaign website, using WordPress or a similar blog system that is easy to update, and a Facebook page, and include your Twitter feed on both sites. Add fresh content to websites, and promote it through your Twitter feeds.
- **Text Messaging:** Remind volunteers about important campaign activities through text messaging. Use new online tools, such as Textit (<http://textit.com.au>), which allows you to send bulk texts to specific groups of volunteers, and manage both incoming and outgoing texts.

Appendices

Questions and Answers for Measure AA

QUESTIONS AND ANSWERS FOR MEASURE AA

What is Measure AA?

Measure AA provides a health care safety net for residents of Alameda County—trauma and emergency medical services, primary and preventive care, mental health and public health services, school-based clinics for our children and support services for our seniors. Measure AA has been called the most important local healthcare measure in the State.

Will Measure AA increase taxes?

NO. Measure AA does not increase tax rates. Measure AA merely reauthorizes and extends Alameda County's existing 1/2 cent sales tax.

Who benefits from Measure AA?

All Alameda County residents. Without Measure AA, county clinics serving over 400,000 low-income children and families will be at-risk of closure; trauma and emergency services throughout the county will be reduced; psychiatric and mental health services will be cut. Passage of Measure AA will ensure that all Alameda County residents have access to quality healthcare.



What does Measure AA fund?

- Trauma and emergency services at Alameda Hospital, Highland Hospital in Oakland, Eden Medical Center in Castro Valley, San Leandro Hospital, St. Rose Hospital in Hayward and John George Psychiatric Hospital in San Leandro
- Pediatric services at Children's Hospital and geriatric care at San Leandro Hospital
- Primary and preventive care at the Over 60 Clinic in Berkeley, Asian Health Services in Oakland, Axis Community Health in Pleasanton, Silva Pediatric Clinic in Hayward, Newark Wellness Center, and Tri-City Health Center in Fremont
- A dozen school-based clinics including Encinal High School in the City of Alameda, Berkeley High School, Oakland's McClymond High School, Tennyson High School in Hayward, and Logan High in Union City
- Community-based programs at Center for Independent Living, La Clinica de la Raza, Lincoln Child Center, and Senior Support Program of the Tri-Valley
- Pre-natal care and well-baby visits, family planning and counseling services
- HIV/AIDS education and prevention, crisis support programs
- Asthma, diabetes and hypertension programs to manage these and other chronic illnesses
- Dermatology and dental care, ophthalmology and rehabilitation services, psychiatric and orthopedic care
- Training programs for EMT and other health professionals

Who supports Measure AA?

Measure AA is supported by the physicians of the Alameda-Contra Costa Medical Association, the Hospital Council of Northern and Central California, the California Nurses Association, Alameda County Taxpayers Association, the County District Attorney, the City of Hayward Fire Chief, the CEO of Children's Hospital of Oakland and President of the Senior Service Program of the Tri-Valley among others.

Where can I learn more about Measure AA and the campaign?

Please visit our website www.YesOnAA.com, email us at Info@YesOnAA.com, call with questions 510-488-4655, and follow us on Twitter @YesOnAA.

PLEASE TAPE THE LOGO IN YOUR WINDOW OR OTHER VISIBLE PLACE TO LET PEOPLE KNOW THAT YOU SUPPORT HEALTHCARE AND EMERGENCY SERVICES IN ALAMEDA COUNTY.

Paid for by the Committee for a Healthy Alameda County
P.O. Box 29753 Oakland CA 94604, FPPC#1362028

Argument in Favor of Measure AA

Healthcare Safety Net Reauthorization

Measure AA does not increase tax rates. Measure AA merely reauthorizes and extends Alameda County's existing ½¢ sales tax. Measure AA funds critical health services to Alameda County residents.

Without Measure AA, county clinics serving over 100,000 low-income children and families will be at risk of closure, trauma and emergency services throughout the county will be reduced, psychiatric and mental health services will be cut.

Measure AA not only provides safety net medical care for residents of the county, including trauma and emergency medical services, it also provides primary and mental health services to families and seniors.

Passage of Measure AA will ensure that all Alameda County residents have access to quality healthcare.

