

## Developing a Successful Funding Campaign

	<i>Example I: Bike Delaware</i>	<i>Example II: Active Transportation Alliance (Chicago)</i>	<i>Example III: Idaho Pedestrian &amp; Bicycle Alliance</i>	<i>Example IV: New Jersey Bike &amp; Walk Coalition</i>
<p><b>CAMPAIGN SELECTION</b> <b>What are the factors of a successful campaign?</b> The best campaigners not only win, but also build their organization and movement for bigger victories later.</p>	<p>Under MAP-21, the Highway Safety Improvement Program (HSIP) increased 88%. Our campaign is to open this program for bike/ped projects in Delaware by putting an NGO bike/ped advocate on the internal DelDOT committee that programs HSIP funds.</p>	<p>1) Fund the bike station at Millennium Park through CMAQ; and 2) Change the CMAQ application process so that Bike/Ped projects compete against each other only and not against <i>all</i> transportation projects <i>Easiest way to fight once the process is underway is to get a few projects funded</i></p>	<p>To fully fund the TA program in the state of Idaho under MAP-21 for FY2014</p>	<p>MAP-21 cuts federal bike/ped funding in New Jersey by 30%</p> <p>Campaign: Restore dedicated bicycle and pedestrian funding to 2012 levels</p>
<p><b>CAMPAIGN GOALS:</b> <b>What do we want to achieve?</b> What are the long-term, medium-term, and short-term goals? What are the campaign goals (e.g. policy change) vs. organizational goals (e.g. build membership)? Winning campaigns have clear, measurable goals for your issue <i>and</i> your organization.</p>	<ul style="list-style-type: none"> <li>• <b>Short-term:</b> Understand the new funding process under MAP-21; Get to know the HSIP Committee members</li> <li>• <b>Medium-term:</b> NGO bike/ped advocate is appointed to the HSIP Committee</li> <li>• <b>Long-term:</b> 16% of HSIP dollars fund biking and walking safety projects; bike/ ped traffic fatalities decrease in Delaware</li> <li>• <b>Organization:</b> Build staff capacity; Become a recognized state authority on bike-ped routes and federal funding</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Short-term:</b> Research funding sources; Explore bike-friendly best practices (e.g. “Apples to Apples”, several b/p subcategories, decent quantitative process, relative benefits across project categories), Discover who recommends and evaluates projects</li> <li>• <b>Medium-term:</b> Win money for first project (bike station at Millennium Park)</li> <li>• <b>Long-term:</b> Change CMAQ process (5-year)</li> <li>• <b>Organization:</b> Build upon advocacy successes</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Short-term:</b> Rally our members, supporters, Idaho town Mayors &amp; stakeholders to tell ITD they want transportation choices.</li> <li>• <b>Medium-term:</b> Change ITD’s board discussion from a car-centric focus to include non-motorized transportation options.</li> <li>• <b>Long-term:</b> Secure \$1.7M+ in T.A. funds for Idaho, and for funds to be used for bike/ped projects as much as possible.</li> <li>• <b>Organization:</b> Build membership and supporters. Build network of stakeholders and bike/ped organizations statewide.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Short-term:</b> Don’t opt out of Recreational Trails funds; Fully spend remaining funds from Transportation Enhancements, SRTS and Rec Trails programs</li> <li>• <b>Medium-term:</b> Fully fund, staff and implement the new Transportation Alternatives Program</li> <li>• <b>Long-term:</b> Fully maximize the state’s investments to include bike &amp; ped in all transportation projects that receive federal funding</li> <li>• <b>Organization:</b> Build staff capacity</li> </ul>

<p><b>ASSESS YOUR RESOURCES: What do we have and what do we need?</b>          What are your strengths, weaknesses, opportunities and threats? What are your fundraising strategies?</p>	<ul style="list-style-type: none"> <li>• <b>S:</b> ED’s knowledge of state and federal funding process; Committed Board; Relationships with HSIP Committee members</li> <li>• <b>W:</b> New organization with small budget and staff</li> <li>• <b>O:</b> Appointment of a new HSIP committee chair; new federal transportation legislation language for HSIP; Bike-friendly Governor; Relationships with DOT; Passed a non-binding resolution that called on the state to invest strategically in walkway and bikeway networks and to find new sources of money than TE (<i>Walkable, Bikeable Delaware</i> passed May 2011)</li> <li>• <b>T:</b> No precedent in spending HSIP on bike-ped</li> </ul>	<ul style="list-style-type: none"> <li>• <b>S:</b> Strong organization with a long history; Coalitions in the community</li> <li>• <b>W:</b> Unfamiliar with the funding sources</li> <li>• <b>O:</b> No one else is familiar with the funding sources (can become the expert); Retained policies due to public support; Bike/Ped Advisory Committee has a new role in CMAQ process; Latent demand; City wants Millennium Park and Lake Front development; Rescissions (multi-year programming and avoid large unobligated balances)</li> <li>• <b>T:</b> Unfavorable methodology supported by politics and professional judgment; Not straight-forward technical analysis</li> </ul>	<ul style="list-style-type: none"> <li>• <b>S:</b> Advocacy Advance Grant money. Board with statewide connections. Membership support. Small communities wanted us to win and see local change. CVI partnership w/Leg. Influence.