



National Summit on Transportation and Opportunity

A national conversation about how transportation
connects people to opportunities

September 29, 2016

Washington, DC

Symposium Summary

When we help connect someone to an education or a job, we help lift up that person, their family and their community. When we connect someone to their doctor, we not only enrich their health, but the well-being of their family. And when we connect a business with its customers, we help create jobs and economic opportunity.

Federal Highway Administrator Gregory Nadeau
National Summit on Transportation and Opportunity



Introduction

Transportation connects Americans and their communities to essential services and facilitates economic development: children can access schools, libraries and playgrounds and parents are able to reach employment, shopping, medical care and community and recreation centers. Transportation infrastructure, however, may also disrupt communities impacted directly. US Department of Transportation (DOT) Secretary Anthony Foxx and Federal Highway Administration (FHWA) Administrator Gregory Nadeau have challenged transportation leaders to identify and pursue transportation investment strategies which enhance equitable access to economic opportunities for people and all communities and to re-examine how transportation professionals can collaborate with local governments and communities to plan, design, and build our transportation facilities that meet community and transportation needs.

These themes --Enhancing and expanding opportunity through transportation were the impetus for bringing together transportation and other leaders for the “National Summit on Transportation and Opportunity: A National Conversation about how Transportation Connects People to Opportunities” held in Washington, DC on September 29, 2016.

The Summit brought together thought leaders and practitioners from across the country to explore public and stakeholder strategies for creating transportation systems that enhance economic opportunities and create or revitalize community connections. Speakers included the mayors and leaders from Charlotte, Minneapolis and Oakland; executives from transportation associations; leaders of advocacy groups and university researchers. Together, these speakers along with DOT leaders and the more than 100 attendees moved the discussion forward by critically thinking about the issues and developing ideas for the future. This white paper highlights USDOT/FHWA’s efforts, summarizes the participants’ ideas and charts a path forward. The Summit Agenda, a list of participants, and FactSheet are included in the appendix.



Connecting People to Opportunities: USDOT and FHWA

In the past, many transportation projects emphasized safety, engineering and efficiency from an infrastructure perspective. However, there is a growing recognition that innovative thinking, intermodal planning, and substantive up-front community involvement can lead to more transportation options and services to support community connections, quality of life benefits

and access to opportunity. The following are just a few examples of the actions USDOT and FHWA are taking to support this approach to transportation project development:

Every Place Counts Design Challenge – Challenges communities to incorporate context sensitive solutions and reimagine current and planned transportation projects. Goal of this initiative is to raise awareness, spark innovation, and encourage inclusive design solutions that bridge the infrastructure divide and reconnect people to opportunity.

Every Place Counts Leadership Academy – As part of the DOT Ladders of Opportunity initiative, the Leadership Academy provides key background information and tools for emerging transportation leaders and other stakeholders who have limited experience with the transportation decision-making process.

Environmental Justice – In 2015, FHWA released a comprehensive Environmental Justice Reference Guide for transportation professionals.

Design guidelines – In October 2016, FHWA significantly modified its design criteria to facilitate much greater flexibility in the design of transportation projects to meet the needs of all users and to improve communities.

Technical Assistance – FHWA has developed a range of tools to increase access to opportunities in local transportation planning. The Every Place Counts Design Challenge involved two-day onsite design sessions with USDOT, citizens, community leaders and experts in the field from Nashville, Philadelphia, Spokane and St. Paul-Minneapolis. Additional USDOT Complete Streets and related tools build on these flexibilities.

Insights
<i>FHWA has started putting the conversation in the forefront and making it an initiative on a larger scale.</i>
<i>FHWA is laying the groundwork through these large forums by gathering groups (from small local towns to decisions makers at the State) to discuss the issue.</i>
<i>The Secretary is promoting the idea to go the extra mile to protect communities.</i>



Identified Barriers to Improving Connections

Summit participants explored the complexities involved in identifying, selecting, designing and constructing transportation projects. The Summit actively engaged participants on the hard questions involved in overcoming barriers and seizing opportunities in shifting to community centric and system-focused thinking. Common themes throughout the Summit included:

Local Government and

Community Engagement – Often underfunded and understaffed, local planners and officials are the decision-makers on the front lines of infrastructure and planning decisions. They listen to and address residents’ concerns, assess transportation needs within the broad outlines of land use and local policies, conform to State and

Federal guidelines, and work within the constraints of tight budgets. Participants stressed the importance of working to bring more customization into the community engagement process to ensure that the largest voices are not the only ones being considered. They also emphasized that engagement is about discussing the problem first and foremost and then exploring potential solutions which allows for the possibility of new ideas and context sensitive solutions. This approach places community impacts central in the project planning and design process and avoids predetermined plans with retrofitted community concessions. The primary challenge going forward is in better supporting local officials to create or extend a community goal-oriented approach to planning and decision-making.

