

OVERVIEW

California has had three transportation Public-Private Partnership projects, two being led by local agencies in the 1990's and Caltrans taking the lead on the latest one, The Presidio Parkway, with authorization from SBX2 4, which ended January 2017.

California was the first state to use the P3 project delivery method and first got legislative authority to use Public-Private Partnerships (P3) as a way to finance, build and maintain large infrastructure projects in the 1990s. California's first P3s were locally-managed toll lanes, which the public resisted.

COMMUNICATIONS PLANNING

- Caltrans and partners hired consultants to help educate the public and publicize project details through media buys, project websites, and soliciting neighborhood involvement.
- Caltrans responded to media questions about the projects and delivery method and promoted P3 project milestones.
- Wrote op-eds in favor of P3's in 2008 and the Department held press conferences and meetings to educate the media and public.

ORGANIZATIONAL INTEGRATION

- Caltrans collaborated with nearly a dozen partners on the \$1 billion Presidio Parkway, so Caltrans created an office to oversee its development and operation.
- Caltrans and its local offices work with consultants to develop, review and approve messaging and ensure consistent communications.



COMMUNICATIONS IMPLEMENTATION

- A coalition of nearly a dozen entities worked on the Presidio Parkway P3 Project, which redesigned the seismically deficient road from the Golden Gate Bridge to San Francisco.
- Project partners created a website to educate the public and media.
- Conducted regular interviews with the media.
- Created and posted a digital video simulation online so drivers could see how the new road would look – before it was even started.
- The project earned many awards.
- The project's PR won Best Website with Consultant from AASHTO.

PRESIDIO ONGOING ISSUE

- The project has ongoing right-of-way issues because it was built on Federal land and the Federal requirements are still changing as the project is being wrapped up. The P3 portion of the project is considered successful, but the challenge is the reputation that something is wrong with the project because of the easement issue.
- Presidio Trust is appointed by the President.

FIRST P3s

- Together, Caltrans and the Orange County Transportation Authority built the first P3 project in the nation – The **SR-91 Express Lanes** – in the 1990s. The public resisted the idea of toll lanes, but later came to appreciate them because they can pay to avoid traffic when needed.
 - The private sector developer sued Caltrans and OCTA because we made improvements to the non-toll lanes, which competed with the toll lanes. The initial contract had a “non-compete” clause. After going to court over the project, new laws were created banning the “non-compete clause.”
 - OCTA was directed to take over management of the lanes and has put the revenues back into their roads. This has been a huge success story for OCTA.
- The **SR-125 Toll Lanes** opened in 2008, at the start of the recession, and did not generate the revenues the private developer who built them expected.
 - The developer went bankrupt and the San Diego Regional Planning Agency took them over and are successfully managing them.
 - They were able to lower the toll rates and attract more of the traveling public than the private sector.

LESSONS LEARNED

- Education and partnerships can help overcome opposition.
- The change in the Administration presents a challenge. It can be a struggle to get a new innovative finance method going under one Administration, and then the next Administration may not favor it, or vice versa.