



BEYOND ENGAGEMENT: Equity Principles to Guide State Department of Transportation and Community Collaboration



BEYOND ENGAGEMENT: Equity Principles to Guide
State Department of Transportation & Community Collaboration

1

Advance Equity Beyond Engagement

2

Adapt Equity Strategies Based on the
Political Context

3

Embrace and Honor the Wide Array of
Community Expertise to Work Across Sectors

4

Elevate and Share Stories

5

Refer to the Experiences and Lessons
Learned of Others

WHY THIS WORK IS IMPORTANT

With the recent success of federal legislation in 2021, allocating billions of dollars for transportation and infrastructure in this country, it is urgent to determine how frontline communities and Community-Based Organizations (CBOs) are able to access these funds and help shape their spending.

State Departments of Transportation (State DOTs) have been given enormous freedom to implement the Infrastructure Investment and Jobs Act (IIJA) and the Inflation Reduction Act (IRA). This money has the potential to be transformative for transportation planning and projects, but it can also be used to continue funding business as usual such as continuing to prioritize highway widening, despite evidence that this undercuts our climate goals, creates more congestion, and continues decades of harm to communities of color.

Through their joint work at the intersections of mobility justice, economic equity, climate equity, and transformative communities, The Greenlining Institute and tamika I. butler *consulting* determined that these federal transportation funding opportunities are missing an opportunity to target more direct

benefits to frontline communities and CBOs. This is largely a result of State DOTs long standing practice of failing to prioritize equity and effective community engagement in their planning, policies, programs, funding, and decision-making.

In a quest to determine how to best support organizations and communities who would most benefit from these federal dollars, tamika I. butler *consulting* and The Greenlining Institute interviewed and surveyed nearly 50 stakeholders who have knowledge and experience working with State DOTs. The goal of gathering this information is to help both CBOs and State DOTs better understand how to engage with each other in order to advance more equitable transportation policies and programs.

HOW THE INFORMATION WAS COLLECTED

In order to assess the landscape, 13 stakeholder interviewees, 30 survey respondents, and 27 reviewers of this resource shared expertise about the challenges they faced and the successes they experienced as their organizations have worked with State DOTs towards transportation equity. The goal of the landscape scan was to understand how

organizations currently interact with State DOTs and what type of resources might be helpful in facilitating the work organizations do towards advancing transportation and mobility equity goals. This research uncovered a wealth of information from nonprofit advocates and CBOs about the challenges to operationalizing equity and working with State DOTs.