Charlotte: Mayor Pro Tem Lyles asked the audience to understand infrastructure’s role in splitting communities and enabling racism. She spoke of the recent Gold Line streetcar project, which provided access to an existing historically black university. She urged the group to make a commitment to connectivity.

Multimodal Silos – Modal organizational silos are a compounding issue in transportation planning, as well as other sectors. Poorly coordinated transportation improvements can have negative impacts on intermodal connections which can make it difficult for people to navigate through their communities. Hence, projects which enhance one mode of transportation without utilizing a system perspective can limit or impede intermodal travel across the system. For example, limiting intersections along an existing roadway to enhance vehicle movement along a corridor can eliminate pedestrian or bicycle access to transit via cross-traffic routes. Participants identified a need for guidelines and practices which facilitate holistic approaches to transportation planning at all levels. They also stressed the importance of assisting rural and suburban communities, as well as urban communities, in planning effective, integrated, multimodal approaches to enhancing access to opportunities within these communities.

Insights

Participants stressed the importance of assisting rural and suburban communities, as well as urban communities, in planning effective, integrated, multimodal approaches to enhancing access to opportunities within these communities.

Funding – Demands on local transportation agencies are high and continue to grow, with many struggling to provide adequate staffing levels and maintenance funds simply to maintain current infrastructure and services. Under

these circumstances, it is easy to view enhanced opportunities as “just another layer” of work for

which they are responsible. Participants noted that smaller communities may lack the resources to effectively apply for specialized grants to support effective planning and discussed the importance of strategies which would provide a dependable funding stream for up-front, holistic, community-oriented planning, enabling more-effective local planning and reducing overall project costs.

St. Paul: Mayor Coleman highlighted the Metro Green Line light rail transit line that now links Minneapolis with St. Paul as enabling opportunity. In contrast, I-94, which cuts through low-income communities, has destroyed opportunities for residents.

Multiple Interests – Transportation networks serve many users engaged in local, regional, and national travel, both personal and freight, requiring coordination across as well as within State and local jurisdictions. It also requires coordinating transportation decisions with land use and funding

decisions. These complex - and at times competing - needs and interests can strain the most effective local, State, and Federal working relationships.

Transportation Workforce Skills – Transportation investments can generate local employment opportunities when a suitably trained workforce is available. Noting that skilled labor can be difficult to locate, participants questioned whether a K-12 emphasis on college has reduced the overall availability of employees with trade skills. They also noted that labor and housing markets can create geographic mismatches in which labor lives significant distances from job sites in order to obtain lower cost housing. The intermittent nature of transportation construction in any one location and need to ‘follow the work’ was also identified as discouraging workers from pursuing transportation trades. While there are Federal sources of funding for workforce training, there has been limited coordination with the transportation construction industry on attracting workers and training to context sensitive design.

Engineering and Professional

Training Programs – Traditional engineering curricula, focused on maximizing vehicular flow, either do not address or only tangentially address environmental justice; the functioning of multi-modal networks; or the relationship between transportation projects, land use, the built environment, and community resources. Participants identified a need for universities and other professional training organizations to thoroughly incorporate context

Oakland: Mayor Schaaf of Oakland told the story of east Oakland and west Oakland. East Oakland, which is historically a low income and minority community, was not able to connect to West Oakland’s “hub of opportunity” and had been cut off by a freeway “moat” around the downtown.

sensitive solutions including community-based and intermodal design approaches to project selection and design.

Design and Planning Guidelines and Processes –Federal and State highway policies and practices have historically been vehicle-oriented, with goals focused on safety and congestion. Planning processes, supported from the top down, which begin with inclusive community goals are likely to develop transportation systems which are both more affordable and more effective in connecting drivers and non-drivers alike to the employment and other opportunities which matter to them most.

Data/Performance Metrics – Federal data focus on vehicle usage and Federal performance metrics on vehicle travel time and congestion. The lack of available data on non-vehicular modes of transportation will typically skew project benefit-cost analyses towards the measurable vehicle performance benefits. An overall measure of connectivity requires data on all modes for reaching essential services. Participants described multiple strategies being explored at the local level, including efforts supported by Federal and State initiatives, for developing data and performance metrics to take a fuller connectivity approach to assessing projects and their costs and benefits.

Affordable Housing – The desirable, livable features of enhanced connectivity are at times associated with rising local housing costs as new residents are attracted to the area. When connectivity includes options for shorter commutes and lower-cost modal choices (walking, biking, and transit), rising housing prices may be partially offset. Participants noted that aligning transportation, land use, and housing decisions at the local level may also help lessen negative impacts on existing residents. At the national level, transportation policies which facilitate more communities of all sizes to pursue more ‘livable’ transportation strategies may significantly increase the supply of housing with ready access to jobs and other opportunities.

