



Campaign Plans

State Transportation Plans

	 MISSOURI BICYCLE AND PEDESTRIAN FEDERATION Missouri Foundation for Biking & Walking	 Bicycle Coalition of Greater Philadelphia
CAMPAIGN What was your campaign?	Bike, ped, and trails needs fully integrated into and prioritized in any proposed new statewide transportation funding source; use the opportunity to re-boot MoDOT, regional planning partner, & municipal bike/ped policies & priorities.	Participate in a coalition to secure a strong and adequately funded state transportation bill and ensure that biking and walking components are included in the bill.
CAMPAIGN GOALS What were your short-, medium-, and long-term goals? What are the campaign goals (e.g. policy change) vs. organizational goals (e.g. build membership)?	<ul style="list-style-type: none"> • Short-term: Create a coalition of allied bicycle, pedestrian, transit, health, livability, and similar groups who will work together for the active transportation emphasis in Missouri. • Medium-term: Use the new funding proposal to overhaul MoDOT's long range plans, priorities, policies, and project list for the \$8 billion in proposed funding so that bike, ped, and trails are fully integrated. • Long-term: Fully integrate biking, walking, and trails into Missouri's transportation funding, policy, and priorities at every level of government. • Organizational: Use the opportunity of momentous change and the many organizations involved in the funding numbers to build enthusiasm among members and donors for our advocacy work. Build the organizations' membership, donors, and financial support to add staff and outreach capacity. 	<ul style="list-style-type: none"> • Short-term: Ensure that transportation bills moving through Senate and House had strong bike/ped language that would ensure funding and include strong policy goals. • Medium-term: Get a good transportation bill signed by Pennsylvania Governor Corbett. • Long-term: Improve accommodation of bike/ped issues by PennDOT and ensure state funding is spent on bike/ped facilities and programs. • Organizational: Increase membership.
ASSESS YOUR RESOURCES What did you see as your organizations' strengths and weaknesses (internal), opportunities and threats (external) entering the campaign?	<ul style="list-style-type: none"> • Strengths: Good relationships built with MoDOT leadership, statewide transportation establishment, legislature; lobbyist. • Weaknesses: Difficulty in coordinating goals and aims of various groups in the proposed coalition; widely different outlooks of urban, rural, statewide bike, ped & transit groups regarding the proposed funding source. Little capacity, staff time for coordination, outreach, and the major campaign. • Opportunities: Large health funders and other sources may see this opportunity as large enough to start funding statewide advocacy, outreach, and coordination among disparate groups. <p><i>Continued on the next page >></i></p>	<ul style="list-style-type: none"> • Strengths: We have a constituency that cares about transportation and bike/ped issues and were able to form strong coalitions with health organizations. • Weaknesses: We represent a region of Pennsylvania that does not have much clout in the state capital. • Opportunities: By playing a strong grassroots role with the Keystone Transportation Funding Coalition, we increased our visibility and credibility with PennDOT and other transportation sectors. • Threats: House GOP is extremely hostile to any transportation needs other than highways and bridges. • Funding sources: Membership.