Specifically, Measure A will help maintain or keep open:

- Trauma and emergency services throughout Alameda County
- Pediatric emergency services at Children's Hospital
- Essential primary care, preventative care and mental health services
- Basic primary care for underprivileged and uninsured children and families
- Retain qualified and experienced nurses and healthcare professionals
- Pre-natal and family planning services to low-income women
- Local hospitals and clinics

Measure AA will keep local hospitals open and will provide accessible and affordable primary and preventative care to treat patients before their illnesses become more serious and the cost of treatment more expensive.

Measure AA is a frugal and carefully crafted plan to address the most essential healthcare needs of Alameda County residents. Measure AA has been called the most important local healthcare measure in the state.

Measure AA is supported by every medical association and hospital in the county as well as doctors, nurses, the Alameda County Taxpayers Association, all five Alameda County Supervisors, business leaders, seniors and other residents of Alameda County.

Please vote yes on Measure AA.

Letter to Board re-Proposed Ordinance

ALAMEDA COUNTY
HEALTH CARE SERVICES
AGENCY
ALEX BRISCOE, Director



Agenda _____ February 11, 2014

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February 6, 2014

The Honorable Board of Supervisors
County Administration Building
1221 Oak Street
Oakland, CA 94612

Dear Board Members:

SUBJECT: APPROVE A PROPOSED ORDINANCE AND ADOPT A RESOLUTION TO ADD TO THE BALLOT OF THE ELECTION TO BE HELD ON JUNE 3, 2014

RECOMMENDATIONS

1. Consider and approve the adoption of the attached proposed ordinance to extend and amend the essential health care services half-cent sales and use tax and continue the matter for a second reading of the ordinance
2. Adopt the attached proposed resolution to add to the ballot of the election to be held on June 3, 2014 the question of whether Alameda County should extend and amend its half-cent health care sales and use tax to provide additional support for emergency medical, hospital inpatient, outpatient, public health, mental health and substance abuse services to indigent, low-income and uninsured adults, children, families, seniors and other residents of Alameda County

SUMMARY/DISCUSSION/FINDINGS

On March 2, 2004, 71% of county voters approved Measure A, the essential health care services tax ordinance. Measure A authorized Alameda County to impose a one-half of one percent (0.5%) transactions (sales) and use tax to "provide for additional financial support for emergency medical, hospital inpatient, outpatient, public health, mental health and substance abuse services to indigent, low-income, and uninsured adults, children, families, seniors and other residents of Alameda County."

Measure A requires that 75% of the tax revenue be transferred to the Alameda County Medical Center (now doing business as the Alameda Health System). The remaining 25% of the tax revenue is allocated by the Board of Supervisors based on the demonstrated need and the County's commitment to a geographically dispersed network of providers for:

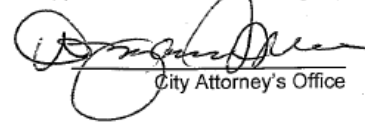
- 1) Critical medical services provided by community-based health care providers;
- 2) To partially offset uncompensated care costs for emergency care and related hospital admissions;
and
- 3) Essential public health, mental health and substance abuse services.

See link to rest of 16-page letter:

http://www.acgov.org/board/bos_calendar/documents/DocsAgendaReg_02_11_14/HEALTH%20CARE%20SERVICES/Set%20Matter%20Calendar/HCSA_12576.pdf

Oakland Resolution for Measure AA (p. 1)

Approved as to Form and Legality



City Attorney's Office

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

INTRODUCED BY COUNCILMEMBER PRESIDENT PATRICIA KERNIGHAN AND
COUNCILMEMBER LYNETTE GIBSON MCELHANEY

RESOLUTION IN SUPPORT OF THE ALAMEDA COUNTY MEASURE AA, THE ESSENTIAL HEALTHCARE SERVICES MEASURE, ON THE JUNE 3, 2014 BALLOT, WHICH WILL EXTEND THE HALF CENT SALES TAX INCREASE THAT WAS PASSED BY VOTERS IN 2004 FOR THE PURPOSES OF PROVIDING EMERGENCY AND PREVENTATIVE HEALTH CARE SERVICES FOR ALL ALAMEDA COUNTY RESIDENTS