13 STAKEHOLDER
INTERVIEWEES



30 SURVEY
RESPONDENTS



27
REVIEWERS

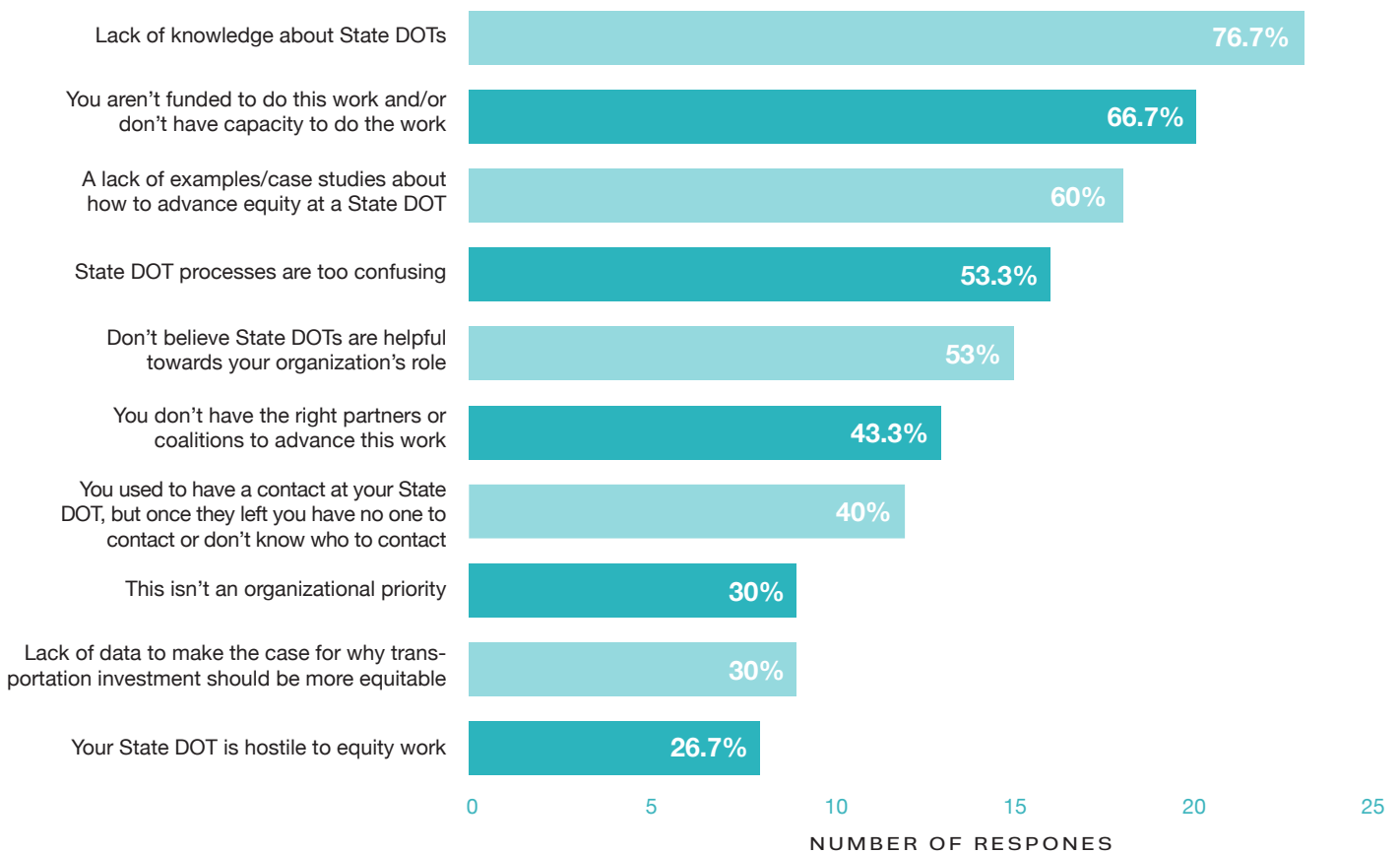


WHAT WE HEARD

The major barriers people reported experiencing while trying to work with their State DOT included a lack of knowledge about State DOTs (76.7%), the fact that CBOs are not funded to do State DOT work and/or lack the capacity to do the work (66.7%), and that they lack examples/case studies about how to advance equity at a State DOT (60%).

WE ASKED

Based on your experience or others in your network, why do some organizations face challenges or barriers to working with their state DOTs, particularly from an equity perspective?



ONE RESPONSE EACH (3.3%) FOR:

- We need more examples of how to show value by connecting with more rural, disadvantaged, and Indigenous communities that they can't reach out to
- DOT engineers and line staff have no interest in environmental justice, community engagement, or equity
- Unsure of how State DOTs could be helpful
- Climate and equity work are relatively new to our State DOT as a priority
- Responsibilities for some related programs are split across different state agencies, so relationships have been around longer with other agencies
- Staff departure and new person has no clue, capacity, or knowledge of how we can partner and work together. DOTs need to make conscious investment in working with diverse communities and advancing transportation equity. This is a solvable problem, however it requires collaboration

THEME

HIGH LEVEL DESCRIPTION

DOTs are Big and Complex

DOTs are “**behemoths**” that are difficult to navigate. Even when advocates are able to form relationships with DOTs, they are often **unaware of how decisions are being made and who is ultimately responsible or accountable for those decisions**. This is due to the fact that DOTs have invested very little in demystifying their agencies and designing better engagement—which negatively impacts both internal staff and external stakeholders. Even lower level State DOT staff have difficulty articulating how decisions are made which can make it even more challenging for CBOs to develop an informed strategy.

DOTs Do Not Know How to Meaningfully Engage with Community

Even when DOTs have a desire to work with CBOs, they **simply have not invested sufficiently in effective, agency-wide engagement practices**. State DOTs often lack cultural competency, cultural specificity, and a history of deep public engagement. As a result, they often do not know how to or **lack an understanding about the best process to engage** the community and therefore the burden is on the public to figure out how to and when to engage.

Community Organizations Lack Funding, Capacity, and Political Power

Transportation advocates and **CBOs certainly do hold power and have been at the forefront of considerable change over the decades**. However, in comparison to the deep-pocketed interest groups of the highway industry and building trades, CBOs often **lack the political power** to heavily influence State DOTs and elected officials. Meanwhile, DOTs often only seek superficial input from advocates and CBOs, rather than utilizing empowerment and ownership models of engagement. This lack of political power is also directly tied to the **lack of capacity** and **lack of sustained funding** for transportation equity work. While climate funders prioritize vehicle electrification, there is a specific gap in funding for walking, biking, and public transit advocacy — which is central for a comprehensive transportation equity strategy.