Connecticut River COG: Sam Gold, Executive Director of the Lower Connecticut River Valley Council of Governments (RiverCOG), highlighted access-enhancing projects undertaken by small towns along the Connecticut River Valley, such as transit-oriented development (TOD) around the train station and town center in Old Saybrook, CT.

Local Capacity – Because connectivity needs differ for each community, local public outreach and planning capabilities are essential. Charrettes, a type of planning session, may expose a community to what is possible, but not be sufficient for the community to achieve these outcomes. Participants noted that smaller suburban, exurban and rural communities may lack the expertise needed to effectively evaluate and implement connectivity-enhancing transportation strategies. Even applying for a TIGER (Transportation Investment Generating Economic Recovery) Grant or other resources may be beyond the means of many communities currently

impacted negatively by historical highway decisions. Access by local officials to relatively low-cost, reproducible, and high-quality tools for enhancing community engagement and assessing transportation options in light of community goals is an important basis for enhancing transportation opportunities.

Federal, State and Local Communication – For many local and city staff in the transportation field, finding both funding and technical assistance from the Federal government can be challenging. Some participants mentioned that in their capacity of working directly with State Departments of Transportation, Federal programs have developed institutional relationships which often fail to fully represent the interests and view of localities. Identifying and implementing new lines of communication among these three levels of government could both enhance knowledge-sharing and help define transportation investments which better serve community, State, and Federal needs.

Insights

We need to create a more open dialogue; allow for the planning processes to occur with multiple entities (not just transportation, should include land use, housing, schools, hospitals).

We should look to further funding initiatives, maybe something along the lines of Smart Cities?

We have silos that were created by funding mechanisms and change should be looked at...there is a lack of control of local funds. There is also a scarcity of staff expertise, which makes planners rely heavily on outside experts.

Most states and some MPOs still view getting from point A to point B as the sole mission. While more and more of the funding coming from localities, they have neither the capacity nor technical resources to do the job.

Provide training opportunities for staff to learn about mitigation efforts. Issues related to Environmental Justice should be included in engineering curricula.



Moving Forward: Partner and Stakeholder Strategies

A broad range of transportation organizations are building on their long-standing capabilities and expertise to pro-actively address many of the challenges to enhancing transportation opportunities. Activities and commitments on the part of organizations represented at the National Transportation Opportunity Summit include:

American Association of State Highway and Transportation Officials (AASHTO) – AASHTO continues to maintain a robust and longstanding Federal-State partnership with FHWA and is also closely engaging with stakeholders like the National Association of City Transportation Officials (NACTO). Such collaborations reflect the application of access and opportunity best practices to both urban and rural communities. The organization is also emphasizing workforce education and training to further enhance the industry’s management and delivery of multimodal transportation solutions. Additionally, AASHTO, through its Center for Environmental Excellence is partnering with FHWA via a cooperative agreement to develop and promote best practices in the environmental justice.

National Association of Development Organizations (NADO) – NADO continues to build on past work with its advocacy, research, and practitioner partners as an effective way to advance the access and opportunity themes. It is specifically looking at the role transportation plays in revitalizing communities, with a focus on economic resilience and equity. This occurs through NADO’s work in rural transportation research and training and in community and economic development, such as through the 2016 publications *Planning for Transportation Together: Collaborating to Address Transportation and Economic Resilience*, *Measuring Rural Wealth Creation: A Guide for Regional Development Organizations*, and the project *Building Capacity among Regional Transportation Planning Organizations*. These efforts emphasize taking a systems perspective to understanding economic opportunity and including diverse perspectives and partners in planning and implementing projects.

Association of Metropolitan Planning Organizations (AMPO) – AMPO continues its advocacy work for Metropolitan Planning Organizations (MPO) by assisting them with performance measure development relating to access and opportunity. They support and provide customized technical assistance to MPOs on opportunity and access issues and are working toward creating a suite of best practices. The organization is also looking to participate in FHWA’s Every Day Counts Community Connections initiative.

Associated General Contractors of America (AGC) – As part of its on-going efforts to recruit and retain the next generation of a skilled highway construction workforce, AGC is partnering with AASHTO, the American Road and Transportation Builders Association (ARTBA), FHWA,

and the Department of Labor on a Highway Construction Workforce Development Pilot Project. The project will connect the workforce needs of the highway construction industry with State and local Workforce Development Board (WDB) resources to identify, train, and place individuals in high need occupations in the highway construction industry.

American Public Transportation Association (APTA) – APTA continues to work with the Federal Transit Administration (FTA) on its Ride to Wellness Initiative, which is instrumental in connecting health and transportation providers with those with limited transportation options. Additionally, APTA works with MPOs and other partners to ensure transit is a continued part of the transportation dialogue, since it provides vital connectivity and access for communities to improve their quality of life. The Association is also advancing economic prosperity by highlighting that transit investment is a means by which to create high quality jobs in local communities and collecting data that reveals the real-world opportunities realized through public transportation.