WHEREAS, public health is a critical service provided by county jurisdictions; and

WHEREAS, in 2004 71% of Alameda County voters approved Measure A, an essential health care services tax measure, which increased the prevailing sales and use tax by a half cent to "provide for additional financial support for emergency medical, hospital inpatient, outpatient, public health, mental health and substance abuse services to indigent, low-income and uninsured adults, children, families, seniors and other residents of Alameda County"; and

WHEREAS, since 2004, Measure A has generated more than \$1.02 billion in tax revenues, which have been allocated to the County's health care organizations; and

WHEREAS, more than 45,000 residents are estimated to not be eligible for any health insurance programs under the Affordable Care Act or cannot afford coverage under Covered California; and

WHEREAS, Measure A has ensured that all Alameda County residents have access to quality healthcare and Measure AA will continue these services; and

WHEREAS, Measure AA is supported by the physicians of the Alameda-Contra Costa Medical Association, the Hospital Council of Northern and Central California, the California Nurses Association, Alameda County Taxpayers Association, the County District Attorney, the City of Hayward Fire Chief, the CEO of Children's Hospital of Oakland and President of the Senior Service Program of the Tri-Valley among others; and

Oakland Resolution for Measure AA (p. 2)

WHEREAS, Measure AA services will provide funding for a number of Oakland service providers, including the McClymonds High School Health Clinic, Lincoln Child Center, La Clinica de la Raza, and Asian Health Services; and

WHEREAS, Measure A is due to sunset in June 30, 2019 and can only be reauthorized through a vote of Alameda County residents; now, therefore be it

RESOLVED: That we the Oakland City Council endorses Measure AA, appearing on the June 3rd Alameda County ballot, to reauthorize and extend by 15 years the termination date of the Essential Healthcare Services Measure to June 30, 2034.

Argument Against Measure AA

Alameda County Measure AA - Healthcare Safety Net Reauthorization

“ARGUMENT AGAINST MEASURE AA”

Here we go again folks - another TAX. This time a “Sale Tax” of ½%. This is the worst kind of tax out there. It is an extremely regressive **flat tax**, hurting the low income and senior citizens the most. Unarguably, it hit’s the “poor” and the people most in need. The proponents falsely claim it benefit’s the underprivileged children and families - Not true! More often they are socked with outrageous medical bill they are unable to pay

The proponents also claim the Tax doesn’t increase the present amount and is merely an extension. Who are they kidding - of course it increases. It is a fixed percentage of what you spend, as the cost of living steadily increases, you are forced to pay more and more just to survive. As the price of purchases go up - so does the Tax amount you truly pay The \$100 purchase you made fifteen years ago is now \$200, requiring you to pay twice the Tax amount.

It is clearly another broken promise. In 2004 they argued it was only “temporary” - to fix the budget and avoid drastic cuts. Oh sure! Did you ever see a temporary Tax or a public entity able to balance its budget without claiming the “sky is falling” and repeatedly coming back to the public Tax trough.

They claim there is truly a dire need - of course there is. The “needs” are always dire, public safety, crime prevention, fire protection, deteriorating roads and bridges, earthquakes, public buildings, etc. etc. Clearly, no argument there!

However, where does the money really go? This area’s major newspaper recently reported the highest salaries in the County as going to public health administrators and the so-called non profits.

Curb runaway spending - Vote No! on Measure AA

Rebuttal to Argument Against Measure AA

Mr. Mix is a well-known anti-tax activist who regularly writes arguments against ballot measures regardless of the issue or merits. Measure AA has broad support of Alameda County emergency providers, including firefighters, doctors, nurses, and healthcare professionals.

Here are the facts:

Measure AA does not raise tax rates. Measure AA merely reauthorizes the county's ½¢ sales tax to support Alameda County's emergency medical services and other essential healthcare programs.

Measure AA provides a healthcare safety net for all Alameda County residents. Over 400,000 people in Alameda County are now served by Measure AA funded clinics and hospitals, and thousands more are on waiting lists. Without ongoing funding from Measure AA, these clinics are at risk of closure.