THEME

HIGH LEVEL DESCRIPTION

Lack of Longevity of Relationships with Staff

Both CBOs and government employees noted that it is difficult to work together, in part, because of the **high turnover of nonprofit staff and engaged DOT staff. This turnover results in the loss of institution knowledge.** This makes it difficult for nonprofits to have long standing relationships with DOT staff and develop an effective inside-outside strategy.

The Advocacy Movement Lacks Effective Communications Strategies

Part of the difficulty in doing this work is an **inability to tell compelling stories** about why this work is important. Much transportation advocacy **work can be technical and complex** making it difficult to convey to members of the general public how this narrative connects to other everyday issues impacting them such as housing and jobs.

The Need for a Guiding Framework that Can be Adapted in Different Places

Because transportation advocacy is inherently political, **different states have varying political landscapes and geographies.** This makes the proposition of State DOT advocacy radically different across the country and even within states. As a result, stakeholders shared the desire for the **creation of resources that could be helpful no matter where people live or work.**



COLLABORATION PRINCIPLES

- 1 | Advance Equity Beyond Engagement
- 2 | Adapt Equity Strategies Based on the Political Context
- 3 | Embrace and Honor the Wide Array of Community Expertise to Work Across Sectors
- 4 | Elevate and Share Stories
- 5 | Refer to the Experiences and Lessons Learned of Others

The history of transportation involves transportation planners, engineers, and decision makers oppressing, segregating, and othering populations and redlining and uprooting established communities of color. It is important for government agencies to acknowledge this and commit to fighting to change and shift existing power structures.

The highest levels of government are now just beginning to prioritize equity, as showcased by President Biden's [Executive Order on Racial Equity](#) and [Executive Order on Further Advancing Racial Equity](#). These directives should inform more equitable policies, practices and procedures in state governments as well. State DOTs that

are serious about advancing equity and supporting communities of color need to improve their engagement with and support of community based organizations. Positive, meaningful collaboration is possible, if State DOTs are willing to respectfully put in the time and resources needed. The following principles are simply a starting point for advancing equity at State DOTs. This is certainly not an exhaustive list, and users may find that they need to adapt or add various strategies to meet their specific needs. Each principle has specific recommendations for CBOs and for State DOTs, with the understanding that adhering to these principles takes specific and coordinated action from both entities.

1

Advance Equity Beyond Engagement

It is no longer acceptable when people talk about equity, to segregate that work to a community outreach team or to the engagement portion of a project. Often this simply comes in the form of holding a large public working group and seeking input on a wide variety of topics. Equitable community engagement that treats all stakeholders with respect and dignity is crucial, yet it represents only one step forward and that alone should not be the ultimate goal. Sustaining this work cannot be built on one-off interactions, equity work is highly relational and requires consistent communication and the building of trusting relationships throughout every step of the process—from first thought to last action. To embed equity in all that an agency does, there

has to first be an awareness of power dynamics and how they impact who has access to decision makers and who is often harmed or ignored by the decisions being made—whether or not they are part of the decision making processes in transportation planning and funding. CBOs, communities, and agencies must push for equity beyond just setting mere goals, because too often goals are set without a clear roadmap, data collection, and transparent reporting baseline to inform measurable equity goals. To ensure those goals are met, we must push for equity in every aspect of the work including: programs, plans, policies, processes, outcomes, budgeting, measurements, metrics, and accountability.

CBOS MAY CONSIDER

Pushing for equitable policies and practices beyond improved community engagement could take a number of different forms and will require widespread collaboration. It is also important to make collaboration a part of institutional culture rather than a one off or project by project endeavor. It's important to make the case that collaboration should be viewed as a multi-year process that has specific end goals in mind, such as the creation of technical tools (e.g., mapping tools, progress trackers, project evaluation tools, etc.).

- Consider advocating for your State DOT to advance procedural equity, such as by creating an [equity advisory committee](#) or other bodies that can directly impact decisions and learn about how those decisions are made. This is particularly important to inform key funding decisions such as the State Transportation Improvement Plan (STIP), five and ten year capital improvement plans, and annual appropriations.
- There are now a wide range of national [mapping tools](#) showing which communities suffer most from transportation disparities such as poor air quality, unsafe infrastructure, and a lack of access to a vehicle, public transit, or opportunities. These tools can be used to help make the case for which communities need more investment. It's important to note that oftentimes these mapping tools are not disaggregated by key criteria such as race, which often are the best way to analyze equity. Advocates should push for race to be included as a measure to collect and analyze data.
- To further hold agencies accountable, one key strategy is to require public agencies to transparently share how their transportation investments are providing a range of benefits to the most impacted communities. This should include benefits such as health and economic outcomes and also procedural benefits such as community-decision making. Securing this data will serve as a critical first step to uncovering funding disparities, defining community benefits, identifying community assets, and then advocating to prioritize projects that deliver the greatest community benefits.
- Refer to this [project scoring criteria](#) that is used to assess how projects provide benefits to disadvantaged communities.
- Another example strategy is to embed equity in legislation, programs, and new funding sources—from the beginning. For example, a coalition of California advocates successfully pushed for [legislation requiring 35% of climate investments](#) to be located in and benefit the most polluted and impoverished communities. Now a decade later, the state's data shows that [over 84% of funds](#) are providing benefits to low-income and disadvantaged communities.