Next Steps in Advancing Opportunities

Participants explored a range of potential next steps FHWA could take to expand the role of transportation in enhancing connectivity and opportunity for our communities. Some of the options suggested require only a shift in priorities and emphasis, while others would require legislative action, significant upfront investments, or new FHWA partnerships and external

engagements. In general, suggested strategies that FHWA could pursue to advance access and opportunities revolved around expanding Federal partnerships; facilitating state, local, and regional planning; and enhancing available data and methods to better reflect the community impacts to transportation investments.

USDOT Secretary Foxx spoke of the existing prejudices in earlier years that played a role in roadway designs:

Now we have the opportunity to re-imagine and attempt to right some wrongs of the past and dream about what can happen. We need to bring our people together – if we don't think about it, it won't happen.

Partner with other Federal Agencies. Connectivity involves access to housing, employment, education and other elements. Developing transportation solutions that enhance access and connectivity to housing, economic opportunities, and human services often require the collaboration and partnership with other projects sponsored by Federal Agencies in the affected

planning area. Building on FHWA's effective workforce training partnership model, participants discussed the potential for additional FHWA Federal Agency partnerships to facilitate improved coordination between transportation investments and community services at the local level.

Insights

Continue to disseminate information on best practices and encourage discussion down to local levels. There should be an effort to link processes and programs.

We should attempt to streamline processes that may coincide with other Federal agencies (such as right of way use and acquisition) to allow for concurrent planning with land use, schools, hospitals, etc.). We should also think of innovative and unique ways to help transportation professionals get familiar with funding sources.

First we need more research to understand the issue and potential policy impacts, then provide more targeted policy through best practices and case studies.

The past planning efforts looked at congestion (just add capacity), safety (didn't focus on what's happening to people) and economic development (just get access to land). They were just putting money out there and not looking at the causes of the congestion. But what should the future objectives be?

Need to manage demand and look for alternatives. Get the problem statement correct. We are overbuilding and as a result many communities are left out.

Need a new model: identify current priorities and unmet needs, allocate funding to meet these needs, and tailor metrics to measure progress.

There is a reluctance to believe such remediation is necessary.

Make sure funding is available but do not make the requirements so onerous that small communities with limited people and resources (planners and engineers) can't take advantage of opportunities.

Facilitate community-focused transportation planning. State, local, and regional officials develop and implement transportation plans with the assistance of individual modal Federal offices. This model can leave State and local governments without the needed resources to undertake the type of up-front, comprehensive community-based planning needed to identify

highway and other transportation projects which, when combined, will maximize access to opportunity for its residents. Participants noted that to the extent that FHWA policies, processes, and guidelines can facilitate early community-based planning, state and municipal transportation plans, state DOTs and municipal planning organizations (MPOs) will be better positioned to develop highway plans which are well integrated with other modal travel options to provide broad access to opportunity for all residents. Especially for smaller communities lacking the in-house staffing or resources to undertake comprehensive planning, the development of a broader suite of readily usable technical assistance tools and, if possible, additional planning funding not restricted to individual modes, would enable more state and local governments to benefit from these cost-effective practices.

Advance data, tools, and understanding connectivity performance. Data and data-driven models are a critical component of transportation planning, decision-making, and policy development. Communities and local governments can only identify those investments representing the highest value to the entire community when the available data and tools reflect the impacts of transportation decisions on all residents. Participants encouraged FHWA to identify and work with state and local partners to fill gaps in available data and analysis methods which are currently limiting ability to develop transportation plans inclusive of the needs of all residents. Augmenting existing methods for assessing transportation performance with connectivity-based measures would provide further context for this planning. By augmenting existing data on highway infrastructure and vehicle travel with data on pedestrian, bicycle, and transit infrastructure and travel, for example, Federal, state, and local decision-makers could better reflect the many ways that transportation decisions affect access to opportunities for everyone, including disadvantaged communities.



Closing Thoughts

FHWA Executive Director, Butch Waidelich, and Associate Administrator for Policy and Government Affairs, David Howard, engaged participants in a discussion about how traditional transportation approaches and culture could be changed to better understand community impacts when government agencies make transportation investment decisions. Executive Director Waidelich encouraged better integration of community involvement and needs into transportation laws, policies, regulations and guidance to improve how transportation systems can link people to opportunities. Associate Administrator Howard affirmed that “while we’ve made some mistakes in the past, we have the ability now to correct them and reconnect communities.”

Leaders from FHWA and FTA jointly concluded the Summit to address strategic considerations in moving forward. Administrator Flowers, noting that FTA is continually looking for ways to improve access for all, said “we have stark lines that have been created by highways and by railroads that divide communities and separate people from important services. Now, we have an opportunity to bring people back together again. So let’s work together to do that.”