Measure AA will ensure that victims of heart attacks and strokes will receive emergency care; people suffering from car and other accidents will receive prompt care; children born with serious medical conditions will receive treatment to help them live normal lives; psychiatric/mental health patients will obtain treatment; seniors will continue to receive home care assistance.

This June voters have a clear choice. We can allow our healthcare system in Alameda County to unravel to a point where only the wealthy have access to healthcare. Or, we can continue our community's proud tradition of providing quality healthcare services to all.

Measure AA requires an independent Oversight Committee to ensure that funds are well-spent. You can read the committee's report at:

www.acgov.org/health/indigent/measureA.htm

Measure AA will preserve essential health care services and the safety net of hospitals and clinics that deliver healthcare to all residents.

Please vote Yes.

Phone Bank Packet Materials



VOTER CONTACT PACKET

PHONE BANK

ALAMEDA COUNTY- MEASURE AA

ELECTION DAY: TUESDAY JUNE 3, 2014

- MEASURE AA- OVERVIEW
- MEASURE AA- FREQUENTLY ASKED QUESTIONS
- PHONE BANK VOTER CONTACT INSTRUCTIONS
- CALL FIRE INSTRUCTIONS
- PHONE BANK SCRIPT

OVERVIEW OF MEASURE AA

In 2003, Supervisor Nate Miley, along with the County's Health Director, convened a small group of healthcare professionals and advocates to find a solution to the troubling healthcare issues in Alameda County.

At the time, the Alameda County Medical Center was facing a \$50 million deficit, was forced to lay off 100 employees, and close two of its major clinics. Facing severe uncertainty and threatened with more cuts, the small group drafted the Essential Healthcare Services Act - Measure A.

Measure A was a 15-year half-cent sales tax to fund public hospitals and clinics, and provide healthcare for indigent, low income, and uninsured children, families, and individuals in Alameda County.

A vigorous campaign was conducted and Measure A passed with over 70% support.

Since its passage in 2004, Measure A has allowed Alameda County to create a healthcare safety net that has provided security to many Alameda County residents; Measure A has funded new clinics and programs in all geographic areas of Alameda County.

With many changes in healthcare across the Country and State, there are many uncertainties. One fact remains, Measure A and all that it funds are essential to Alameda County and its residents. After careful consideration the Alameda County Board of Supervisors unanimously voted to place the extension of Measure A – Measure AA – on the June 3rd ballot.

Measure AA is an extension of the current half-cent sales tax, it is not a tax increase and continues the same steady funding for healthcare that Alameda County residents have depended on.

Measure AA will help maintain or keep open:

- Trauma and emergency services throughout Alameda County
- Pediatric emergency services at Children's Hospital
- Essential primary care, preventative care and mental health services
- Basic primary care for underprivileged and uninsured children and families
- Retain qualified and experienced nurses and healthcare professionals
- Pre-natal and family planning services to low-income women
- Local hospitals and clinics

You can get more information about Measure AA at www.YesOnAA.com or by visiting www.acgov.org/health/indigent/measureA.htm to learn more about the original Measure A.

The last day to register to vote in this election is May 19, 2014 Election

Day is Tuesday, June 3, 2014

For any questions regarding ballots, direct the voter to the Alameda Co. Registrar of Voters at www.acgov.org or call (510) 272-6933

FREQUENTLY ASKED QUESTIONS

What is Measure AA?

Measure AA provides a health care safety net for residents of Alameda County—trauma and emergency medical services, primary and preventive care, mental health and public health services, school-based clinics for our children and support services for our seniors. Measure AA has been called the most important local healthcare measure in the State.

Will Measure AA increase taxes?

NO. Measure AA does not increase tax rates. Measure AA merely reauthorizes and extends Alameda County's existing 1/2-cent sales tax.

Who benefits from Measure AA?

All Alameda County residents. Without Measure AA, county clinics serving over 400,000 low-income children and families will be at-risk of closure; trauma and emergency services throughout the county will be reduced; psychiatric and mental health services will be cut. Passage of Measure AA will ensure that all Alameda County residents have access to quality healthcare.

What does Measure AA fund?

