

IMPROVING PUBLIC OUTREACH FOR TRANSPORTATION PROJECTS BY USE OF CITIZEN COALITIONS

Requested by:

American Association of State Highway
and Transportation Officials (AASHTO)
Standing Committee on the Environment

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I. EXECUTIVE SUMMARY

Citizen coalitions provide transportation agencies with readily available access to members of the public to facilitate meaningful engagement to improve public outreach for all phases of transportation project development and delivery. For the purposes of this research project coalitions are defined as:

“An alliance among individuals or groups, during which they cooperate in joint action, each in his [or her] own self-interest, joining forces together for a common cause.”¹

Coalitions form because they believe that together they can accomplish more than alone. They employ many creative methods of communication and often possess both political power and technical expertise that can be invaluable to transportation practitioners in planning, designing, constructing, maintaining, and operating transportation facilities. In fact, citizen coalitions embody many of the principles of a context sensitive solutions (CSS) process in that they “foster continuing communication and collaboration to achieve consensus” and “strive towards a shared stakeholder vision to provide a basis for decisions.”²

Effective outreach strategies used by coalitions have the potential to inform agency practices and also point towards opportunities for future collaboration and partnership through idea exchange, consensus building, coordination of efforts and access to the decisionmaking process. Coalitions are particularly proficient at tackling complex societal and environmental challenges that require multi-disciplinary and cross-organizational/agency expertise and involvement to successfully solve a particular problem. At their best, citizen coalitions are very effective at mobilizing human and social capital to solve societal and environmental problems by focusing on community quality of life.

This project was conceived to help transportation agencies identify coalitions that can provide valuable insight and input into the transportation decisionmaking process as well as help them more effectively and efficiently engage their stakeholders through the use of citizen coalition groups. The products of this research include an inventory of 85 coalitions that are involved in transportation policies, programs, and projects while representing national, statewide, regional, local, corridor level or project interests. The coalitions inventoried also cover a range of topic areas including social equity, environmental protection, sustainable strategies, public health, air quality impacts, and historic and cultural preservation. For each coalition inventoried a brief description of the following is included: geographic area, engaged groups, structure, history, issue area, sphere and target of influence, mission/goals, programs/activities, budget/funding, and transportation involvement. In addition to the coalition inventory, the report provides tips on how to identify other coalitions during project development activities.

¹ Wikipedia, “Coalition,” <<http://en.wikipedia.org/wiki/Coalition>>.

² American Association of State Highway and Transportation Officials, and the Federal Highway Administration, (Summer 2007) “Results of Joint AASHTO/FHWA Context Sensitive Solutions Strategic Planning Process,” <http://environment.transportation.org/pdf/context_sens_sol/portlandsummary_final_050107.pdf>.

In order to better understand how coalitions meaningfully engage their constituencies, interviews were conducted with 20 coalitions, from which brief case study write-ups were prepared. The coalitions selected for interviews include a mix of policy, program and project level activities, and half of the coalitions reached out to non-traditional populations. The interviews and case study write-ups covered the following topics:

- Involvement in transportation
- Barriers and challenges
- Opportunities for involvement and collaboration
- Successful partnerships
- Outreach Approaches
- Advice to transportation agencies
- Advice to other coalition groups

Findings from these interviews informed the research project as to the effective strategies used by coalitions. The table below provides the major categories of effective strategies gleaned from the interview results and documented case study write-ups. These practices are showcased in this report through “real world” examples that transportation practitioners can learn from and utilize to improve public outreach efforts.

Communication Skills
Constant contact and presence in community life. On-the-ground messaging Proactive rather than regulatory messages Frame the issues correctly Educate and inform the public Provide forums for diverse stakeholders
The Trust Factor
Coalition participation legitimizes the process Understand how the system is perceived as well as issues and needs
Political Capital
Raise funding. Build support of elected officials Facilitate community benefits agreements
Technical Capacity
Review of documents, reports, and studies Public involvement Data collection Training

In addition to understanding how coalitions effectively engage their stakeholders, the interview process provided insight to transportation agencies and other coalition groups about how to build relationships with each other. Guidance on building relationships with coalitions is prominently featured within this report and covers five primary tips for transportation agencies:

- Listen to better understand the coalition

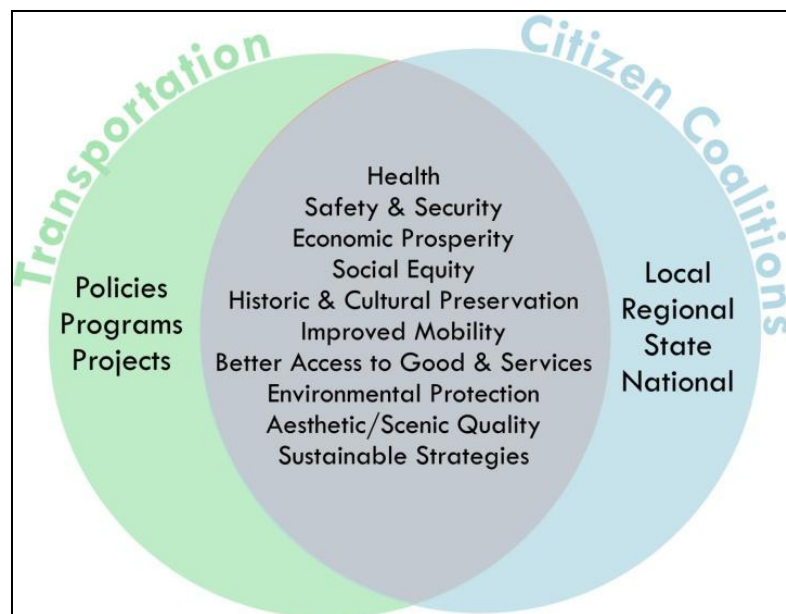
- Work with the right people
- Recognize the past
- Take the initiative
- Make it worthwhile

Working with citizen coalitions has become more important than ever with the increasing focus on creating transportation solutions that support livable and sustainable communities. This report provides practitioners with an inventory of coalitions they can engage to better support their public outreach efforts, advice on how to identify other coalitions, effective strategies used by coalitions to engage their constituencies which transportation agencies can learn from, and advice on how to build long-term relationships with citizen coalition groups. The information presented in this report shows transportation practitioners how they can leverage the skills, expertise, political and social capital of citizen coalition groups to more effectively and efficiently solve transportation problems while supporting a good quality of life.

II. INTRODUCTION

Over the past 20 years, citizen coalitions have become a powerful tool in accomplishing social and environmental change. Coalitions form for many reasons, but always to achieve shared goals and objectives that the members feel they cannot achieve alone. Coalitions may be formal or informal, single or multi-purposed, and staffed or unstaffed. The increasing popularity and effectiveness of these collaborative partnerships is in contrast to the competitive model of singular organizations trying to “go it alone.” In fact, citizen coalitions embody many of the principles of a context sensitive solutions (CSS) process in that they “foster continuing communication and collaboration to achieve consensus” and “strive towards a shared stakeholder vision to provide a basis for decisions.”³

Successful coalitions take considerable time and effort on the part of their participants, and therefore provide a readily available conduit for transportation agencies to leverage their skills, expertise and networks as a means to effectively engage traditional and non-traditional groups as part of the transportation decisionmaking process. Coalitions can be local, regional, statewide or national and can influence not only projects, but policies and programs. The many ways in which transportation intersects with quality of life and livability has caused coalitions, working on issues ranging from health to aesthetics, to seek to influence transportation decisionmaking.



Coalitions are particularly proficient at tackling complex societal and environmental challenges that require multi-disciplinary and cross-organizational/agency expertise and involvement to successfully solve a particular problem. At their best, citizen coalitions are very effective at mobilizing human and social capital to solve societal and environmental problems by focusing on community quality of life. For example, a citizens' coalition group may form to leverage the resources of several organizations, agencies and others to reduce bicycle injuries. They may involve a public health agency that can work with educators to develop a bike safety program, encourage the local government to enact a local ordinance requiring cyclists to wear helmets, and/or reach out to public transportation agencies or private developers to provide off-street bicycle paths. The organizational flexibility of coalitions, combined with their community “grassroots” approach, creates holistic strategies to solve problems.

³ American Association of State Highway and Transportation Officials, and the Federal Highway Administration.

Numerous case studies and project examples collected over the last several years reflect the involvement of citizen coalitions in shaping transportation decisions. Many of these projects exemplify CSS principles or process improvement initiatives such as community impact assessment, environmental justice evaluations, and innovative public involvement strategies. However, the expertise, skills, tools, techniques and multi-dimensional strategies that coalitions employ to successfully engage their members and effect change have not been well documented. This project sought to fill in some of these gaps in current literature.

The goal of this report is to help transportation practitioners identify coalitions which they can partner with to leverage their knowledge, skills and expertise as part of the analysis and decisionmaking processes for transportation policies, programs and projects. In addition, the report provides examples how coalition's strategies and approaches can lead to new and different ways of approaching public outreach to traditional and non-traditional groups. The report is organized as follows:

Section III. Methodology details the process by which the Research Team undertook the project, including the working definition of "coalition" used to guide the research and the methodology used to perform the three main tasks of the project: (1) inventory; (2) interviews; and (3) case studies.

The report includes a description of the many types of coalitions that are engaged in transportation, including the ways coalitions vary and the core functions that they share in common. **Section IV. Coalitions Engaged in Transportation** details the nature of the coalitions that the Research Team **studied**, including tools and techniques that agencies can use to identify coalitions in their jurisdictions.

To suggest how transportation agencies can benefit from coalition involvement, the report includes a description of the effective strategies that coalitions use. **Section V. Effective Strategies Used by Coalitions** organizes these strategies in four categories: (1) social network/communication skills; (2) the trust factor; (3) political capital; and (4) technical capacity.

Section VI. Building Relationships with Coalitions focuses on how agency/coalition relationships can be built, maintained and strengthened by pursuing five objectives: (1) listen to better understand the coalition; (2) work with the right people; (3) recognize the past; (4) take the initiative; and (5) make it worthwhile.

Supplemental information is included in the report's appendices:

- **Appendix A - Completed Inventory Templates** for the 85 coalitions included in the inventory;
- **Appendix B - Interview Questionnaire** used to conduct interviews with 20 coalitions;
- **Appendix C - Coalition Interview Matrix** of the 25 coalitions that were contacted for interview; and
- **Appendix D - Case Study Write-Ups** documenting the information gathered from the 20 coalitions that were interviewed.

III. METHODOLOGY

The project started with a kick-off meeting the third week of June, 2009, to better understand both the Panel's intent and perceptions of the role of citizen coalitions in improving public outreach for transportation projects. During the kick-off meeting, the Research Team reviewed with the panel the scope of the project and raised a number of general questions on the initial problem statement for feedback and clarification.

The research for the project was a combination of three tasks:

- Task 1 – Inventory
- Task 2 – Interviews
- Task 3 – Case Studies

Inventory

The first task of the Research Team was to identify emerging and existing citizen coalitions and understand the issues, concerns, and causes that brought them together. Before undertaking the inventory, it was necessary to establish a working definition of "citizen coalition" that would apply in the context of this research project. Through discussion with the Project Panel and internally, the team came to the conclusion that "citizen coalitions" were not limited to coalitions made up of citizens, but could refer to any type of coalition that represented the interests of individual citizens (as opposed to the interests of an agency or organization). Non-profit organizations that are charity focused, however, were not considered to be citizen coalitions because they are mission-driven rather than constituent-based. Some examples of organizations that were not considered coalitions because they do not actively engage constituents in an ongoing manner included Habitat for Humanity, the Make-A-Wish Foundation, Doctors Without Borders, and the Nature Conservancy. Organizations such as these collect donations from individuals and expend them to deliver products or services based on their mission rather than conduct outreach that informs decisionmaking processes.

The team eventually agreed on the definition of coalition on [Wikipedia](#) which they felt was neither too narrow nor too broad:

"A coalition is an alliance among individuals or groups, during which they cooperate in joint action, each in his [or her] own self-interest, joining forces together for a common cause."

Using this definition the project team drew upon their experience as well as a number of other sources to identify coalitions for inventory. Additional sources for identifying coalitions included: membership lists of national coalitions (e.g. Transportation for America and Transportation Equity Network), context sensitive solutions and environmental justice case studies, the World Wide Web, and Transportation Research Board (TRB) committee members and other professional

contacts. The researchers generated an initial list of coalitions and organized them into five categories:

1. National Transportation and Land Use Policy Coalitions
2. State and Regional Transportation and Land Use Coalitions
3. Local Coalitions
4. Corridor-Specific Coalitions
5. National Membership Organizations with Local Affiliates/Chapters Engaged in Transportation

The Research Team developed an interview template (see Figure 1) to ensure uniformity of coalition information. The template elements were selected to help the Research Team understand the context under which the coalitions operate and how they achieve their goals and objectives:

- Membership: Understanding who makes up a coalition, what unites them, and if there are any requirements for joining is key to their sphere of influence and ability to conduct outreach.
- Geographic Area: The geographic base or catchment area of a coalition sheds light on what projects or programs they might be interested in, and with whom they are trying to communicate.
- Engaged Groups: Coalitions may specifically, or by default given their geographic area, engage groups that transportation agencies have been unable to reach and have been traditionally underserved by transportation decisionmaking such as low-income, elderly, disabled, limited English proficient, homeless, limited mobility, immigrants, Black/African American, Asian/Pacific Islander, Hispanic/Latino, and/or Native American persons. These groups are particularly important for agencies to engage in order to meet the requirements of Title VI and the Executive Order on Environmental Justice
- Structure: How the coalition is governed and how daily operations are managed is important to know in contacting the coalition and building long-term relationships.
- History: How a coalition was founded or formed, as well as their major accomplishments, provides insights into how they might be engaged on transportation issues.
- Issue Areas: A coalition's issue areas ultimately define their interest in transportation.
- Sphere & Target of Influence: The level(s) (i.e. national, state, regional, municipal, and/or local) and area(s) (i.e. policy, programs, planning, and/or project) that the coalition hopes to influence will be a factor in determining the projects and agencies where they are most likely to become involved.
- Mission/Goals: A coalition's mission, goals, and priorities define their motivation for working on transportation issues.
- Programs/Activities: The programs and activities which the coalition undertakes should be considered in defining the role they can play working with a transportation agency.
- Budget & Funding: Coalitions often have limited resources, understanding how a coalition supports themselves and the constraints which they face can indicate their potential level of involvement.


- Transportation Involvement: How a coalition has been involved in transportation will indicate what transportation issues they are familiar with, the type of institutional or historical knowledge they may have on a specific project, as well as potential ways they could be involved in other transportation policies, programs, or projects.

Throughout the research, the Team maintained an ongoing gap assessment (reflective of the Project Panel's goals) to identify the coalitions by their geographic region, groups that they engaged, issue areas, and level of decisionmaking they are trying to influence (i.e., state, regional policy, planning, projects, and programs). The Research Team set out the following goals in conducting the gap assessment:

- Geographic Coverage: Broad geographic coverage of all regions.
- Coalition Type: Mix of coalition types with greater focus on national, state and regional coalitions.
- Coalition Focus: Reflect the community coalition issues prioritized by the Panel: (1) Social equity; (2) Environmental protection; (3) Sustainable strategies; (4) Health: Air quality impacts; (5) Historic and cultural preservation
- Transportation Phase: A mix of policy, planning, projects, and programs. Half of the interviews should focus on project level activities, while the other half can be a mix of planning and policy level partnerships with some examples of program level activities.
- Engaged Populations: Focus at least half of the interviews on non-traditional groups.

As gaps emerged, additional research was undertaken to identify coalitions that broadly cover these areas. In total, the Research Team inventoried 85 coalitions that are discussed in greater detail in [Section IV. Coalitions Engaged in Transportation](#). The completed inventory templates are included in [Appendix A – Completed Inventory Templates](#).

Figure 1 - Inventory Template

<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">NAME</div> <div style="text-align: center;">  </div> </div>							
Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
Website/Source	<i>Homepage and/or any links you used to gather information on the organization</i>						
Membership	<i>Who makes up this coalition - what unites them? Are there any requirements for membership or joining?</i>						
Geographic Area	<i>Geographic base or catchment area. Also note if you are referring to a chapter or branch of a larger organization.</i>						
Engaged Groups	<i>Does this organization specifically engage any of the following groups: low-income, elderly, disabled, limited English proficient, homeless, limited mobility, immigrants, Black/African American, Asian/Pacific Islander, Hispanic/Latino, and/or Native American?</i>						
Structure	<i>What is the organizational structure of the group? Executive board, advisory board, staff, etc.</i>						
History	<i>Founding year and any other benchmarks of accomplishment or change in the coalition's history.</i>						
Issue Areas	<i>Which of these key issue areas does the coalition seek to address:</i> <ul style="list-style-type: none"> • <i>health</i> • <i>safety & security</i> • <i>economic development</i> • <i>social equity</i> • <i>historic/cultural preservation</i> • <i>improve mobility</i> • <i>community revitalization</i> • <i>access to goods/services</i> • <i>environmental protection</i> • <i>aesthetic quality</i> • <i>sustainability</i> • <i>other</i> 						
Sphere & Target of Influence	<i>At what level(s) (i.e. national, state, regional, municipal, and/or local) AND in what area(s) (i.e. policy, programs, planning, and/or project?) does the coalition hope to influence?</i>						
Mission/Goals	<i>Mission statement if available or list of goals or priorities.</i>						
Programs/Activities	<i>How does the coalition achieve its mission and goals?</i>						
Budget & Funding	<i>What is their budget? How is the budget funded?</i>						
Transportation Involvement	<i>Has the coalition worked on transportation policies, programs or projects?</i>						
Interview Potential	<i>Should we interview this coalition? Why or why not?</i>						
Submitted By	<i>Your Name</i>						

Interview

During the inventory process, the Research Team noted the potential of each coalition to fulfill the Panel's goals and then prioritized coalitions to interview. Of the 85 coalitions inventoried, 32 were initially recommended for interview. The Research Team evaluated the 32 coalitions based on the following four key criteria:

1. Potential to identify innovative outreach strategies
2. Applicability to project-level outcomes
3. Relevancy to the five key issue areas prioritized by the panel: (1) social equity; (2) environmental protection; (3) sustainable strategies; (4) health: air quality impacts; (5) historic and cultural preservation
4. Efforts to involve traditionally underserved populations

The Research Team came to consensus on 25 coalitions that best fit the above criteria and presented them to the Project Panel for approval.

Following Project Panel approval each coalition was contacted via e-mail. The e-mail included a brief description of the Task 62 objectives and the Research Team's intentions of documenting their coalition's involvement in transportation. The survey instrument was included as an attachment in these initial interview requests, and is included in this report as [Appendix B – Interview Questionnaire](#). While some of the e-mails varied based on individual familiarity with the recipient, they generally were written as follows:

“I am writing to you on behalf of the *Improving Public Outreach for Transportation Projects by Use of Citizen Coalitions* Research Team. We are interviewing coalitions throughout the country in order to help transportation agencies become more skilled in public outreach and involvement. We believe that *Name of Recipient Coalition* should be part of our research and would like to request an interview with you or some representative of your organization. The focus of our interview is on how your organization influences transportation projects, the barriers to participation that you experience, and your recommendations to transportation agencies about more effective strategies for citizen engagement in transportation. The interviews will be conducted via phone and take about one hour, our timeframe requires that we conduct all of our interviews by the end of October.

“We have provided further information about our project as well as the list of interview questions in the attached document. Please let me know at your earliest convenience of your availability to participate or if I should contact someone else from your organization, and do not hesitate to contact me if you need any further information about our study.”

E-mail requests were followed by phone calls and additional e-mails as necessary. The responsiveness of the coalitions varied widely. While some were eager to participate, others had difficulty identifying the proper staff or finding time to participate.

The Research Team designed the interview questionnaire to take about one hour including a review of the information collected during the inventory and additional information about the coalition's involvement in transportation projects. The primary purpose of the interviews was to inform the Research Team of how public outreach for transportation projects can be improved through the use of citizen coalitions. The subtopic areas upon which the interviews focused were:

- Confirm and refine information in the template
- Gather previously unknown information
- Identify opportunities for involvement and collaboration
- Identify outreach tools and techniques
- Identify barriers to implementation
- Identify strategies to overcome barriers
- Define success and ways to measure it

During the outreach process interviewers took notes during the interview and then shared their notes with the other team members. In some cases, follow-up e-mails or phone calls were made to gain clarification of information provided or specific details on a project or outreach approach.

Over two months, the Research Team conducted interviews with 20 coalitions. A summary of the 20 that were interviewed and the five that did not participate (unresponsive to several requests) is included as [Appendix D – Coalition Interview Matrix](#). In conducting the interviews, the coalitions shared many insights that were relevant not only to conducting outreach, but to many other transportation decisionmaking processes. The interviews revealed the potential for partnership and collaboration between coalitions and transportation agencies not only in disseminating information, but also in garnering public and political support for projects, supporting transportation funding, and identifying problems and needs.

Case Study Documentation

Based on the interviews, the Research Team developed a case study format for Task 3 to document their findings and to encourage practitioners to explore the potential of working with community coalitions. The case studies included the following:

- General Organization Information
- Involvement in Transportation Projects
- Opportunities for Involvement and Collaboration
- Successful Partnerships
- Outreach Approach
- Barriers and Challenges
- Ways to Measure Success
- Advice to Transportation Agencies
- Advice to Citizen Coalitions
- Contacts & Relevant Resources

Coalition write-ups were generally 3-5 pages in length. Because only coalition members were interviewed in Task 2, the write-ups represent coalition and not DOT perspectives. In some

cases, opinion statements were included to highlight the coalition's perspectives to help agencies better understand coalitions points of view.

Within the write-ups, important points were emphasized through callout boxes and underlines. Organizations and projects mentioned throughout the case studies are hyperlinked in the endnote section of each case study. The case studies are included in [Appendix D – Case Study Write-Ups](#).

Information from the interviews and case study write ups was used to synthesize effective practices that are showcased in [Section V. Strategies Used by Coalitions](#) and to provide advice on relationship building between transportation agencies and citizen coalition groups in [Section VI. Building Relationships with Coalitions](#).

IV. COALITIONS ENGAGED IN TRANSPORTATION

Coalitions are alliances among individuals or groups that cooperate in joint action, each in their own self-interest, joining forces together for a common cause. Coalitions almost always form out of frustration with the status quo. When individuals and organizations come together as coalitions, they are seeking reform that will produce change. Coalitions across the US engaged in transportation share an understanding that transportation supports access to quality-of-life goods and services such as health care, education, employment, and housing. The physical nature of transportation systems brings with it environmental, economic, social, and cultural benefits and burdens. Coalitions are concerned about quality-of-life issues and therefore provide transportation agencies with a readily accessible conduit to citizen interests and needs which can inform the trade-off analysis required to identify a preferred solution.

Coalitions that have become engaged in transportation issues vary widely in their focus, scale, activities, and structure:

1. **Focus.** Transportation may be the uniting focus of a coalition, or one of myriad foci in a coalition's agenda. Coalition involvement in transportation may be motivated by any number of overlapping and intersecting issues such as historic and cultural preservation or economic development.
2. **Scale.** Coalitions may work on specific corridors or projects or pursue broad policy and legislative agendas across multiple states and regions.
3. **Activities.** Coalitions may be interested in transportation policies, programs or projects. They may be engaged in issues through education or programming and policy.
4. **Structure.** Coalitions can be informal or well-established entities and may have a proactive agenda or just react to plans and projects. Members may or may not be expected to volunteer their time and/or pay dues, and paid staff may be part-time or full-time.

Although coalitions engaged in transportation vary widely they have common core functions:

1. **Exchange ideas.** Coalitions foster the exchange of ideas by bringing diverse individuals and groups together to take action.
2. **Build consensus.** Coalitions build consensus by giving each organization's voice some weight.
3. **Coordinate efforts.** Coalitions allow groups to coordinate their efforts by providing a forum for communication about roles and responsibilities so as to minimize duplication and working at cross purposes.
4. **Gain access to the decisionmaking process.** Coalitions give members more power than they would have operating alone, which in turn gives them greater access to the decisionmaking process. Coalitions may also give their members political access by including decisionmakers in the coalition.

Types of Coalitions Engaged in Transportation

National Transportation & Land Use Policy Coalitions. Sixteen of the 85 coalitions inventoried, or about 19 percent, were national transportation and land use policy coalitions. The structure of these coalitions is oftentimes one of partnership or affiliation rather than membership. National policy coalitions may include organizations and alliances nationwide that share similar or intersecting agendas. Transportation for America, for example, includes government officials, national public interest groups, and state and local groups all sharing a common set of priorities for infrastructure policy. Many national transportation coalitions participate in training, educating and organizing individual organizations, drafting legislation, lobbying, advocacy, and conducting applied research and policy analysis.

National policy coalitions may be of less interest to DOTs in improving public outreach because of their focus on policy; however, they can serve as an important bridge to other coalitions. The Gamaliel Foundation for example serves as an umbrella organization for forty-five independent affiliates in seventeen states.

The 16 national policy coalitions inventoried are:

- [Alliance for Biking & Walking](#)
- [Apollo Alliance](#)
- [Center for Community Change](#)
- [Clean Cities Coalitions](#)
- [Clean Water Action Alliance](#)
- [Gamaliel Foundation](#)
- [National Complete Streets Coalition](#)
- [National Congress of Native Americans](#)
- [National Council of La Raza](#)
- [National Scenic Byways Coalition](#)
- [National Urban League](#)
- [OneRail Coalition](#)
- [Smart Growth America](#)
- [Shepherd's Centers of America \(SCA\)](#)
- [Transportation Equity Network \(TEN\)](#)
- [Transportation for America](#)

State & Regional Transportation & Land Use Coalitions. Thirty-six of the 85 coalitions inventoried, or about 42 percent, were state and regional transportation and land use coalitions. Their structure varies, but often includes a small to medium size staff, an elected board, dues-paying or loosely affiliated individual members, and organizational and political partners. Some of the activities that state and regional coalitions engage in are public education, policy advocacy, research, leadership training, partnership building, and dissemination of information. Many state and regional coalitions provide an outlet for innovative thinking and discussion on transportation issues through online forums as well as conferences and events. For example, the

Transportation Choices Coalition in Washington State sponsors educational and candidate forums, and also participates as panel members at other events.

State and regional coalitions should be of particular interest to DOTs in improving public outreach on projects, policy, and programs that have state, regional, and multi-jurisdictional implications because they have the capacity to bring together and represent a multitude of smaller groups as well as individuals. The Northwest Indiana Interfaith Federation, for example, has worked with its local Metropolitan Planning Organization to bring diverse stakeholders together to undertake long range planning in a region that includes disparate municipalities and populations.