STATE DOTS SHOULD

Much like for CBOs, incorporating equitable policies and practices beyond community engagement can take many different forms in state agencies and departments. Start with reviewing everything suggested for CBOs above and working hard to facilitate and support that work.

- Hire outside, objective consultants, to audit the current governance structure, policies, and staff, and then publish a transparent report of findings. This should not be viewed as a punitive process and is simply informing an evidence-based baseline for equity goal-setting. Refer to the City of Philadelphia who worked with the consulting firm [Equity and Results](#) to develop their [Racial Equity Action Plan](#).
- Establish a permanent Office of Equity that has the staff capacity to advance meaningful community power sharing, the expertise to create and enforce equity policies with requirements, and to collect, analyze, track, and report data on community engagement and equity.
- Refer to Los Angeles Metro's [CBO Partnership Strategy](#), which aims to simplify and standardize how CBOs partner with the agency so it's easier to engage, contribute, and maintain relationships.
- Take the time and care to cultivate trusting relationships with CBOs. This is often best done outside of official channels such as public workshops, which is more conducive for casual and candid conversations.
- Work to prevent losing relationships when DOT or CBO staff transition out of their roles by initiating introductions to other key staff or [developing a regularly updated contact database](#).
- Provide consistent, reliable platforms and meetings to help CBOs navigate and understand which of the many funding guideline updates, budget processes, key decisions, and programs may be the top priority for them to engage on, based on their needs and interests.



- Reshape power dynamics by establishing spaces for co-learning, co-creation, and community decision making. This necessitates getting beyond one way information sessions and engaging in a two-way dialogue that is not transactional, builds trust, and grows relationships over time.
 - Oftentimes, agencies only share information with communities, yet agency staff also have much to learn from the lived experience of communities. Those who have historically had the most power should try listening more than speaking whenever possible.
 - Create workgroups where planners, engineers, and community members sit together to co-create a vision for infrastructure projects. Stop asking for the community to engage as a “check the box” exercise or in an attempt to have them “rubber stamp” projects after the scopes of work can no longer be changed.
 - Explore innovative strategies that are grounded in direct community input and decision-making, such as [community projects request platforms](#) and [participatory budgeting](#). Refer to the County of Marin’s provisions of [community stipends](#) for participatory budgeting as a best practice.
- Operationalize equity across government from start to finish, for support, refer to the Government Alliance Race & Equity’s [Racial Equity Toolkit](#).
- Advance equity within your State DOT’s budget, for example, refer to the City of Philadelphia’s [Budgeting for Racial Equity](#) report that outlines the process they took to secure measurable impacts on reducing disparities.
- Push for consistently evolving and improving your agency’s engagement and practices, as outlined in the City of Philadelphia’s [Equitable Community Engagement Toolkit](#) and [The Spectrum of Community Engagement to Ownership](#).
- When relying on knowledge from community members and CBOs, it is important to pay them for their expertise.
- Additionally, agencies should define and operationalize what administrative equity means in the context of working with communities and CBOs.
 - Examples could include: communication education on program proposal development and budget process, making it easier to contract with nonprofits or individuals, having systems to pay these entities before work rather than making them seek reimbursement, and thinking about forms and processes that these entities have to complete in order to work with your agency. Simplify or eliminate them when possible.
 - For additional examples and inspiration, CalNonprofits has developed and pushed a [package of bills](#) intended to reduce barriers of government contracting with nonprofits, such as providing advance payment and streamlining processes.
 - Finally, agencies should have transparent and accessible data for the public on how their money is being allocated and an ability for the public to track the progress on projects, specifically in disadvantaged communities. This should include transparent and easy to follow materials on government processes and funding cycles that are essential to public engagement and interaction with government agencies.

2

Adapt Equity Strategies Based on the Political Context

It is legally permissible to use the language of racial equity in every aspect of government work, except the specific areas of policies that allocate resources or access to groups based on race in public education, hiring, or contracting. Therefore, transportation agencies can legally name, study, and make public their equitable proposal, budget, frameworks, and

decision making. Despite this, the reality is that this work is inherently political and there are a wide variety of states, geographies, and political climates that give rise to different stances on advancing equity. That means that people must be adaptable in their language, strategies and timelines to accomplish their ultimate equity and justice goals.

