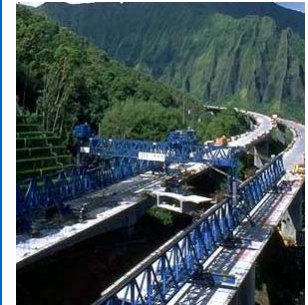


“Making the Case for Transportation Investment and Revenue”

NCHRP 20-24 (62)

**Hal Kassoff
Parsons Brinckerhoff**

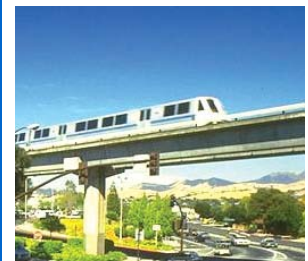
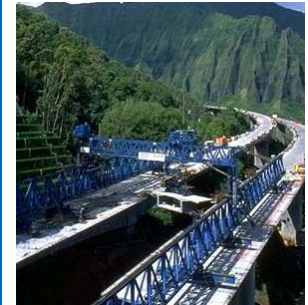
**WASHTO Annual Meeting
Bismarck, ND**



Tools & Strategies – Resonate with Lawmakers & Stakeholders

11 Case Studies

- Federal, State & Local
- Successes and “Less Than . . . ”
- Referenda & Legislation
- Preservation & Expansion
- Bond Issues & Taxes



Case Studies



<u>Description</u>	<u>Unique Factors</u>
CA: \$20B Bond Referendum	Governor's Leadership
AZ: Sales Tax Referendum	MPO & Business Role
MD: Vehicle Fees – Twice	Preservation Focus
MN: Fuel Tax Increase	Overrode Governor's Veto
NYC: Congestion Pricing	1 st US Attempt Cordon Fee
OH: Fuel Tax Increase	Lack of Controversy

Green - Success; Red - Less than success

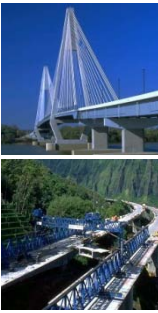
Case Studies



<u>Description</u>	<u>Unique Factors</u>
TX: Trans-Texas Corridors	PPP – Size, Boldness
UT: Taxes & Budget Shifts	Fwys/Rail - Beat Congestion
VA: Series of Attempts	Prior Success-Then Failures
WA: Fuel Tax Increases	Twice for 13.5, Recall Beaten
Fed: Fuel Tax Increases	Politicization, Loss of Will

Green - Success; Red - Less than success, Green/Red - Mixed

Case Studies



- **Personal Visits – Face to Face Interviews**
 - CEOs & Senior Staffs
 - Political & Business Leaders
 - Media & Advocacy Groups
- **Common Themes & Key Differences**
- **Lessons Learned and Essential Elements**

The *Reader-Friendly* Report

Ch. 1 **Essential Guide**

Ch. 2 **Tactical Toolkit**

Ch. 3 **Case Study Summary**

Appndx. **Case Study Details**



The Essential Guide



Are You Ready? *(If not, think again)*

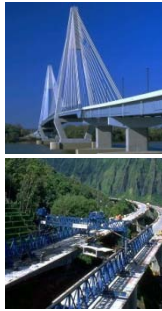
The Essential Guide



Are You Ready? (If not, think again)

- ✓ ***Needs Known?***
- ✓ ***Costs, Benefits, Priorities?***
- ✓ ***Case Built?***
- ✓ ***Weaknesses Addressed?***
- ✓ ***Champion(s) on Board?***
- ✓ ***Governor's Support?***
- ✓ ***Threshold of Acceptance?***
- ✓ ***Opposition Probed?***
- ✓ ***Resources Defined?***
- ✓ ***Winning Strategy?***

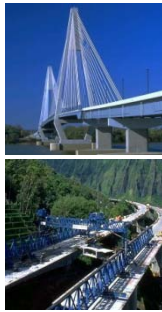
The Essential Guide



Essential Elements

- 1. Validated Needs - Indisputable***
- 2. Credibility - Unassailable***
- 3. Winning Strategy – Virtually Foolproof***

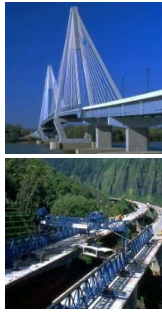
Essential Elements



Validated Needs

- *A Fresh Look at Needs Assessment*
- *From Outside Looking In*
- *Credible*
- *Supportive (Technical Case Must Be Strong)*
- *Well Communicated*