The 36 national policy coalitions inventoried are:

- [Alliance for Sustainable and Equitable Regional Transportation](#) - Lehigh Valley, Maryland
- [Bike Delaware](#) - Delaware, Statewide
- [Citizens for Progressive Transportation](#) - Atlanta, Georgia
- [Citizen's Transportation Coalitions](#) - Houston Region, Texas (8-counties)
- [Clean Wisconsin](#) - Wisconsin, Statewide
- [Coalition for a Livable Future](#) - Portland, Oregon
- [Coalition for Effective Transportation Alternatives](#) - Puget Sound Region, Washington State
- [Coalition for Smarter Growth](#) - Washington, D.C.
- [Community Traffic Safety Teams Coalition](#) - Florida, Statewide
- [Dane Alliance for Regional Transportation](#) - Madison Region, Wisconsin
- [Eastern Maine Transportation Collaborative's Health Services Initiative](#) - Eastern Maine
- [Faith Action for Community Equity \(FACE\)](#) - Hawaii, Statewide
- [Idaho Smart Growth](#) - Idaho, Statewide
- [ISAIAH](#) - St. Cloud & St. Paul Regions, Minneapolis
- [Maine Transportation Safety Coalition](#) - Maine, Statewide
- [Metropolitan Congregations United](#) - St. Louis Metro Area, Missouri
- [Michigan Land Use Institute](#) - Northwest Michigan, Southern Michigan and the Upper Peninsula
- [Midwest High Speed Rail Coalition](#) - Midwest Region
- [Minnesota Center for Environmental Advocacy](#) - Minnesota, Statewide
- [Montana Smart Growth Coalition](#) - Montana, Statewide
- [Northwest Indiana Interfaith Federation](#) - Northwest Indiana Region (Lake, Porter, and La Porte Counties)
- [Ohio Environmental Council](#) - Ohio, Statewide
- [On The Move](#) - Greater Boston, Massachusetts
- [OnTrac](#) - Oklahoma, Statewide
- [Piedmont Environmental Council](#) - Nine counties of the northern Piedmont, Virginia
- [Rebuilding Louisiana Coalition](#) - New Orleans and Southern Louisiana
- [Shenandoah Valley Network](#) - Six counties in northern Shenandoah Valley, Virginia
- [South Dakota Coalition of Citizens with Disabilities](#) - South Dakota, Statewide
- [The Transit Coalition](#) - Southern California

- [TransForm](#) - San Francisco Bay Area, California
- [Transit Alliance](#) - State of Colorado and Metro Denver Area
- [Transit Partners](#) - St. Paul Region, Minnesota
- [Transportation Choices Coalitions](#) - Washington, Statewide
- [Tri-State Transportation Campaign](#) - New York, New Jersey, and Connecticut
- [Urban Habitat](#) - San Francisco Bay Area, California
- [Utahns for Better Transportation \(UBET\)](#) - Greater Wasatch Area, Utah

Local Coalitions. Thirteen of the 85 coalitions inventoried, or about 15 percent, were local coalitions. The structure of these coalitions varies along with the size, density, and character of their locality. In some cases, local coalitions may be grass-roots membership based with only a volunteer staff; however, other local coalitions may be more structured and include staff and numerous agency, political, and organizational members. Some of the activities that local coalitions engage in are public education, consensus building, visioning, promoting or opposing policies and projects, and research into local preferences and priorities. Given their scale, local coalitions may have fewer resources but greater flexibility in the type of activities that they undertake. The Alliance for Sustainable Communities in Maryland, for example, organizes community dialogues open to the public such as “Good Ways to Get There: Transportation for the Lehigh Valley.”

Local coalitions should be of particular interest to DOTs in improving public outreach on projects because they are often directly involved in advocacy, education and outreach on specific projects. Local coalitions may also have a very specific and in-depth knowledge of transportation needs and issues in their area, such as being able to identify problem intersections, overcrowded bus lines, etc.

The 13 local coalitions inventoried are:

- [Alliance for Sustainable Communities](#) - Lehigh Valley, Pennsylvania
- [Anchorage Citizens Coalitions](#) - Anchorage, Alaska
- [Capital District Coalition for Accessible Transportation](#) - Albany, New York
- [Coalition for Livable Communities](#) - Memphis, Tennessee
- [Coalition for Sustainable Transportation \(COAST\)](#) - Santa Barbara, California
- [Coalition of Limited English Speaking Elderly](#) - Chicago, Illinois
- [Consortium to Lower Obesity In Chicago’s Children \(CLOCC\)](#) - Chicago, Illinois
- [Jackson County Smart Growth Roads Alliance](#) - Jackson, North Carolina
- [Livable Communities Coalition](#) - Atlanta, Georgia
- [New Haven Safe Streets Coalition](#) - New Haven, Connecticut
- [Philadelphia Unemployment Project](#) - Philadelphia, Pennsylvania
- [Securing Tohono O’odham People \(STOP\)](#) - Tohono O’odham Nation, Pima County, Arizona.
- [West End Revitalization Network](#) - Alamance & Orange Counties, North Carolina

Corridor-Specific Coalitions. Seven of the coalitions 85 inventoried, or about 8 percent, were corridor-specific coalitions. Corridor-specific coalitions usually come together around a corridor rather than a particular issue and may therefore include very diverse interest groups,

organizations, agencies, and individuals. The structure of the corridor-specific coalitions varies greatly as a function of the size of the corridor (for example the Highway 99 corridor in California is 274-miles-long, whereas Hillsborough Street in Raleigh, North Carolina is about 5-miles long). The permanency of corridor-specific coalitions also varies given the purpose for which the coalition was formed.

Because corridors may run through multiple jurisdictions, coalitions can be particularly useful at developing consensus and a unified vision along what may be a diverse and varied corridor. Corridor-specific coalitions may disband at the conclusion of the project, or continue to act as a guiding force in the absence of other multi-jurisdictional organizations.

The seven corridor-specific coalitions inventoried are:

- [BeltLine Network](#) - Atlanta, Georgia BeltLine
- [Citizens Emergency Relief Team \(CERT\)](#) - Cypress Freeway in West Oakland, California
- [Citizens for Appropriate Rural Roads \(CARR\)](#) - I-69 in Gibson and Monroe Counties, Indiana
- [Highway 99 Task Force](#) - Highway 99 from San Joaquin County to Bakersfield, California
- [The Hillsborough Street Partnership](#) - Hillsborough Street, Raleigh, North Carolina
- [Journey Through Hallowed Ground](#) - Route 15 and 20 from Gettysburg, Pennsylvania to Monticello, Virginia
- [Route 50 Corridor Coalition](#) - Piedmont, Virginia

National Membership Organizations with Local Affiliates/Chapters Engaged in Transportation. Eleven of the 85 coalitions inventoried, or about 13 percent, were national membership organizations with local affiliates/chapters engaged in transportation. National membership organizations usually come together around very specific interest areas. In some cases, there are even specific qualifications for membership, such as age in the case of the American Association of Retired People (AARP), or licensure in the case of professional organizations such as the American Institute of Architects (AIA). In almost all cases, there are membership dues associated with the joining the organization.

Affiliates and chapters of the organization are generally organized by region or state. This structure can provide an efficient means of conducting outreach in a specific region depending on how active a particular chapter or affiliate is. Members of these organizations may represent not only local residents and workers, but also skilled professionals with specialized knowledge who can lend their expertise in meetings and public events.

The 11 national membership organizations inventoried are:

- [American Association of Retired People \(AARP\)](#)
- [The American Institute of Architects \(AIA\)](#)
- [American Planning Association \(APA\)](#)
- [American Society of Landscape Architects \(ASLA\)](#)

- [Environmental Defense Fund](#)
- [League of United Latin American Citizens \(LULAC\)](#)
- [National Association of Railroad Passengers](#)
- [National Trust for Historic Preservation](#)
- [Rails to Trails](#)
- [Sierra Club](#)
- [US Conference of Mayors](#)

Foundations. Two of the 85 coalitions inventoried, or about two percent, were foundations. Foundations usually form to focus resources on particular issue areas. Some foundations exist to make grants; others exist to foster ideas. Foundations may not traditionally be thought of as coalitions, and indeed very few foundations were included in the coalition inventory; however, foundations often perform similar roles of more traditional coalitions in that they foster communication and the exchange of ideas on particular issues. Some of the activities in which foundations engage are professional development programs, policy forums, publications, providing grants, and generally exercising leadership on emerging issues.

Foundations may be useful to DOTs in improving public outreach on projects because they often have extensive networks of funders or partners. Those foundations that actively engage donor participation may be useful in conducting outreach with private groups, while those that act more as a clearinghouse or think-tank can be a bridge to non-profit groups and citizens.

The two foundations included in the inventory are:

- [Eno Transportation Foundation](#) - National
- [New Hampshire Charitable Foundation](#) - New Hampshire, Statewide

Identifying Other Coalitions

There are many ways to identify coalitions with a stake in a particular policy, project or program. A good first step is to create one's own coalition inventory by systematically collecting information about the coalition, their interests and capabilities, their outreach methods, and their membership and constituents. The inventory template developed for this project provides good coverage of relevant coalition information and can be adapted for agency use (see Figure 1 in [Section III. Methodology](#)). As desired, fields for contact information and a note on how the coalition is identified may be added.

While some groups are not transportation-specific in focus, they are concerned about community design, public access and mobility. Federations of citizens or civic associations have deep roots in neighborhoods and community life. Consider the broader set of transportation interests that may include transit, walking, and bicycling.

Some basic methods for identifying coalitions include:

1. Consider participants in past projects/initiatives. Which groups have already been engaged with the agency in the past? Who have been the agency's critics? These groups can be very

valuable because they may already be familiar with agency processes and may be receptive to repeat participation – particularly if they had a positive experience. Further, the agency has already invested in developing a relationship with them. Continuing to engage coalitions that have participated in past projects/initiatives will indicate to them just how much their involvement is valued, and will send a message to other groups about the agency's capacity to work productively with coalitions. Asking different project managers, consulting minutes or official transcripts, and looking at who attended public meetings is a good place to start in identifying participants from past projects/initiatives.

2. Ask a coalition you know. Transportation agencies can begin improving outreach to coalitions during the coalition inventory process. Consult a coalition that you already know has been actively involved about other coalitions that might want to become involved. Because advocates tend to know each other, they know who can work well to get things done, or who has particular connections that could be valuable in the process.

3. Consult with other agencies. There may be active coalitions working with other government agencies in your jurisdiction or project area. Their experience working with other agencies may make them a productive partner for your agency. While they may not have worked on transportation projects in the past, if their mission or goals are aligned with transportation related issues, they may be willing or interested in your work.

4. Ask civic leaders. Civic leaders such as elected officials or religious leaders may be aware of coalitions operating within your geographic or subject area. They may also be able to provide a reference or introduction for your agency that can help foster a collaborative relationship.

5. Conduct Internet research. The Internet is a very useful tool in finding out who cares about the issues on which the agency is working. General searches can be done for organizations in a specific geographic area, those that might have an interest in the agency's work in general, and those that are already concerned about the specific issues the agency is working on. The Internet may be especially useful in identifying new or emerging coalitions. In addition to general search engines, the Internet is also a good way to explore the membership of national coalitions which may point toward additional groups. If the agency is looking to engage coalitions that serve a particular segment of the population such as low-income, minority, or disabled persons, there are also specific lists of groups that work with traditionally underserved populations.

- Where to find transportation-related organizations and coalitions by subject:
 - [Context Sensitive Solutions.org](http://ContextSensitiveSolutions.org)
 - [Environmental Justice Resources, FHWA](http://EnvironmentalJusticeResources.FHWA)
 - [Transportation for America Coalition Partners](http://TransportationforAmericaCoalitionPartners)
 - [Coalition for a Livable Future Member Organizations](http://CoalitionforaLivableFutureMemberOrganizations)
 - [Livability Initiative Related Links, USDOT](http://LivabilityInitiativeRelatedLinks,USDOT)
 - [Smart Growth Network's Partners](http://SmartGrowthNetworksPartners)
 - [Sustainability Organizations, Washington State Department of Ecology](http://SustainabilityOrganizations,WashingtonStateDepartmentofEcology)
 - [Economic Development Directory](http://EconomicDevelopmentDirectory)
 - [Preservation Organizations & Resources, Preservation Directory.com](http://PreservationOrganizations&Resources,PreservationDirectory.com)
 - [Advocacy Organizations, StreetsBlog Network](http://AdvocacyOrganizations,StreetsBlogNetwork) (see bottom of column on right)

- Where to find transportation-related organizations and coalitions by population:
 - Race/Ethnicity
 - [People of Color Environmental Groups Directory](#)
 - [African American Organizations, Veterans Affairs Office of Diversity and Inclusion](#)
 - [African American Organizations, African American Web Connection](#)
 - [Index of Native American Organizations on the Internet](#)
 - [Native American Organizations and Urban Indian Centers](#)
 - [Native American Organizations, Veterans Affairs Office of Diversity and Inclusion](#)
 - [Hispanic Organizations, Veterans Affairs Office of Diversity and Inclusion](#)
 - [Links to Hispanic Organizations and Periodicals, NNSA](#)
 - [Asian American and Pacific Islander Organizations, Veterans Affairs Office of Diversity and Inclusion](#)
 - [Organizations of Asian Descents in North America](#)
 - [Directory of Asian Organizations, Asian Leaders Association](#)
 - Disability
 - [Disability Organizations, Disability.gov](#)
 - [Disability-Related Organizations, Veterans Affairs Office of Diversity and Inclusion](#)
 - Age
 - [Age-Related Organizations, Veterans Affairs Office of Diversity and Inclusion](#)
 - [Local, Statewide, and National Senior Organizations](#)
 - Immigrants
 - [Immigration Related Organizations](#)
 - [Immigration Organizations](#)
 - [Immigrant Rights Organizations, National Organizers Alliance](#)

Working with coalitions is part of an open process in which all interested parties are invited to the table. Ultimately, it is not about how many coalitions are on the invitation list, but the substance of sustained relationships with coalitions representing diverse perspectives.

V. EFFECTIVE STRATEGIES USED BY COALITIONS

Effective strategies used by coalitions have the potential to inform agency practices and also point towards opportunities for future collaboration and partnership. Coalitions employ many creative methods of communication and often possess both political power and technical expertise.

In improving public outreach for transportation projects, agencies can emulate coalition approaches or incorporate coalitions into the outreach process by building relationships (as discussed in [Section VI. Building Relationships with Coalitions](#)). Because citizen coalitions represent the large number of community members who do not attend agency meetings or public events, their approach to outreach is of particular interest to transportation agencies. The effective strategies which coalitions use are functions of their four core strengths:

1. Communication Skills
2. The Trust Factor
3. Political Capital
4. Technical Capacity

These strengths are what coalitions have to offer the transportation decisionmaking process and are applicable to many activities beyond outreach. This chapter will describe these aspects of a coalition and how they can factor into an inclusive and efficient transportation decisionmaking process.

Communication Skills

What makes coalitions' communication skills different from that of transportation agencies are both the tools and techniques they use and the social networks they are able to tap into. The primary methods coalitions use for communicating with their members are:

- Mailing and e-mailing newsletters or other regular updates
- Public forums to discuss issues and topics
- Regular coalition meetings
- Action alerts through e-mail and phone banking
- Going to public events and happenings to hand out information
- Radio and television announcements
- Getting editorials published in local papers
- Maintaining a website as a source of information
- Maintaining a blog as a source of information and to track ongoing issues

While agencies may be particularly interested in learning about specific communication techniques, it is the coalition's network of members and partners that give value to their form of communication. Because of this, communication methods practiced by coalitions will not necessarily produce the same results when replicated by agencies.

Coalitions are particularly effective in communicating with their members because of the relationship they have to their constituents. The voluntary nature of coalitions means that there is often a personal belief or reason for involvement. Because agencies do not work at the grassroots level, this type of relationship to citizens is not easily established. However, agencies can work with coalitions to tap into their social network as an efficient way to include diverse perspectives.

Some of the measures that coalitions have used to determine if their communication methods are effective include: the number of people whom their message reaches and the extent to which their message increases knowledge and awareness of the issues; the number of people the coalition has contacted; the number of attendees at events; and attention paid by the news or other organizations.

Specific ‘communication skills’ strategies used by coalitions include:

Constant contact and presence in community life. Coalitions work with other organizations and the public as part of their daily operations; by contrast, transportation agencies may involve the public and other agencies only on individual projects. In this way, coalitions are able to maintain constant contact with their constituents and gain credibility in the community. Because coalitions represent the interests of various individuals, organizations and issues, they can spread their message quickly through a wide variety of communication networks and outlets.

Working across organizations and issues also gives coalitions insight into the best way to reach people, and access to multiple communication outlets. By broadcasting information through multiple outlets, coalitions help their members feel informed on what the coalition is doing. When people feel that they are properly informed on the issues, they will be more likely and capable of becoming involved. Some examples of the outreach approaches that coalitions have used to establish themselves as information outlets and create a presence in community life include:

[COAST](#) in Santa Barbara, California relies heavily on web-based communication. In order to keep people informed on the issues, COAST regularly updates content on their website including videos such as “The Proper Fitting Bicycle Helmet,” and an electronic newsletter. Newsletters are produced quarterly and provide updates on the issues COAST is involved in, as well as reporting on the activities of the coalition. To foster more interactive communication and immediate exchange of information, COAST created an online



Figure 2 – “The Properly Fitting Bicycle Helmet” by COAST, Santa Barbara

discussion group using Google Groups that has over 150 members contributing content about upcoming events and tracking project progress through news articles and press releases.

The [New Haven Safe Streets Coalition](#) in Connecticut spreads their message and gets people involved by being a presence and providing information at as many community events throughout the city as possible, including school events, parades, ribbon cuttings such as the launch of Union Station, and other relevant events with a broad audience. To engage existing members and keep the momentum of their Coalition up, they also hold regular meetings, disseminate information through e-mail lists, and maintain a blog which tracks the issues that are of importance to the Coalition.

The [Transportation Choices Coalition](#) in Washington State keeps their members involved through regular e-mail communications, public forums held monthly on specific policy topics, a quarterly newsletter, action alerts over e-mail, and action alert phone banks.

The [Livable Communities Coalition](#) in Atlanta, Georgia holds regularly scheduled meetings and dozens of informal conversations and smaller meetings, and posts material online that describes the current issues that the Coalition is engaged in. In addition, the executive director's [monthly letter](#) describing projects and issues staff are working on is distributed to their 2,500-3,000-person mailing list and is estimated to reach about 72,000 folks in the region.

The [Anchorage Citizens Coalition](#) in Alaska provides information on transportation issues through their website, by writing editorials, e-mailing alerts through their listserv, and phone banking on action initiatives.

The [Securing Tohono O'odham People \(STOP\)](#) coalition in the Tohono O'odham Nation is focused on increasing safety through seatbelt use but has strong relationships with other agencies and programs such as the Women, Infants and Children (WIC) program, Head Start Program, and Police Department. By engaging groups that work directly with the people they are trying to reach through their coalition, they are able to better understand and communicate with their community. By using incentives, creating a logo for their coalition, and working with those who run the everyday services and programs citizens participate in, STOP raised their presence in the community over a matter of a few years to the point that when people see the STOP organizers they point at their seatbelts proudly.



Figure 3 – The STOP logo incorporates the Tohono O'odham maze pattern, sometimes referred to as the Maze of Life.

On-the-ground messaging. Coalitions make a great effort to reach people who are not linked into their network. For example, [TransForm](#) in the San Francisco Bay area depends on and provides funding for local grassroots organizations to generate and gather input. They go door-to-door, canvass, and conduct opinion interviews. For local campaigns, TransForm does polling as well as outreach events such as community meetings which attract a wide-ranging audience to come up with their policies, platforms, and campaign messages. In engaging the community, they always try to use plain language and break things down into understandable concepts and ideas.

Proactive rather than regulatory messages. Private citizen coalitions vary from public transportation agencies not only in how they deliver messages, but also in the purposes of their message. While public agencies must communicate planning, project and regulatory information, coalitions generally have greater flexibility in communicating advocacy positions.

In the Tohono O’odham Nation, the [STOP](#) coalition could send a proactive rather than regulatory message about seatbelt safety. While the Nation’s Police Department was obligated to enforce seatbelt laws, STOP was able to use incentives to encourage seatbelt use. In this example, the coalition had the flexibility to try a carrot rather than stick approach and the payoff was big. Over the course of the coalition’s operations, personal restraint use increased from about 40 to 75 percent.

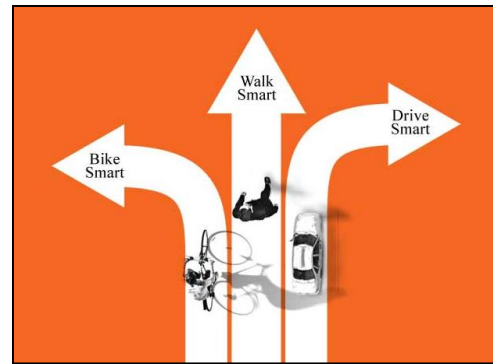


Figure 4 - New Haven's "Street Smarts" campaign aims to educate all users on how to share the road.

The [New Haven Safe Streets Coalition](#) in Connecticut developed a “Street Smarts” message that advocated for patience, road sharing, and attentiveness. By sending a proactive rather than regulatory message, the Coalition is able to engage a wider group of residents including children.

Frame the issues correctly. Coalitions also understand the importance of framing their message so that it is well received. Framing the issues correctly means thinking about how people will best relate to an issue given their knowledge and areas of interest, or turning dry policy or technical subjects into exciting media stories that will engage people in the issues.

Coalitions are skilled at framing the issues because they make it their responsibility to understand the community and its way of thinking. A fundamental understanding of the community, when combined with knowledge of transportation issues, can establish the link between transportation impacts and what individuals desire for their communities:

[Utahns for Better Transportation \(UBET\)](#) in Salt Lake City, Utah provides a good example of a coalition that was able to distill transportation issues for public consumption and appropriate action. UBET was exploring a number of possibilities for accommodating two to three million additional future residents. They knew that there

would have to be tradeoffs and wanted to bring these options to the community. UBET ran a series of events called [Envision Utah](#) in which they went through ‘what ifs’ with the public - what if we invest in just highway? What if we invest in mixed-use? etc. People were generally in favor of growth, but still had concerns about what the impact on the city would be - the number one concern was air quality. Once UBET understood that air quality was the most common concern, they focused their campaign on it as a unifying issue. UBET got a lot of distance from air quality because there is so much information on the health risks associated with poor air quality. For example, newspapers and TV news reports tell people not to exercise or exert themselves on poor air quality days, which makes the issue scary and real to people. From their outreach process, UBET learned not only to focus on air quality, but also, to avoid approaching the issue as environmentalists. In this regard, UBET partnered with a group of physicians and Utah Moms for Clean Air to advance a clean-air-through-smart-growth campaign.



Figure 5 – Salt Lake City Hall during an “inversion” where cold air traps air pollutants over the Salt Lake Valley.
Source: Utah Moms for Clean Air.

The [Livable Communities Coalition \(LCC\)](#) has found that in Georgia, job creation and the economy are the most effective frames for thinking about potential transportation solutions. They focus their campaigns on investment, not expense. In metro Atlanta specifically, relief for traffic congestion is a particularly important issue. For transit campaigns in metro Atlanta, LCC makes the point that even those who don’t ride public transportation will enjoy the benefit that comes with reduced traffic congestion.

Educate and inform the public. One of the major barriers to becoming involved in transportation decisionmaking is lack of understanding of this complex policy area. Educating the public about transportation is not generally a priority of state DOTs. On the other hand, coalitions view engagement in the issues as one of their primary tasks, and education as a necessary step to increase awareness of their issues. Some examples include:

The [Transit Choices Coalition \(TCC\)](#) in Washington State is creating a transit ambassadors program to help them distribute information about the incentives for riding transit. TCC is pursuing transit ambassadors as a way to broaden the reach of their coalition’s message further than their small staff alone can. As part of the program, they are also planning to work with children to educate kids about riding/biking/walking to school with the hopes that these messages will also reach the children’s’ parents. The child-education component will include a build-a-bike program where children can learn about bikes and will receive a free bike at the end of the program.

[Urban Habitat](#) in the San Francisco Bay Area shares information about transportation agency activities with their network of grassroots groups. They spread the word about planned service cuts, in-the-woods policy that will impact communities, and public events to help keep citizens informed on transportation issues which may impact them.

The [Piedmont Environmental Council \(PEC\)](#) in Virginia conducted local polls to gain a better understanding of what their constituency knew about the issues on their agenda. The polls indicated that the region's residents were, in fact, knowledgeable about the connection between land use and transportation issues. PEC realized that the community's existing knowledge represented a strong constituency for organizing. They have capitalized on public knowledge by founding and fostering specialized organizations and committees around specific transportation issues. Through these groups, citizens can broaden and deepen their knowledge of the specific transportation issues they are most interested in influencing. Having well-informed members has paid off for PEC by giving them a highly credible voice in policy and project discussions with local, state and national transportation agencies. PEC also tracks demographic, land use, land development and transportation data. In order to make this information accessible to the public, PEC created the [Local Decisions](#) website which integrates Google Maps© to allow citizens to track land development projects in Loudoun County, Virginia.



Figure 6 – LocalDecisions.org uses publicly available mapping track and publish demographic, land use, land development, and transportation data.

The [Anchorage Citizen Coalition](#) in Alaska uses multiple methods for informing and educating the public about transportation issues. They hold speaker events on such topics as “Safe Walking - the Foundation of Healthy Communities,” conduct and publish interviews with key stakeholders on a variety of issues, and organize public brainstorming sessions where citizens can learn about the issues, not only from experts, but from each other.

[TransForm](#) in the San Francisco Bay Area focuses their education efforts at the neighborhood level to increase awareness of the issues and influence travel behavior. They use the web and go door-to-door to educate households about available transportation alternatives and service changes so that they can explore transportation options other than driving alone. A good example of this program's impact is illustrated by a small town next to Oakland that is built on an island and only reachable via two bridges, one tunnel and a ferry service. TransForm conducted outreach about alternative transportation options available to the community and evaluated their efforts by surveying

an outreach group and control group of residents about their transportation choices. The survey found that the outreach group who had received information about the transportation alternatives available to them drove less than they had before the outreach, and less than the control group.

TransForm also brought their education campaign to children by creating a puppet show which they performed at schools, community fairs and other events to teach children the safe way to get to school and explain the connection between transportation, climate change and personal safety. Through the puppet show they have reached more than 50,000 elementary and middle school students in one county alone.

[ISIAIH](#) worked with the Minnesota DOT (MnDOT) to create a stakeholder roundtable, which brought members of the public and agencies together around the issue of access to jobs. MnDOT facilitated the roundtables by sharing research with community, helping them understand processes, and talking with stakeholders about the issues that are important to them.

