

David F. Schulz

Dave Schulz has a set of experiences unique in American infrastructure. In June 1992, he became the first Director of Northwestern University's Infrastructure Technology Institute, whose mission is research and development, technology transfer and commercialization, education and training, and policy and management studies related to the nation's infrastructure.

Prior to coming to Northwestern, Mr. Schulz served a four-year term as County Executive of Milwaukee County, Wisconsin. As County Executive, he was responsible for, among other things, management of the County's public transit system, freeways and county trunk highways, and airports. In 1986 and 1987, Mr. Schulz directed Milwaukee County's nationally-respected parks department.

Mr. Schulz served as Fiscal and Budget Administrator for Milwaukee County in 1984 and 1985. As City of Chicago Budget Director in 1983 under newly-elected Mayor Harold Washington, he oversaw development of the City's first "Council Wars" budget, as well as of a two-year financial plan which allowed Chicago to eliminate a \$134 million accumulated deficit.

As Chicago's Deputy Commissioner of Public Works in 1981-'82, Mr. Schulz was directly responsible to Mayor Jane Byrne for implementation of the City's \$500 million annual capital program. As Assistant Budget Director in 1980, he developed Chicago's first capital budget.

Mr. Schulz also has worked as a transportation planner for Milwaukee County, the Chicago Area Transportation Study, and the Southeastern Wisconsin Regional Planning Commission.

In 1974, Mr. Schulz completed a unique joint study program between Northwestern University's Kellogg Graduate School of Management Public Management program and the Transportation Engineering program of Northwestern's Civil Engineering Department, receiving a Master's of Management cum laude. He earned a Bachelor of Science in Civil Engineering with honors from Purdue University in 1972.

A registered professional engineer, Mr. Schulz is a member of numerous technical, professional, and academic honorary societies, including the American Society of Civil Engineers and the American Planning Association.

He has consulted for the Chicago Mayor's Neighborhood Parking Task Force, the Chicago Transit Authority, the Illinois State Toll Highway Authority, the Illinois Railway Museum, and the DuPage County Department of Transportation, among others

Testimony to the
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Good afternoon and welcome to Chicago:

Over the past ten months, you have heard from hundreds of speakers, viewed dozens of PowerPoint presentations, and seen enough graphs to make you swear off for the rest of your careers. So even though I generally "speak PowerPoint" these days, you'll get no slides from me. Rather I'll talk about the development of Chicago as a metaphor for the challenge you face.

I spent almost five years working across the street in City Hall, as the Chicago's Deputy Public Works Commissioner and Budget Director, positions which put me among those charged with the stewardship of the Chicago's remarkable physical infrastructure.

I learned Native Americans were too smart to establish permanent habitation here. It took the crazy Europeans to build here. Because perhaps more than any other North American city, Chicago depends on infrastructure. Building that infrastructure required tremendous courage and vision.

It took courage and vision to dig the Illinois and Michigan Canal and secure Chicago's position as mid-continental transportation hub.

It took courage and vision to build the railroads which supplanted the canals.

It took courage and vision to lift the city seven to fifteen feet to get sewers to drain.

It certainly took courage and vision to rebuild the city bigger and better after the Fire.

It took courage and vision to erect the first "L" structure in alleys because entrepreneurs couldn't secure a franchise for street use.

In the depths of the Depression, it took courage and vision to frame a subway and superhighway plan more extensive than today's systems.

And it took courage and vision to dig two subways and start building expressways and tollway construction started years before enactment of the Interstate system.

It took courage and vision to build a new airport on the site of a World War II bomber plant, today's O'Hare.

It will take courage and vision to address the two major questions you face, although I suspect you already know the answers. First, based on the overwhelming evidence brought before you, you must already know this country does not invest nearly enough in its surface transportation infrastructure. And second, you also must already know this insufficient transportation funding mechanism is broken and must be replaced.

It will take courage and vision to report these unpalatable truths to the country. Sadly, there is a cloud upon the face of our nation. War, corruption, and incompetence have led people to question the need for any new public revenues. This could have profound consequences.

Our economic competitors in China and Europe are committed to vast infrastructure investments. They understand, as we apparently do not, the direct connection between transportation efficiency and economic productivity. And they further understand that in this evolving world of global competition, prosperity will belong to productive low-cost producers of goods and services.

So without any charts or slides let me suggest you courageously report that we need to invest substantially more in America's roads, bridges, transit systems and railroads. And that you find the vision to recommend a bold funding strategy.

We currently possess the technology and the know-how to implement a system of nationwide road pricing, where drivers would pay for each trip based on where they go, when they travel, and how far they drive.

There are formidable barriers to implementing such a system, including firewalling proceeds exclusively for transportation purposes, and insuring absolute confidentiality of personal travel information. But while difficult, both of these challenges can be met.

So as you finalize your recommendations, remember Chicago as a place made possible by courage and vision. Please display the courage to state

the real transportation needs of this country, and the vision to recommend novel but realistic mechanisms for paying for those needs.

Thank you.