Essential Elements



Credibility

- *Stewardship – Prudent Use of Resources*
- *Ability to Deliver – On Time, Within Budget*
- *Effective Leadership – Respected & Trusted*

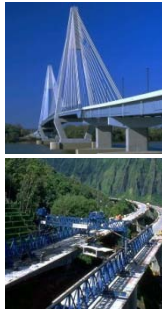
Essential Elements



Winning Strategy

- *How Much? What Sources?*
- *How Used?*
 - ◆ *Performance-based vs. Politically-based?*
 - ◆ *Geographic Balance & Social Equity?*
 - ◆ *Project Specific vs. Programmatic?*
 - ◆ *Preservation vs. Expansion?*
 - ◆ *State vs. Local?*
 - ◆ *Multi-modal?*
- *Stakeholder Coalitions*
- *Compelling & Captivating Message*

The Essential Guide

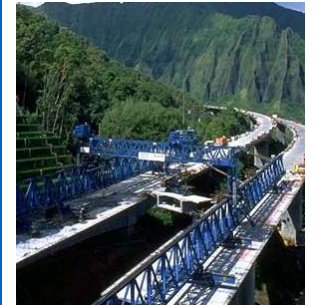


A Few of the Pitfalls

- × *Premature – Ducks not in a Row*
- × *Inconsistent Messages*
- × *Relying Too Heavily on Technical Case*
- × *Overlooking Key Stakeholders*

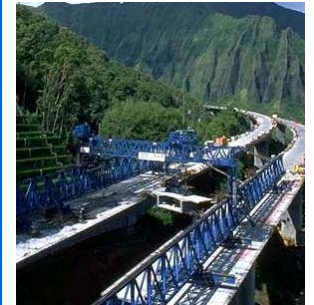
Tactical Toolkit

- Messages
- Methods
- Tools



Messages

- *If your message is muddy it doesn't matter how you deliver it*
- *Simple, clear, consistent*
- *Causes a reaction*



Messages



Recurrent Themes

- **Invest for User Benefits – Safety, Congestion**
- **Invest for Economic Development**
- **Continue to Support Proven DOT Programs**
- **System is Deteriorating Under Current Funding**
- **Provide Funding for Specified Projects**

Methods

(All are needed – and must be orchestrated)

- **Outreach – Contact, Feedback**

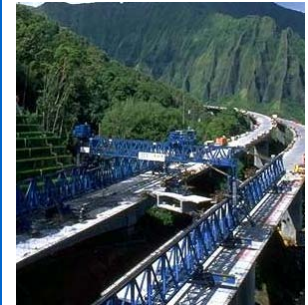
(e.g – awareness, testing the waters, tailoring the message)

- **Education – Inform on Issues**

(e.g – websites, reports, briefings,)

- **Marketing – Improve the Odds**

(e.g. – advertising, key endorsements from media, & political, community and business leaders & groups)



Tools



- \$ ***Polls & Surveys***
- \$ ***Focus Groups***
- \$ ***Reports***
- \$ ***Presentations***
- \$ ***Logos***
- \$ ***Websites***
- \$ ***Radio***
- \$ ***TV Ads***
- \$ ***Print Ads***
- \$ ***Signs***
- \$ ***Editorial Boards***
- \$ ***Social Networking***

\$\$\$ It All Adds Up . . .

. . . It Takes Money to Pursue Funding \$\$\$

Want to Make a Federal Case For It?



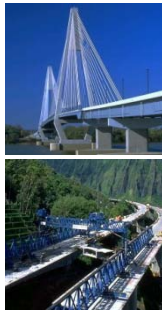
A Different Ballgame

Want to Make a Federal Case For It?



- Toughest Venue for Making The Case
- It's Been 50 years (1959) since User Taxes Were Increased Just for Transportation Reasons (*Jobs and Deficit Reduction Have Since Been the Drivers*)
- State and Local Initiatives Have been Far More Successful

Want to Make a Federal Case For It?



Two Largest “Recent” Increases (1982 “jobs-driven” and 1997 “return from deficit-reduction”) required:

- Extraordinary leadership at DOT (Lewis & Slater)
- Presidential Support (Reagan & Clinton)
- Powerful Congressional Backing (O’Neill & Schuster)

In Sum:

Try It, You'll Like It

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