Provide forums for diverse stakeholders. Coalitions provide forums to bring together diverse stakeholders that may include academics, various special interest groups, elected officials, transportation and non-transportation agencies, as well as individual citizens. These forums can be inter-jurisdictional (such as bringing together municipal leaders to address regional issues), include multiple demographic and social groups, and represent numerous intersecting issue areas. By bringing all these perspectives together, coalitions are capable of creating more holistic solutions to transportation issues. Some examples include:

The [Highway 99 Task Force](#) in California bridged the gap between citizens and road designers by creating a more open and collaborative planning process for the corridor. The Task Force held quarterly working meetings where Caltrans representatives, community residents and all interested parties could exchange ideas and plans for the corridor. The inclusion of local governments in the extensive planning process along the route led to greater collaboration than was the case prior to the Task Force's work. The project achieved support from numerous officials across many agencies and the Business Plan had active support from the Secretary of [Business, Transportation & Housing Agency](#). The Great Valley Center was essential in helping Caltrans move the project to the next level with the governor and state legislature and gain special funding for the corridor. The relationships built among and between city representatives have also strengthened the process of reviewing Caltrans' plans for the corridor.



Figure 7 – Working meetings organized by the Highway 99 Task Force brought citizens and practitioners to the same table. *Source: Great Valley Center*

[Eastern Maine Transportation Coalition \(EMTC\)](#) was able to bring together a cross section of people with first-hand understanding of medical transportation issues. This included transit providers, health and human service providers, and senior residential centers, as well as individual users of the service. Forming the coalition was the first time users of the service (i.e., those whose constituents use the service) and providers all came together around one table. Collaboration among these groups brought a different perspective to senior and disabled transportation and created opportunity for innovation. The forum also helped providers understand how many other providers there were and where redundancies and gaps in service existed. Providers and users alike found out about pieces of the transportation system that they did not even know existed. The providers developed relationships with each other and began to take on the responsibility of knowing where to refer people looking for services which they themselves did not provide.

EMTC found that the key to partnership among these diverse groups was maintaining a positive way of thinking and dealing with one another. After the coalition completed their initial objective of a needs assessment, they reconvened around the idea of ‘what services exist for real?’ This question reinvigorated and reenergized the group because it was a positive question with a forward-looking attitude. Because it was a non-threatening and constructive approach, the providers responded by saying ‘tell us what it is that we are doing wrong and what we can do better.’ The coalition was able to help the agencies answer this question because their membership included seniors and human service providers who work with seniors. EMTC conducted outreach with seniors about what transportation would best serve their needs and then was able to present that information to the transportation agencies.

The Trust Factor

Coalitions work effectively from the bottom-up, thereby complimenting the top-down methods typically used by state and local transportation agencies. This “grassroots” approach builds trust with the community. Transportation practitioners who want to understand local interests, needs and characteristics of different communities (geographic, demographic, social, cultural, or interest-based) can gain valuable insight and assistance from working with coalitions.

Like all public and private organizations, coalitions must work actively to build trust by focusing on what is achievable. By working on near-term victories within a long-term strategic framework, successful coalitions build community confidence and momentum. Coalitions measure the extent to which they have earned the community’s trust by the extent and durability of participation, and by the extent to which individuals participate actively in the coalition.

Specific ‘trust factor’ strategies used by coalitions include:

Coalition participation legitimizes the process. While individuals may be wary, skeptical or mistrustful of government agencies, working with coalitions that the community trusts will help to legitimize the decisionmaking process. A good example of how a coalition helped a public agency was passage of Measure A in Santa Barbara:

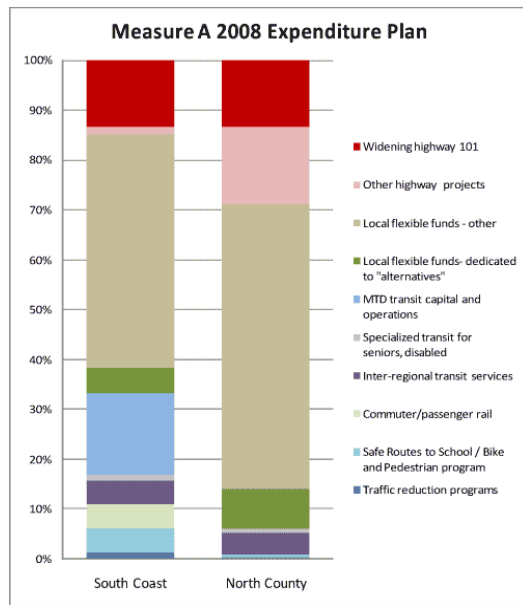


Figure 8 – A summary of the Measure A expenditure plan highlighted the different priorities of the North and South.

Understand how the system is perceived as well as issues and needs. The candor with which individuals or organizations may operate in a coalition facilitates an honest understanding of how the transportation system is perceived and what the community’s primary issues and needs are. While they may not be able to design the solutions, community members are unmatched when it comes to identifying the exact problems with the road, bus route, or intersection. The time and energy coalitions spend working their base makes them a gateway to community interests. From their understanding of perceptions, issues and needs, community organizations can offer input to agencies on what matters to their constituents. Some examples of how coalitions are using trust to bridge the gap between citizens and coalitions are:

Along Route 50 in northern Virginia, the [Route 50 Corridor Coalition](#) organized a resource identification and [visioning process](#) that used numerous visuals and was very engaging. Citizens had the chance to work with large maps and diagrams of the Route 50 corridor, identifying special historic, scenic, cultural and natural features of the area and discussing at length the impacts of proposed changes to the corridor. This process helped to define the special characteristics that residents loved and felt were inviolable. Through numerous public workshops throughout the first year, the Coalition was able to produce a traffic-calming plan that citizens felt addressed traffic problems while protecting the special context and character of their region.



Figure 9 - As part of the process of producing the traffic-calming plan, the citizens defined a vision of the Route 50 Corridor as: “a scenic, unique, rural community in an historical, agricultural, quiet and natural setting.” Source: Route 50, “Vision”.

[TransForm](#) in the San Francisco Bay Area has experience, skills and a proven track record of engaging a wide variety of community members to help transit agencies gain a broad understanding of the desires of various constituencies on transportation plans. TransForm helps transportation agencies better understand community concerns because their reach into the community is deeper.

The [Capital District Coalition for Accessible Transportation](#) in Albany, New York distributes and collects complaint forms from disabled transit riders on all transportation issues. Complaints are received via a telephone hotline and e-mail account and are responded to directly or are forwarded to the service providers. Handling complaints from so many riders across the district gives the Coalition a strong understanding of both overarching and route/service specific issues in the region.

Political Capital

Political capital is essentially the use of credibility to influence political outcomes. A coalition's political capital comes from the support of its members and partners, and can grow over time as the coalition's institutional knowledge expands. Coalitions often exercise their political capital by generating support or opposition to projects and policies, advocating for a shift in priorities, and organizing to increase public transportation funding. While agencies may be deeply impacted by changing administrations, coalitions are known for maintaining their involvement even as the political landscape changes, providing continuity in support or opposition of projects.

Specific 'political capital' strategies used by coalitions include:

Raise funding. While critiquing transportation agencies is an important function of coalitions, they are also capable of improving the transportation network by helping to secure funds for transportation. Coalitions may be particularly interested in raising funds for transit service to increase mobility and accessibility for transit dependent and other traditionally underserved populations.

[UBET](#) in Salt Lake City, Utah worked with the Chamber of Commerce, Utah DOT, and the local transit authority to support a ¼ penny on the dollar sales tax to get four light rail lines started. The rationale that UBET helped develop to advocate for the tax was that if people voted for the sales tax, projects in the 2030 Long Range Plan could be completed by 2015. That kind of logic was something much more "taste-able" for the public than long range planning in general and helped to win voter approval for the sales tax.

[Transportation Choices Coalition \(TCC\)](#) helped to increase transit funding in Washington State by \$25 billion. They did this by working with local transit agencies to create ballot propositions that would win voter approval. TCC helped the agencies determine what should be in their future plans and how to frame it for voters. TCC then advocated for the proposals and encouraged people to get out and vote.

[TransForm](#) in the San Francisco Bay Area organizes around tax and funding ballot initiatives by mobilizing organizations throughout the region. All of the funding

campaigns that they supported have won voter approval. In one case, after a measure which they had not supported failed, TransForm helped the transportation agencies coordinate an effort to approach voters in a different way and the newer measure then passed with a 23% greater percent of the vote.

A [Transportation Equity Network \(TEN\)](#) partner, Pittsburgh Interfaith Impact Network, secured a commitment from the Governor of Pennsylvania to support state legislature efforts to allocate \$649 million for Pennsylvania mass transit systems, and ultimately won half of that amount.

[Urban Habitat](#) in the San Francisco Bay Area organized around ballot Measure VV to preserve youth and low-income bus passes. Urban Habitat saw the measure as particularly important in providing a safety net during a time when costs were rising and people were losing jobs because bus service in communities of concern is a lifeline to employment, healthcare, education, and goods and services. The measure passed with 71% of the vote (66% was needed) during an incredibly rough economic period.

The [Journey Through Hallowed Ground](#) partnership worked with over 25 transit operators with service on the Route 15 / Route 20 corridor. Member organizations were aware of how woefully underfunded operators were, and worked with the operators to secure more funding through a parcel tax (a flat tax levied by the region's primary transit operator as a special district within county government).

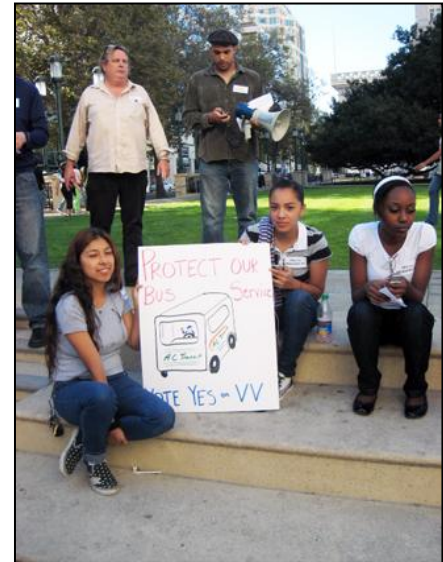


Figure 10 – Staff from Urban Habitat are joined by student leaders to advocate for youth and low-income bus passes.

Coalitions may also use their political capital to shift funding. The [Livable Communities Coalition \(LCC\)](#) transportation working group in Georgia focused on applying stimulus dollars to alternative transportation. Their approach involved letters to residents and businesses, letters to the editor, opposite the editorials (op-eds), and a series of meetings with their contact on the Georgia DOT (GDOT) Board and the person at GDOT responsible for tracking stimulus money expenditures. LCC also worked with improvement districts to advocate for transportation enhancement projects at the local level. LCC was successful in shifting the focus of stimulus dollars to enhancement projects and the region committed 9% of American Reinvestment and Recovery Act (ARRA) funds to enhancements, while the average for the country was only 3.7%, according to [The States and the Stimulus](#) report.

Build support of elected officials. Transportation solutions that agencies wish to implement usually require legislative action or support from elected officials. Building support and aligning power behind their objectives is one of the primary tasks of coalitions. Most coalitions have

established relationships with a variety of political and institutional leaders. Some examples of how coalitions have helped garner political will around transportation issues include:

The [National Complete Streets Coalition](#) has extensive experience building support from elected officials because their primary mission is to implement complete street policies. Getting policies made requires the coalition to create the political will to do things differently. Because they are a national coalition, they lack ties to local decisionmakers. By working with strong local coalitions, they are able to build the necessary support for complete streets legislation.

The coalition works with state and local groups in crafting complete streets legislation and policy documents that build on the best examples continually developing around the country. Their efforts have helped 106 communities and 11 states adopt legislation.



Figure 11 - National Complete Streets Coalition worked with the Mayor of West Palm Beach on a revitalization plan for the downtown focused on transportation investments that prioritized non-motorized traffic as a first priority, such as pedestrian crossings, traffic calming measures, and streetscaping. Source: <www.completestreets.org>

[Smart Growth America's](#) state partners in California substantially affected stimulus funding by working with the legislature to guide stimulus funds towards repair projects, affecting more than one billion dollars of stimulus funding. The state partners also helped to grow participation for public hearings by educating the public about their purpose and the importance of public participation in them. The California DOT (Caltrans) liked the process because it gave them cover for their decisions – they are able to say “this is what the people wanted.”

The [Environmental Defense Fund](#), a national coalition, garners political support for issues because they are non-partisan, cost-efficient and fair. They use science to evaluate environmental problems and create solutions that win lasting support.

The [Piedmont Environmental Council \(PEC\)](#) in Virginia has built political support around transportation issues by working closely with land trusts and locally engaged groups focused on land use. These groups are heavily invested in land use policy, and transportation is one of the biggest drivers of growth and threats to conservation in the region. These land-based organizations have strong connections with elected officials, and offer both an intellectual and political perspective on how to build political support for transportation issues through a land-use framework.

Facilitate community benefits agreements. Community Benefit Agreements (CBAs) generally refer to contracts between developers and community organizations or coalitions that set forth specific benefits that the community will receive as part of the project, including strategic investments, services, local hiring and training programs, affordable housing, environmental remediation, dividends, and programming funds. The political capital of coalitions, and their

general understanding of the political dynamics in play, can be useful in negotiating CBAs that ensure new projects benefit all members of the community and create healthier and more livable neighborhoods. One example is the work of the [Transportation Equity Network](#) partner [Metropolitan Congregations United \(MCU\)](#) in St. Louis:

MCU worked with the Missouri DOT to gain a commitment to ensure that 30 percent of the workforce on a \$500 million highway project would be low-income apprentices, and that \$2.5 million would go toward job training. This agreement has been dubbed the “Missouri Model” and is being replicated in other cities and states as a model of success for equitable transportation spending.



Figure 12 - Rebar tying workshop during pre-apprentice training. Source: MoDOT presentation “Workforce Community Roundtable,” 12 June 2009.

Technical Capacity

Coalitions often possess technical expertise on transportation, physical planning and data collection and analysis. Understanding a coalition’s technical capacity is critical to identifying potential opportunities for collaboration and partnership between an agency and a coalition. Recognizing and drawing on others’ expertise can, in some cases, save time and scarce planning funds, and build good will with those who feel valued for what they can offer.

Specific ‘technical capacity’ strategies used by coalitions include:

Review of documents, reports, and studies. A very common coalition function is to review transportation documents, reports, and studies during their release for public comment. Coalitions can bring to the review an independent and valuable critique of work products and offer constructive recommendations. Taking public comments seriously can help agencies improve their products and create buy-in. Some examples of coalitions that engage in these reviews are:

The [New Haven Safe Street Coalition](#) in Connecticut has strong technical skills in state-of-the-art pedestrian and bicycling facilities and accommodating multiple modes on city streets. Some Coalition members are trained professionally in engineering and design, and because New Haven is a University City, the group includes people from all over the world who can bring global transportation techniques and solutions to the table. Coalition members regularly lend their expertise to reviewing plans and studies prepared by the transportation agencies as well as guidelines such as the Manual on Uniform Traffic Control Devices (MUTCD).

[TransForm](#) in the San Francisco Bay Area analyzes agency plans, programs and draft reports from an equity and environmental point of view. Their analysis brings different perspectives from the agencies, highlighting what their constituencies would like to see. TransForm is sometimes referred to as the ‘loyal opposition’ because they can be counted on to provide different perspectives and think critically about transportation solutions.

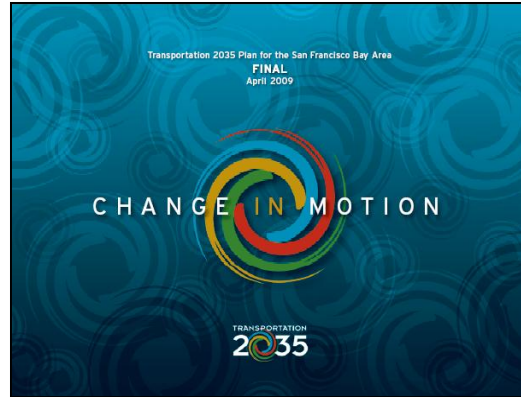


Figure 13 – TransForm participates in the “Change in Motion” regional transportation plan review as an opportunity to influence funding priorities.

[Urban Habitat](#) in the San Francisco Bay Area provides critiques and independent analysis regularly to their Metropolitan Planning Organization (i.e., the Metropolitan Transportation Commission). Urban Habitat’s mix of advocates that are steeped in policy but grounded in real world transit conditions allows for high level policy analysis grounded in community experience.

Coalitions can also work collaboratively with transportation agencies to review and improve documents during the drafting process. The [Highway 99 Task Force](#) worked with leaders in Central Valley, California to develop a cohesive approach for the Highway 99 corridor to address the economic disparities of the region. The Task Force focused on improving the region’s image by enhancing the appearance and function of the corridor. They worked in partnership and consultation with Caltrans, the California DOT, to develop several key planning documents that substantially shaped the project, including the [Highway 99 Business Plan Outline](#), [Route 99 Corridor Improvement Guide](#), [Caltrans Route 99 Master Plan](#), and [The Future of Rest: A Proposal to Promote Regional Economic Development Through Rest Area Improvements](#).

Public involvement. Organizing and executing public involvement processes takes skill. This is why agencies often hire professional consulting firms to conduct public involvement. The skills that coalitions have in communication (as discussed previously) are something that transportation agencies should recognize and engage. Just as outside contractors can develop and execute public involvement activities, so can coalitions. While public involvement is costly for the agency it may be less expensive for the coalition. Coalitions have constrained resources, but may only require limited funding to support public involvement activities. By working with coalitions, agencies can often get a great return for their investment. Some examples of public involvement that coalitions have undertaken either for an agency or independently include:

[Transportation Choices Coalition \(TCC\)](#) was enlisted by Washington State transportation agencies to present ideas to the public because they have a different reputation than the agencies themselves. Transportation agencies in the area had to make difficult decisions about service and this has tarnished their name within the community. Using TCC as a messenger helped diminish the public’s reaction to the agency and lead to greater input from the public.

The [Route 50 Corridor Coalition](#) led an independent resource identification and visioning process for Route 50 in Northern Virginia. The coalition sponsored 26 public meetings, one for every mile of the Route 50 corridor. This process employed visualization techniques to engage members of the public. Citizens had the chance to work with large maps and diagrams of the Route 50 corridor, identifying special historic, scenic, cultural and natural features of the area, and discussing at length the impacts of proposed changes to the corridor. This process helped to define the special characteristics of the area that residents loved and felt were inviolable.

The [Anchorage Citizen Coalition \(ACC\)](#) in Alaska partnered with the Anchorage Planning Department on the review of their land use laws, referred to as “Title 21,” after the code section number. ACC brought together the City Planning Director and a public involvement specialist from the University of Alaska with ACC’s board members to create a full public participation plan for the Title 21 review. The process was started with a kick-off sponsored by the municipality and relied throughout on municipal meeting rooms for the meetings they held every other week during the process. Pursuant to the plan, the public reviewed the first draft of the proposed zoning code using sticky notes to mark their comments. The notes were then used to identify where the bulk of comments and issues were so that they could be discussed and addressed. The agencies gave ACC space, advertising, and full-credibility throughout the process. The review went on for months and was successful in generating public input on how the community wanted the code to be revised.

[TransForm](#) in San Francisco had particular success working with the Metropolitan Transportation Commission (MTC), their Metropolitan Planning Organization (MPO), to improve public involvement processes. MTC created a “Meeting in a Box” tool as a way to expand their reach by putting their message in the hands of the community. A Meeting in a Box includes all the materials that a community group would need to discuss an issue and record people’s thoughts. MTC also offered a stipend for community organizations to get feedback from hard-to-reach constituencies.

Data collection. Data collection is generally a time consuming process, but good data helps lead to better outcomes. Coalitions do not always have the same access to data as transportation agencies and often must collect their own data, including on subjects that have been overlooked or for which existing data is insufficient. Like transportation agencies, coalitions may collect data on physical conditions as well as on preferences and behaviors through surveying and interviews. Coalition participation can enhance data collection because coalitions are able to mobilize on-the-ground surveying, have the ability to frame questions in a way that will collect accurate information, and have a strong knowledge of how to best reach people from whom they want to collect information. Transportation agencies may be able to reduce the cost of data collection and expand the depth and breadth of data that is collected by working with coalitions to gather data. Some examples of coalitions gathering data for their own analyses or for agencies include:

In Santa Barbara, CA the Santa Barbara County Association of Governments (SBCAG) was diverting Transportation Development Act (TDA) funds from transit to road

maintenance under a clause allowing rural areas to do so if no unmet transit needs existed. [COAST](#) worked directly with Mexican and Native American migrant workers to identify if there were, in fact, unmet transit needs, and if such needs could be reasonably filled. COAST developed a postcard survey and went to the strawberry fields with Spanish-speaking and Mixteco-speaking community organizers to get migrant workers to fill out information about their transit needs. They used the survey results to document transit needs in North Santa Barbara County and identified how transit service could be expanded or modified to meet transit needs.

The [Eastern Maine Transportation Coalition \(EMTC\)](#) formed to ensure that seniors had adequate transportation to reach their medical appointments. Transportation providers claimed that the services did exist but that people were not using them. EMTC conducted a needs assessment on this topic to determine if it was an issue of access or choice. The year-long study they conducted surveyed patients as to whether or not they needed transportation to their appointments. Only 1/3 said they might need transportation. After the needs assessment was conducted, EMTC members better understood the transportation resources that existed and why people were not using them. EMTC found that it was cultural characteristics that prevented people from using the services. The needs assessment reflected what EMTC described as a pride among people from Maine which prevented them from asking for help or relying on others outside of their family to assist them in their transportation needs.

After a new light rail service was opened in Seattle, it experienced very low ridership. [Transportation Choices Coalition \(TCC\)](#) is starting a program of data collection to find out why people aren't riding the light rail. They plan to conduct an online survey, as well as questions posed via text about participant's travel behavior and preferences to try and identify the barriers to and opportunities for transit ridership. Participation in the data collection effort will enter participants in a monthly raffle which will have progressively better prizes.

When the [Securing Tohono O'odham People \(STOP\)](#) coalition started working in the Tohono O'odham Nation, injuries related to vehicle crashes were not being reported to the Arizona DOT (ADOT). Injuries and crashes recorded by the Nation's Police Department and Border Patrol were tracked in a database by Indian Health Services (IHS). Because the data was not being given to ADOT the assumption was that the roads were safe. STOP acted to bridge this gap in communication and ensure that important crash and personal restraint use data was transmitted to ADOT. Because this information was not collected or monitored by ADOT previously, STOP's involvement has created a new understanding of conditions within the Nation.

Analysis and reporting. Coalitions often undertake their own analyses and reporting to draw attention to issues that transportation agencies overlook or study insufficiently. Coalitions know that consideration of community values and needs heightens sensitivity to human behavior in transportation planning and traffic engineering.

[ISALAH](#) in Minnesota released a set of recommendations for minority and women hiring in a joint report entitled “Equitable Recovery in Minnesota: The Transportation Opportunity.” The report examines how American Recovery and Reinvestment Act (ARRA) funds, intended to be invested in communities most impacted by the recession, could be better used for transportation investments that help disadvantaged and low-income people with access to jobs. The report advocates that the Minnesota DOT construction workforce include more women and people of color to match the demographics of the state.

[TransForm](#) in San Francisco conducts analyses and publishes reports to help people understand the full implications of transportation decisions. They undertake these analyses not simply to advocate for a certain policy, but to develop recommendations based on sound reason and facts. Their work has been recognized for its quality, and agencies often site their reports.

In Northern Virginia, the [Route 50 Corridor Coalition](#) resource identification and visioning process led to a traffic-calming plan. After a year of conducting public workshops, the Coalition was able to produce a traffic-calming plan that citizens felt addressed traffic problems while protecting the special context and character of their region.

[Transportation Equity Network \(TEN\)](#) successfully partnered with Transportation for America and the Gamaliel Foundation to produce [Stranded at the Station: The Impact of the Financial Crisis in Public Transportation](#). The report is the first systematic analysis of the conundrum faced by communities and their transit systems: historic ridership levels and demand for service coupled with the worst funding crisis in decades.



Figure 14 – TEN led the effort to produce *Stranded at the Station*, which considers the impact of the financial crisis on transit.

Utahns for Better Transportation members have professional resources and also bring in experts for some analyses. UBET’s ties with the ASSIST Community Design Center enables them to create plans, design solutions, and print maps.

[Smart Growth America \(SGA\)](#), a national coalition, works with and through other organizations, such as the [Surface Transportation Policy Project](#), to publish reports on pedestrian safety, bicycling, and transportation spending. Some of the publications SGA most recently contributed to include: [Dangerous by Design: Solving the Epidemic of Pedestrian Deaths \(And Making Great Neighborhoods\)](#), and [The Best Stimulus for the Money: Briefing Papers on the Economics of Transportation Spending](#).

The [Piedmont Environmental Council \(PEC\)](#) has a professional staff with expertise in land use planning, land conservation, and transportation policy. They track demographic, land use, land development and transportation data. Throughout its history, PEC has also

contracted with transportation planning, design and engineering experts to provide support to local governments and communities on specific transportation projects and programs.

Training. Teaching and training others what they have learned is characteristic of coalitions as they engage an ever-widening circle of supporters.

The [Coalition for Smarter Growth \(CSG\)](#) in Washington, D.C. taps into its networks to connect decisionmakers with policy experts and innovators. In the past, CSG has helped to bring top national figures from the [Smart Growth Leadership Institute](#), and new urbanist⁴ firms such as Duany Plater-Zyberk, Dover-Kohl, and Nelson-Nygaard, to speak to decisionmakers.

The [National Complete Streets Coalition](#) designs and conducts workshops on how to adopt and/or implement complete streets policies. Currently the Coalition is working in partnership with the [Association of Pedestrian and Bicycle Professionals](#) to conduct workshops for state and local jurisdictions. The workshop was designed in response to the need among state and local agencies to learn about complete streets and how to implement effective complete streets policies. The full-day, interactive workshops are customized to help key decisionmakers, stakeholders, and agency professionals learn how to more effectively balance the needs of all users and routinely create and maintain complete streets.



Figure 15 – The National Complete Streets Coalition’s workshop flyer

⁴ New Urbanism is an urban design movement, which promotes walkable neighborhoods that contain a mix of uses including residential and commercial.

VI. BUILDING RELATIONSHIPS WITH COALITIONS

Transportation agencies can learn a lot from citizen coalitions to improve public outreach. In fact, going further and developing working partnerships with coalitions can bring a wealth of new contacts, political knowledge, and technical expertise.

In building relationships with coalitions, it is important to recognize that coalitions and citizen advocates are fundamentally different from public agencies. Both are essential to making good decisions. While the two can work together in collaboration and partnership, each must retain its autonomy to pursue its core mission. Coalitions must always be able to press the limits, go “outside the box,” and engage public concerns. Agencies must always fulfill the law as well as integrate a broad spectrum of opinion and knowledge into proposed solutions. An understanding and respect for their different roles is the foundation upon which coalitions and agencies can foster a relationship of trust and accomplishment.