CBOS MAY CONSIDER

Advancing equity will take time, and may need to be done in a phased approach based on the political climate and champions within State DOTs. Once a solid foundation and relationships have been established, it will be easier to push for more transformative wins.

- Connect with other equity advocates within and across different states to understand the chronological steps that were necessary to advance their wins and the challenges they faced along the way.
- Set a foundation for change by educating government staff about transportation disparities, identifying your champions, campaigning to put the right leadership in positions of power, and developing an effective inside-outside strategy.
- Particularly in early stages of advancing equity, use proxies like “safety,” “choice,” “access,” or other words that are politically accepted in your landscape. Focus less on specific words and make the foundation of the work about the people, communities, and experiences you want to center.
- Understand common arguments and excuses that State DOTs make and how to respond accordingly, as outlined in Transportation for America’s [Things DOTs Say](#) resource.
- Identify the State DOT staff amenable to equity values to understand what types of words, framing, messaging, or strategies may be most effective in the political context.
- Refer to the Government Alliance on Race and Equity’s [Messaging Guide: Attacks of Racial Equity Work in Government and Counter-Narrating the Attacks on Critical Race Theory](#) for examples of messaging and counter-narratives.
- Pressure State DOT staff to track and report data on how current transportation investments are benefiting or harming low-income and communities of color, and frame this as a good governance approach to basic transparency and accountability of funds. This data will be critical to justify making a larger future ask around the need to embed equity into budgeting and other decision making processes.

STATE DOTs SHOULD

Be transparent. If you believe in equity, tell advocates. Be clear about the current political barriers to advancing equity and brainstorm strategies to overcome them. Talk about equity in the broader context of new federal mandates and standards.

- Connect with DOT staff in other states to understand the chronological steps that were necessary to advance their wins and the challenges they faced along the way.
- Review this [Advancing Equity Roadmap](#) that lays out early actions compared to later strategies once a foundation is set.
- Refer to the Government Alliance on Race and Equity's [Messaging Guide: Attacks of Racial Equity Work in Government](#) and [Counter-Narrating the Attacks on Critical Race Theory](#) for example messaging and counter-narratives.
- In pushing your State DOT to advance equity, lean on the fact that equity is now mandated at the federal level due to the White House Racial Equity Executive Orders and refer to the [U.S. Department of Transportation's 2022-2026 Strategic Plan](#), which centers equity.
- Explain to CBOs what equity means to your agency and how it is operationalized.
- If your organization does not use certain equity terminology or has gaps, be honest, explain why, and help CBOs strategize on how to maneuver politically to advance their goals and center the stories of frontline communities.
- Tell CBOs about the accountability mechanisms in place or the lack thereof, and give specific examples and names of employees who they can speak to about equity and justice work.



3

Embrace and Honor the Wide Array of Community Expertise to Work Across Sectors

When being intentional about community facing and centered work, it is important to always remember that communities are the experts of their own experience. State DOT staff should show up in those communities before they need something so that relationships and trust can be built over time without the urgency of

project and funding deadlines always looming. Beyond that, community members and the CBOs that serve them rarely experience life and its injustices as single, siloed issues. That means that State DOTs and CBOs must work across the silos that are so often artificially built into their organizations.

CBOS MAY CONSIDER

Coalition building across disciplines, fields, and issue areas allows for working with organizations and people who might not think of transportation as their top priority issue. This coalition building can build upon existing political power and capacity to embed equity into State DOTs. Breaking down silos beyond transportation could mean working with organizations and representatives that center climate, energy, labor, education, construction, affordable housing, public health, and more.

- Garner broader support, gather data, and create talking points to make the case to other interest groups that transportation is connected to their issue area. For example:
 - **Jobs, Labor, Economic Benefits:** [Public transit, road maintenance, greenway, bicycle and pedestrian projects](#) create more jobs per dollar than highway projects and create [more local economy and business benefits](#).
 - **Health:** [Public Transportation in the US: A Driver of Health and Equity](#)
 - **Affordable Housing:** [Walking, biking and public transit investments support affordable housing](#).
- Refer to the learnings and strategies of successful campaigns such as [Move Ahead Washington](#) and [Just Transition](#), that have brought together various interest groups such as climate, labor, and indigenous groups.