In his concluding remarks, Administrator Gregory Nadeau observed that over the last seven years FHWA has been innovating, training and adapting to the new realities of 21st Century transportation. “The Secretary has inspired people, especially me, to understand that the 21st Century’s transportation needs are not the same as last century. It’s going to take all of us. It’s going to take resources and commitment to do it right, to address those sins of the past. It’s not only the moral and right thing to do; it’s going to be the smart thing to do.”

In conclusion, the National Summit on Transportation and Opportunity provided a unique forum for private and public leaders and transportation professionals to explore barriers and strategies for enhancing the linkage between transportation and community values and opportunities. It successfully outlined ideas for collaboratively building a better transportation system in the future, one that will serve all users and promote economically vibrant, connected and safe communities. Drawing upon the ideas and insights generated by this discussion, as well as Every Place Counts and other USDOT and FHWA community dialogues, FHWA and USDOT are advancing specific nearer-term strategies for enhancing opportunity through transportation investments, and laying the ground work for an enhanced understanding of the many ways these investments can improve our communities and our economy.

The National Summit on Transportation and Opportunity was developed by the Federal Highway Administration Office of Transportation Policy Studies, Office of Policy and Congressional Affairs in coordination with the U.S. Department of Transportation Office of the Secretary. This White Paper was prepared by Ben Hawkinson, with assistance from Melanie Becker, Heather Rose, and many others within the Office of Transportation Policy Studies and FHWA to document the policy challenges and opportunities explored by the Summit participants.

The National Transportation Policy Symposia series is a product of the FHWA Office of Transportation Policy Studies (HPTS). HPTS conducts research to foster innovative transportation policy and legislative initiatives, and facilitate the implementation of these policies and initiatives through strategic planning.

Many thanks to all who helped develop and participate in this Summit. The Summit Agenda and a list of participants in this day-long conversation are provided in the appendix.



Appendix A: Agenda

8:00am

Check in and Registration

9:00 am

Welcome, FHWA Administrator Gregory Nadeau

Overview of the Day's Activities

Meredith Howell, Office of the Secretary

9:15 am

Opportunity Gaps & the Role of Transportation

Moderator – David Howard, Associate Administrator, Federal Highway Administration

Mayor Pro Tem Vi Lyles, Charlotte, NC

Mayor Chris Coleman, St. Paul, MN

Mayor Libby Schaaf, Oakland, CA

Sam Gold, CT River COG

Highlights opportunities and barriers local areas face in public engagement, community focused design, local hiring for transportation and reconnecting communities.

10:05 am

Best Practices and Challenges

Moderator – Vinn White, Acting Assistant Secretary for Transportation Policy, Office of the Secretary

Jim Tymon, AASHTO

Doran Barnes, APTA

Elaine Clegg, AMPO

Steve Sandherr, AGC

Carrie Kissel, NADO

Provides overview of best practices in current Ladders work along with plans and collaborations moving forward.

11:00 am

Break

"Through transportation, we can help ensure that the rungs on the ladder of opportunity aren't so far apart—and that the American dream is still within reach for those who are willing to work for it."

— Secretary Anthony Foxx

11:15 am

Table Talks and Moderated Report Out

Moderator – Stephanie Gidigbi, Office of the Secretary of Transportation

Facilitated table discussions with a moderated report back.

12:00pm

Secretary Anthony Foxx, US Department of Transportation

Keynote Address

1:00 pm Lunch

1:30 pm

Sharing & Explaining Connectivity Tools – Performance Measures

Moderator – Shari Schaftlein, Federal Highway Administration

Lynn Peterson, Smart Growth America

Simran Noor, Center for Social Inclusion

David Levinson, University of Minnesota

Summarizes the work going on in performance measures. Speakers will discuss how they are partnering in this area and share ideas for coordination as we move forward.

2:15 pm

Sharing and Explaining Connectivity Tools – Public Engagement

Moderator – Kenneth Petty, Federal Highway Administration

Cynthia Jarrold, Transportation Equity Network

Elizabeth Rockwell, Miami-Dade MPO

Anne C. Morris, Anne Morris and Associates

Alex Karner, GA Tech School of City and Regional Planning

Summarizes the work going on in public engagement including best practices and models for success. Speakers will discuss how they are partnering in this area and share ideas for coordination as we move forward.

3:00 Break

3:15 pm

Leading Change

Moderator—David Kim, Deputy Administrator, FHWA

Tony Furst, Office of Innovative Program Delivery, FHWA

Gloria Shepherd, Office of Planning, Environment and Realty, FHWA

Mary Leary, Office of Research Management, FTA

Sherry Riklin, Office of Planning and Environment, FTA

Highlights FHWA and FTA Ladders efforts including the coordination that has been established and how this collaboration is critical for moving forward.