Both parties must appreciate other differences as well. Each has a stake in the transportation system: agencies are responsible for building, operating, and maintaining the transportation system, while members of the public are the owners and end users who are responsible for its funding. Recognition that plans should reflect the best interest of the communities that own and use the transportation network, rather than public involvement rules and regulations, should be the basis for building a relationship with a coalition.

To build successful relationships with coalitions, agencies need to:

1. Listen to better understand the coalition
2. Work with the right people
3. Recognize the past
4. Take the initiative
5. Make it worthwhile

Listen to Better Understand the Coalition

To build a relationship with a coalition requires understanding the specific context within which they operate, their motivations and their methods of achieving their objectives. Citizens often view roads as an extension of “the commons” or public space. They are most interested in how transportation – a public good – can improve their community. Transportation agencies are essential partners but often, citizens have had negative experiences with these agencies that must be overcome with a “new start.” Agencies need to listen and take seriously citizen ideas and needs for community enhancement in all aspects of transportation planning and project development

Learn about the community first hand. A good method for understanding coalitions is to spend more time in the communities one is trying to reach, where coalitions are already working. Attending or presenting at coalition meetings or simply holding meetings at community venues can indicate serious intention to engage with the community.

Recognize community expertise. Coalitions have their own ideas about how they can be most useful to the transportation agency through their technical and political expertise, and their day to day experiences of the transportation system. Coalition members need to feel confident that the agency will listen and recognize the validity of their experience.

Evaluate and build coalition capacity. Understanding a coalition's value also means recognizing their limitations. Coalitions will vary greatly in what they have to offer. Transportation issues may not be a central focus of the coalition and their constituents may lack information. To build a relationship with some coalitions, it may be necessary to lay groundwork by articulating the issues and educating the coalition about technical solutions, best practices and options that may not be easily accessible to citizens. In providing information, consult with the coalition about their preferred method of communication. While paper formats (studies, plans, etc.) may be too technical to help people outside of the industry understand the key issues, coalitions do not want information that is "dumbed down." Taking the time to clearly describe the transportation planning process is an indication of the value the agency places on a coalition's perspective, and respect for their mission and goals.

Work with the Right People

Working with the right coalition representatives means sending the right agency representatives who will invest time and resources to build those relationships. The substance of relationships, not the number, will determine success. Long term substantive relationships between passionate and committed citizen and community leaders and transportation officials are built on honesty, hard work and transparency.

Believe in the process. Leaders who strongly believe that partnerships between transportation agencies and coalitions are essential for better outcomes can motivate others to get involved and stay involved. Rather than being dismissive of community ideas, agency liaisons must believe that public engagement is not just a mandated process, but essential to achieving the best results.

Cultivate a coalition liaison. In some cases, working with the right people will mean empowering a coalition leader to get involved in transportation issues. Training leaders and gatekeepers in the agency's language and decisionmaking process will help them tackle complex transportation concepts and ultimately lead to wider and more meaningful participation from their constituents. An effective community leader can help the agency frame transportation issues, underscore the agency's positive intent, provide meeting space, and advertise events.

Use skilled communicators. Coalitions often seek direct communication with agencies and are frustrated by a lack of responsiveness and communication from the agency. Coalitions may perceive a transportation agency as having a fortress-like attitude, or believe that the agency is testing their endurance on an issue. In fact, citizen coalitions believe that they represent the public interest and are entitled to timely responses that recognize their concerns, and reflect solutions that embody those concerns.

In some cases, agencies may be limited in how they communicate with coalitions due to formal correspondence protocol or the many competing demands made on staff time. Overlapping

agency missions and jurisdictions may further complicate responses to questions about reports or pending proposals. Agencies can improve communications with coalitions by giving coalition leaders and members instructions on how to best communicate with the agency. Considering how the agency can best receive and respond to the public will help to ensure that the public's voice will be heard in the most constructive way possible.

Become “culturally competent.” Cultural competency is particularly important when working with coalitions to engage traditionally underserved populations. Cultural competency is a broad term referring to the skills needed to work with diverse individuals and communities in various settings. Competency is not just about tolerance, but also includes actively engaging people who are different from you, valuing different viewpoints and finding ways to bridge many perspectives.

While cultural competency can be complex and nuanced, people can learn this skill. Agencies should sponsor and encourage staff to participate in workshops, conferences, and training to increase their cultural competency.

Manage expectations. Coalitions and agencies may be in full agreement that citizens have the right and ability to participate in every aspect of planning their communities. However, expectations for how and when the community at large, or specific coalitions and organizations, are involved may differ. Staff and financial resources, project timing, and other planning and project requirements are major factors which agencies must juggle as they seek meaningful ways to engage citizens early and continuously throughout the process. If agencies are upfront and honest with coalitions about opportunities for public participation, then coalitions will be in better position to help the agency overcome limitations and leverage available resources.

Take the Initiative

Too often public involvement is seen as “too little, too late.” Coalitions want to work with responsive public agencies that involve them in a meaningful, collaborative process from the outset, not just when they are upset and feeling left out halfway through a project. Building an effective relationship with a coalition requires agencies to provide opportunities for their involvement “early and often” in making decisions. Maintaining direct lines of communication that are open both during initial planning and implementation are vital.

Furthermore, coalitions are sensitive about how the agency engages their constituency. It is not in their interest to lend the trust and reputation they have built to a transportation project without assurances that the project will benefit their constituents. Working with coalitions from the beginning of the process is the best way to gain their support. By constantly engaging with coalitions, agencies can gauge whether or not public hearings or other specific processes are necessary.

Establish committees and advisory boards. Transportation agencies can increase community involvement by including coalitions on committees or advisory boards that meet regularly. By creating a channel of communication with coalitions and giving them the opportunity to air their concerns, agencies can better understand the best way to disseminate information about

transportation and related community and land use impacts. Over time, such forums can bridge the gap between professional practitioners and their diverse clientele. The energy and resources invested in organizing and running such committees and advisory boards have enduring benefits for transportation policy as well as for specific projects.

Start at the earliest stage of project development. One of the greatest barriers that coalitions face in working with transportation agencies is getting involved early enough to influence the project – before the decisions have already been made. For example, if a coalition finds itself working with an agency that already has a clear preference for alternatives, they will not be inclined to participate in an alternatives assessment. Coalitions want to contribute ideas to solving problems, not just react to agency-proposed solutions.

Public trust is undermined when citizens sense that things are happening behind closed doors and that public involvement cannot influence decisions. An agency committed to working with coalitions will include outreach as part of the initial work plan and budget. Inviting known coalitions and organizations to an initial meeting to help the agency lay out the *problem to be addressed*, a plan for engaging coalitions and other organizations over the lifetime of the project, and a list of potential participants to ensure representation of different points of view should be considered.

Engaging citizens during scoping is particularly important because it is during this stage that the agency defines the problem and determines the solutions to be considered. By engaging coalitions from the earliest stages of project development, agencies can instill confidence that the process will be fair and include various interests, not just those in agreement with the agency's initial position.

Educate to increase participation. Coalitions consistently identified a need for education about transportation concepts, terms and processes in order to make the public effective participants in decisionmaking. If coalitions are called upon only intermittently to validate public involvement efforts without the provision of sufficient information, they will not be inclined to participate.

Transportation agencies can improve their own education materials as well as partner with coalitions to identify effective methods for building the public's capacity to participate in the decisionmaking process. Agencies can incubate promising civic groups with small grants, technical support, and by participating in the coalition. Development and training enables coalitions to work with their constituents to identify recommendations and projects around realistic goals and expectations.

Recognize the Past

Earlier in this section the statement was made that the right people to work with coalitions are those who believe agencies have something to gain from working with them. Coalition representatives likewise must believe that they have something to gain from working with agencies. However, a coalition's past experience with a transportation agency or other governmental entity may feed skepticism that their involvement will be worthwhile. How has a coalition's perspective been shaped by past events or treatment? Past communication gaps or

issues should be acknowledged at the outset in an open dialogue to regain trust.

Don't be defensive. Coalitions may be critical of agency efforts to involve them or of the agency in general. When establishing new relationships, agencies should expect people to take occasional pot shots – this is not a good reason to avoid working with the public. Agency staff must be prepared to look beyond the immediate comments and develop the capacity to understand the context and substance of criticisms. Agencies should not act defensively or shy away from citizen coalitions. Listening to criticism can be very valuable in understanding the public's transportation issues and needs.

Focus on the future. Entering into adversarial dialogue with a coalition is the wrong tone to set in building a relationship. What an agency can and should do, in addition to recognizing a coalition's dissatisfaction or distrust, is to foster a sense of accountability moving forward. This can include demonstrating how the agency will maintain transparency, clarifying the agency's mission and interest in improving the community's quality of life, and describing how the agency plans to evaluate its success in building relationships with the public. Be explicit about when the agency will conduct outreach, what information the agency hopes to gain from working with coalitions, and how that information will be used.

Make it Worthwhile

Like everyone else, citizens lead busy lives. They volunteer their time to change policy and practice in order to realize a particular vision or improve their community. Their incentive for working with transportation agencies is that through collaboration they may be able to better achieve the change they are seeking. Coalitions usually have few financial resources. Their involvement in transportation decisions requires devotion of scarce time and energy.

Oftentimes, coalitions invest enormous amounts of unpaid time attending public meetings that may be required by law but are not structured to foster collaboration. If citizen coalitions do not see tangible change as a result of their efforts, they will quickly sour on the process. Furthermore, coalitions may become adversarial towards agencies if their ideas, concerns, and suggestions are not meaningfully addressed by the agency. However, if the coalition finds that working with agencies on transportation issues can help them achieve the change they seek, they are likely to make even greater investments of time and resources to participate.

Don't wait. Coalitions want to be brought into the process when there is a range of options and alternatives available to solve transportation issues and a chance for their ideas to be incorporated into the solution. Coalitions will be particularly unlikely to work with the agency if they perceive that their participation would be just an endorsement of the process and resulting outcomes.

Show instead of tell. The burden of showing coalitions and community members that their involvement is worthwhile rests on the transportation agency. To convince coalitions to sustain involvement, agencies must not only say that they value collaboration but also show how collaboration changes outcomes by incorporating the best suggestions in the adopted solutions.

While transportation planning is long-range by nature, opportunities for near-term programming should be pursued. A vision for the future should also incorporate ways to deliver resources and increase equity today. Examples of potential near-term accomplishments to consider are improved bus station facilities, sidewalk and crosswalk upgrades, signal optimization, and improved signage.

Build in accountability. Before, during and at the conclusion of public involvement, it is important to establish standards and evaluation metrics to ensure that public involvement is efficiently reaching the broadest public possible and creating meaningful opportunities for engagement. Agencies should adopt an evaluation tool early in the process and clearly communicate to coalitions how they will measure success.

Building Relationships with Agencies

Coalitions also had advice for other coalitions on how to build, sustain, and strengthen relationships with the agencies. This advice was not dissimilar to that offered to agencies in that *listen to better understand* and *work with the right people* were prominent themes. Coalitions recommended finding an ally at the agency to work with one-on-one. Coalitions also recognized that they can work more productively with agencies by learning transportation planning vernacular, engaging members that have expertise in transportation issues, and attending agency conferences and other functions outside of public involvement events. Reflecting on those agency relationships which they felt were strongest, coalitions acknowledged that they formed over time with a great deal of patience and persistence. Coalitions also emphasized that it is important in all dealings with an agencies to be respectful because even if the coalition is campaigning against the agency for program or project changes, it will be the agency staff that ultimately must implement the change the coalition seeks.

APPENDIX A

COMPLETED INVENTORY TEMPLATES

ALLIANCE FOR BIKING AND WALKING



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://www.peoplepoweredmovement.org/site/ (website) http://www.guidestar.org/FinDocuments//2007/134/029/2007-134029212-048d8d4a-9.pdf (financials)						
Membership	140 regional, state and local organizations nationwide and in Canada						
Geographic Area	Nationwide and Canada						
Engaged Groups	Organization engages primarily biking organizations and local coalitions						
Structure	13-member board; 7-member staff						
History	Founded 1996 as Thunderhead Alliance						
Issue Areas	<ul style="list-style-type: none"> Improved mobility (biking and walking) 						
Sphere & Target of Influence	National policy, programs and facilities						
Mission/Goals	The Alliance for Biking & Walking is the North American coalition of grassroots bicycle and pedestrian advocacy organizations. The alliance unites advocacy leaders to help them become more effective by sharing best practices and innovations. The alliance strengthens organizations through resource sharing and training opportunities. The alliance helps advocates create organizations in underserved communities. Alliance organizations are working together to transform communities into great places to bike and walk.						
Programs/Activities	Public education; lobbying and advocacy; conferences; publications and research						
Budget & Funding	2007 expenses were \$275,000; over half of revenues came from direct public support while the rest came from government contributions, program service revenue, and membership dues.						
Transportation Involvement	Yes - The Alliance has worked on reauthorization of TEA-21 and local and state initiatives.						

ALLIANCE FOR SUSTAINABLE COMMUNITIES



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				?
Website/Source	http://www.sustainlv.org/ (website)						
Membership	Individuals, organizations, small businesses, and farmers concerned about the welfare of the Greater Lehigh Valley.						
Geographic Area	Lehigh Valley, Maryland						
Engaged Groups	No specific groups are engaged						
Structure	Unknown						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> • Health • Economic development • Social equity • Historic/cultural preservation • Community revitalization • Environmental protection • Sustainability 						
Sphere & Target of Influence	Local planning, policy and programs						
Mission/Goals	“The Alliance is dedicated to working for community sustainability. This will involve holistic approaches to the environment, social justice, health, participatory democracy, and local economies. We are committed to active, collaborative approaches to achieving long-term positive outcomes.”						
Programs/Activities	<ul style="list-style-type: none"> • Shares and publicizes information from individuals and organizations that want the exposure, if it is in accord with Alliance values and purposes • Community Dialogues (public meetings) on a wide variety of topics and discusses a broad range of issues on this website. • The Alliance endorses, if consensus is reached, projects initiated by others and works on behalf of these projects. 						
Budget & Funding	Unknown						
Transportation Involvement	Transportation committee comments on agencies’ transportation plans – other activities are unclear.						

AMERICAN ASSOCIATION OF RETIRED PERSONS (AARP)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X				X		X
Website/Source	http://www.aarp.org/issues/policies/livable/ (website) http://www.guidestar.org/FinDocuments/2007/951/985/2007-951985500-04a3a6d8-90.pdf (financials)						
Membership	40 million people in 50 states and territories						
Geographic Area	Nationwide						
Engaged Groups	<ul style="list-style-type: none"> Seniors 						
Structure	23-member volunteer board; executive director and staff of over 1,800						
History	Founded in 1958, AARP is a non-profit, non-partisan membership organization that helps people 50 and over improve the quality of their lives.						
Issue Areas	AARP covers a wide range of issues and the Livable Communities Program specifically focuses on <ul style="list-style-type: none"> Senior housing Mobility AARP has helped fund various transportation publications including <i>From the Margins to the Mainstream</i> to educate its members to take a more active role in public policy.						
Sphere & Target of Influence	National and state legislation						
Mission/Goals	AARP's mission is to enhance the quality of life for all as we age, leading positive social change and delivering value to members through information, advocacy and service. They believe strongly in the principles of collective purpose, collective voice, and collective purchasing power, and these principles guide all organization efforts. AARP works tirelessly to fulfill its vision: a society in which everyone ages with dignity and purpose, and in which AARP helps people fulfill their goals and dreams. AARP speaks with one voice – united by a common motto: "To serve, not be served."						
Programs/Activities	Many publications and programs at conferences designed to help seniors "age in place" in communities that work for their needs.						
Budget & Funding	Unknown budget for Livable Communities. Overall 2007 expenses were \$965.7 million; about two thirds of revenues came from program services with membership dues also making up a significant portion of revenues.						
Transportation Involvement	AARP is working on national transportation policy including Complete Streets. AARP believes Americans should be able to live independently in their homes and communities, throughout their lives. Transportation is critical to maintaining connections to the community and to making communities more vital, accessible, and vibrant. The leading edge of the boomer generation turns 65 in 2011. By 2030, nearly every fifth person in the United States will be age 65 and above, and one in four drivers will be age 65 and over by 2025. The number of older non-drivers, nearly 7 million in 2001, will also double by 2025. This has profound implications for the planning, design, and operation of our roads						

	and transit systems, as well as pedestrian and bicycle facilities. The availability of transportation services, the safety of roadways and vehicles, and the design of communities are crucial concerns for midlife and older Americans.
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THE AMERICAN INSTITUTE OF ARCHITECTS (AIA)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
					X		501(C)-6
Website/Source	http://www.aia.org/index.htm (website) http://www.guidestar.org/FinDocuments/2007/530/025/2007-530025930-04926b64-9O.pdf (financials)						
Membership	There are 300 state and local groups that act as a resource for licensed architects						
Geographic Area	This coalition is nationwide, and composed of licensed architects from all over the country						
Engaged Groups	Licensed architects						
Structure	The Board of Directors is composed of nationally elected AIA officers, including the president, president-elect, four vice presidents, secretary, and treasurer; elected representatives (directors) from each of the AIA's 18 regions; two associate AIA members; two representatives from the Council of Architectural Component Executives; an elected international director; a student representative (the president of the American Institute of Architecture Students); and two public representatives elected by the Board. The AIA's executive vice president and CEO is an ex officio member.						
History	Founded in 1857						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Historic/cultural preservation • Community revitalization • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	This coalition seeks to influence planning and projects at the national level						
Mission/Goals	Serve as the voice of the architecture profession and as a resource for members in service to society.						
Programs/Activities	Their goals are carried out through advocacy, information, and community in the form of: <ul style="list-style-type: none"> • Sponsoring continuing education • Set the industry standard in contract documents • Online publications • Web-based resources for emerging architecture professionals • Market research and analysis of the economic factors that affect the business of architecture • Annual AIA National Convention and Design Exposition 						
Budget & Funding	2007 expenses were \$60.2 million; about two thirds of revenues came from program services, with the remainder coming from membership dues, direct public support, and dividends/interest.						
Transportation Involvement	This coalition has not worked directly on transportation issues; however, their commitment to sustainability has led them to support green transportation.						

AMERICAN PLANNING ASSOCIATION (APA)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
					X		?
Website/Source	http://www.planning.org (website) http://www.apa-tpd.org/ (transportation division)						
Membership	43,500 national members - every APA member belongs to a local chapter, member and chapter dues can be between about \$100-\$300 a year						
Geographic Area	National						
Engaged Groups	Does not engage specific groups						
Structure	APA includes a professional institute for certified planners, 47 chapters and 20 divisions. Chapters are members' local source for networking and professional development. APA's divisions are communities of professionals who share your interests and understand your concerns.						
History	The American Planning Association was created in 1978 by the consolidation of two separate planning organizations, but its roots grow all the way back to 1909 and the first National Conference on City Planning in Washington, D.C.						
Issue Areas	<ul style="list-style-type: none"> • Health • Safety & security • Economic development • Social equity • Historic/cultural preservation • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	APA advocates policy changes to incorporate planning principles at all levels of government						
Mission/Goals	APA is an independent, not-for-profit educational organization that provides leadership in the development of vital communities.						
Programs/Activities	<ul style="list-style-type: none"> • Professional Development • Conferences and education • Policy outreach • Research • Publications 						
Budget & Funding	Unknown						
Transportation Involvement	APA's Transportation Planning Division facilitates technical information sharing among members, maintains a quarterly newsletter on developments in transportation planning and legislation, and fosters communications among members.						

AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS (ASLA)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501C-3
	X				X		X
Website/Source	http://www.asla.org/ (website) http://www.asla.org/ContentDetail.aspx?id=23430 (Sustainable transportation) http://www.guidestar.org/FinDocuments/2007/530/259/2007-530259019-0479d868-9O.pdf (financials)						
Membership	17,000 members in 48 chapters covering states, territories; 68 countries also have membership in the organization						
Geographic Area	National/international						
Engaged Groups	Primarily professional landscape architects and students						
Structure	39-member board; 45 staff (including Landscape Architecture Magazine)						
History	ASLA began in 1899 with 11 founding members (Nathan Barrett, Beatrix Jones Farrand, Daniel W. Langton, Charles N. Lowrie, Warren H. Manning, Frederick Law Olmsted, Jr., John Charles Olmsted (<i>the Society's first president</i>), Samuel Parsons, Jr., George F. Pentecost, Jr., Ossian Cole Simonds, Downing Vaux (<i>son of Calvert Vaux</i>))						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Historic/cultural preservation • Improve mobility - sustainable transportation • Community revitalization • Environmental protection, especially water and storm water management • Aesthetic quality • Sustainability, especially relating to native plants, low maintenance strategies, etc. 						
Sphere & Target of Influence	National and state legislation and technical assistance on issues related to issue areas above. Sustained national focus on Complete Streets, reauthorization of SAFETEA-LU and its predecessors, Sustainable Transportation						
Mission/Goals	The Society's mission is to lead, to educate, and to participate in the careful stewardship, wise planning, and artful design of our cultural and natural environments..						
Programs/Activities	Policies and programs affecting transportation include: <ul style="list-style-type: none"> • Livable Communities • Transportation Corridors and Facilities • Public Participation • Urban Growth and Development 						
Budget & Funding	2007 expenses were \$11.2 million; over half of revenues came from program service revenue, membership dues also made up a significant portion of revenues.						
Transportation Involvement	Complete Streets; Sustainable Transportation; reauthorization of SAFETEA-LU						

ANCHORAGE CITIZENS COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				X
Website/Source	http://www.accalaska.org/transportation.html (website) http://www.guidestar.org/FinDocuments/2007/550/820/2007-550820384-041fd6c9-Z.pdf (financials)						
Membership	Citizens, unclear how many						
Geographic Area	Anchorage Metro Area, Alaska						
Engaged Groups	No specific groups are engaged						
Structure	The Anchorage Citizens Coalition is a nonprofit membership organization with eleven board members.						
History	Founded in 2006						
Issue Areas	Improved mobility Environmental quality Sustainability						
Sphere & Target of Influence	Regional and local planning and local projects						
Mission/Goals	ACC's goal is to make Anchorage the most livable city in America. They advocate for: Responsible development Neighborhood quality and character Parks and open spaces Transportation choices Meaningful public participation						
Programs/Activities	The Anchorage Citizens Coalition actively participates in comprehensive plan implementation, promotes local and regional land use and transportation planning, publishes a newsletter for members and sponsor events						
Budget & Funding	2007 expenses were \$6,500; revenues came exclusively from contributions, gifts, and grants. ACC relies on contributions by individuals as well larger organizations.						
Transportation Involvement	ACC holds speaker events, and in 2005 prepared a "Citizens Transportation Plan." ACC also participates in the Anchorage Comprehensive Plan, LRTP, and TIP. Also involve in review of and education about ongoing road studies.						

APOLLO ALLIANCE



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://apolloalliance.org/ (website)						
Membership	Apollo Alliance affiliates bring together business, labor, environmental, and social justice groups together to find common ground promoting clean energy and good jobs in communities, states, and nationally. Members include labor unions, environmental organizations, business partners (trade associations, financial & legal service businesses, renewable energy technology/ products/services, energy efficiency, consumer products, green buildings/ infrastructure/economic development) and Economic, Social Justice, Faith-Based, and State & Local Partners.						
Geographic Area	The Apollo Alliance works with Apollo affiliate organizations in 14 cities and states across the nation.						
Engaged Groups	Does not engage any groups specifically but does broadly engage social justice groups						
Structure	16 staff members and 13 board members						
History	<p>Apollo was launched in the aftermath of the 9/11 tragedy to catalyze a clean energy revolution in America, a revolution in the way our country generates and uses energy so profound that it will touch literally every quarter of American life. Apollo established coalitions in nine states and five cities to promote policy change consistent with our Ten-Point Plan for reducing America's dependence on foreign oil.</p> <p>In late 2007 Apollo spun off from its founding organizations, Campaign for America's Future and Center for Wisconsin Strategy, formed its own Board of Directors, and expanded its staff and program to better meet the critical challenge of promoting clean energy and good jobs. The Apollo Alliance is a project of the Tides Center, a 501 (c)(3) nonprofit organization.</p> <p>In 2008, as the economy and energy rose to top Americans' concerns, Apollo released The New Apollo Program, an update of our original Ten-Point Plan developed for the 2004 elections. The plan identifies priorities for federal action and investment, including a "cap and invest" program to reduce carbon emissions; investments in energy efficiency, renewable energy, and mass transit; a plan to revitalize the manufacturing sector; and specific strategies to expand opportunities for American workers in the clean energy economy.</p>						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Social equity • Environmental protection • Sustainability 						
Sphere & Target of Influence	National policies, and state and local policy and programs						
Mission/Goals	Catalyze a clean energy revolution that will put millions of Americans to work in a new						

	generation of high-quality, green-collar jobs. Inspired by the Apollo space program, we promote investments in energy efficiency, clean power, mass transit, next-generation vehicles, and emerging technology, as well as in education and training.
Programs/ Activities	Programs: <ul style="list-style-type: none">• The New Apollo Program• Apollo Economic Recovery Act• Green Economic Recovery Proposals• Apollo Green Manufacturing Action Plan - GreenMAP• Clean Energy Corps• Transportation For America• Imagining Newark's Green Future• Green-Collar Jobs Pledge
Budget & Funding	A project of the Tides Center, the Alliance's budget is not known. A list of funders shows that foundations and funds are their largest donators.
Transportation Involvement	The Apollo Alliance includes transportation as part of the five key steps on The New Apollo Program as part of 1 – Rebuild America Clean and Green. Transportation is included because “nearly 30 percent of greenhouse gas emissions come from the transportation sector, and transportation costs are eating up an increasing share of household incomes. Consequently, the plan calls for major new investments in public transit systems. It also envisions a “fix-it-first” policy that gives priority to upgrading and maintaining existing highways, roads and bridges to improve efficiency, reduce fuel consumption and discourage sprawl.”