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<p>ASSESS YOUR RESOURCES</p> <p><i>Continued...</i></p>	<ul style="list-style-type: none"> • Threats: Disorganization and disagreement on main goals may fracture the coalition and lead to ineffectiveness rather than coordination and the result advocacy power. • Funding sources: State health organizations, bike/ped planning design & engineering firms, our existing network of members & donors. 	
<p>POWER MAPPING</p> <p><i>Who can actually make the decision to implement change? Primary targets (specific people) are the decision makers. Secondary targets have influence on the primary target. Public audiences (allies) are groups of people who have influence on secondary or primary targets. How did you determine exactly where and how you should focus your strategy and outreach?</i></p>	<ul style="list-style-type: none"> • Primary: MoDOT Director • Secondary: MoDOT leadership; MPO and RPC leadership; state legislative leaders in transportation and sponsors of the funding bill; main city leaders; governor; heads of state agencies (Health, Economic Development, Parks, etc); leaders of parallel advocacy organizations - transit, health, environment, municipal league; leaders and main funders of the effort to create the new funding source; main construction, engineering, planning & design firms in the state; Chamber of Commerce; business leaders. • Public: People in various MoDOT, MPO, & RPC districts attending MoDOT outreach meetings, constituents in districts of key legislative leaders • Strategy: Be seen as a leader in the effort to educate the public about the issues, the MoDOT planning outreach, and the proposed solutions. Continue to develop good relationships with key decision makers and make sure that key bike, ped, transit, and other related groups have a seat at the table wherever decisions are made. 	<ul style="list-style-type: none"> • Primary: House & Senate leadership • Secondary: Governor • Public: health organizations (Mission Readiness, American Heart Association) and other local advocacy organizations; bike clubs in Central PA; Keystone Transportation Funding Coalition. • Strategy: Demonstrate strong support for transportation bill among unusual champions (health advocates, bike/ped advocates) throughout state.
<p>FRAMING YOUR MESSAGE</p> <p><i>Effective communication depends on the message as well as the medium. Hook -> Identify the problem -> Formulate a solution -> Illustrate how to implement the solution.</i></p>	<ul style="list-style-type: none"> • Hook: Missourians bike and walk less than half the national average - Missouri is currently 42nd in the United States in the amount of bicycle commuting. • Problem: The primary reason? Over the past century, Missouri has been prohibited by the state constitution from spending any state transportation dollars on biking, walking, or transit. • Solution: MoDOT currently faces a major funding crisis and the proposed solution to that crisis presents the opportunity of a lifetime to amend the Missouri Constitution and fully integrate biking, walking, and transit into Missouri transportation funding for the first time in history. • How to implement: That proposal will come before voters in November 2014. In the meantime, we need to ensure that MoDOT and its 28 transportation planning partners across Missouri implement thorough reforms to completely integrate bicycling, walking, trails, and transit into our transportation plans, priorities, and project lists. 	<ul style="list-style-type: none"> • Hook: The key to reducing obesity and increasing safety is to fund the transportation bill. • Problem: PA has a \$3.5 billion annual transportation funding gap. The cost of fixing the transportation system grows by about \$1 million every day. • Solution/ How to implement: Formalize our coalition with health organizations (who formed a campaign called Walk and Ride PA) and work together to pass a bill that embodies the recommendations of the PA Transportation Funding Advisory Commission and the Keystone Transportation Funding Coalition.

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<p>TACTICS & TIMELINE</p> <p><i>What tactics and activities did your organization carry out for this campaign?</i></p>	<ul style="list-style-type: none"> • Work to create umbrella organizations, statements of unity among organizations, and share info and progress among various involved organizations. • Promote participation in MoDOT outreach sessions that will set it long-range plan, policies, and project lists for the new funding. • Work with the major players to pass the new funding plan to get bike, ped and transit organizations at seat at the table among these decision makers. • Coordinate responses to MoDOT plans and policies and lists of priorities for MoDOT to change as part of this process; share these with MoDOT staff and departments and work for their adoption. • Work to ensure that MoDOT regional transportation planning partners (MPOs & RPCs) incorporate biking, walking, and transit representation and include bike/ped/transit projects as appropriate for their areas. • Work for policy change in MPOs & RPCs, including adoption of bike, ped, and trails plans and Complete Streets policies. 	<ul style="list-style-type: none"> • District and Harrisburg visits to members of the House and Senate in southeast Pennsylvania along with other members of the Keystone Transportation Funding Coalition. • Planted questions about bike/ped funding with legislative staff to ask PennDOT at public meetings. • Submitted legislative language to Senate and House staff. • Sent out multiple email alerts to members of the Bicycle Coalition, PA Walks and Bikes, League of American Bicyclists, Bikes Belong, and the Alliance for Biking and Walking, which generated thousands of emails to legislative members. • Generated multiple letters to the editors of various media outlets and positive news stories.
<p>RESULTS</p> <p><i>What were your campaign wins?</i></p>	<ul style="list-style-type: none"> • Initial petition for MO transportation funding included biking, walking, transit on an equal basis with all other transportation options. • Some good cooperation and coordination among various interested and allied groups; reversal of position and full embrace of multi-modalism, biking, walking, and transit by key groups like the Missouri Chamber of Commerce. • MoDOT's new long-range plan is a bold new direction for the agency, for the first time ever giving strong emphasis to the idea of creating a single interconnected, multi-modal transportation system. • MoDOT leadership, including the MoDOT Director, has strongly voiced their support for this new multi-modal direction and the agency's support for biking, walking, and transit. • MoDOT has already changed numerous policies and procedures, has identified thousands of needed bike/ped projects in its long-range plan, and has included all of our proposed ideas for policy change in the public input section of the plan 	<ul style="list-style-type: none"> • Senate Bill passed a bill in April 2013 that had strong policy language on bike/ped and included bike/ped in the multi-modal section of the bill with a guaranteed floor funding of \$2 million. Our advocacy with key Senators was directly responsible for this success. • In June 2013, the House was unable to bring a bill to the floor for a vote due to partisan and urban/rural politics. • In the fall, after two failed votes, on November 21st, the House approved a \$2.3 billion bill that retained all of the bike/ped elements that were in the Senate bill. Specifically, the bill: <ul style="list-style-type: none"> • Creates a multi-modal fund that grows from \$30 to \$144 million over a 5-year period, to which bike/ped projects can apply for funding; • Sets an annual minimum of \$2 million of that fund to be spent on bike/ped facilities; • Makes it easier to use state transportation money for pedestrian safety projects, streetscaping and lighting; • Explicitly states that Pennsylvania's comprehensive transportation system includes Pennsylvania's "numerous bicycle and pedestrian facilities," which will make bike/ped projects more competitive for highway funds.