3:45 pm

Wrap-Up Session – Where do we go from here?

Butch Waidelich, Executive Director, FHWA

David Howard Associate Administrator, FHWA Office of Policy

4:00 pm

Closing Remarks

Gregory Nadeau, FHWA Administrator

Carolyn Flowers, FTA Administrator

“We’re going to take what we learn and synthesize it into something that will be useful to all communities as they plan for the future.”

— Administrator Gregory Nadeau



Appendix B: Participants

Doran Barnes
Executive Committee Chair
American Public Transportation Association

Keith Benjamin
Program Liaison
National Center for Safe Routes to School

Eli Briggs
Governmental Affairs Director
National Association of County and City Health Officials

Dennis Butler
Deputy Chair
Department of For-Hire Vehicles, Accessibility Advisory Council

Heidi Case
Staff Advisor
Project Action

Emily Chatterjee
President & CEO
Leadership Conference on Civil Rights

Henry Claypool
Director of the Office on Disability
Department of Health and Human Services

Elaine Clegg
President
Association of Metropolitan Transportation Organizations

Chris Coleman
Mayor
St. Paul, MN

Paul W. Comfort
The Administrator and CEO
Maryland Transit Administration

Anita Cozart
Founder & CEO
PolicyLink

Vicki Cram
Public Policy Transportation, Infrastructure and Local Governments
Squire Patton Boggs LLP

Scott Crumley
Bike and Pedestrian Team Leader
RK&K

Patrice Davenport
Senior Fellow
Eno Center for Transportation

Brian Deery
Senior Director, Highway and Transportation Division
Association of General Contractors

Jennifer Dexter
Vice President, Public Relations
Easter Seals

Alex Doty
Executive Director
League of American Bicyclists

Tim Drake
Associate, Public Policy Transportation, Infrastructure and Local Governments
Squire Patton Boggs LLP

Sevgi Erdogan
Research Associate
University of Maryland

Anne Ferro
President & CEO
American Association of Motor Vehicle Administrators

Carolyn Flowers
Administrator
Federal Transit Administration

Anthony Foxx
Secretary
US Department of Transportation

Patrick J. Foye
Executive Director
The Port Authority of New York & New Jersey

Tony Furst
Chief Innovation Officer
Federal Highway Administration

Nathan George
Bike and Pedestrian Team Leader
RK&K

Sam Gold
Executive Director
Connecticut River COG

DeLania Hardy
Executive Director
Association of Metropolitan Planning Organizations

Laura Hale
Manager, Federal Government Relations
American Society of Civil Engineers

Alex Herrgott
Deputy Staff Director
U.S. Senate EPW Committee

David Howard
Associate Administrator, Office of Policy and Governmental Affairs
Federal Highway Administration

Susan Howard
Director of Government Relations and Legislative Affairs
National Association of Development Organizations

Meredith Howell
Office of the Secretary
US Department of Transportation

Cass Isidro
Executive Director
Safe Routes to School

Shari James
Deputy Comptroller
City of Long Beach

Cynthia Jarrold
Federal Policy Coordinator
Transportation Equity Network

Katie Kachel
Senior Associate
Chambers, Conlon & Hartwell LLC

Alex Karner
Professor
Georgia Technical Institute

David Kim
Deputy Administrator
Federal Highway Administration

Carrie Kissel
Associate Director
National Association of Development Organizations

Gerrit Knaap
Executive Director and Professor
National Center for Smart Growth Research and Education

Katherine "Kate" Kraft
Executive Director
America Walks

Mary Leary
Director
Federal Transit Administration

Joung Lee
Policy Director
American Association of State Highway and Transportation Officials

David Levinson
Professor
University of Minnesota

Chao Liu
Executive Director and Professor
National Center for Smart Growth Research and Education

Vi Lyles
Mayor Pro Tem
Charlotte, NC

Anne Morris
Principal
Anne Morris and Associates

Ed Mortimer
President & CEO
US Chamber of Commerce

Gregory Nadeau
Administrator
Federal Highway Administration

Andrew Neely
Senate EPW Committee
Senate EPW Committee

Bill Nesper
Executive Director
League of American Bicyclists

Simron Noor
Vice President, Policy and Programs
Center for Social Inclusion

Fred Oelsner
Associate
Chambers, Conlon & Hartwell, LLC

Kerry O'Hare
President
Building America's Future

Andrew Okuyiga
Professional Staff
House T&I Committee

Louwana Oliva
General Manager
Centre Area Transportation Authority

Lynn Peterson
Sr. Policy Advisor
Smart Growth America

Kenneth Petty
Director, Office of Planning
Federal Highway Administration

Francis R. Pickering
Executive Director
Western Connecticut Council of Governments