ALLIANCE FOR SUSTAINABLE AND EQUITABLE REGIONAL TRANSPORTATION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					?
Website/Source	http://coastalcommuter.org/ (website)						
Membership	<p>A collaborative of Santa Barbara and Ventura based organizations working towards a better, more integrated regional transit system between and within the two counties.</p> <ul style="list-style-type: none"> • COAST • PUEBLO • CAUSE - The Central Coast Alliance United for A Sustainable Economy • Coastal Rail Now 						
Geographic Area	Santa Barbara and Ventura Region, California						
Engaged Groups	Does not engage specific groups.						
Structure	Coalition of organizations.						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> • Social equity • Improve mobility • Access to goods/services • Environmental protection • Sustainability 						
Sphere & Target of Influence	Regional policies and projects.						
Mission/Goals	ASERT advocates for more sustainable and equitable ways to move people throughout the region.						
Programs/Activities	Unclear						
Budget & Funding	Unknown						
Transportation Involvement	<p>With budget cuts on the Local, State, and Federal level, regional transportation options like rail are even more viable. The 101 Improvements Project from Milpas to Hot Springs Rd. has run into financial problems, which makes widening to the Ventura County line look even further off than the proposed 15 years. Along with better local transit options in Santa Barbara and Ventura Counties, that includes a commuter rail service between Oxnard and Goleta. Santa Barbara County's Measure A 2008 includes \$25M for the commuter rail service, and ASERT will be looking for Ventura County to include commuter rail in any future transportation tax measure they propose.</p>						

BELTLINE NETWORK



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
				X			X
Website/Source	http://www.beltlineinfo.org/ (website)						
Membership	Membership is open to any interested individual or organization. Current membership is over 100. Included are representatives of issue advocacy organizations (Trees Atlanta, Park Pride, Georgia Conservancy, PEDS, Citizens for Progressive Transit, Concerned Black Clergy, Georgia Stand-Up, Atlanta Labor Council, and the Metropolitan Public Art Coalition to name a few), neighborhood associations and NPUs from every quadrant of the City, real estate professionals, developers (for-profit and neighborhood-based non-profit), historic preservationists, and local business owners.						
Geographic Area	Atlanta, Georgia						
Engaged Groups	Does not engage specific groups						
Structure	A State-registered non-profit corporation. The Network is responsible for appointing 10 technical advisory members to the BeltLine TAD Advisory Committee.						
History	Founded in April 2006						
Issue Areas	<ul style="list-style-type: none"> • Health • Improved mobility • Historic/cultural preservation • Improved mobility • Community revitalization • Economic development • Sustainability 						
Sphere & Target of Influence	Local project						
Mission/Goals	BeltLine Network is a broad alliance of organizations and individuals with an interest in the planning, development and maintenance of the BeltLine. We convene diverse organizations and experts to facilitate discussion and create an environment for positive dialog as a collaborative, influential voice on the BeltLine project.						
Programs/Activities	Participation in the BeltLine TAD Advisory committee. Facilitate discussion, dialogue, and collaboration.						
Budget & Funding	Unknown						
Transportation Involvement	Central to their goals						

BIKE DELAWARE



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					501(C)-4
Website/Source	http://www.bikede.org (website)						
Membership	No fee						
Geographic Area	State of Delaware						
Engaged Groups	Does not engage any specific groups						
Structure	Coalition with four officers (president, VP, treasurer, and secretary)						
History	Started as a project of the Bicycle Coalition of Greater Philadelphia.						
Issue Areas	<ul style="list-style-type: none"> Improved mobility 						
Sphere & Target of Influence	Seeks to influence state and city policy and local projects						
Mission/Goals	A coalition of like minded citizens and organizations that promote bicycling as a healthy alternative to driving and advocate safe provisions within our transportation system. <ul style="list-style-type: none"> Identify, prioritize and address local bicycle issues. Protect the rights and legal status of bicyclists. Greatly enhance Delaware as a bicycle friendly state. 						
Programs/Activities	Unclear, includes petitioning						
Budget & Funding	Unknown						
Transportation Involvement	Transportation is at the core of their mission						

CAPITAL DISTRICT COALITION FOR ACCESSIBLE TRANSPORTATION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				
Website/Source	http://www.mobilityfreedom.org/mission.htm (website)						
Membership	We are a multi-cultural organization comprised of various agencies, independent advocates, and representatives from the disabled community, many of whom rely on accessible transportation for their independence, employment and quality of life.						
Geographic Area	Albany, New York						
Engaged Groups	<ul style="list-style-type: none"> • Disabled • Seniors 						
Structure	Independent, grass roots, watchdog transportation advocacy organization by disabled people and seniors for disabled people and seniors.						
History	The Capital District Coalition for Accessible Transportation was formed late May of 2002.						
Issue Areas	<ul style="list-style-type: none"> • Social justice • Improved mobility • Access to goods and services 						
Sphere & Target of Influence	Local and regional policy and programs						
Mission/Goals	Equal, safe accessible and affordable, especially public transit, for those who are disabled residing in the Capital Region.						
Programs/Activities	<ul style="list-style-type: none"> • Provides information and links about rights to equal transportation. • Provides information about available services such as ambulettes, wheelchair accessible taxi's, STAR, and CDTA's fixed route buses do. • Provides information about ADA mandates. • Distribute and collect complaint forms that are usable for any transportation system, available by phone, email or post. 						
Budget & Funding	Unknown						
Transportation Involvement	Transportation is central to their mission						

CENTER FOR COMMUNITY CHANGE (CCC)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X	X					X
Website/Source	http://www.communitychange.org/ (website) http://www.nhi.org/online/issues/103/organize.html (Info about founding of TEN) http://www.guidestar.org/FinDocuments/2007/520/888/2007-520888113-041916a3-9.pdf (financials)						
Membership	CCC is not a member organization but works with over 300 grass roots partner organizations throughout the country						
Geographic Area	CCC has five regional offices in the Northwest, Southwest, Midwest, Southeast and Northeast, where regional organizers connect and support individual organizations in their region and connect them to national campaigns.						
Engaged Groups	<ul style="list-style-type: none"> • Low-income (first and foremost) • Immigrants • Minorities 						
Structure	About 67 employees and 15 board members						
History	<p>Founded in 1968, CCC started by helping six community-based groups increase their organizational effectiveness, cultivate leaders, advocate for local residents, connect with partners and resources, and master the technical skills needed to create housing, businesses and services for their communities.</p> <p>In CCC's first years, bold themes emerged that would define the Center for Community Change for decades to come: a commitment to low-income people; a focus on neglected populations and communities; an investment in grassroots leaders; a belief in the power of ordinary people to solve their own problems; and a vision of a just America in which everyone had a voice.</p> <p>In the 1970's CCC helped community-based groups in Brooklyn and St. Louis file the first formal complaints against banks that failed to meet their CRA obligations. In the 1980s CCC launched and continue to lead the housing trust fund movement, which presses city, county and state governments to establish permanent sources of dedicated funding for affordable housing. In the 1990s CCC launched and staffed the <i>Transportation Equity Network</i>, which won more than \$700 million for local transit programs that help low-income residents get to jobs.</p>						
Issue Areas	CCC is concerned with increasing community involvement, especially by low-income persons, in all issues which affect them.						
Sphere & Target of Influence	Focused on national policy, but through work with their partners attempts to affect policy and programs at all levels.						
Mission/Goals	The mission of the Center for Community Change is to build the power and capacity of low-income people, especially low-income people of color, to change their communities and public policies for the better.						
Programs/	<ul style="list-style-type: none"> • Campaign for Community Values 						

Activities	<ul style="list-style-type: none">• Community Voting Project• Crossing Borders• Fair Immigration Reform Movement• Genealogy Project• Generation Change• Health Rights Organizing Project• Housing Trust Fund Project• Linchpin Campaign• Movement Vision Lab• Regional Assistance• Worker Justice
Budget & Funding	\$13 million (2007), vast majority comes from gifts, grants and contributions.
Transportation Involvement	Transportation is not currently one of their issue campaigns or projects, but they were the founders of the Transportation Equity Network (TEN). TEN was born from CCC's effort when in 1997, taking note of sizable organizing activity on transportation issues, CCC invited several groups to Washington, D.C., to discuss how the upcoming reauthorization of the federal transportation bill, the Intermodal Surface Transportation Efficiency Act (ISTEA) could be affected to advance local organizing.

CITIZENS EMERGENCY RELIEF TEAM (CERT)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
				X			
Website/Source	http://www.fhwa.dot.gov/environment/ejustice/case/case5.htm (website)						
Membership	In addition to neighborhood leaders and residents membership included a Bay Area Rapid Transit (BART) director, a former Port of Oakland CEO, and an Alameda County supervisor and former mayor of Berkeley was exceptionally resourceful and well-positioned to influence policy.						
Geographic Area	West Oakland, California						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Minorities 						
Structure	Community coalition						
History	When the Cypress Freeway collapsed in October 1989, West Oakland residents were determined to prevent the mistakes of the past from being repeated. Within forty-eight hours of the Loma Prieta earthquake, a group of prominent West Oakland leaders and community activists formed the Citizens Emergency Relief Team (CERT).						
Issue Areas	<ul style="list-style-type: none"> • Health • Access to goods/services • Social justice • Community revitalization • Improved mobility 						
Sphere & Target of Influence	Local project						
Mission/Goals	CERT was established to provide a voice for the community of West Oakland in the reconstruction of the Cypress Freeway and other rebuilding efforts following the earthquake.						
Programs/Activities	Identify alternatives and advocate for the West Oakland community including lobbying efforts						
Budget & Funding	Unknown						
Transportation Involvement	After the earthquake, Caltrans initially proposed to rebuild the Cypress in its existing location. This plan, however, was adamantly opposed by the City of Oakland, Alameda County officials, CERT, and the vast majority of the West Oakland community. Members of CERT, together with city and county officials, had begun efforts to identify an alternative route for the Cypress. This alignment would run west of the previous Cypress structure closer to the Port of Oakland, following Southern Pacific railroad tracks for a portion of the way.						

CITIZENS FOR APPROPRIATE RURAL ROADS



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
				X			?
Website/Source	http://www.carri69.org/ (website) http://www.envirolink.org/resource.html?catid=5&itemid=982 (other reference)						
Membership	A non-profit group of citizens from Southern Indiana dedicated to stopping I-69, the proposed new terrain highway.						
Geographic Area	Gibson and Monroe Counties in Indiana, as well as the land in-between.						
Engaged Groups	<ul style="list-style-type: none"> • Low-income 						
Structure	Steering Committee, and individual members						
History	Founding year and any other benchmarks of accomplishment or change in the coalition's history.						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Historic/cultural preservation • Improve mobility • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	This project is working at the state level to prevent a highway project from occurring.						
Mission/Goals	"Citizens for Appropriate Rural Roads is a grassroots organization working to protect the integrity of our farmlands, forestlands and rural communities by supporting fiscally conservative and environmentally sound transportation policies. CARR is opposed to all I-69 alternatives that use significant new terrain and place an unacceptable financial burden on the citizens of Indiana and the Nation. Upgrading and repairing existing roads and bridges is the responsible way to meet Indiana's highway needs."						
Programs/Activities	The coalition achieves its goals by contacting legislators through phone calls, emails, and letters.						
Budget & Funding	Unknown						
Transportation Involvement	The purpose of this coalition is to ensure that a proposed federal transportation project does not interfere with the farmlands and forests of Indiana.						

CITIZENS FOR PROGRESSIVE TRANSIT (CFPT)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					?
Website/Source	http://www.cfpt.org/ (website)						
Membership	Membership starts at \$30						
Geographic Area	Atlanta, Georgia						
Engaged Groups	Does not engage any specific groups.						
Structure	Citizens for Progressive Transit is an all-volunteer, non-profit operation, with a 10-person board of directors.						
History	Founded in approximately 2006/						
Issue Areas	<ul style="list-style-type: none"> • Improved mobility • Environmental quality • Access to goods and services 						
Sphere & Target of Influence	Regional planning, policy and projects.						
Mission/Goals	CfPT is committed to working with MARTA and regional leaders to help bring about comprehensive, long-term improvements to public transportation throughout the greater Atlanta region.						
Programs/Activities	<ul style="list-style-type: none"> • Act as an information conduit between transit agencies and riders • Share the news about the benefits of transit to the public, including those who don't even use it • Increase public support for transit funding. 						
Budget & Funding	Budget unknown - CfPT relies on contributions from transit supporters to cover the costs of holding events and advocating for transit.						
Transportation Involvement	Central to their mission						



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.ctchouston.org/ (website)						
Membership	<p>Membership is “broad-based” meaning that it is inclusive of representatives from super-neighborhoods, professional and environmental groups, educational institutions, trade or business organizations, the development community, and governmental entities. There are four levels of membership types:</p> <ul style="list-style-type: none"> • Individual - \$20 • Nonprofit org - \$45 • Contributing firm - \$250 • Friend of CTC - \$500 						
Geographic Area	8-county Houston, Texas region						
Engaged Groups	Does not engage any specific groups						
Structure	CTC is an all-volunteer organization, governed by an elected board of directors. Board members are elected to two-year terms by CTC's membership, with elections for half the board held each year in March. Officers are subsequently elected by the board.						
History	Formed in 2004						
Issue Areas	<ul style="list-style-type: none"> • Quality of life • Access to goods and services • Environmental quality • Aesthetic quality 						
Sphere & Target of Influence	Local and regional (city and county) transportation policy and planning.						
Mission/Goals	The Citizens' Transportation Coalition advocates a broad-based public educational and planning process to identify neighborhood aspirations and the best transportation options to achieve them.						
Programs/Activities	<ul style="list-style-type: none"> • Advocacy • Dialogue – maintains forums • Education – creates fact sheets and blog entries about projects 						
Budget & Funding	Unknown						
Transportation Involvement	Transportation is central to their mission						

CLEAN CITIES COALITIONS



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						
Website/Source	http://www1.eere.energy.gov/cleancities/ (website)						
Membership	Partnerships form the foundation of Clean Cities. They occur at the state and local levels through coalitions composed of fleets, state and local officials, industry representatives, and community organizations. Partnerships also take place at the national level through working relationships with other agencies and programs, original equipment manufacturers, fuel providers, and national associations.						
Geographic Area	National						
Engaged Groups	No specific groups are engaged						
Structure	Clean Cities is a government-industry partnership sponsored by the U.S. Department of Energy's (DOE) Vehicle Technologies Program. Geographically-based coalitions are led by Clean Cities coordinators. There are nearly 90 coalitions representing 229 million U.S. citizens—approximately 78% of the country's total population.						
History	<p>The U.S. Department of Energy's (DOE) Clean Cities International (CCI) initiative began as one of 40 programs established at the 1994 Summit of the Americas and the 1995 Hemispheric Energy Symposium.</p> <p>CCI assisted partnering countries in developing public/private sector partnerships and building effective alternative fuel vehicle (AFV) markets. By encouraging AFV use, CCI helped achieve environmental quality goals and energy security on local, national, and international levels.</p> <p>Since its inception in 1993, Clean Cities and its stakeholders have displaced more than 2 billion gallons of petroleum.</p>						
Issue Areas	<ul style="list-style-type: none"> • Safety and security • Economic development • Environmental protection • Sustainability 						
Sphere & Target of Influence	Regional and local policy and programs						
Mission/Goals	The mission of Clean Cities is to advance the energy, economic, and environmental security of the United States by supporting local decision to adopt practices that reduce the use of petroleum in the transportation sector.						
Programs/Activities	Education and outreach, technical assistance, research and analysis, market development, and project co-funding.						
Budget & Funding	Unknown, presumably all federal funding						
Transportation Involvement	Transportation sector is the focus of their efforts						

CLEAN WATER ACTION



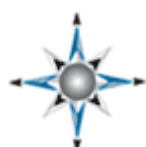
Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X	X			X		501(C)-4
Website/Source	http://www.cleanwateraction.org/mn (website) http://www.guidestar.org/FinDocuments//2007/237/128/2007-237128611-03d0728f-90A.pdf (financials)						
Membership	1.2 million members						
Geographic Area	National, with offices and programs in sixteen states						
Engaged Groups	Does not engage specific groups						
Structure	396 employees, 5 officers, and 10 board members						
History	<p>During the late 1960s water pollution was spreading virtually unchecked in many parts of the country. Clean Water Action founder David Zwick, working with consumer advocate Ralph Nader, published <i>Water Wasteland</i> in 1971. The book was a two-year study of the nation's water pollution problems and concluded that a major reason for widespread water pollution was the power of polluters to work their political will.</p> <p>In 1972, with funding from two fishing tackle companies in New Jersey and Iowa, Zwick started what was to become one of the nation's largest grassroots environmental organizations, Clean Water Action. In order to remedy the power imbalance favoring polluters, the group's leaders outlined a strategy called people-based power, in which a grassroots campaign - including issue awareness methods like door-to-door canvassing - was launched. When the Federal Water Pollution Control Amendments of 1972, commonly known as the Clean Water Act, was passed by Congress the initial policy goals that animated Clean Water Action's founding were realized.</p> <p>Other major successes have been the enactment of the federal Safe Drinking Water Act in 1974 and subsequent changes in 1996 that strengthened the law. In the 1980s, Clean Water Action overcame a major assault on the federal Superfund toxic waste cleanup program and helped to win funding increases and a polluter-pay plan along with a requirement that companies report their toxic releases on an annual basis.</p>						
Issue Areas	<ul style="list-style-type: none"> • Health • Safety & security • Social equity • Environmental protection • Sustainability 						
Sphere & Target of Influence	National, regional, and local policy.						
Mission/Goals	Clean Water Action is an organization of 1.2 million members working to empower people to take action to protect America's waters, build healthy communities and to make democracy work for all of us. For 36 years Clean Water Action has succeeded in winning some of the nation's most important environmental protections through grassroots						

	organizing, expert policy research and political advocacy focused on holding elected officials accountable to the public.
Programs/ Activities	National, state, and local issue campaigns & lobbying
Budget & Funding	2007 expenses were \$10.1 million; revenues came almost exclusively from direct public funding.
Transportation Involvement	Unknown

CLEAN WISCONSIN



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.cleanwisconsin.org/ (website) http://www.guidestar.org/FinDocuments//2007/391/413/2007-391413448-04a97620-9.pdf (financials)						
Membership	Over 10,000 members - membership dues are \$25 and up						
Geographic Area	Wisconsin						
Engaged Groups	Does not engage specific groups						
Structure	12 employees						
History	Clean Wisconsin, an environmental advocacy organization, is the oldest and largest state group dedicated to the defense of Wisconsin's natural heritage. It is an aggressive and effective advocate working on three main fronts: lobbying, litigation, and citizen action and education. Founded in 1970 as Wisconsin's Environmental Decade, the organization changed its name to Clean Wisconsin in 2003 to continue its mission. Representing its thousands of members, Clean Wisconsin continues as an aggressive advocate of important environmental issues and is noted for its effectiveness in three areas: lobbying, litigation and citizen action.						
Issue Areas	<ul style="list-style-type: none"> Environmental protection 						
Sphere & Target of Influence	State policy						
Mission/Goals	Protect, improve, and sustain Wisconsin's clean water and air. We believe our children, grandchildren, and great grandchildren have the right to a healthy and sustainable physical environment and that creating and protecting this environment is the responsibility of Wisconsin's citizens and representatives.						
Programs/Activities	<ul style="list-style-type: none"> <i>Legislation.</i> The most important rule in our political system is "do what the people back home want you to do." Creating tough environmental laws means working closely with state government. Day in and day out, the Clean Wisconsin staff makes it a point to be in the Capitol; to know the legislators; and to know every wrinkle of a particular environmental issue. <i>Litigation.</i> When state agencies don't follow environmental laws critical to the economic health of our state, litigation is an effective catalyst to turn on "political heat". <i>Citizen Action and Education.</i> Clean Wisconsin has developed an Action Network across Wisconsin. When an environmental law is overturned or weakened, there has to be a quick response from phones, mailboxes, faxes and emails from across the state. 						
Budget & Funding	2007 expenses were \$1,157,000; revenues came almost exclusively from direct public support						
Transportation Involvement	Not specifically involved in transportation						



COALITION FOR A LIVABLE FUTURE

Working for a just and sustainable region

Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.clfuture.org/about (website) http://www.guidestar.org/FinDocuments//2007/931/278/2007-931278845-0416e00d-9.pdf (financials)						
Membership	Over 90 diverse organizations and hundreds of individuals. Individual membership is \$40.						
Geographic Area	Portland, Oregon						
Engaged Groups	Does not engage any specific groups						
Structure	4 staff members, Board of Trustees elected annually by the core member organizations.						
History	In 1994, the Coalition was created by a diverse group of Portland area non-profit leaders who recognized that the challenges they were working on individually in different communities across the metropolitan area were connected. Realizing this interdependence, they came together to educate each other and work cooperatively to create a more sustainable future for the region.						
Issue Areas	<ul style="list-style-type: none"> • Health • Economic development • Social equity • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Hunger • Education 						
Sphere & Target of Influence	State and regional policy, planning, programs, and projects.						
Mission/Goals	The purpose of the Coalition for a Livable Future is to protect, restore, and maintain healthy, equitable, and sustainable communities, both human and natural, for the benefit of present and future residents of the greater metropolitan region.						
Programs/Activities	Through research, policy advocacy, and public education, CLF works to create and preserve affordable housing; ensure clean water; protect open space, wildlife habitat and farmland; create living wage jobs; provide real transportation choices; and end hunger in our community.						
Budget & Funding	2007 expenses were \$149,000; revenues came primarily from direct public support with substantial revenues from membership dues, government assistance, and program service revenues.						
Transportation Involvement	<i>Shift the Balance!</i> is the Coalition's campaign to create a more sustainable and equitable transportation system. Focused on the big plan--Metro's Regional Transportation Plan--and the big project--the Columbia River Crossing--Shift the Balance aims to ensure these transportation decisions do three things: put people first; do more with less; and support a sustainable economic future.						

COALITION FOR EFFECTIVE TRANSPORTATION ALTERNATIVES (CETA)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					?
Website/Source	http://www.effectivevtransportation.org/ (website)						
Membership	Individuals from around the Region have joined to publicize the problems with Sound Transit's light rail proposal and to work for more cost-effective transportation solutions we could be putting in place now. Membership is open to anyone who wants to help develop and distribute accurate information and any amount of involvement is welcome – the coalition works in teams on an informal basis.						
Geographic Area	Puget Sound Region, Washington State						
Engaged Groups	Does not engage any specific groups						
Structure	All-volunteer, non-profit citizen-organization.						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> Improve mobility 						
Sphere & Target of Influence	Regional transportation planning & projects						
Mission/Goals	<p>Support and advocate for accountable public transportation governance and investments that grow transit, vanpool, and carpool ridership throughout the Puget Sound region in the most cost-effective way. Goals are to:</p> <ol style="list-style-type: none"> Expand the successful elements of bus service to significantly increase ridership. Buses have potentially much more capacity and flexibility than rail because buses can be deployed quickly and to many different places. Add additional roadway and signaling projects to speed up the buses. Finish the HOV system and commit to policies that keep it functioning at 45 mph 90 percent of the time. Realize the extraordinary potential of carpool and vanpool programs with full funding. Implement road user fees that make sense in our region. 						
Programs/Activities	<ul style="list-style-type: none"> Research & reporting Letter writing and advocacy Education on effective transportation projects Education on governance in the Puget Sound Region 						
Budget & Funding	Unknown						
Transportation Involvement	Transportation involvement is central to their mission						

COALITION FOR LIVABLE COMMUNITIES (CLC)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				?
Website/Source	http://www.livablememphis.org/ (website)						
Membership	CLC membership is free, members must participate in one CLC event a year. Members are a diverse group of individuals and organizations representing all parts of the Shelby County community.						
Geographic Area	Memphis Region, Shelby County, Tennessee						
Engaged Groups	Does not engage specific groups						
Structure	Unknown, minimum of one staff member						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> • Sustainability <ul style="list-style-type: none"> • Economic development • Social equity • Historic/cultural preservation • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Aesthetic quality 						
Sphere & Target of Influence	Local planning and policy						
Mission/Goals	<p>The Coalition of Livable Communities - which represents a diverse group of local stakeholders - supports the development and redevelopment of healthy, vibrant, and economically sustainable communities in Shelby County. Their core values are:</p> <ul style="list-style-type: none"> • Balanced development. • Shared benefits and costs • Access and choice • Community input and collaboration • Environmental protection • Smart spending 						
Programs/Activities	CLC accomplishes their mission by educating residents, building consensus on a shared vision of livable communities, and promoting public policies that further that vision.						
Budget & Funding	Unknown						
Transportation Involvement	Very involved in transportation and land-use planning						

COALITION FOR SMARTER GROWTH



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://smartergrowth.net/anx/index.cfm/1,103,0,0,html/Our-Mission (website)						
Membership	Coalition members include: <ul style="list-style-type: none"> • Piedmont Environmental Council • Audubon Naturalist Society • Sierra Club • Clean Water Action • Chesapeake Bay Foundation • Partnership for Smarter Growth • Southern Environmental Law Center • Surface Transportation Policy Project • Friends of the Earth/DC Environmental Network • Environmental Defense • Prince William Conservation Alliance • Campaign for Loudoun's Future • Montgomery Countryside Alliance 						
Geographic Area	Washington, DC Metropolitan Region						
Engaged Groups	Works with local communities, business groups and mixed-use developers/architects, and elected officials.						
Structure	5 paid staff members, a Steering Committee of Partner Groups, a fiscal agent with a Board.						
History	In the early 1990s, the Disney Corporation proposed to locate its third U.S. theme park near Manassas National Battlefield in rural Virginia. The prospect of historic landscapes paved over like the Orlando region in Florida galvanized local citizens, environmentalists, and historic preservationists. Prominent national historians added their weight and helped to defeat the theme park. The groups involved in the Disney fight saw that the issues of regional growth and transportation were bigger than this one debate. They founded the Coalition for Smarter Growth in 1997 to coordinate a campaign for a better way to grow in the Washington D.C. Region. Since that time the Coalition has become the leading group in the DC region addressing where and how the region grows, integrating transportation, housing, land use, energy and the environment. We published our Blueprint for a Better Region in 2002, co-sponsored with ULI the Reality Check regional planning event in 2005, and have won support for transit-oriented development, mixed-use and transit as the priority for the DC region.						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Social equity • Historic/cultural preservation • Improve accessibility - transportation reform, transit, pedestrian/bike • Community revitalization– including smart growth/land use affordable housing and equitable development; community design 						

	<ul style="list-style-type: none"> • Access to goods/services • Environmental protection • Aesthetic quality • Sustainability
Sphere & Target of Influence	<p>CSG believes that in their interconnected region, smart growth means planning both for the region as a whole and for local neighborhoods and communities. A large development in Loudoun County can affect traffic in Fairfax. A transportation project in suburban Maryland can affect the Chesapeake Bay and economies of adjoining counties.</p> <p>CSG works with state and local governments in the District of Columbia, the Virginia jurisdictions of Arlington, Fairfax, Alexandria, Loudoun, and Prince William, and Montgomery and Prince George's Counties in Maryland. With residents of many jurisdictions in other parts of Virginia and Maryland wrestling with similar planning challenges, we will (whenever time permits) provide technical advice to these communities as well. Our office is located next to the Tenleytown Metro Station in DC.</p>
Mission/Goals	<p>The Coalition's mission is to ensure that transportation and development decisions accommodate growth while revitalizing communities, providing more housing and travel choices, and conserving our natural and historic areas.</p> <p>The Coalition for Smarter Growth is the only organization offering regional solutions to the interconnected challenges of housing, transportation, energy and the environment. CSG employs a comprehensive and collaborative approach, providing expertise and strategic advice to everyone in the community. Through grassroots and grasstops advocacy, CSG inspires communities to take action that improves their neighborhoods and the DC region.</p>
Programs/Activities	<p>2008 work highlights include:</p> <ul style="list-style-type: none"> • Advocacy of good urban design, preservation and creation of affordable housing in DC, from waterfront to U St. and Columbia Heights • Support of mixed-use development around Metro stations and inclusion of transfer of development rights in Montgomery County • Promotion of transit-oriented neighborhoods around 15 largely undeveloped stations in Prince George's Co. • Provision of workforce housing, Fairfax County and a leading role in the redesign of Tysons Corner. • Support for VA/DC/MD stimulus spending that reinvests in existing facilities first, while flexing funds to transit/ped/bike facilities
Budget & Funding	Unknown
Transportation Involvement	<p>The Coalition has led the Reconnecting Virginia campaign for transportation reform; has supported transit and intercity freight and passenger rail; has been involved in several major highway and transit project studies and critiques; and has actively promoted and supported development around transit stations.</p>

COALITION FOR SUSTAINABLE TRANSPORTATION (COAST)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				X
Website/Source	http://coast-santabarbara.org/ (website) http://www.guidestar.org/FinDocuments//2008/300/022/2008-300022937-04b235af-Z.pdf (financials)						
Membership	We represent farm workers in North County; children in our local schools and commuters desperate for alternatives to driving.						
Geographic Area	Santa Barbara, California (400,000 person area)						
Engaged Groups	<ul style="list-style-type: none"> Zero-car households 						
Structure	Five staff members and about a dozen advisory board and board of directors members						
History	COAST began in 1993 as a group of volunteers active in alternative transportation issues. COAST was interested in practical alternatives to the widening of Highway 101 being considered at that time. In the process, we helped redefine the project area as a “corridor” including all modes of transportation along and across 101 rather than within the narrow strip of mainline freeway. COAST was influential in developing the City of Santa Barbara’s updated Circulation Element that is recognized as a turning point in local transportation policies. COAST incorporated in 2001 as a 501c3 organization to continue a broad range of educational activities.						
Issue Areas	<ul style="list-style-type: none"> Improve mobility Access to goods/services Sustainability 						
Sphere & Target of Influence	Local planning, projects, and policy						
Mission/Goals	The Coalition for Sustainable Transportation (COAST) promotes convenient transportation alternatives for everyone including the one-third of the population who, by choice or necessity, does not drive.						
Programs/ Activities	<ul style="list-style-type: none"> Provides advocacy, education and outreach to improve transportation options Promotes rail, bus, bike and pedestrian access Survey community members about their transportation needs and communicate with government officials and planners to ensure the needs are addressed in the transportation funding process 						
Budget & Funding	2008 expenses were \$72,000; over half of revenues came from contributions, gifts and grants, with the remained coming from program service revenue and membership dues.						
Transportation Involvement	COAST has been engaged in many transportation related projects including the South Coast Transit Plan, Highway 101 Design Guidelines, North County Unmet Transit Needs, Highway 101 Operational Improvements, 101 in Motion, Safe Routes to School (SR2S) and South Coast Commuter Rail (www.CoastalRailNow.org).						