- Trauma and emergency services at Alameda Hospital, Highland Hospital in Oakland, Eden Medical Center in Castro Valley, San Leandro Hospital, St. Rose Hospital in Hayward and John George Psychiatric Hospital in San Leandro
- Pediatric services at Children's Hospital and geriatric care at San Leandro Hospital
- Primary and preventive care at the Over 60 Clinic in Berkeley, Asian Health Services in Oakland, Axis Community Health in Pleasanton, Silva Pediatric Clinic in Hayward, Newark Wellness Center, and Tri-City Health Center in Fremont
- A dozen school-based clinics including Encinal High School in the City of Alameda, Berkeley High School, Oakland's McClymond High School, Tennyson High School in Hayward, and Logan High in Union City
- Community-based programs at Center for Independent Living, La Clinica de la Raza, Lincoln Child Center, and Senior Support Program of the Tri-Valley
- Pre-natal care and well-baby visits, family planning and counseling services
- HIV/AIDS education and prevention, crisis support programs
- Asthma, diabetes and hypertension programs to manage these and other chronic illnesses
- Dermatology and dental care, ophthalmology and rehabilitation services, psychiatric and orthopedic care
- Training programs for EMT and other health professionals

Where can I learn more about Measure AA and the campaign?

Please visit our website www.YesOnAA.com, email us at Info@YesOnAA.com, call with questions **510-488-4655**, and follow us on Twitter [@YesOnAA](https://twitter.com/YesOnAA).

PHONE BANK VOTER CONTACT INSTRUCTIONS

Goal: To inform voters of the importance of Measure AA and persuade them to vote YES.

You are going to be contacting a special target of voters living in Oakland and Berkeley to gain their support for Measure AA, the half-cent sales tax for healthcare on the June 3rd ballot. The quality of your conversations and the accuracy of your reporting are essential to our electoral success.

Our objective is to provide information about Measure AA and to identify which voters **support** AA, which voters **oppose** AA, and which are still **undecided**. These are not meant to be lengthy conversations. However, we do want each voter to feel as though they receive some quality information about Measure AA. You will need to strike this balance with each conversation. Please follow these important instructions.

Before making your calls, quickly review this packet, especially the *Overview on Measure AA and Frequently Asked Questions*. You do not need to be an expert on Measure AA, but you do need to be familiar enough with it to provide clear information and to answer basic questions.

Use the *Voter Contact Script* to guide your conversation with voters - don't read the script verbatim. Strive for genuine conversations. Clearly convey the message in the script with each conversation.

Response Codes

- If the voter indicates they will support Measure AA, circle "YES" for yes.
- If the voter indicates they will not support Measure AA, circle "NO" for no.
- If the voter indicates they are undecided about Measure AA, circle "UND" for undecided.
- If the voter will not talk to you or hangs up, circle "REF" for refused.
- If this is not the correct address/phone number for the voter, circle "W#" for wrong number.
- If the voter is no longer living, circle "DEC" for deceased.
- If the voter is not home or unavailable, circle "NH" for Not Home.
- If the voter indicates they've already voted, circle "VOTED".

IMPORTANT: Be *extremely* precise in making identification marks on your screen. If there is any doubt or question in your mind, mark "UND" for "Undecided."

If a voter asks you a question that you cannot answer, **DON'T GUESS**; refer him or her to the phone bank captain, take a message for someone to call back, or direct the voter to the campaign website www.YesOnAA.com.

****If you receive an Answering Machine, please hit the "Smart Drop" button, mark a Response Code as "NH" and then move on to "Next Call"**

Remember, prior to making telephone calls; you should quickly review the *Overview of Measure AA and the Frequently Asked Questions*.

HAVE FUN! You are communicating an important message to your community. Enjoy yourself and have a good time.

Call Fire Instructions

Call Fire is an automated dialing system that enables our outreach to be much more efficient than manual dialing lists. Call Fire requires a phone, Internet access and a computer/laptop.