Bonnie Reemsnyder
Chairman, First Selectman Old Lyme
Lower CT River Valley Council of Governments

Sherry Riklin
Deputy Assoc Administrator, Office of Planning and Environment
Federal Transit Administration

Aaron Ritz
Bicycle and Pedestrians Program Planner
EPC City

Gwen Salt
Legislative Associate
National Congress of American Indians

Stephen Sandherr
Chief Executive Officer
Association of General Contractors

Michael Sargent
Vice President, the Institute for Economic Freedom and Opportunity
The Heritage Foundation

Libby Schaaf
Mayor
Oakland, CA

Alex Schaefer
Staff Director and General Counsel, Office of Federal Relations
National Governors Association

Zach Schafer
Executive Director
Infrastructure Week

Shari Schaftlein
Director, Office of Human Environment
Federal Highway Administration

Gloria Shepherd
Associate Administrator
Federal Highway Administration

Jo Strang
President & Treasurer
American Short Line and Regional Railroad Association

Megan Swearingen
"Managing Director, Government Relations and
Traffic Safety Advocacy Department"
AAA Traffic Safety Foundation

David Tyahla
President & CEO
National Recreation and Parks Association

Jim Tymon
Chief Operating Officer
American Association of Highway Transportation Officials

Jarod Varner
Executive Director/CEO
Rock Region METRO

Butch Waidelich
Executive Director
Federal Highway Administration

Caron Whitaker
Executive Director
League of American Bicyclists

DeAlva Wilson
President and CEO
D. Wilson Agency

Patrick Wojahn
President
Rails-to-Trails Conservancy

John Young
President & CEO
American Association of Port Authorities

Mariia Zimmerman
Principal
MZ Strategies LLC

Mary Zimmerman
Director, Office of Transportation Policy Studies
Federal Highway Administration

Appendix C: Transportation Opportunities Fact Sheet



LADDERS OF OPPORTUNITY
 — Revitalize — Connect — Work —
 U.S. Department of Transportation

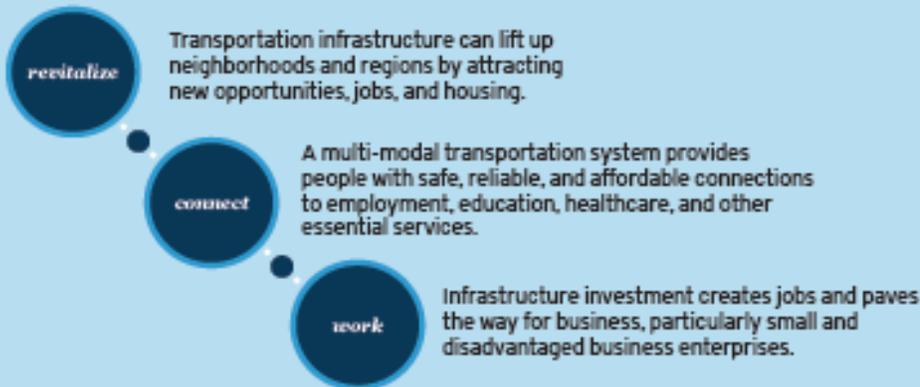
“ At USDOT we are making opportunity and inclusion part of everything we do. ”

— Secretary Anthony R. Foxx

— THE OPPORTUNITIES AGENDA —

The U.S. Department of Transportation (USDOT) plays a critical role in connecting Americans and communities to economic opportunity. Transportation infrastructure choices made at the Federal, State, and local levels can lift up communities, create pathways to jobs, and improve the quality of life for all Americans.

The OPPORTUNITIES AGENDA empowers transportation leaders, grantees and communities to revitalize, connect, and create workforce opportunities that move more people into the middle class through initiatives, program guidance, tools and standards.



“ We must reinvent how we think about transportation. We need to aspire for more. We need a transportation system that connects people to opportunity while bringing opportunity to people. ”



Learn more on how to support connecting people to opportunity at www.transportation.gov/opportunity

Connecting People to Opportunity

- Transportation connects people to opportunity and can invigorate opportunity within communities. To the greatest extent possible, we should support transportation projects that do both.
- While we cannot change the past, we can ensure that current and future transportation projects connect and strengthen communities, including areas that have, in the past, been on the wrong side of transportation decisions.
- Transportation facilities should be built by, for and with the communities impacted by them. Development of transportation facilities should meaningfully reflect and incorporate the input of all the people and communities they touch.

Policy Solutions

USDOT is using every tool at its disposal to expand access to opportunity, promote safety, revitalize communities, and create pathways to jobs through technical assistance, program guidance, and competitive funding.