COALITION OF LIMITED ENGLISH SPEAKING ELDERLY (CLESE)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				X
Website/Source	http://www.clese.org/index.htm (website) http://www.guidestar.org/FinDocuments/2008/363/643/2008-363643461-04c46093-9.pdf (financials)						
Membership	CLESE members include fifty Chicago area organizations representing many ethnic groups						
Geographic Area	Chicago, Illinois						
Engaged Groups	<ul style="list-style-type: none"> • Seniors • LEP • Minorities 						
Structure	Five staff members and a board of directors						
History	CLESE incorporated in 1989. Founding members served as an advisory council to the Chicago Department on Aging's ethnic elderly needs assessment in 1987. The assessment results showed that under-utilization of elderly programs and services were a result of language and cultural barriers. Those barriers persist to this day, and are a continuing focus of our efforts.						
Issue Areas	<ul style="list-style-type: none"> • Health • Access to goods/services 						
Sphere & Target of Influence	Local programs						
Mission/Goals	CLESE is committed to a vision of equal access to services for all elderly, regardless of ethnicity or language. As a coalition, CLESE works to increase awareness of the needs, rights, and unique contributions of limited-English-speaking elderly and the community-based organizations that serve them.						
Programs/Activities	Advocacy, leadership and education						
Budget & Funding	2008 expenses were \$424,000; revenues came largely from government contributions, with significant revenues from indirect public support and direct public support.						
Transportation Involvement	Not specifically involved in transportation issues						

COMMUNITY TRAFFIC SAFETY TEAMS COALITION (CTST COALITION)



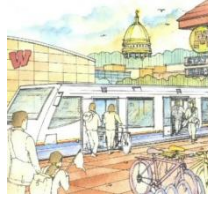
Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					
Website/Source	http://www.dot.state.fl.us/safety/CTST/ctstcoalition.shtm (website)						
Membership	Each member of the Coalition's volunteer force is also involved in their local Community Traffic Safety Team and has their own separate "job" to do.						
Geographic Area	Florida						
Engaged Groups	Does not engage specific groups						
Structure	The Community Traffic Safety Teams are made-up of 15-20 members have grown significantly with a presence in 63 of the 67 counties in Florida. The CTST Coalition is made up of members from each of the CTSTs						
History	<p>The idea for the CTST Coalition came to fruition during the latter part of 1994, when approximately 15 Teams were functioning independently in the State. As the number of CTSTs began to grow, and various safety activities and events were being conducted, the Chairmen acknowledged a need of some forum in which to coordinate efforts, to learn from one another, to share successful program ideas and reduce duplication among the Teams. On April 4, 1995, the inaugural meeting was held, with the first election of officers.</p> <p>In the years since their first meeting in 1995, the Coalition and Community Traffic Safety Teams have grown significantly with a presence in 63 of the 67 counties in Florida. The teams have matured in their ability to affect positive outcomes by initiating Statewide safety campaigns through the Coalition.</p>						
Issue Areas	<ul style="list-style-type: none"> Safety 						
Sphere & Target of Influence	Statewide planning and policy						
Mission/Goals	Sharing ideas and bringing the various CTSTs together, toward a common goal of educating people about traffic safety to reduce crashes, injuries and deaths on Florida's roadways.						
Programs/Activities	Bring together a diverse group of local community safety partners to facilitate the sharing of safety programs, ideas and materials to a statewide audience through the individual Community Traffic Safety Teams in Florida.						
Budget & Funding	All-volunteer based, volunteers receive support from their individual employers to pay for their time and travel in order for them to participate in the Coalition meetings, training and safety events.						
Transportation Involvement	Central to their mission						

CONSORTIUM TO LOWER OBESITY IN CHICAGO'S CHILDREN



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				
Website/Source	http://www.clocc.net/ (website)						
Membership	Currently, there are over 1,900 participants in CLOCC representing over 800 organizations, with a common goal of protecting Chicago children from the effects of the obesity epidemic.						
Geographic Area	The organization is based in Chicago, with members and philanthropic supporters around the country.						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Minority 						
Structure	Executive Director, Executive Committee, and External Advisory Board, 8 working groups						
History	Founded in 2003.						
Issue Areas	<ul style="list-style-type: none"> • Health • Social equity • Community revitalization • Access to goods/services 						
Sphere & Target of Influence	The coalition works primarily at the local level, to reduce obesity in Chicago's children who live in disadvantaged neighborhoods. However, the research completed by CLOCC can be used nationally to combat childhood obesity.						
Mission/Goals	CLOCC's mission is to confront the childhood obesity epidemic by promoting healthy and active lifestyles for children throughout the Chicago metropolitan area. Our work will foster and facilitate connections between childhood obesity prevention researchers, public health advocates and practitioners, and the children, families, and communities of Chicagoland.						
Programs/Activities	CLOCC's work is led by community leaders in the health sector and guided by community-based groups from across the city. Working groups analyze the latest research and develop comprehensive action plans.						
Budget & Funding	Unknown						
Transportation Involvement	This organization is not necessarily a transportation-oriented group, but does advocate better health through multiple avenues, including transportation. Some of the tools that they have developed include: Neighborhood Walkability Assessment Tool, the CLOCC Accelerometer Library (CAL) is a resource available to CLOCC community partners interested in obtaining objective data on physical activity of children, and 5-4-3-2-1 Go! Message, which contains recommendations for children to promote a healthy lifestyle: 5 servings of fruits and vegetables a day, 4 servings of water a day, 3 servings of low-fat dairy a day, 2 or less hours of screen time a day, and 1 or more hours of physical activity a day.						

DANE ALLIANCE FOR RATIONAL TRANSPORTATION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					?
Website/Source	http://www.rationaltransportation.org/ (website)						
Membership	Citizens of Madison, Wisconsin and its neighboring Dane County communities who want a new, better, smarter and more balanced approach to transportation in our region. Membership fee is \$25.						
Geographic Area	Madison Region, Wisconsin						
Engaged Groups	Does not engage specific groups						
Structure	Not fully-known						
History	The Dane Alliance for Rational Transportation is the latest evolution in the organization formerly known as the Dane Alliance for Rail Transit (DART). Rail advocacy work continues under the name of DaneRail, as one of several projects of a new organization with an expanded mission. That new organization will now move forward with a broader transportation reform agenda under the DART acronym.						
Issue Areas	<ul style="list-style-type: none"> • Improve mobility • Access to goods/services • Sustainability 						
Sphere & Target of Influence	Regional policy and planning						
Mission/Goals	Above all, while not anti-automobile or anti-highway, we're people organized to challenge planning and investment processes that leave us stuck in traffic and dependent on our cars, and allow the car to dominate the design and development of our cities, towns, neighborhoods, and rural areas.						
Programs/Activities	<ul style="list-style-type: none"> • Giving individuals a voice - Inform members of, and facilitate member discussion of, transportation issues facing the community. Organize individual member participation in transportation-related debates and planning processes. Represent our membership collectively in those debates and processes. • Linking affiliated organizations - Coordinate the involvement of other community organizations in transportation issues and provide a mechanism for community organizations to lend support to transportation reform • Building partnerships around initiatives - Identify priority projects and help create ad hoc alliances of individuals and groups in support of those projects. 						
Budget & Funding	Unknown						
Transportation Involvement	Transportation reform is their central mission. They are specifically involved in campaigning for Yahara Station, and development of fixed-guideway transit projects.						

EASTERN MAINE TRANSPORTATION COLLABORATIVE (EMTC)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					
Website/Source	http://www.umaine.edu/mainecenteronaging/transportation.htm (website)						
Membership	Agencies represented in the collaborative include health care providers, transportation providers, university groups, public agencies on health and transportation, and non-profits.						
Geographic Area	Eastern Maine						
Engaged Groups	<ul style="list-style-type: none"> • Persons with disabilities • Seniors 						
Structure	A partnership of over 30 transportation, public, and non-profit organizations.						
History	In 2003, United Way of Eastern Maine launched EMTC because there was a feeling that seniors were not making their medical appointments, including chronic needs such as dialysis and chemotherapy due to inadequate transportation options.						
Issue Areas	<ul style="list-style-type: none"> • Health • Improved mobility • Access to goods/services 						
Sphere & Target of Influence	Regional and local policies and programs						
Mission/Goals	The group's goal is to have the best possible community transportation system in Eastern Maine and to help all people access services and opportunities that fit their needs and lifestyles.						
Programs/Activities	The group's work includes collaboration, resource sharing, training, and working with the state to improve policies and systems.						
Budget & Funding	In October of 2004, the EMTC received a \$36,000 award to study the transportation needs of chronically ill patients 65 years and older in Penobscot, Washington and Hancock counties. The award, in the form of a grant from the Maine Health Access Foundation (MeHAF), was made to Eastern Maine Healthcare Systems on behalf of the EMTC. The University of Maine Center on Aging, as a member of the EMTC, was contracted to conduct the needs assessment research with the help from EMTC and the United Way of Eastern Maine.						
Transportation Involvement	Central to their mission. In 2005 they completed a study to learn about the transportation experiences, challenges, and needs of chronically ill patients 65 years and older in the 3-county region.						

ENO TRANSPORTATION FOUNDATION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
						X	X
Website/Source	http://www.enotrans.com/ (website) http://www.guidestar.org/FinDocuments/2007/060/662/2007-060662124-0437ba8a-F.pdf (financials)						
Membership	In order to make the best use of its resources, the Foundation often works in partnership with government agencies, professional organizations, and other private organizations.						
Geographic Area	National						
Engaged Groups	Does not engage specific groups						
Structure	The Foundation is a non-profit charitable foundation with five staff members, and a Board of Directors, Board of Advisors, Board of Regents, and Executive Seminar Advisory Board. It is an operating foundation and does not make grants.						
History	The Eno Transportation Foundation was founded in 1921 by William Phelps Eno (1859-1945), who pioneered the field of traffic management in the United States and Europe. Mr. Eno sought to promote safe mobility by ensuring that traffic control became an accepted role of government and traffic engineering a recognized professional discipline.						
Issue Areas	<ul style="list-style-type: none"> • Safety & security • Improved mobility • Access to goods and services • Sustainability 						
Sphere & Target of Influence	Not specific						
Mission/Goals	The Eno Transportation Foundation's mission is to seek continuous improvement in transportation and its public and private leadership in order to increase the system's mobility, safety and sustainability.						
Programs/Activities	The Foundation focuses on all modes of transportation, with the mission of cultivating creative and visionary leadership for the sector through: <ul style="list-style-type: none"> • professional development programs • policy forums • publications 						
Budget & Funding	2007 expenses were \$1.8 million; revenues were \$2.4 million. About half of the Foundation's work is supported by its endowment; the remainder is supported by tuition and fees, contracts, and publication sales.						
Transportation Involvement	Central to their mission.						

ENVIRONMENTAL DEFENSE FUND



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
					X		X
Website/Source	http://www.edf.org/page.cfm?tagID=382 (website) http://www.guidestar.org/FinDocuments//2008/116/107/2008-116107128-04c217b2-9.pdf (financials)						
Membership	More than 500,000 members						
Geographic Area	National						
Engaged Groups	<ul style="list-style-type: none"> • Minority • Low-income 						
Structure	National nonprofit with 300+ employees in regional offices around the country						
History	Four decades ago, Environmental Defense helped launch the modern environmental era by winning a ban on DDT, the pesticide Rachel Carson warns about in <i>Silent Spring</i> . DDT causes eggshells to thin and break, threatening the survival of birds. It is also a persistent poison that works its way up the food chain, thus endangering humans as well. The fledgling effort by a handful of scientists on Long Island to halt the use of DDT was a remarkable demonstration of how individuals can bring about lasting change. The group incorporated as the Environmental Defense Fund in 1967.						
Issue Areas	<ul style="list-style-type: none"> • Health • Economic development • Social equity • Access to goods/services • Environmental protection • Sustainability 						
Sphere & Target of Influence	Policy and programs at all levels, planning at regional and local levels						
Mission/Goals	Environmental Defense Fund is dedicated to protecting the environmental rights of all people, including future generations. Among these rights are access to clean air and water, healthy and nourishing food, and flourishing ecosystems.						
Programs/Activities	Guided by science, Environmental Defense Fund evaluates environmental problems and works to create and advocate solutions that win lasting political, economic and social support because they are nonpartisan, cost-efficient and fair.						
Budget & Funding	2008 expenses were \$97 million; revenues came primarily from direct public support.						
Transportation Involvement	Environmental Defense Fund has been working for decades to address the fundamental flaws in our nation's transportation policies, which have long shaped Americans' travel choices. Their transportation projects include: <ul style="list-style-type: none"> • Vision Los Angeles • Clean School Buses • Stop Idling • NYC's Transit Crisis 						

FAITH ACTION FOR COMMUNITY EQUITY (FACE)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.facehawaii.org/ (website) http://www.guidestar.org/FinDocuments/2007/990/335/2007-990335935-044e20c7-9.pdf (financials)						
Membership	<p>FACE's membership base consists of 25 institutions on Oahu, 24 on Maui, and one statewide: 37 churches, a Buddhist temple, 2 Jewish congregations, 9 community groups and non-profit organizations, and one labor union. FACE represents over 40,000 people statewide who reflect the cultural and socio-economic diversity of our community.</p> <p>While rooted primarily in religious congregations, FACE invites the membership of other community groups as well. A church or civic organization is accepted for membership when the senior pastor, church council, or equivalent body formally signs our Covenant Statement</p>						
Geographic Area	Hawaii						
Engaged Groups	Does not engage any specific groups						
Structure	4 employees						
History	<p>Founded in 1996, Faith Action for Community Equity (FACE), is a Gamaliel Foundation affiliate and faith-based grassroots organization. FACE grew out of a sponsoring committee established in the mid-1990s with the assistance of the Center for Community Change. In November 2008 FACE became a statewide organization when the Maui chapter was founded.</p>						
Issue Areas	<p>FACE uses a uniquely democratic process to select the issues it will act upon. Once a year, the congregations and other organizations of FACE survey their individual members to find out what issues are affecting their lives and what conditions they see in their communities which need change. Once the listening process is completed, we look to see what issues are of greatest concern, form committees around those issues, and choose courses of action. This process not only helps FACE to select its issues to act upon, but also aids its member organizations in addressing the concerns of their members within their own congregations/organizations.</p> <ul style="list-style-type: none"> • Healthcare • Affordable Housing 						
Sphere & Target of Influence	Unclear						
Mission/Goals	<p>FACE exists to allow its members to live out our common, faith-based values by engaging in actions that challenge the systems that perpetuate poverty and injustice. We balance social, economic and community activity with a deep spiritual commitment. Our spiritual centeredness empowers us to return hope and love to the public arena.</p>						
Programs/	Unclear						

Activities	
Budget & Funding	2007 expenses were \$305,000, revenues came primarily from direct public support
Transportation Involvement	Unclear

GAMALIEL FOUNDATION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://www.gamaliel.org/default.htm (website) http://www.guidestar.org/FinDocuments/2007/362/657/2007-362657863-0436f9bf-9.pdf (financials)						
Membership	Forty-five affiliates in seventeen states and in three provinces of South Africa						
Geographic Area	This coalition is nationwide, and is active in South Africa as well						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Minority 						
Structure	There is a Chairman, and a Steering Committee composed of representatives from each region						
History	Originally established in 1968, in Chicago, to support the Contract Buyers League, in 1986, the Foundation was reorganized as an organizing institute providing resources to community leaders in the efforts to build and maintain powerful organizations in low income communities.						
Issue Areas	<ul style="list-style-type: none"> • Health • Economic development • Social equity • Historic/cultural preservation • Improve mobility • Community revitalization • Access to goods/services 						
Sphere & Target of Influence	This coalition works at the state level, trying to influence policies in Chicago. The research that is done by member organizations, however, has a nationwide scope and impact.						
Mission/Goals	“To assist local community leaders to create, maintain and expand independent, grassroots, and powerful faith-based community organizations so that ordinary people can impact the political, social, economic, and environmental decisions that affect their lives; to provide these organizations with leadership training programs, consultation, research and analysis on social justice issues; to be a network for mutual learning environments and working coalitions.”						
Programs/ Activities	The coalition achieves its mission and goals through the creation of Metropolitan Organizations in major cities, through alliance building, and through training leaders to spread their message.						
Budget & Funding	2007 expenses were \$2.6 million; revenues came primarily from direct support and program service revenues.						
Transportation Involvement	Works to create responsible transportation that serve all, including those who are unable to drive due to income, disability, age or other reasons.						

HIGHWAY 99 TASK FORCE

HIGHWAY 99 TASK FORCE

Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X		X			X
Website/Source	http://www.greatvalley.org/99/index.aspx (website)						
Membership	County, city and town governments along the corridor; Great Valley Center; CALTRANS; Scenic America						
Geographic Area	The 274-mile corridor goes from the northern border of San Joaquin County to Bakersfield, California						
Engaged Groups	Business and economic development; agriculture; conservation						
Structure	The Task Force was a project from 2001-2005 of the Great Valley Center, a non-profit organization concerned with planning, business development and the future of the San Joaquin Valley.						
History	The Task Force began in 2001 through the efforts of the Great Valley Center. It ceased to exist in 2005, having achieved its mission of planning for improvements to Highway 99.						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Historic/cultural preservation • Community revitalization • Mobility • Access to goods/services • Environmental protection • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	Towns, cities and counties bordering the 274-mile corridor described above.						
Mission/Goals	The mission of the Highway 99 Task Force is “to turn the Valley’s back alley into the Valley’s Main Street.”						
Programs/Activities	Planning for many aspects of the corridor through <ul style="list-style-type: none"> • Route 99 Corridor Improvement Guide • Caltrans Route 99 Master Plan • Highway 99 Business Plan Outline • http://www.dot.ca.gov/dist6/planning/sr99bus/draft/exec_summary.pdf • Corridor of Opportunity 						
Budget & Funding	Project funds were raised from private and public sources through Great Valley Center. Scenic America received a 3-year grant from 2002-2005 from the David and Lucile Packard Foundation to work on the project.						
Transportation Involvement	The future of Hwy 99 was the focus of the Task Force. This is a busy corridor of great concern to the business community.						

THE HILLSBOROUGH STREET PARTNERSHIP



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
				X			X
Website/Source	http://www.hillsboroughstreet.org/ (website) http://www.guidestar.org/FinDocuments/2008/364/429/2008-364429840-04f1c10a-Z.pdf (financials)						
Membership	Residents, students and businesses						
Geographic Area	Hillsborough Street, Raleigh, North Carolina						
Engaged Groups	No specific groups are engaged						
Structure	Community coalition						
History	Seeking change in an area with such great potential, a partnership composed of private businesses, homeowner groups, and public agencies began meeting in 1999. A street revitalization plan was created, and the group behind it officially established itself as the nonprofit Hillsborough Street Partnership several years later.						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Community revitalization • Improved mobility 						
Sphere & Target of Influence	Local policy, planning and projects						
Mission/Goals	By supporting lighter, more fluid traffic, more parking, and a greener and pedestrian-friendly atmosphere, the Hillsborough Street Partnership hopes to strengthen the street's appeal and reaffirm Hillsborough's place in Raleigh citizens' lives.						
Programs/Activities	Organizing, lobbying, education.						
Budget & Funding	2007 expenses were \$227; revenues were ten times greater than expenses and came wholly from contributions, gifts, and grants.						
Transportation Involvement	Transportation issues central to improving Hillsborough Street						

IDAHO SMART GROWTH (ISG)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.idahosmartgrowth.org (website) http://www.guidestar.org/FinDocuments/2007/820/522/2007-820522757-043988b4-9.pdf (financials)						
Membership	ISG's constituency includes all residents of Idaho. Their research and outreach efforts encourage an inclusive discussion of how all Idaho residents are affected by the consequences of growth and the implementation of smart growth policies. Their activities are focused on the constituencies listed below: <ul style="list-style-type: none"> • Agricultural interests • Business and economic development leaders • Community activists and organizations • Elected and appointed policy makers • Environmental activists and organizations • Neighborhood leaders • Professional land use and transportation planners • Transportation reform advocates 						
Geographic Area	Idaho						
Engaged Groups	ISG is broadly focused on "underserved/underrepresented populations"						
Structure	3 employees and nine board members						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Environmental quality • Sustainability • Improved Mobility 						
Sphere & Target of Influence	State policy such as funding, state planning such as Safe Routes to School, and local projects and programs such as the Neighborhood Pace Car program.						
Mission/Goals	<ul style="list-style-type: none"> • Educate Idaho citizens about growth issues and alternatives • Build a diverse group of Idahoans who support smart-growth • Implement smart growth policies throughout the state • Support decisionmakers and community leaders in implementing smart growth policies 						
Programs/Activities	<ul style="list-style-type: none"> • Education – ISG provides workshops, presentations and programs on a variety of topics that increase understanding of planning design and transportation principles and strategies to effectively manage growth and create more livable communities. • Assistance/Information – ISG provides technical assistance to interested citizens, community leaders, planning officials, and developers on successful smart growth strategies and maintains a database of relevant books, manuals, articles and other materials. 						

	<ul style="list-style-type: none">• Advocacy – ISG engages supporters in efforts to speak up for growth and transportation related policies and tools that encourage better managed growth and efficient public investments at state, regional and local levels.• Citizen Participation – ISG assists neighborhood and community organizations to effectively participate in growth related decisions in their community.• Internet Discussion Group - ISG manages an email discussion group of people all across the state who are interested in land use and transportation issues.
Budget & Funding	\$91,000 (2007), vast majority comes from direct public support
Transportation Involvement	<p>Idaho is one of only four states that does not have a local or state dedicated source of funding for public transportation. ISG has developed an email list focused on transit. During the legislative session, brief updates are sent weekly. During the rest of the year, periodic emails are sent.</p> <p>ISG is also a member of Idaho DOT's Safe Routes to Schools Advisory Group and has been collaborating with transit providers and a coalition of Idahoans interested in promoting improvements in transit service and a decimated source of transit funding, in Idaho. ISG has also implemented a Neighborhood Pace Car program.</p>

ISAI AH



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.gamaliel.org/ISAI AH/default.htm (website) http://www.guidestar.org/FinDocuments/2007/411/957/2007-411957358-0496a8a8-9.pdf (financials)						
Membership	ISAI AH is a collection of congregations who have committed themselves to each other in order to build power for a worldview that prioritizes racial and economic justice. Congregations are organized into caucuses each caucus has four to 22 member congregations usually grouped geographically. ISAI AH currently has eight caucuses and over one hundred member congregations.						
Geographic Area	St. Cloud & St. Paul Regions of Minnesota						
Engaged Groups	<ul style="list-style-type: none"> • Immigrants • Low-income • Minority 						
Structure	ISAI AH is staffed by 10 employees. ISAI AH is one of 60 similar organizations around the country affiliated with the Gamaliel Foundation in Chicago.						
History	Founded 2000.						
Issue Areas	<ul style="list-style-type: none"> • Social equity <ul style="list-style-type: none"> ○ Economic development ○ Community revitalization ○ Increased mobility ○ Education ○ Domestic violence ○ Immigrants rights ○ Health ○ Access to goods/services 						
Sphere & Target of Influence	National and state policy, and local projects and programs.						
Mission/Goals	ISAI AH is a collection of congregations who have committed themselves to each other in order to build power for a worldview that prioritizes racial and economic justice. ISAI AH is people of faith acting powerfully in the world, casting a stirring vision of a vital faith community that has the courage to declare, commit and act upon a set of values. Those values will transform the dominant culture of despair, scarcity and fear, replacing it with a vision of community, hope and God's abundance for all people.						
Programs/Activities	<ul style="list-style-type: none"> • Build relationships - It is only through community that we can transform ourselves, eradicate fear and bring forth a vision of hope. • Invest in leaders - more people work to realize the clarity of their own power and voice • Work on issues - move forth a vision for a just world of shared abundance, leading to real social transformation. 						