IMPORTANT: Before Logging On, please be sure you are comfortable with our messaging of Measure AA and your script. Then, begin to follow the instructions below to log on:

1. Go to: www.CallFire.com
2. Select: AGENTS
3. Begin to follow the prompt

The image shows a screenshot of the CallFire 'Agents - Get Started' registration form. The form is titled 'Agents - Get Started' and features the CallFire logo. Below the logo, it says 'Grab your phone! Lets get started.' and provides instructions: 'To start your session, you will receive a phone call. Please pickup & don't hangup your phone until you want to stop taking calls.' The form contains several input fields: 'Campaign Name or ID' (with a dropdown menu), 'Your Phone Number' (with an example 'Ex: 2132212289x1'), 'Campaign Passcode', 'Your Email Address' (with an example 'your@emailaddress.com'), 'Hold Music' (with a dropdown menu), and a 'Newsletter' checkbox with a 'learn more' link. A 'Next' button is located at the bottom right of the form. Several callout boxes with arrows point to specific fields: 'Campaign Name: Measure AA' points to the Campaign Name or ID dropdown; 'The phone number you will be calling with.' points to the Your Phone Number field; 'Password: healthcare' points to the Campaign Passcode field; 'Your personal email' points to the Your Email Address field; 'Select a music genre to listen to while the system dials.' points to the Hold Music dropdown; and 'Once all the fields are correct, please press NEXT' points to the Next button.

Agents - Get Started

CallFire

Grab your phone! Lets get started.

To start your session, you will receive a phone call. Please pickup & don't hangup your phone until you want to stop taking calls.

Campaign Name or ID: Campaign Name or ID

Your Phone Number: Ex: 2132212289x1

Campaign Passcode:

Your Email Address: your@emailaddress.com

Hold Music: Select Music

Newsletter Subscribe to our newsletter. [learn more](#)

Next

Campaign Name: Measure AA

The phone number you will be calling with.

Password: healthcare

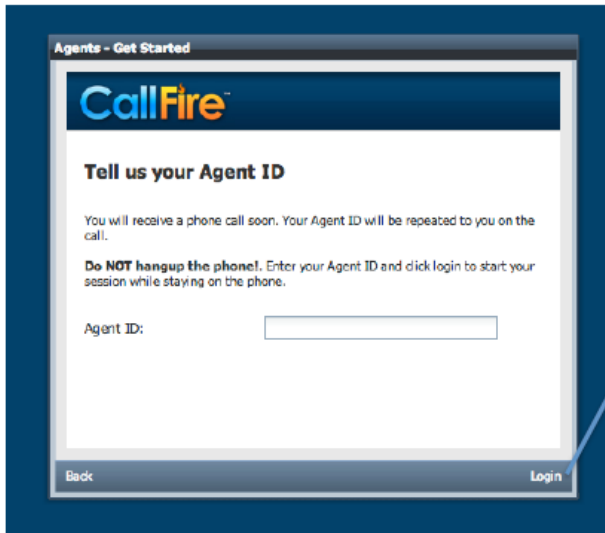
Your personal email

Select a music genre to listen to while the system dials.

Once all the fields are correct, please press NEXT

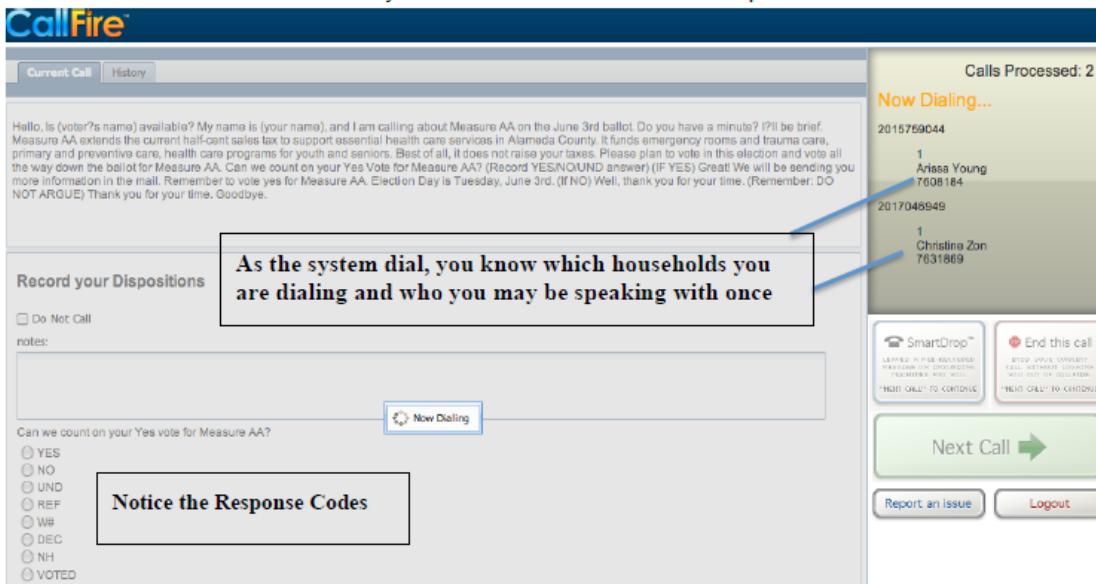
IMPORTANT: Once you select NEXT, the system is going to call your phone, follow the next steps:

1. Answer the phone and follow the prompts the operator gives you.
 - a. Press #
 - b. Enter your AGENT ID (the operator on the phone will give you a number) onto the computer.



c. Then select LOG IN
(Once you select LOG IN
you will be **making live**
calls to voters, be sure
you are prepared)

Your screen will look like this while you wait for a voter to answer the phone:



As the system dial, you know which households you are dialing and who you may be speaking with once

Notice the Response Codes

Once a voter has answered the phone, your screen will look like this:

The screenshot shows the CallFire interface. At the top left is the CallFire logo. Below it are tabs for 'Current Call' and 'History'. The main area contains a script for a voter outreach call. A box highlights the text: "Your script is available at all times." Below the script is a section for recording dispositions, including a 'Do Not Call' checkbox and a 'notes' field. A box highlights the text: "After you've had a conversation or connected with a voter. 1. Hit the 'End this Call' button 2. Enter a Response Code 3. Hit the 'Next Call' button". Below this is a list of response codes: YES, NO, UND, REF, W#, DEC, NH, and VOTED. A box highlights the text: "Notice the Response Codes". On the right side, there is a sidebar with 'Calls Processed: 2' and a list of calls, including one for Christine Zon. At the bottom of the sidebar are buttons for 'SmartDrop', 'End this call', 'Next Call', 'Report an issue', and 'Logout'. A box at the bottom center highlights the text: "If you get an answering machine: 1. Hit the blue 'Smart Drop' button 2. Hit 'NH' on your Response Code 3. Hit 'Next Call'".

Your script is available at all times.

After you've had a conversation or connected with a voter.
1. Hit the "End this Call" button
2. Enter a Response Code
3. Hit the "Next Call" button

Notice the Response Codes

If you get an answering machine:
1. Hit the blue "Smart Drop" button
2. Hit "NH" on your Response Code
3. Hit "Next Call"

PHONE BANKING SCRIPT ALAMEDA COUNTY-MEASURE AA

Today's Goal: To identify supporters of Measure AA, for healthcare on the June 3rd ballot.

Strategy: Contact as many voters (who are not likely to vote) as possible to provide information about Measure AA. Answer questions directly and concisely.

Hello, Is **(voter's name)** available?

My name is **(your name)**, and I am calling about Measure AA on the June 3rd ballot.

Do you have a minute? I'll be brief.

Measure AA extends the current half-cent sales tax to support essential health care services in Alameda County. It funds emergency rooms and trauma care, primary and preventive care, health care programs for youth and seniors. Best of all, it does not raise your taxes.

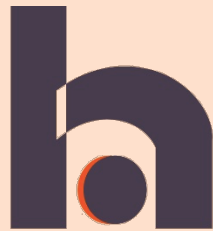
Please plan to vote in this election and cote all the way down the ballot for Measure AA.

Can we count on your Yes Vote for Measure AA? (Record YES/NO/UND answer)

(IF YES) Great! We will be sending you more information in the mail. Remember to vote yes for Measure AA. Election Day is Tuesday, June 3rd.

(If NO) Well, thank you for your time. (Remember: **DO NOT ARGUE**)

Thank you for your time. Bye.



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