Funding Projects that Promote Ladders of Opportunity

- The most recent rounds of Transportation Investment Generating Economic Recovery (TIGER) Grants prioritized projects that strengthen access to opportunities through transportation improvements and promote Ladders of Opportunity, to the extent permitted by law.
- The Federal Transit Administration Bus & Bus Facilities "Ladders of Opportunity" Initiative, awarded funds to modernize and expand transit bus service to disadvantaged and low-income individuals, veterans, seniors, youths, and others to local workforce training, employment, health care, and other vital services.
- The Federal Transit Administration launched the *Rides to Wellness Initiative* to ensure more Americans have access to health care destinations. The initiative awarded grant funds and technical assistance to support innovative solutions that improve mobility challenges.
- Final guidance for the Federal Transit Administration Capital Investment Grant Program includes an affordable housing criterion to ensure that neighborhoods surrounding proposed transit stations have the fundamentals in place to ensure that as service is improved over time there is a mix of housing options.

Closing Safety Disparities

- The *Safer People Safer Streets Initiative* provides technical assistance to advance safety and accessibility goals for local communities and transportation professionals through the Mayor's Challenge with over 200 registered cities, research, and resource tools.
- The Department successfully advocated for a provision called the *High Risk Rural Roads Special Rule* which requires States to obligate funds to High Risk Rural Roads if the fatality rate is rising on those roadways.

21st Century Investment | In developing the USDOT fiscal year 2017 budget, Secretary Foxx and President Obama introduced a groundbreaking proposal to raise billions of dollars in new funds dedicated to transforming how our infrastructure is built. The proposal is designed to reduce the carbon intensity of our transportation network and aims to achieve that goal by pushing more money to local decision-makers and incentivizing integrated land-use planning and projects that reconnect communities separated by physical barriers and insufficient transit services.

Prioritizing Vital Projects that Yield Local and Regional Benefit

- The *Ladders Transportation Empowerment Pilot (Ladders™)* provides technical assistance to local cities on game-changing community revitalization projects related to major infrastructure investments that revitalize, connect, and support access to economic opportunity. DOT launched the program in seven U.S. cities (Atlanta, Baltimore, Baton Rouge, Charlotte, Indianapolis, Phoenix, and Richmond).
- USDOT, in partnership with the U.S. Department of Agriculture and other agencies, established the *Local Foods, Local Places Initiative* that provides technical assistance to create walkable, healthy, economically vibrant neighborhoods through the development of local food systems.

Promoting an Inclusive Transportation Workforce

- The USDOT *Local Hire Initiative* makes it easier for states and cities to hire local residents for transportation projects. This initiative enables the Federal Transit Administration and Federal Highway Administration grantees to utilize contracting requirements and other labor hiring preferences such as geography and socioeconomic status so that local workers can participate in the rebuilding of their communities.
- The Federal Highway Administration *On-the-Job Training Program* requires State DOTs to make full use of apprenticeship and training programs targeted to develop the skills of women, minorities, and disadvantaged individuals to ensure that a competent workforce is available to meet highway construction hiring needs.

Holding Decision-makers Accountable

- The Department is increasing its efforts to remove barriers from federally sponsored projects. This includes updating the Department's Title VI Order and strengthening guidance for grantees; enhancing compliance reviews and training for the *Disadvantaged Business Enterprise Program*; and increasing transparency in adoption of *Americans With Disabilities Act Transition Plans*.
- The Department is updating its *Environmental Justice Strategic Plan* that underscores the importance of using existing laws to prevent disproportionately adverse effects on minority or low-income populations through Title VI and environmental justice analyses, conducted as part of Federal transportation planning and *National Environmental Policy Act* provisions.

Empowering the Public

- The *Transportation and Health Tool* helps transportation decision-makers understand how their community or state compares to their peers in terms of key health and transportation indicators.
- The *Location Affordability Portal* provides estimates of household transportation and housing costs at the neighborhood level to help consumers, policymakers, and developers make more informed decisions about where to live, work, and invest.
- The Federal Highway Administration *Transportation Decision-making Guide* will help the public, particularly disadvantaged populations, understand how transportation decisions are made at the local, State, and national levels and how to take advantage of the opportunities provided.
- Federal Highway Administration *Public Involvement Techniques Guide* offers a variety of public involvement techniques available to transportation agencies and assist practitioners in coordinating a full public involvement program.
- The Department has released guidance, based on new statutes, that adds new eligibility for transit-oriented development projects to TIFIA and to RRIF loans, and lowers the cost threshold for using TIFIA loans from \$50 million to \$10 million for those *Transit-Oriented Development Projects*.

Raising the Standards for Connectivity

- The Department is advancing *Connectivity Measures* that allow State and local decision-makers and constituents to determine whether transportation investments and policies are providing people safe and convenient access to jobs, education, health care, and other essential services.
- Federal Highway Administration has adopted new policy that improves *Highway Design Standards* and encourages greater flexibility to achieve a design that best suits the desires of the community while meeting the purpose for the project and needs of its users.



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