	<ul style="list-style-type: none"> • Build power together - act collectively, in true community, effectively living out our values and vision of a just world. • Act collectively - be powerful, effective and fearless. • Operate out of self-interest - maintain clarity about our personal and collective mission. • Negotiate around self-interest - honor that all people are equal and able to act on their own integrity in powerful ways.
Budget & Funding	2007 expenses were \$846,000; revenues came from direct public support and to a lesser extent program services.
Transportation Involvement	<p>The goal of ISIAAH's Dedicated Funding for Public Transportation Campaign is to build and maintain a transit system that connects our communities and ensures access to opportunity for all. Building a high quality transit system is a crucial investment in our common future.</p> <p>As a founding member of the Transit Partners Coalition*, ISIAAH has been working since 2004 to elevate transit funding as a priority at the Minnesota State Legislature. The Coalition's proposed legislation, "Transportation Choices 2020" has been a primary plan for generating the new revenue required to build the transit-ways and double bus service by 2020. ISIAAH testified at House and Senate hearings on the legislation, and components of our plan were included in the Transportation (roads and transit) bill that passed both the House and Senate in 2005. Unfortunately, the governor vetoed the legislation, so ISIAAH's campaign continues.</p> <p>ISIAAH has been a leader in bringing Minnesotans to the Capitol speak with legislators, to testify at hearings on fare increase and service cuts to Metro Transit and writing letters to the editor about this issue.</p>

* The Transit Partners Coalition is ISIAAH, Transit for Livable Communities (TLC), Alliance for Metro Stability (AMS), Sierra Club, Minnesota Public Transportation Association (MPTA), Fresh Energy, Minnesota Center for Environmental Advocacy (MCEA), Minnesota Senior Federation, and Amalgamated Transit Union (ATU).

JACKSON COUNTY SMART ROADS ALLIANCE



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				?
Website/Source	http://wnc.us/smartroads/ (website) http://smartroads.blogspot.com/ (blog)						
Membership	Concerned citizens, municipalities, government leaders and grassroots organizations						
Geographic Area	Jackson County, North Carolina						
Engaged Groups	No specific groups are engaged						
Structure	Smart Roads is a non-partisan, non-profit community coalition of concerned citizens, municipalities, government leaders and grassroots organizations.						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> • Improved (multi-modal) mobility • Sustainability • Environmental quality 						
Sphere & Target of Influence	Regional and local policy, local projects and programs						
Mission/Goals	Find realistic alternatives and smart solutions to our traffic and transportation issues						
Programs/Activities	Unknown						
Budget & Funding	Unknown						
Transportation Involvement	Major involvement in the NC 107 connector which NCDOT is currently planning to for \$132 million (formerly known as the Southern Loop Bypass.) The NC 107 Connector is being planned as a new road from N.C. 107 to U.S. 23-74 east of Sylva in Jackson County and would affect many properties and sensitive environmental areas along the route. It is Smart Roads intention to study, publicly discuss and promote alternatives to building this new road. Smart Roads has requested NCDOT improve NC 107 before taking any action to build new roads.						

JOURNEY THROUGH HALLOWED GROUND



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X		X			X
Website/Source	http://www.hallowedground.org/content/view/110/22/ (website) http://www.guidestar.org/FinDocuments/2007/202/992/2007-202992779-04152892-9.pdf						
Membership	150 local, regional and national organizations including local governments and non-profits cooperate in this public-private initiative. Includes 25 transit providers with service on the Rt. 15 and Rt. 20 corridor.						
Geographic Area	Rt. 15 and 20 from Gettysburg, PA to Monticello, VA						
Engaged Groups	<ul style="list-style-type: none"> Minorities 						
Structure	15 Trustees; 14-member Advisory Council						
History	JTHG began as a joint project of Scenic America, Piedmont Environmental Council and the National Trust for Historic Preservation						
Issue Areas	<ul style="list-style-type: none"> Economic development Historic/cultural preservation Community revitalization Access to goods/services Environmental protection Aesthetic quality Sustainability 						
Sphere & Target of Influence	Local projects and programs						
Mission/Goals	The Journey Through Hallowed Ground Partnership is a non-profit organization dedicated to raising national awareness of the unparalleled history in the region, which generally follows the Old Carolina Road (Rt. 15/231) from Gettysburg, through Maryland, to Monticello in Albemarle County, VA. From its communities, farms, businesses and heritage sites, we have an opportunity to celebrate and preserve this vital fabric of America which stands today in the historic, scenic and natural beauty of this region.						
Programs/Activities	<ul style="list-style-type: none"> Building a strong network of local, regional and national partners to develop a common vision for the conservation and enhancement of the scenic, historic, recreational, cultural, and natural characteristics of the region. Developing an education outreach program to reach every student and teacher within the region as well as across the nation. Creating a heritage tourism program that will provide economic development opportunities, through regional branding and cooperative marketing, in communities throughout the corridor. Working in partnership with local, state and national officials to create a National Scenic Byway and a National Heritage Area to sustain and strengthen our economy, heritage and quality of life in this region. Publishing educational materials, books and DVDs 						

Budget & Funding	2007 expenses were \$890,000; revenues came from a combination of direct public support and government contributions.
Transportation Involvement	Protect character of the historic roads along the route and prevent major widening of Route 15.

LEAGUE OF UNITED LATIN AMERICAN CITIZENS (LULAC)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
					X		X
Website/Source	http://www.lulac.org/ (website)						
Membership	Membership extends into every state in the Union and Puerto Rico with over 600 councils nationwide						
Geographic Area	National with over 600 councils nationwide						
Engaged Groups	<ul style="list-style-type: none"> • LEP • Minorities • Immigrants 						
Structure	National membership organization with councils nationwide						
History	Eighty years ago, a group of Latino leaders formed the League of United Latin American Citizens (LULAC) to defend the rights and advance the well being of Hispanic Americans. Today LULAC is the largest and most active membership organization serving the Latino community.						
Issue Areas	<ul style="list-style-type: none"> • Health • Social justice • Economic development • Education • Housing 						
Sphere & Target of Influence	National, state, and local politics						
Mission/Goals	The Mission of the League of United Latin American Citizens is to advance the economic condition, educational attainment, political influence, housing, health and civil rights of the Hispanic population of the United States.						
Programs/Activities	Advocacy, education, political participation, and service						
Budget & Funding	Unknown						
Transportation Involvement	Not significant on the national level, however, individual councils may be more involved with transportation						

LIVABLE COMMUNITIES COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				X
Website/Source	http://www.livablecommunitiescoalition.org/Issues/transportation.cfm (website) http://www.guidestar.org/FinDocuments/2008/203/363/2008-203363431-04c85468-Z.pdf (financials)						
Membership	Over 50 member organizations including the public and private sectors as well as civic organizations.						
Geographic Area	Metro Atlanta, Georgia						
Engaged Groups	Does not engage specific groups						
Structure	The Livable Communities Coalition consists of diverse members from the public and private sectors as well as civic organizations. The Coalition is lead by a diverse Board of Trustees. David Allman, Founder and Chairman of Regent Partners, is Chair of the Livable Communities Coalition.						
History	<p>The Coalition was formed in 2005 as a result of the Metro Atlanta Chamber's "Quality Growth Task Force" recommendations for accommodating regional growth in a way that protects and improves our quality of life and strengthens our business environment.</p> <p>The Quality Growth Task Force consisted of 46 diverse representatives from local governments, the state legislature, businesses, developers, universities, civic and environmental groups and state and regional agencies came together for eight months in 2003 -2004 to study the region's growth and make recommendation for how we can achieve quality growth for the region. The Task Force created the Livable Communities Coalition to ensure dedicated ongoing and long-term communication and advocacy efforts to advance smart growth.</p> <p>Eight Urban Land Institute District Councils, including ULI Atlanta, have received grants through a collaborative effort between the EPA and ULI to support regional alliances promoting smart growth development principles. The Livable Communities Coalition has been selected to participate in this national endeavor. As an existing alliance, the Coalition's role will be to mentor new alliance organizations, in partnership with ULI Atlanta, in other regions of the country.</p>						
Issue Areas	<ul style="list-style-type: none"> • Sustainability • Improved mobility • Environmental quality • Housing choices 						
Sphere & Target of Influence	Local planning, projects, and programs on transportation and land use. Getting people to understand that transportation and development have to work in concert						
Mission/Goals	The Coalition believes that every citizen has an interest in making our growing community a better place now and in the future, and works to serve as a catalyst for						

	<p>thoughtful, inclusive decisionmaking about community growth and development.</p> <p>The Coalitions' goal is working to improve quality of life in the Atlanta region through smart growth. The Livable Communities Coalition is establishing a coordinated framework for working together to achieve its four guiding principles of smart growth. By adhering to these principles of smart growth, we can provide better choices for our citizens and businesses, reduce traffic, recycle underutilized and blighted properties, be more efficient in our use of public infrastructure, and save green space.</p> <p>The Coalition advocates four principles:</p> <ul style="list-style-type: none"> • Support greater densities and mixed use developments in appropriate areas, especially in our region's centers and transportation corridors • Integrate transportation investments with appropriate land use • Increase housing choices by removing barriers that artificially restrict the market • Guide how greenfield land is developed, promoting a sense of community, provide more housing choices, leverage existing infrastructure, and conserve natural resources.
Programs/ Activities	<p>Livable Communities Coalition provides a wide range of services that help communities accelerate smart growth. The result is communities that are healthier, friendlier to pedestrians, cyclists, pedestrians, and seniors, less auto-dependent, with easy accessibility to parks and other public spaces. Those services, many of which are offered at no charge to local governments or citizen groups, include audits of existing land use policies and zoning codes; charrettes and other public participation events; in-depth assessment of growth opportunities; and other services outlined in their brochure http://www.livablecommunitiescoalition.org/uploads/100012_bodycontentfiles/100688.pdf</p>
Budget & Funding	<p>2008 expenses were \$501,000; revenues came almost exclusively from contributions, gifts, and grants. Financial support is provided by donations from philanthropic foundations, corporate foundations, corporations and individuals.</p>
Transportation Involvement	<p>The Coalitions sees transportation as playing a major role in making their vision real by:</p> <ul style="list-style-type: none"> • First, put dense development where it makes the most sense – near job and activity centers, essential services, and major transportation corridors, especially transit corridors. • Second, tie transportation investments to land use. Build dense developments where it makes sense, and then make it a priority to spend transportation dollars to serve such developments. • Third, offer residents a choice of ways to get around inside their neighborhoods, between neighborhoods, and between home and work.

MAINE TRANSPORTATION SAFETY COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.themtsc.org/ (website) http://www.guidestar.org/FinDocuments/2004/010/522/2004-010522397-1-Z.pdf (financials)						
Membership	Over twenty member organizations including public agencies, non-profits, and consultants						
Geographic Area	State of Maine						
Engaged Groups	No specific groups are engaged						
Structure	Four officers and ten board members						
History	The formation of the MTSC began through the State of Maine's Safety Management System (SMS) being initiated by the Maine Department of Transportation. One aspect to this SMS effort was the formation of an Education Subcommittee. Through the efforts of this subcommittee and the collaborative efforts of various other transportation safety advocates, the first ever Maine Transportation Safety Conference was held in May 1997. This conference, Moving Kids Safely, identified both further concerns as well as opportunities. These concerns and opportunities brought about the formation of the MTSC.						
Issue Areas	<ul style="list-style-type: none"> • Safety & security 						
Sphere & Target of Influence	State and local policy, planning, and programs						
Mission/Goals	Promote safe transportation in Maine						
Programs/Activities	A resource for those interested in Transportation safety and a promoter of transportation safety initiatives. <ul style="list-style-type: none"> • Promotion of Safe Communities, • Establishment of a seat belt initiative, • Development of a Transportation Safety Resource Guide, "The Status of Transportation Safety in Maine"; and • The first Regional Transportation Safety Conference. 						
Budget & Funding	2005 expenses were \$10,000; revenues came primarily from contributions, gifts, and grants with some revenue from membership dues						
Transportation Involvement	Central to their mission						

METROPOLITAN CONGREGATIONS UNITED



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					
Website/Source	http://www.mcustl.org						
Membership	Metropolitan Congregations United is an interdenominational, multi-racial community organization of religious congregations in the St. Louis Metropolitan Region that are working for a common purpose: to create a better life for all residents. MCU's 62 member congregations represent 11 different denominations and more than 100,000 individuals — a powerful voice for change in the community.						
Geographic Area	St. Louis Metro Area						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Minorities • Immigrants 						
Structure	<p>MCU is affiliated with the Gamaliel Foundation, an international consulting and leadership development institute for faith-based community organizing. The Gamaliel Foundation provides training for MCU staff and volunteers, ongoing consulting, and assistance in recruiting diverse and professional staff.</p> <p>More than 500 individuals serve on MCU's core teams, meeting monthly to work on issues, plan strategies and convene assemblies. 160 members serve on local boards and provide the leadership on issues brought to the public arena. Clergy meet regularly as part of MCU's Clergy Caucus.</p> <p>MCU's leadership teams include 8 people on MCU's Cabinet, twenty-eight on its Executive Board, 6 on its Money Team, 8 on the Transportation Task Force, 7 on the Health Care Task Force, 8 on the Economic Development Task Force, 12 on the Educational Task Force and 12 on the Immigration Task Force.</p>						
History	Founded 1999						
Issue Areas	<p>MCU's work is guided by its Metropolitan Agenda that is reviewed and updated on an annual basis. At present, this agenda is focused on five primary public policy areas:</p> <ul style="list-style-type: none"> • Transportation • Health Care • Education • Economic Development • Immigration 						
Sphere & Target of Influence	Local projects, state policies						
Mission/Goals	<p>Every citizen has the right, and the responsibility, to take part in the democratic process, to become aware of the issues that affect him/her, to identify solutions, and to develop relationships with the policymakers who can bring about change. This is the core philosophy of Metropolitan Congregations United (MCU). MCU teaches citizens how to:</p> <ul style="list-style-type: none"> • Gain access to decisionmakers. 						

	<ul style="list-style-type: none"> • Bring greater attention to their needs. • Create urgency in the community to revitalize the urban core. • Impact the social, political, environmental, and economic decisions that affect their lives.
Programs/Activities	<ul style="list-style-type: none"> • Training: MCU offers different levels of training so that clergy and leaders in each congregation can gain the skills necessary for organizing community residents and communicating effectively with elected officials, business leaders, and other public figures. At the foundation of training is an experience called “week long” where participants are exposed to all the values, principles and dynamics of faith-based organizing. • Public Meetings and Assemblies: MCU holds an annual public meeting each year where MCU’s annual issues agenda is finalized. The annual public meeting includes over 2,500 interested residents, congregation leaders, and public officials. Presentations are made and discussions are held about key regional issues, and officials are asked to make a public commitment to action. Smaller public gatherings are also held throughout the year to update residents on public policy, organize action steps, and review progress on key initiatives. • Building Relationships: Relationship building is a key aspect of all of MCU’s work. From one-on-one meetings with individual residents to congregation and community-wide meetings, MCU successfully brings people together. As a result, a sense of community is established, and collaboration is fostered. MCU also sponsors annual lobby days during the Missouri legislative session that are typically attended by hundreds of neighborhood and community leaders.
Budget & Funding	Unknown
Transportation Involvement	Transportation: expanding transit funding to meet the needs of citizens in urban and rural communities; changing funding strategies to focus on user fees and avoid regressive funding such as sales taxes; and ensuring existing roads and highways are maintained at an acceptable level of quality and safety.

MICHIGAN LAND USE INSTITUTE



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://mlui.org/index.asp (website) http://www.guidestar.org/FinDocuments//2007/382/314/2007-382314954-04960753-9.pdf (financials)						
Membership	Individual membership						
Geographic Area	Northwest Michigan, Southern Michigan and Upper Peninsula						
Engaged Groups	Does not engage any specific groups						
Structure	Staff of 16 people and board.						
History	Started in 1995 to safeguard the land and life of Michigan and promote Smart Growth						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Historic/cultural preservation • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Open space protection • Sustainability • Food and farming 						
Sphere & Target of Influence	State, regional and local policy, programs and projects						
Mission/Goals	To establish an approach to economic development that strengthens communities, enhances opportunity, and protects the state's unmatched natural resources. The Institute's mission from the beginning has been to help Michigan avoid the patterns of suburban sprawl and over-development that cause traffic congestion, pollution, loss of community, rising costs to individuals and governments, and a deteriorating quality of life.						
Programs/Activities	Programs primarily include technical assistance, conferences, surveys, research and publications to help communities.						
Budget & Funding	2007 expenses of \$1,187,000; revenues came primarily from direct public support with some revenues from program services and membership dues.						
Transportation Involvement	The institute promotes transportation choices through rail, roads and public transportation						

MIDWEST HIGH SPEED RAIL



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.midwesthsr.org/ (website) http://www.guidestar.org/FinDocuments/2007/363/874/2007-363874078-045934f5-9.pdf (financials)						
Membership	Nearly 1,700 members including: individuals, chambers of commerce, municipalities and corporations who are committed to advocating for the development of fast, frequent and dependable passenger trains linking the entire Midwest.						
Geographic Area	This coalition focuses on the Midwest region, but also has international connections						
Engaged Groups	<ul style="list-style-type: none"> Limited mobility 						
Structure	The coalition is led by an Executive Director, supported by a Board of Directors						
History	Founded in 1993						
Issue Areas	Which of these key issue areas does the coalition seek to address: <ul style="list-style-type: none"> Economic development Social equity Improve mobility Community revitalization Access to goods/services Environmental protection Sustainability 						
Sphere & Target of Influence	This coalition hopes to influence projects involving high speed rail in a specific region of the country. The coalition strives to connect the cities of the Midwest using high speed rail.						
Mission/Goals	“Our goal is to build a broad base of support for major changes in passenger rail policies. The new policies should encourage the development of a wide range of intercity train services including extended commuter rail, daily overnight trains, fast conventional trains and ultimately high-speed rail.”						
Programs/Activities	Conducts a broad range of educational activities, including: meetings with national, state, and local leaders; a speakers bureau targeting chambers of commerce, Rotaries, and other public service organizations; rail advocate conferences and rallies; policy papers; a quarterly newsletter; and several web sites						
Budget & Funding	2007 expenses were \$172,000; over half of revenues came from membership dues, with other revenues in decreasing order coming from direct public support, government contributions, and program service revenues.						
Transportation Involvement	The coalition works primarily on transportation projects, working to secure governmental support and funding for high speed rail projects.						

MINNESOTA CENTER FOR ENVIRONMENTAL ADVOCACY (MCEA)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.mncenter.org/						
Membership	Membership is free						
Geographic Area	Minnesota						
Engaged Groups	Does not engage any specific groups						
Structure	20 employees, 7 board members						
History	Has served as the legal and scientific voice for the environment in Minnesota for 35 years.						
Issue Areas	<ul style="list-style-type: none"> • Environmental protection • Health • Social equity • Improve mobility • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	Policy at the state, regional, and local levels						
Mission/Goals	Work at the legislature, in the courts, and with public agencies to enact, strengthen, and enforce smart environmental laws. MCEA is the leading legal voice protecting Minnesota's environment, with deep organizational expertise that includes some of the foremost environmental law and policy professionals in the state.						
Programs/Activities	<ul style="list-style-type: none"> • Advocate thoughtful development and expanded transit. • Monitor and clean up polluted water bodies. • Produce original reports that use sound science, data and expert analysis to identify the root causes of Minnesota's pressing environmental challenges and offer viable solutions to overcome them. • Move precautionary health policy forward to protect people from dangerous pollutants in the air, water, and soil. • Stand on the front lines of the battle against climate change, working to stop new global warming pollution, reduce current emissions and encourage the switch to renewable and efficient energy. 						
Budget & Funding	\$1,685,000 (2008), primarily direct public funds, with substantial funds also coming from contributions to donor advised funds and program service revenues.						
Transportation Involvement	MCEA lobbies the government at all levels to add light rail lines, commuter rail lines and improve bus service, while also making it easier for people to walk and bicycle to their destinations.						

MONTANA SMART GROWTH COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.mtsmartgrowth.org/about.html (website) http://www.guidestar.org/FinDocuments/2005/810/542/2005-810542606-02ad0334-Z.pdf (financials)						
Membership	In addition to many individual members, 37 organizations have joined the Montana Smart Growth Coalition						
Geographic Area	Montana						
Engaged Groups	No groups specifically engaged						
Structure	Unknown						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Historic/cultural preservation • Improved mobility • Community revitalization • Environmental protection • Sustainability 						
Sphere & Target of Influence	State and local policy and planning and local projects and programs						
Mission/Goals	“Our mission is to support safe and healthy communities, sustainable economies, conservation of farm, forest and ranch lands, and protection of natural resources and wildlife habitat.”						
Programs/Activities	<ul style="list-style-type: none"> • Provide a forum to raise public awareness of how sprawl affects Montana's communities • Build and support regional and grassroots initiatives, coalitions and partnerships to promote smart growth policies • Develop the capacity to provide technical and precedent-setting legal assistance • Develop new "model" codes or plans that can be used locally to help implement smart growth strategies • Promote legislation and administrative policy • Work with urban and rural neighborhoods to promote smart growth principles. 						
Budget & Funding	2005 expenses were \$31,000; revenues came exclusively from contributions, gifts and grants						
Transportation Involvement	Works with the Montana Department of Transportation to develop a highway planning process that fits communities' specific needs, minimizes sprawl, protects wildlife habitat, and conserves the beauty of the natural landscapes						

NATIONAL ASSOCIATION OF RAILROAD PASSENGERS (NARP)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
					X		X
Website/Source	http://www.narprail.org/cms/index.php (website) http://www.guidestar.org/FinDocuments/2007/362/615/2007-362615221-0487c856-9.pdf (financials)						
Membership	Over 23,000 individual members, all of whom are dedicated to expanding the quality and quantity of passenger rail in the United States.						
Geographic Area	The entire United States						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Limited mobility 						
Structure	This coalition is governed by officers and a Board of Directors.						
History	Founded in 1967						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Social equity • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Sustainability 						
Sphere & Target of Influence	This coalition seeks to influence public policy at the national level, and to ultimately implement rail projects.						
Mission/Goals	NARP's goal is to have a nationwide "grid and gateway" system fully in place in the next 40 years, which can be achieved by utilizing existing resources. Public policy should: <ul style="list-style-type: none"> • Incorporate existing services, rail lines, and rights of way as well as corridor proposals already underway by states, localities, and freight railroads into a comprehensive national system; • Upgrade bottlenecks and capacity-constrained corridors already identified as causing congestion for passenger and freight rail; and • Support and enable future high-speed service in the most heavily traveled corridors. 						
Programs/Activities	The coalition achieves its mission and goals through utilizing the large number of members to generate support for railroad projects.						
Budget & Funding	2007 expenses were \$1.3 million; revenues came almost exclusively from direct public support						
Transportation Involvement	This is a railroad transportation coalition, committed to increasing the use of railroads by Americans.						

NATIONAL COMPLETE STREETS COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://www.completestreets.org/who-we-are/ (website)						
Membership	42 organizations and individuals including : <ul style="list-style-type: none"> • Active Transportation Alliance • American Association of People with Disabilities • American Cycle and Fitness • Bike ABQ • Bike Edina Task Force • California Walks • Campaign to End Obesity • Rails-to-Trails Conservancy 						
Geographic Area	National						
Engaged Groups	Limited mobility						
Structure	Staff of 2.5 and Steering Committee with Executive Board.						
History	The group first convened in 2004 as a task force of America Bikes and included AARP, APA and other members of the bike/pedestrian community. The goal was to obtain provisions in SAFETEA-LU to support “complete streets,” a policy provision that ensures all road users are included in road planning and design. While the original national legislative goal was not met, the group provided a lot of value to its members beyond working on the bill. In early 2006 the task force decided to organize in its present form as the National Complete Streets Coalition with the purpose of gaining state and local complete streets policies.						
Issue Areas	<ul style="list-style-type: none"> • Health, esp. physical activity and ending obesity epidemic • Safety • Economic development • Historic/cultural preservation • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Aesthetic quality through good design • Sustainability • Livability • QOL for older Americans • Bicycle promotion and safety 						
Sphere & Target of Influence	National policy; state, regional and local complete streets policies.						
Mission/Goals	Instead of fighting for better streets block by block, the National Complete Streets						

	<p>Coalition seeks to fundamentally transform the look, feel, and function of the roads and streets in our community, by changing the way most roads are planned, designed, and constructed. Complete streets policies direct transportation planners and engineers to consistently design with all users in mind, in line with the elements of Complete Streets policies.</p> <p>The National Complete Streets Coalition’s campaign goal is to help with the adoption and implementation of statewide, regional, and local complete streets policies and work toward federal policies that support complete streets.</p> <p>The National Complete Streets Coalition has developed a three-year plan to get complete streets policies adopted at the local and state level:</p> <ol style="list-style-type: none"> 1. <i>Spread the word</i> – researching and producing materials about the benefits of complete streets. Educate advocates and decisionmakers about the benefits of complete streets policies by developing and disseminating appropriate materials for targeted audiences, including videos, presentation aids, web-based documents, and traditional printed materials. Many of these materials will be developed so that grassroots advocates can use them to bring local decisionmakers on board in developing and implementing complete streets policies. 2. <i>Coordinate the coalition</i> – The Coalition coordinates the work of groups as diverse as disability advocates and transportation engineers, all in pursuit of complete streets. Build partnerships to help local advocates build broad-based initiatives at the state and local level to bring complete streets policies to their community. The Coalition is planning to work strategically in five targeted states and 25 local jurisdictions. We will help organize local coalitions and provide educational materials and resources for grassroots advocates, policy makers, and ultimately for planners and engineers. The National Coalition will draw on its diverse local networks and their contacts to identify advocacy partners within these communities. 3. <i>Help jurisdictions get it right</i> – helping jurisdictions learn how to meet the challenge of balancing all user needs. Develop best practices guides, model resolutions, and other materials to help policy makers, planners, engineers, and transportation agencies implement complete streets policies. We will begin by bringing together diverse stakeholders to ensure that our policy proposals meet the challenge of providing for all road users. The more technical aspects of implantation assistance will be conducted in conjunction with the practitioner groups.
Programs/Activities	Education; lobbying and advocacy; research and publication
Budget & Funding	\$250,000 annual budget raised mostly from member contributions, supplemented by direct work by members organizations.
Transportation Involvement	Coalition has worked actively on transportation policy at federal and state levels. Members work often at local level.

