

Developing a Successful Funding Campaign

	<i>Example I: Bike Delaware</i>	<i>Example II: Active Transportation Alliance (Chicago)</i>
<p>CAMPAIGN SELECTION What are the factors of a successful campaign? The best campaigners not only win, but also build their organization and movement for bigger victories later.</p>	<p>1) Pass a resolution to spend \$5 million to build multi-use paths for pedestrians and bicycle user travel within and between cities and towns in Delaware; and 2) Maximize new funding by using it as a match for federal CMAQ money</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</p> <p><i>Easiest way to fight once the process is underway is to get a few projects funded</i></p>
<p>CAMPAIGN GOALS: What do we want to achieve? 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"> • Short-term: Understand the funding process and projects in the TIP; Find a project that meets CMAQ criteria • Medium-term: Pass a resolution to provide \$5 million of state funds for bike-ped (1 year); Get first ever CMAQ-funded bike/ped project funded using state matching funds • Long-term: Use \$5 million of state funds as local match for CMAQ funds; spending up to \$20M of CMAQ (plus \$5M local) on bike-ped projects • Organization: Build capacity; FT staff; Become a recognized state authority on bike-ped routes and federal funding 	<ul style="list-style-type: none"> • Short-term: 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 • Medium-term: Win money for first project (bike station at Millennium Park) • Long-term: Change CMAQ process (5-year) • Organization: Build upon advocacy successes



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<p>ASSESS YOUR RESOURCES: What do we have and what do we need? What are your strengths, weaknesses, opportunities and threats? What are your fundraising strategies?</p>	<ul style="list-style-type: none"> • S: ED's knowledge of state and federal funding process; Committed Board • W: New organization with small budget and staff • O: Bike-friendly Governor; Relationships with DOT; Widespread political support for dedicated and strategic investment in walking and biking; Allies in the health community • T: No precedent in spending CMAQ on bike-ped 	<ul style="list-style-type: none"> • S: Strong organization with a long history; Coalitions in the community • W: Unfamiliar with the funding sources • O: 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) • T: Unfavorable methodology supported by politics and professional judgment; Not straight-forward technical analysis
<p>POWER MAPPING Who can actually make the decision to implement change? Primary targets (specific people) are the decision makers. Secondary targets (specific people) have influence on the primary target.</p>	<ul style="list-style-type: none"> • Primary: Governor Jack Markell (passes resolution); Chair of the Air Quality Subcommittee (decides CMAQ projects); Senator Robert Venables (bipartisan); State official who had been given authority over the state bike route money (put up the required local match) • Secondary: Candidates running for election to the Delaware General Assembly; MPO staff • Public / Allies: Advocates in the public health community (Nemours Health and Prevention Services); Voters of the DE General Assembly 	<ul style="list-style-type: none"> • Primary: Applications are evaluated by a 6-person committee (IDOT, City, Council of Mayors, County); identify the 2 <i>real</i> decision-makers • Secondary: Bike/Ped Advisory Committee recommends projects but doesn't evaluate them; EPA researchers; DOT Agency Staff; Park Departments; Chicago Metropolitan Agency for Planning • Public / Allies: Local Coalition (including CLBF)

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<p>FRAMING YOUR MESSAGE: What do our audiences need to hear? Effective communication depends on the message as well as the medium. Hook -> Identify the problem -> Formulate a solution -> Illustrate how to implement the solution.</p>	<ul style="list-style-type: none"> • Hook: Let's make Delaware one of the healthiest active states in the country, where people want to live, work, and visit. • Problem: We need investments to do that. CMAQ dollars are going to projects that do not meet air quality and congestion mitigation goals. • Solution: Dedicate state funds for biking and walking to use as local match for federal CMAQ funds. • How to implement the solution: Pass a resolution in general assembly / Get Gov to put \$5M in state budget / Work with CMAQ Air Quality committee to commit to first ever bike/ped CMAQ project. 	<ul style="list-style-type: none"> • Hook: Federal CMAQ funds are awarded through unfavorable methodologies. • Problem: False assumptions are being made about the causes and alleviation of air-quality. • Solution: Shifting trips to bike-ped has long term advantages to air quality. • How to implement the solution: 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.
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TACTICS & TIMELINE: How can we get our targets to hear our message?

Match your strategy and tactic to your target audience. Analyze the right tactics for achieving your goal before brainstorming a “to do” list.

- Learn to read and analyze a Statewide Transportation Improvement Plan (Jan-Aug 2010)
- Learn the decision-making structure and money flow of your MPO (Jan-Aug 2010)
- Build relationships; work closely with MPO staff to help draft long-range plan (Jan-Aug 2010)
- Survey all of the candidates running for election to the Delaware General Assembly to gauge support for walking and biking (Aug-Sep 2010)
- Create a draft bill that would dedicate funds for bicycle infrastructure (Nov 2010)
- Propose 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 (*Walkable, Bikeable Delaware* passed May 2011)
- Write the CMAQ application (that is passed and becomes written into the TIP): Provide good ideas at staff level and then “move them up the food chain” to get ideas implemented. (Oct-Dec 2011)
- Highlight inequities in past funding decisions (\$8 million for a DMV facility) (Oct-Dec 2011)
- Identify project with highest demand (\$0.5 million for a trail) (Oct-Dec 2011)

- Learn about the funding sources and process
- Understand how the local CMAQ process really works (official process and role of politics; who the *real* decision-makers are)
- Join the Bike/Ped Advisory Committee
- Influence evaluation process so the BP Advisory Committee has a role in evaluating applications
- 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)
- Set up meetings with political contacts to share research findings and recommendations
- Identify where the money can come from (intersection and van)
- Work with EPA to write a letter about the intersection methodology saying it doesn’t account for induced demand
- Show that the Van Programs don’t account for getting to the van pick-up locations
- 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

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