STATE DOTS SHOULD

- Beyond holding town halls and working groups, staff should do site visits in the locations where transportation projects are being planned and speak to residents about their specific needs.
- Be thoughtful about how to recruit, hire, and include advocates in the agency in both staff and advisory positions. Agencies should collaborate with labor councils, community colleges, technical schools, and workforce development programs to train community members for jobs in the planning field.
- When hiring consultants to understand community needs and develop projects, include requirements for consultants to hold expertise in equity, meaningful community engagement, and a multi-sector approach. Ensure that transportation is being intentionally connected to other issue areas.
- Take a multi-sector and multi-agency/department approach to work. The [City of Kenmore, Washington](#), is an example of a transit agency considering how to use their land and resources to impact issues like affordable housing and housing insecurity.



4

Elevate and Share Stories

Too often, the complex and technical nature of transportation work means that communication about transportation funding is tied to statistics and complex transportation models. It is essential to remember that for many,

transportation is their lifeline to mobility and access. Each day as people try to reach the places and people they need and love, there are challenges, successes, and stories to be told.

CBOS MAY CONSIDER

Narrative change is an effective tool for transformational change. Think about how to make transportation about *people*, how they move, and how mobility impacts their health, wealth, and quality of life. Storytelling is a skill at the center of so many Indigenous, Black, brown and low-income communities and cultures. Celebrate that tradition and craft stories that share what transportation funding and projects mean to people's everyday lives.

- Uplift targeted strategies to specific demographics, such as this resource for [addressing transportation equity in Latino communities](#).
- Utilize storytelling to combat different kinds of opposition, move decision makers, and help people who lack an ability or desire to navigate the technical nature of transportation systems.
- Refer to [Winning Transit](#) about successful transit campaigns. This TransitCenter resource highlights strategic communication approaches, such as how CBOs can tell rider stories and garner press coverage.



STATE DOTS SHOULD

Make space for communities to share their stories and find ways to tie those to your State DOT's priorities. Help communities understand what messages and strategies will work with decision makers in your state.

- Internally, push your agency to engage with and confront the past planning decisions and impacts on low-income communities and communities of color. Agencies should make the time to allow community members to share their stories, compassionately listen, acknowledge the wrongdoing, and co-create a plan to repair the harm.
- Learn about the equity implications of Federal policies and programs like the [Justice40 Initiative](#) and the [Bipartisan Infrastructure Law](#) and how State DOT staff can work with CBOs to effectively communicate about those policies and other State DOT priorities.
- To share complex and technical information, utilize storytelling to demonstrate to CBOs why engaging on various topics are relevant to and impactful on their needs and priorities.
- So that communities are able to share their stories, make language access a core tenant of all aspects of your agency's communications and engagement. This means considering what languages are spoken by impacted communities, and avoiding jargon and overly complicated materials.
- To enable populations often excluded from decision making spaces to share their stories, ensure that these spaces are truly accessible. Be thoughtful about meeting locations, the availability of childcare, timing of meetings—with particular attention to providing food during meal times—and if they are accessible to people with disabilities or without access to cars. In addition to the CBOs and professional organizations that represent them, people with the most to gain or lose from transportation decisions should be able to directly engage with decision makers. To respect people's time, these meetings should include stipends to compensate people for their time and should provide evidence that the communities' feedback is being heard and incorporated.

5

Refer to the Experiences and Lessons Learned of Others

Sometimes it is hard to know where to start. Yet, it is important to note that there are many organizations who have already created and compiled helpful resources on how State

DOTs and frontline communities and CBOs can better collaborate to effectuate change. Those resources are embedded throughout this document and the section below.

CBOS MAY CONSIDER

Refer to the examples linked throughout this resource. These examples provide concrete tips and case studies from across the country to help you see what others are doing to advance this work.