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<p>RESULTS <i>Continued...</i></p>		<ul style="list-style-type: none"> • Governor Corbett signed the bill on November 25th. Please note the bike pins distributed around the crowd!
<p>Lessons for Other Advocates</p>	<ul style="list-style-type: none"> • You will need far more time and capacity than you imagine to build such a broad coalition. Building broad-based coalitions is harder than you imagine and you will encounter more resistance (and for unusual reasons you would never expect) than you anticipate. • Working to draft broad statements of agreement with this other organizations is productive because it helps both you and them identify areas of agreement and priority. • These very large transportation funding initiatives—which are sweeping through many states right now—are huge opportunities to work for policy change in support of our mission and vision. The entire combined budgets of our organization and all of our allied bike, ped, and transit organizations around the state are not nearly enough to have an effect on the popular vote on a statewide initiative petition proposal. But our capacity is more than enough to work for some really sweeping policy changes based on the millions of dollars that others are raising in order to raise some billions in tax revenue. • We have been able to build the best relationships ever with our state DOT leadership, legislative leadership in the transportation field, and Missouri’s transportation establishment. They are looking for friends in this effort, and when the effort is a multi-billion dollar tax increase friends are not that easy to find. Groups like ours that are actively interested in building and maintaining a health state transportation system are not that common and if you actively take part in the process—for instance as we did in encouraging people to attend MoDOT’s public outreach meetings as it created the plan for spending the new funding—your organization starts to stand out as a key friend and ally of the state DOT and its partners. <p>Total Win: TBD (up to \$80 million per year)</p>	<ul style="list-style-type: none"> • Working with the health advocacy community was critically important. • Also working within the mainstream transportation community and bringing a “green” hue to the broader transportation coalition was advantageous to improving our credibility and influence with both legislators and PennDOT. • Working on a specific campaign also allowed us to deepen our relationships with bicycle and walking advocacy groups throughout the state to forge a stronger coalition. <p>Total Win: \$2 million per year for biking and walking projects</p>
<p>FOR MORE INFORMATION</p>	<ul style="list-style-type: none"> • Website: www.mobikefed.org • Facebook: www.facebook.com/pages/Missouri-Bicycle-Pedestrian-Federation/86068453939 • Twitter: @mobikefed 	<ul style="list-style-type: none"> • Website: www.BicycleCoalition.org • Facebook: www.facebook.com/bicycle.coalition • Twitter: @BCGP