</li> <li>• <b>W:</b> One half-time staff person w/limited time.</li> <li>• <b>O:</b> Money! A viable network of advocates was beginning to take shape. New board member with excellent connections throughout rural Idaho communities.</li> <li>• <b>T:</b> Possibly time and weather. A strong car-centric mentality that permeates our ITD.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>S:</b> NJBWC identified as state campaign leader</li> <li>• <b>W:</b> Only one part-time staff</li> <li>• <b>O:</b> Partners in-state (New Jersey Future, Tri-State Transportation Campaign); national partners (Advocacy Advance’s Navigating MAP-21 Campaign, SRTS)</li> <li>• <b>T:</b> Federal bill cuts funding for b/p. Funding must be transferred in from other programs to meet campaign ask.</li> </ul>
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<p><b>POWER MAPPING</b>  <b>Who can actually make the decision to implement change?</b>          Primary targets (specific people) are the decision makers. Secondary targets (specific people) have influence on the primary target. Public audiences are groups of people who have influence on secondary or primary targets. They can be your potential / active allies.          Determine <i>exactly where and how</i> you should focus your strategy and outreach.</p>	<p>“<i>Goldilocks strategy</i>”</p> <ul style="list-style-type: none"> <li>• <b>Primary:</b> New Assistant Director for Traffic; Chair of HSIP Committee</li> <li>• <b>Secondary:</b> DelDOT Chief Engineer; Senator Udall’s staffer</li> <li>• <b>Public / Allies:</b> Safety stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Primary:</b> Applications are evaluated by a 6-person committee (IDOT, City, Council of Mayors, County); identify the 2 <i>real</i> decision-makers</li> <li>• <b>Secondary:</b> Bike/Ped Advisory Committee recommends projects but doesn’t evaluate them; EPA researchers; DOT Agency Staff; Park Departments; Chicago Metropolitan Agency for Planning</li> <li>• <b>Public / Allies:</b> Local Coalition (including CLBF)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Primary:</b> ITD Board of Directors (7 individuals)</li> <li>• <b>Secondary:</b> Mayors, State Legislators, Association of Idaho Cities, Community Development Dirs, Ped/Bike Advisory Committees, etc.</li> <li>• <b>Public:</b> Advocates, concerned citizens, city employees, previous TE grant writers and city workers familiar with TE project success.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Primary:</b> Governor (don’t opt out of recreational trails); DOT Commissioner</li> <li>• <b>Secondary:</b> Awards and Obligations committee; DOT directors who control CMAQ, STP, HSIP and TAP funds</li> <li>• <b>Public / allies:</b> MPO agency staff; local advocacy groups and townships to identify priorities; partner organizations</li> </ul>
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<p><b>FRAMING YOUR MESSAGE:</b>  <b>What do our audiences need to hear?</b>          Effective communication depends on the message as well as the medium. Hook -&gt; Identify the problem -&gt; Formulate a solution -&gt; Illustrate how to implement the solution.</p>	<ul style="list-style-type: none"> <li>•<b>Hook:</b> 16% of traffic fatalities in Delaware are pedestrian and bicycle users.</li> <li>•<b>Problem:</b> There are no safe connections in and between communities in Delaware but Delaware has available safety dollars that are not being spent on biking and walking safety projects.</li> <li>•<b>Solution:</b> Improve biking and walking trail, road and intersection safety by spending 16% of HSIP dollars on bicycle and pedestrian safety projects.</li> <li>•<b>How to implement the solution:</b> Get the HSIP Committee to use federal HSIP funds for biking and walking safety projects.</li> </ul>	<ul style="list-style-type: none"> <li>•<b>Hook:</b> Federal CMAQ funds are awarded through unfavorable methodologies.</li> <li>•<b>Problem:</b> False assumptions are being made about the causes and alleviation of air-quality.</li> <li>•<b>Solution:</b> Shifting trips to bike-ped has long term advantages to air quality.</li> <li>•<b>How to implement the solution:</b> By funding a bike station at Millenium Park with CMAQ money and changing the application rating system, more federal money can be spent on local bike-ped projects.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hook:</b> Idaho had not received TE funds since 2009, thus many projects hadn't been funded .</li> <li>• <b>Problem:</b> It was very probable that TA funds would go to roads &amp; bridges, rather than bike/ped improvements under MAP-21.</li> <li>• <b>Solution:</b> Restore dedicated bicycle and pedestrian funding to maximum allowed in MAP-21.</li> <li>• <b>How to Implement solution:</b> Persuaded ITD board members through local community voices. Demonstrated the need for funding with a large number of unfunded projects.</li> </ul>	<ul style="list-style-type: none"> <li>•<b>Hook:</b> NJ is receiving 30% less federal dollars in 2013 to fund our state's important bicycle and pedestrian projects.</li> <li>•<b>Problem:</b> The new federal transportation bill, MAP-21, reduces the amount of "dedicated" funding for biking and walking projects and allows the state to transfer money out of the already reduced program.</li> <li>•<b>Solution:</b> Restore dedicated bicycle and pedestrian funding to 2012 levels.</li> <li>•<b>How to implement the solution:</b> Fund bicycle and pedestrian projects in NJ with federal programs where b/p are eligible, such as CMAQ, HSIP and STP.</li> </ul>