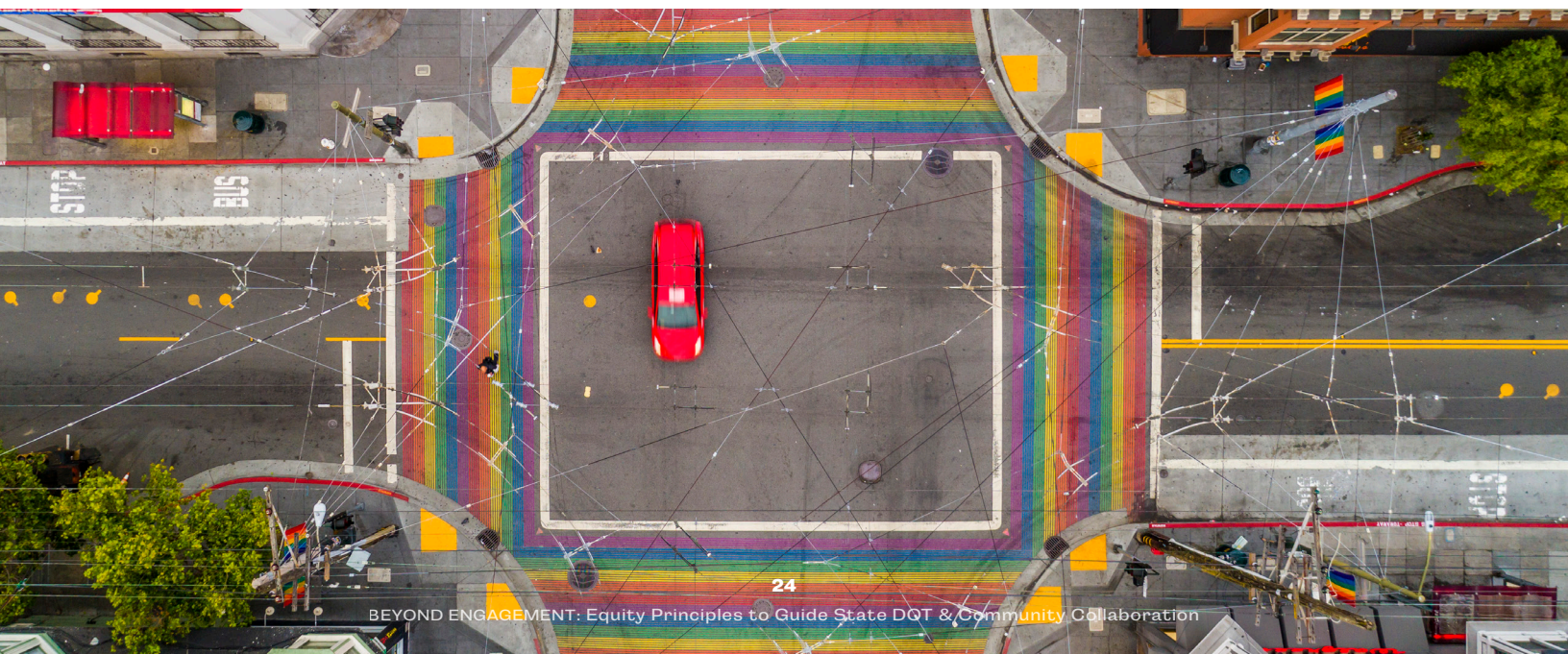
- Refer to Transportation for America's [Community Connectors: Tools for Advocates](#) to help demystify the various actors, programs, funding streams, and decision points of spending state and federal transportation dollars.
- Review the complete [advocacy strategy](#) from Washington state's transformative legislative package that shifts transportation planning and spending from prioritizing highways to transit and multi-modal investments.



STATE DOTs SHOULD

Review the same list of examples to understand how government entities can support this work. Refer to the examples throughout this document of evaluation of transportation equity data, tools, and metrics used by a selection of decision makers across the country.

- Seek out opportunities to connect with like-minded State DOT staff and learn about innovative best practices through networks such as the [Government Alliance on Race and Equity](#), the [Urban Sustainability Directors Network](#), and the [Transformative Justice Infrastructure Fellowship](#).
- Read the State Smart Transportation Initiative's [The USDOT's Request for Information on Transportation Equity Data: An Analysis of State DOT Responses](#) to understand other State DOTs' current needs, perspectives, and best practices.
- Review the Southwest Energy Efficiency Project's [Transportation and Land Use Planning: Equity in Colorado](#) report.
- Refer to the Government Alliance Race & Equity's [Advancing Racial Equity and Transforming Government Resource Guide](#).
- Refer to NRDC's [State Report Card](#), which ranks states across metrics related to state planning for climate and equity, and more. However, it should be noted that states who ranked high, received points merely for having stated goals as opposed to real outcomes accomplishing these goals. This represents an enormous gap that State DOTs must address in order to claim progress. Reach out to your counterparts in those states or NRDC to figure out what you can do better.



CONCLUSION

Reforming the longstanding practices of State DOTs to center equity and sustainability is certainly a formidable challenge, particularly when their actions have greatly contributed to transportation disparities and environmental decline. However, in recent years there has been a fundamental shift in the goals and strategic direction both from the Federal government and from a number of State DOTs. There is still a long way to go to bring the needs and voices of communities to the forefront of how transportation decisions are made at State DOTs. Putting these principles into action can help lay the groundwork to ensure that low-income communities of color have access to safe, healthy, and reliable forms of transportation for decades to come.

Thanks to the following people who offered their time to provide insights and feedback on this document:

Zak Accuradi - *Senior Transportation Advocate*, National Resources Defense Council (NRDC)

Cyatharine Alias - *Senior Manager of Community Infrastructure & Resilience*, Center for Neighborhood Technology (CNT)

Karly Andrus - *TDM Outreach Coordinator*, Northeast Transportation Connections (NETC)

Justin Backal Balik - *State Program Director*, Evergreen Action

Maria Barakat - *Program Manager for Transformative Racial Equity*, The Greenlining Institute

Justin Brightharp - *Senior Program Manager of Energy Efficient Transportation*, Southeast Energy Efficient Alliance (SEEA)

Maggie Striz Calnin - *Director*, Michigan Clean Cities Coalition

William P Billy Davis - *Executive Director*, Bronzeville Community Development Partnership

Bob Dean - *Chief Strategy and Program Officer*, Center for Neighborhood Technology (CNT)

Amanda Eaken - *Director of Transportation*, National Resources Defense Council (NRDC)

Chris Van Eyken - *Director of Research & Policy*, TransitCenter

Ariana Federico - *Organizing Director*, Mid-City CAN

Matt Frommer - *Senior Transportation Associate*, Southwest Energy Efficiency Project (SWEEP)

Stuart Gardner - *Director*, Generation180

Ms. Margaret Gordon - *Co-Director*, West Oakland Environmental Indicators Project

Ben Holland - *Manager Urban Transformation*, Rocky Mountain Institute (RMI)

Rachel Hultin - *Policy and Government Affairs Director*, Bicycle Colorado

Jon Hunter - *Senior Director*, Clean Air, American Lung Association

Naomi Iwasaki - *Senior Director*, Office of Equity and Race, LA Metro

Jaylan Jacobs - *Associate*, Southeast Energy Efficiency Alliance (SEEA)

Stephanie Gidigbi Jenkins - *Vice President of Strategy*, Communities First Fund

Brian Johns - *Executive Director*, Virginia Organizing

Lucas Kappel - *Strategist*, Energy and Sustainability II at Elevate

Patrick King - *Southeast Mobility Choices Advocate*, National Resources Defense Council (NRDC)

Apryl Lewis - *Transportation Policy Coordinator*, Sol Nation

Diego Lopez - *Executive Director*, Save Energy Coalition

Stephanie Lotshaw - *Executive Director*, TransitCenter

Susan Martinez - *Case Manager*, Neighborhood Legal Services of Los Angeles County

Chris McCahill - *Managing Director*, State Smart Transportation Initiative (SSTI), University of Wisconsin-Madison

Mike McGinn - *Executive Director*, America Walks

Mario Mendoza - *Outreach & Education Coordinator*, Day One

Lina Mira - *Director*, Latino and Latina Roundtable

Sara Olsen - *Policy Fellow*, The Greenlining Institute

Beth Osborne - *Director*, Transportation for America (T4A)

Megan Owens - *Executive Director*, Transportation Riders United

Nailah Pope-Harden - *Executive Director*, ClimatePlan

Marquita Price - *Principal Planner*, Hood Planning Group

Dave Robba - *Manager*, State Policy-Transportation, Ceres

Martha Roskowski - *Principal*, Further Strategies

Carter Rubin - *Senior Transportation Lead*, National Resources Defense Council (NRDC)

Axel Santana - *Associate*, PolicyLink

Craig Segall - *Vice President*, Evergreen Action

Jacob Smith - *Executive Director*, National Organizations for Youth Safety (NOYS)

Sarah Stalcup-Jones - *Research and Heavy-Duty Vehicle Program Manager, Chief Equity Officer*, Virginia Clean Cities

Amy Stelly - *Executive Director*, Claiborne Avenue Alliance Design Studio

Morgan Turner - *Community Impact Lead*, Colorado Center on Law and Policy

Ann Vail - *Executive Director & Clean Cities Director*, Louisiana Clean Fuels

Midori Valdivia - *Founder + Principal*, Midori Valdivia Consulting LLC

Andrea Vidaurre - *Policy Director*, National Parks Conservation Association (NPCA)

William Walker - *Long Range Transit Planner*, San Francisco Municipal Transportation Agency (SFMTA)

Jeanie Ward-Waller - *Director of Transportation Advocacy*, Fearless Advocacy

Canyon Xan Wildwood - *Senior Associate*, PolicyLink

Andrew Wishnia - *Partner*, Cityfi

Je-Show Yang - *Program Manager*, Asian Pacific Islander Forward Movement (APIFM)

Andrew Yip - *Senior Veterans Fellow*, National Parks Conservation Association (NPCA)

For more information on this report please contact:

tamika I. butler, Esq.

Founder + Principal

tamika@tamikabutler.com

www.TamikaButler.com



Hana Creger

Senior Program Manager, Climate Equity

hanac@greenlining.org

www.greenlining.org



Graphic Design Karen Capraro K@KCapraro.com