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<p><b>TACTICS &amp; TIMELINE:</b> <b>How can we get our targets to hear our message?</b> Match your strategy and tactic to your target audience. Analyze the right tactics for achieving your goal before brainstorming a “to do” list.</p>	<ul style="list-style-type: none"> <li>• Survey all of the candidates running for election to the Delaware General Assembly and Governor to get as many state legislators as possible on record on the specific issue of funding for b/p; identify champions and potential opponents (Oct 2012)</li> <li>• Learn the decision-making structure and money flow under MAP-21 (Nov 2012)</li> <li>• Get to know the new chief traffic engineer and new HSIP committee chair (Dec 2012)</li> <li>• Get an NGO bike/ped advocate on the HSIP committee (April 2013)</li> <li>• Highlight inequities in past funding decisions and identify projects with highest safety needs (June 2013)</li> <li>• Use HSIP to fund a high-profile b/p safety project (Oct 2013)</li> <li>• Dedicate 16% of HSIP funds for biking and walking safety projects (April 2014)</li> </ul>	<ul style="list-style-type: none"> <li>• Learn about the funding sources and process</li> <li>• Understand how the local CMAQ process really works (official process and role of politics; who the <i>real</i> decision-makers are)</li> <li>• Join the Bike/Ped Advisory Committee</li> <li>• Influence evaluation process so the BP Advisory Committee has a role in evaluating applications</li> <li>• Create a coalition of groups to do technical and political research re. air quality methodologies (make sure accurate methods were used; research and recommend proposed methods; show long-term advantages of shifting trips; make the connection of bicycling projects and efficient land use policies)</li> <li>• Set up meetings with political contacts to share research findings and recommendations</li> <li>• Identify where the money can come from (intersection and van)</li> <li>• Work with EPA to write a letter about the intersection methodology saying it doesn't account for induced demand</li> <li>• Show that the Van Programs don't account for getting to the van pick-up locations</li> <li>• Work with one city and one suburban representative of the 6-person evaluation committee so there are multiple bike-ped funding requests from different constituencies</li> </ul>	<ul style="list-style-type: none"> <li>• Created partnerships to show strength throughout Idaho.</li> <li>• Built a coalition of stakeholders statewide to network beyond our scope, including an organization that works closely with Legislators.</li> <li>• Met with and asked advice from one ITD board member who was “friendly” to our campaign.</li> <li>• Met with ITD staff to get internal buy-in as much as possible.</li> <li>• Demonstrated the need for funds: Traveled out to the communities who received TE funds and understood how biking/walking improvements have bettered their community and voice their concern to their representative.</li> <li>• Asked Legislators to call the representative in their district and voice their constituents' concern.</li> <li>• Timeline: Was continually delayed due to ITD's lack of initiative to vote on TAP which allowed us to continue to build strength and support.</li> </ul> <p><i>In April, 2013, ITD agreed to:</i></p> <ul style="list-style-type: none"> <li>• <i>Support and authorize funding for the TA program as established through MAP-21.</i></li> <li>• <i>Support a variety of local transportation projects by repackaging elements of SRTS, TE, Scenic Byways, and RTP.</i></li> </ul> <p><i>assist local communities in applying for funds and to competitively select projects that will be submitted to the board for approval.</i></p>	<ul style="list-style-type: none"> <li>• Write a sign-on letter to the DOT commissioner and governor, with 68 supporting organizations (Sep 2012; response received Nov 2012)</li> <li>• Meet with DOT commissioner and obtain commitments on all of the campaign asks (Jan 2013)</li> <li>• Monitor obligation of TA funds (currently)</li> </ul> <p><i>In January, 2013, DOT Commissioner agreed to:</i></p> <ul style="list-style-type: none"> <li>• <i>keep the federal funding at 2012 levels (\$25 million dollars for New Jersey)</i></li> <li>• <i>ensure that the 50% state portion (\$8.1 million) remained in bike and pedestrian projects instead of being reallocated elsewhere within the transportation program</i></li> <li>• <i>maintain the Office of Bike and Pedestrian Programs and the Safe Routes to School state office</i></li> <li>• <i>complete the 2012 Safe Routes to School grant awards round and initiate another awards round for 2013</i></li> <li>• <i>all Sandy-related repairs and rebuilds are to adhere to the state's Complete Streets policy</i></li> </ul>
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