NATIONAL CONGRESS OF AMERICAN INDIANS (NCAI)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	https://www.ncai.org/Transportation.39.0.html (website) http://www.guidestar.org/FinDocuments/2007/536/017/2007-536017907-0486027e-9.pdf (financials)						
Membership	250 member tribes from throughout the United States						
Geographic Area	National						
Engaged Groups	<ul style="list-style-type: none"> • Minorities • Native Americans 						
Structure	National tribal government organization						
History	The oldest and largest national organization of American Indian and Alaska Native tribal governments. NCAI was founded in 1944 in response to termination and assimilation policies that the United States forced upon the tribal governments in contradiction of their treaty rights and status as sovereigns. NCAI stressed the need for unity and cooperation among tribal governments for the protection of their treaty and sovereign rights. Since 1944, the National Congress of American Indians has been working to inform the public and Congress on the governmental rights of American Indians and Alaska Natives.						
Issue Areas	<ul style="list-style-type: none"> • Health • Economic development • Social equity • Historic/cultural preservation • Community revitalization • Environmental quality • Education 						
Sphere & Target of Influence	National and regional policies and programs						
Mission/Goals	NCAI serves to secure for ourselves and our descendants the rights and benefits to which we are entitled; to enlighten the public toward the better understanding of the Indian people; to preserve rights under Indian treaties or agreements with the United States; and to promote the common welfare of the American Indians and Alaska Natives.						
Programs/Activities	Monitor federal policy and coordinated efforts to inform federal decisions that affect tribal government interests						
Budget & Funding	2007 expenses were \$5.54 million; about half of revenues came from direct public support and half from government contributions.						
Transportation Involvement	NCAI identifies transportation infrastructure as a serious impediment to sustainable economic development in Indian Country. They have formulated a comprehensive strategy is needed to fulfill the FHA estimate of \$6.8 billion in backlogged need.						

NATIONAL COUNCIL OF LA RAZA (NCLR)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://www.nclr.org/ (website) http://www.guidestar.org/FinDocuments//2007/860/212/2007-860212873-046a7871-9.pdf (financials)						
Membership	Nearly 300 Affiliates—community-based organizations providing a range of essential services to millions of Latinos and others in need.						
Geographic Area	NCLR reaches millions of Hispanics each year in 41 states, Puerto Rico, and the District of Columbia.						
Engaged Groups	<ul style="list-style-type: none"> • Minorities 						
Structure	The largest national Hispanic civil rights and advocacy organization in the United States, NCLR is a private, nonprofit, nonpartisan, tax-exempt organization. NCLR has 120 employees and						
History	Founded in 1968.						
Issue Areas	<ul style="list-style-type: none"> • Health • Social Justice • Economic development • Community development • Access to goods/services • Immigration • Education • Employment 						
Sphere & Target of Influence	State and local policy and programs						
Mission/Goals	Create opportunities and open the door to the American Dream for Latino and other families						
Programs/Activities	To achieve its mission, NCLR conducts applied research, policy analysis, and advocacy. In addition, NCLR's network of 115 charter schools provides quality education to more than 25,000 Latino children every year. NCLR also helps build health clinics and train care providers.						
Budget & Funding	2007 expenses were \$28.6 million; about two thirds of revenues came from direct public support, other major revenue sources in order of size were program service revenue, government contributions, and indirect public support.						
Transportation Involvement	Transportation is related to NCLR's viewpoint on economic policy, though they do not seem involved in transportation projects. As NCLR explains it "though not commonly viewed as a "Latino" issue, federal transportation policies may have enormous implications for Hispanic workers and the neighborhoods where they reside. Like other Americans, Latinos care about living in safe and healthy communities and getting a chance to find good-paying jobs; aims that can be accomplished through the development of effective federal transportation policies."						

NATIONAL SCENIC BYWAY COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						
Website/Source	http://www.funoutdoors.com/coalitions/scenicbyways (website)						
Membership	<p>Member organizations include Non-profit and industry sponsored groups and Federal Agencies concerned with support and growth of the National Scenic Byways Program including:</p> <ul style="list-style-type: none"> • American Automobile Association • American Recreation Coalition • Federal agencies including US Forest Service, National Park Service, US Fish and Wildlife Service, and FHWA • Scenic America • National Trust for Historic Preservation • America's Byways Resource Center 						
Geographic Area	National						
Engaged Groups	No specific groups are engaged						
Structure	Informal group staffed by the American Recreation Coalition (ARC)						
History	Founded as an informal coalition in 1990 to gain passage of ISTEA and has continued to be active in all national transportation legislation since that time						
Issue Areas	<ul style="list-style-type: none"> • Health • Economic development • Historic/cultural preservation • Improve mobility • Community revitalization • Heritage tourism and interpretation • Aesthetic quality 						
Sphere & Target of Influence	National policy and funding for scenic byways.						
Mission/Goals	No formal stated purpose available.						
Programs/Activities	Lobbying and advocacy; public education						
Budget & Funding	In-kind donation of staff time to from ARC to coordinate the coalition.						
Transportation Involvement	Yes						

NATIONAL TRUST FOR HISTORIC PRESERVATION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
					X		X
Website/Source	http://www.preservationnation.org (website) http://www.guidestar.org/FinDocuments//2007/530/210/2007-530210807-0468b9f1-9.pdf (financials)						
Membership	270,000 members and thousands of preservation groups in all 50 states. Membership starts at \$20.						
Geographic Area	National with six regional offices						
Engaged Groups	Does not engage any specific groups						
Structure	The National Trust for Historic Preservation is a private, nonprofit membership organization. The trust has about 400 employees who work out of their Washington, DC, headquarters, six regional offices and 29 historic sites work.						
History	Recipient of the National Humanities Medal, the Trust was founded in 1949 and provides leadership, education, advocacy, and resources to protect the irreplaceable places that tell America's story.						
Issue Areas	<ul style="list-style-type: none"> • Historic/cultural preservation • Community revitalization • Environmental protection • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	Policy at all levels and local projects						
Mission/Goals	The National Trust for Historic Preservation provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities.						
Programs/Activities	Leadership, education, advocacy, and resources to protect the irreplaceable places that tell America's story						
Budget & Funding	2007 expenses were \$63.5 million; about half of revenues came from direct public support, other primary revenue sources in decreasing order were program service revenues, government contributions, dividends and interest, and membership dues. Of donated funds 86% goes to the implementation of preservation and outreach programs.						
Transportation Involvement	The National Trust for Historic Preservation supports Federal transportation efforts directed at protecting historic and cultural resources through Section 4(f) of the Department of Transportation Act of 1964 as well as more recent programs that provide funding for the preservation and protection of transportation-related historic resources and cultural sites through Enhancements Program funding under the aegis of the Department of Transportation.						

NATIONAL URBAN LEAGUE



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://www.nul.org/mission.html (website) http://www.guidestar.org/FinDocuments/2007/131/840/2007-131840489-049dd8da-9.pdf (financials) http://www.fhwa.dot.gov/environment/ejustice/case/case8.htm (Tucson Case Study)						
Membership	N/A						
Geographic Area	National with local affiliates						
Engaged Groups	<ul style="list-style-type: none"> • Minorities 						
Structure	There are over 100 local affiliates of the National Urban League located in 35 states and the District of Columbia providing direct services to more than 2 million people nationwide through programs, advocacy and research.						
History	Established in 1910, The Urban League is the nation's oldest and largest community-based movement devoted to empowering African Americans to enter the economic and social mainstream. Today, the National Urban League, headquartered in New York City, spearheads the non-partisan efforts of its local affiliates.						
Issue Areas	<ul style="list-style-type: none"> • Health • Economic development • Social equity • Access to goods/services • Environmental protection • Sustainability • Education 						
Sphere & Target of Influence	National policy and local projects and programs						
Mission/Goals	The mission of the Urban League movement is to enable African Americans to secure economic self-reliance, parity, power and civil rights.						
Programs/Activities	Provides direct services to more than 2 million people nationwide through programs, advocacy and research.						
Budget & Funding	2007 expenses were \$43.5 million; revenues came primarily from a combination of direct public support and government contributions						
Transportation Involvement	Specifically mentioned in FHWA EJ case study						

NEW HAMPSHIRE CHARITABLE FOUNDATION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
						X	X
Website/Source	http://www.nhcf.org/page16865.cfm (website) http://www.guidestar.org/FinDocuments//2007/026/005/2007-026005625-0488c168-9.pdf (financials) http://www.fhwa.dot.gov/planning/csstp/cssnwhm.htm (case study)						
Membership	The New Hampshire Charitable Foundation has launched initiatives and built trusted partnerships with a diverse array of individuals, families, corporations, nonprofits, and government agencies. These partners represent many different backgrounds, income levels, and political sensibilities. Our work together is living proof that collaboration better serves the public good.						
Geographic Area	New Hampshire						
Engaged Groups	The foundation does not engage specific groups						
Structure	A community foundation (a charity created by and for the people in a local area) with a statewide span made up of seven regions which tap their local leadership and expertise. 39 staff members and 13-person board of directors.						
History	Established in 1962, The New Hampshire Charitable Foundation is one of the country's largest and oldest community foundations with: <ul style="list-style-type: none"> • A collection of nearly 1,500 funds established by donors for individualized charitable purposes • Grants to nonprofit organizations and scholarship funds to students totaling \$30 million each year 						
Issue Areas	Not issue driven						
Sphere & Target of Influence	No specific agenda						
Mission/Goals	The purpose of the New Hampshire Charitable Foundation is to improve the quality of life in the communities we serve.						
Programs/Activities	The Foundation achieves its purpose by: <ul style="list-style-type: none"> • Encouraging donor partnerships to accomplish charitable purposes of all kinds; • Making grants and loans from funds contributed by individuals, organizations and corporations, to meet changing needs; and • Exercising leadership in the efforts of residents and public and private institutions to address emerging issues. 						
Budget & Funding	2007 expenses were \$41.3 million; revenues were \$97.1 million, more than two thirds of which came from contributions to donor advised funds, with significant revenues from dividend and interests, and direct public support.						
Transportation Involvement	Served on citizen advisory committee for New Hampshire Transportation Business Plan.						

NEW HAVEN SAFE STREETS COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				
Website/Source	http://www.newhavensafeststreets.org/ (website)						
Membership	Members are broadly defined as those who have signed the Petition for Safe Streets. This includes all 12 of the New Haven Community Management Teams, advocacy organizations and nonprofits, neighborhood associations, business improvement districts, religious organizations, local and state elected officials, and 2,000+ individual residents and businesses.						
Geographic Area	New Haven, Connecticut						
Engaged Groups	Does not engage specific groups						
Structure	A broad coalition of individual organizations, elected officials and residents who are all advocating for streets that are livable, walkable, bikeable, economically viable, environmentally sound, and safe for residents of all ages and abilities.						
History	Founded in 2008 - the Director of Transportation Michael Piscitelli has been a great ally in promoting long-term transportation improvements that benefit the entire city and region. Additional institutional infrastructure to implement his long-term vision for the city is required, so the petition and coalition were created.						
Issue Areas	<ul style="list-style-type: none"> Safety 						
Sphere & Target of Influence	Local policy and programs						
Mission/Goals	Raise awareness of traffic safety issues and build community support for an urgent and comprehensive strategy that will reduce the unacceptable number of traffic-related injuries and fatalities in New Haven by 50% by 2009 and 90% by 2015, while promoting more livable, walkable and economically vibrant streets. Efforts are directed towards all road users.						
Programs/Activities	Advocacy and education about safety issues						
Budget & Funding	Unknown.						
Transportation Involvement	Transportation is central to their mission						

NORTHWEST INDIANA FEDERATION OF INTERFAITH ORGANIZATIONS



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	<p>Bush, Cindy. Former Metro Issues Organizer and Executive Director, Northwest Indiana Federation of Interfaith Organizations, 1999-2004. Telephone interview. 15 April 2009.</p> <p>Jackson, Patricia. Executive Director, Northwest Indiana Federation of Interfaith Organizations. Telephone interview. 13 April 2009.</p> <p>Rast, Joel. "Environmental Justice and the New Regionalisms." <i>Journal of Planning Education and Research</i>. Vol. 25, pg 249-263, 2006.</p> <p>http://www.guidestar.org/FinDocuments/2007/352/041/2007-352041877-048efd77-9.pdf (financials)</p>						
Membership	Unknown.						
Geographic Area	Northwest Indiana Region (Lake, Porter, and La Porte Counties)						
Engaged Groups	<ul style="list-style-type: none"> • Minorities • Low-income 						
Structure	A congregation-based organizing project and Gamaliel Foundation affiliate with four employees.						
History	<p>Founded in 1994, one of the organization's first campaigns involved the siting of a landfill in Lake County. The landfill campaign was significant for the Interfaith Federation in part because it helped the organization begin to understand environmental justice in regional terms. Following a speech by Myron Orfield to Gamaliel affiliates in December 1995, the Interfaith Federation's executive director invited both Orfield and David Rusk to a two-day Metropolitan Summit for Redevelopment in Gary in June 1996. During the next several years, Rusk, Orfield, and John Powell made repeated visits to northwest Indiana, speaking at Interfaith functions and providing technical assistance on occasion. Their ideas played an important role in shaping the approach taken by Interfaith leaders to addressing environmental justice and concentrated poverty in northwest Indiana.</p>						
Issue Areas	<ul style="list-style-type: none"> • Social equity • Community revitalization • Improve mobility • Environmental protection • Economic development • Access to goods/services • Sustainability 						
Sphere & Target of Influence	Regional planning and policy.						
Mission/Goals	The Federation is a community based, faith based, and social justice organization with a mission to look at institutional racism and change those policies that exist that perpetuate institutional racism within our government.						

Programs/ Activities	Participate in regional planning activities open to the public and are members of steering and advisory committees. Other programs/activities are not known.
Budget & Funding	2007 expenses were \$138,000; about 2/3 of revenues came from indirect public support, with the remainder coming from direct public support, program service revenues, and membership dues.
Transportation Involvement	The Federation's focus on transportation has been around creating a regional transportation entity that can combine those services which allow residents to ride around their own cities but do not provide connectivity to nearby cities.

OHIO ENVIRONMENTAL COUNCIL (OEC)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.theoec.org/ (website) http://www.theoec.org/pdfs/AnnualReport2008_web.pdf (annual report) http://www.guidestar.org/FinDocuments//2007/310/805/2007-310805578-041af6c4-9.pdf (financials)						
Membership	Unclear						
Geographic Area	Ohio						
Engaged Groups	No specific groups engaged						
Structure	14 staff members, 18 board members						
History	The OEC has a widely respected 40-year history of innovation, pragmatism, and success. Using legislative initiatives, legal action, scientific principles, and statewide partnerships, OEC secure a healthier environment for Ohio's families and communities.						
Issue Areas	<ul style="list-style-type: none"> • Environmental protection • Sustainability 						
Sphere & Target of Influence	State policy						
Mission/Goals	Secure healthy air, land, and water for all who call Ohio home						
Programs/Activities	<ul style="list-style-type: none"> • Analyze and track all relevant legislation • Brief lawmakers and their staff • Testify before powerful legislative committees • Share information with reporters 						
Budget & Funding	2007 expenses of about \$1 million, revenues primarily from direct public support						
Transportation Involvement	The Ohio Department of Transportation's (ODOT) 21st Century Transportation Priorities Task Force — of which the Ohio Environmental Council (OEC) is a member — is proposing sweeping changes to move people and freight in the Buckeye State.						



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					
Website/Source	http://bostononthemove.org/ (website)						
Membership	<ul style="list-style-type: none"> • Action for Regional Equity • Alternatives for Community and Environment (ACE) • Bikes not Bombs • Bowdoin St. Health Center • Livable Streets Alliance • MASSPIRG • Sierra Club • The Arborway Committee • The T Riders Union 						
Geographic Area	Greater Boston						
Engaged Groups	<ul style="list-style-type: none"> • Zero-car households • Low-income • Minorities 						
Structure	On the Move is a coalition of community based organizations						
History	On the Move came together in 2000 to advocate for transportation justice						
Issue Areas	<ul style="list-style-type: none"> • Health • Social justice • Improved mobility • Access to goods/services • Environmental protection • Community revitalization 						
Sphere & Target of Influence	Seeks to influence regional planning and policy						
Mission/Goals	An environmentally sustainable and socially just transportation system that is integral to the preservation and creation of livable communities.						
Programs/Activities	Advocacy on planning, funding, and decisionmaking processes						
Budget & Funding	Unknown						
Transportation Involvement	Central to their mission						



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						?
Website/Source	http://oneraill.org/ (website)						
Membership	This coalition is formed by national, large-scale transportation agencies, such as: The American Public Transportation Association, Amtrak, The American Short Line and Regional Railroad Association, and Building America's Future.						
Geographic Area	This is a nationwide organization.						
Engaged Groups	<ul style="list-style-type: none"> • Low-income 						
Structure	The organizational structure appears to be that all members are equal, and work together to draft letters to legislators and educational materials.						
History	Founded in 2009.						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Social equity • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Sustainability 						
Sphere & Target of Influence	This is a group that works at the national level to impact national transportation policy.						
Mission/Goals	<p>-The nation's passenger train network must be strengthened and expanded.</p> <p>-A sound and balanced transportation policy should encourage the development of passenger train options for the public.</p> <p>-OneRail supports state efforts to seek an ongoing, dedicated funding source for intercity passenger rail expansion.</p> <p>-To ensure that freight rail capacity meets growing demand, Congress should enact policies and programs that expand public and private investment in rail freight mobility and assure continued growth in private investment in rail freight capacity.</p> <p>-The OneRail coalition supports additional investment in the nation's rail infrastructure to create American jobs, de-congest chokepoints, put more freight and passengers on fuel-efficient trains, and reduce our nation's greenhouse gas emissions.</p>						
Programs/Activities	The coalition makes contact with elected officials, urging them to support legislation and funding for rail projects.						
Budget & Funding							
Transportation Involvement	Because all of the member organizations are transportation-oriented, this coalition is solely focused on transportation activities and projects.						

OKLAHOMANS FOR NEW TRANSPORTATION ALTERNATIVES COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					?
Website/Source	http://www.ontracok.org (website)						
Membership	Individual membership in OnTrac is open to anyone who supports the goals of the organization. Affiliate membership in OnTrac is open to any organization that supports our efforts. Membership in OnTrac is free; however, members are encouraged to make annual donations.						
Geographic Area	Oklahoma						
Engaged Groups	Does not engage specific groups						
Structure	Non-profit public interest organization with nine-person executive board						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> Improved mobility Access to goods and services 						
Sphere & Target of Influence	State and local policy, planning, and projects						
Mission/Goals	Ensure the future of multimodal and intermodal transportation opportunities for the citizens of Oklahoma.						
Programs/Activities	Unknown						
Budget & Funding	Unknown						
Transportation Involvement	Central to their mission						

PHILADELPHIA UNEMPLOYMENT PROGRAM



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				?
Website/Source	http://www.philaup.org (website)						
Membership	Low-wage and unemployed workers						
Geographic Area	Philadelphia Area						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Unemployed 						
Structure	The Philadelphia Unemployment Project is a membership organization of low-wage workers and the unemployed.						
History	Founded in 1975						
Issue Areas	<ul style="list-style-type: none"> • Social equity • Health • Economic development • Community revitalization • Housing 						
Sphere & Target of Influence	Regional policy, regional and local programs						
Mission/Goals	The Philadelphia Unemployment Project has organized the poor and unemployed to fight for economic justice, bringing diverse groups together to bring about major changes that benefit millions of unemployed and impoverished; these victories prove that, once organized, working people and the unemployed can be a powerful voice in the city, state, and nation.						
Programs/Activities	<ul style="list-style-type: none"> • Operate unemployed workers center • Legal aid • Counseling • Commuter Options program • Blog 						
Budget & Funding	Unknown						
Transportation Involvement	Runs Commuter Options program which has 32 van and carpools in operation. Provides transportation for welfare to work clients through the city's EARN Centers.						

PIEDMONT ENVIRONMENTAL COUNCIL (PEC)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.pecva.org/anx/index.cfm (website) http://www2.guidestar.org/ReportNonProfit.aspx?ein=54-0935569&Mode=NonGx&lid=643962&dl=True (financials)						
Membership	PEC joins with partner organizations and individuals to promote thriving communities and healthy natural resources in the Shenandoah Valley, the central Piedmont, the Journey Through Hallowed Ground corridor and the greater DC metropolitan area.						
Geographic Area	Virginia, including a core area of the Northern Piedmont counties of Albemarle, Clarke, Culpeper, Fauquier, Loudon, Greene, Madison, Rappahannock, & Orange. PEC is the fiscal agent for the Coalition for Smarter Growth, which works in the Washington, D.C. metropolitan area, including the Northern Virginia suburbs and the Maryland suburbs. PEC is also the fiscal agent for the Shenandoah Valley Network, which supports local organizations working on land use, transportation, and environmental issues in the northern Shenandoah Valley counties.						
Engaged Groups	PEC works on a cooperative basis with the African American Historical Association of Fauquier County to identify and map African American heritage resources.						
Structure	A results-oriented grassroots organization with 53 employees, and 43 board members representing the counties involved.						
History	PEC was incorporated in 1972 to assist local, state, and regional governments to develop plans to manage growth and economic development in order to protect and preserve natural, historic, cultural, and scenic resources. Programs include research, education and advocacy for land use planning, transportation planning, agricultural policy, environmental policy, historic preservation, and rural economic development, including infrastructure planning for water, sewer, transportation, and energy.						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Historic/cultural preservation • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Aesthetic quality • Sustainability • Working farms and forestland 						
Sphere & Target of Influence	National, state, regional and local policy, and programs and regional and local projects.						
Mission/Goals	Safeguarding the landscapes, communities and heritage of the Piedmont by involving citizens in related public policy and land conservation. Priorities include: Clean Air and Water; Energy Solutions; Historic, Scenic Landscapes; Thriving Communities; Transportation Solutions; Wildlife Habitat.						

Programs/ Activities	Programs include land conservation, easements, model legislation, land use planning, visual simulation; sustainable agriculture; conferences, publications, extensive media.
Budget & Funding	2007 expenses of \$7,300,000; revenues come primarily from direct public support.
Transportation Involvement	Transportation activities include advocacy for national legislation; founding and continuing support of the Journey Through Hallowed Ground as a National Scenic Byway and National Heritage Area; Reconnecting Virginia which offers transportation strategies based on wise spending and positive land use solutions; railroads including freight and passenger rail. PEC serves as the fiscal agent for the Coalition for Smarter Growth.

RAILS-TO-TRAILS CONSERVANCY



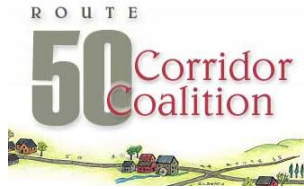
Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501C-3
	X				X		X
Website/Source	http://www.railstotrails.org/index.html (website) http://www.guidestar.org/FinDocuments//2008/521/437/2008-521437006-04c0b182-9.pdf (financials)						
Membership	Rails-to-Trails Conservancy serves as the national voice for more than 100,000 members and supporters, 15,000 miles of rail-trail throughout the country, and thousands of miles of potential rail-trails waiting to be built.						
Geographic Area	National						
Engaged Groups	Cyclists, pedestrians and trail users						
Structure	Rails-to-Trails Conservancy is a nonprofit organization based in Washington, D.C. The RTC Board of Directors is comprised of at least five but not more than fifteen members, who are responsible for the legal and fiduciary operations of the organization. The full board of Directors meets three times a year, and committees meet as needed to prepare recommendations for full board approval. R-t-T has about 40 staff members.						
History	R-t-T Conservancy has supported the tremendous growth and development of rail-trails since opening in February 7, 1986. Then, there were fewer than 200 known rail-trails. Today, there are more than 1,500 preserved pathways that form the backbone of a growing trail system that spans communities, regions, states and, indeed, the entire country.						
Issue Areas	<ul style="list-style-type: none"> • Recreation • Health • Improve mobility - sustainable transportation • Community revitalization • Environmental protection 						
Sphere & Target of Influence	Trail proponents engaged in biking, hiking and community livability						
Mission/Goals	Their mission it is to create a nationwide network of trails from former rail lines and connecting corridors to build healthier places for healthier people.						
Programs/Activities	National and state legislation and technical assistance. Sustained national focus on Complete Streets; reauthorization of SAFETEA-LU and its predecessors, especially gaining increased funding and flexibility for Transportation Enhancements; defense of federal rail-banking statute; and technical assistance to trail groups throughout the country on conversion of rails to trails.						
Budget & Funding	2008 expenses were \$6.1 million; the majority of revenues came from direct public support, other significant revenue sources were program service revenue, and indirect public support.						
Transportation Involvement	Rail-banking statutes; Complete Streets; Sustainable Transportation; reauthorization of SAFETEA-LU, especially funding for Transportation Enhancements.						

REBUILDING LOUISIANA COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.rebuildinglouisianacoalition.org/ (website)						
Membership	Over 50 community-based groups						
Geographic Area	New Orleans and Southern Louisiana						
Engaged Groups	<ul style="list-style-type: none"> • Minority • Low-income 						
Structure	The Coalition seeks to bring like-minded groups together under one roof to exchange ideas, network, coordinate efforts and gain access to the decisionmaking process.						
History	After the devastation of Hurricane Katrina and the obvious need for greater local involvement to ensure that New Orleans and South Louisiana are rebuilt by and for the people who live there, the Rebuilding Louisiana Coalition came together first as a forum for exchanging ideas and is now striving to influence decisionmaking and public policy according to broad values outlined below.						
Issue Areas	<ul style="list-style-type: none"> • Social equity • Historic/cultural preservation • Community revitalization • Access to goods/services • Environmental protection • Sustainability 						
Sphere & Target of Influence	State and local planning and policy						
Mission/Goals	As citizens of New Orleans and Southern Louisiana and lovers of our culture, our people, our land and our environment, we seek to ensure that the principles of urban and environmental sustainability, social equity, and cultural respect guide development plans for New Orleans and Southern Louisiana.						
Programs/Activities	“Bring solutions-oriented proposals and commentary to the attention of elected officials and thereby advocate on behalf of the people that our government is supposed to serve.”						
Budget & Funding	Unknown						
Transportation Involvement	“To connect people, communities and businesses to one another, and to foster a better sense of community, any modern and progressive city must have a dignified, efficient and citizen-friendly public transit system. New Orleans was once famous for its street-car system. The redevelopment of such a system, in conjunction with environmentally friendly busses, a regionally interconnected light rail system, bike lanes, and bike rental stations would reduce auto-dependency, traffic, and pollution. It would lend to a greater sense of connectedness and community, a pedestrian-friendly environment, and improved physical health.”						

ROUTE 50 CORRIDOR COALITION



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
				X			
Website/Source	http://www.route50.org/ (website)						
Membership	The Coalition's original grass roots group was joined by hundreds of citizens and other organizations throughout the region and elsewhere. The Coalition was guided by an active steering committee that represented a broad spectrum of the community.						
Geographic Area	20 miles of US Route 50 around the villages of Aldie, Middleburg, and Upperville in northern Virginia						
Engaged Groups	No specific groups are engaged						
Structure	Corridor coalition						
History	<p>The Coalition was started in 1995 to find an alternative to plans for expanding 20 miles of Route 50 to a four-lane divided highway with bypasses around the villages of Aldie, Middleburg, and Upperville. Citizens and business owners grew profoundly concerned about the prospective effects on the local community, the environment, and the historical heritage of the area.</p> <p>The Coalition did its own research, raised money, hired an international expert, and produced an award-winning traffic calming plan. The purpose is to increase highway safety by reducing speeding and aggressive driving. No speed bumps or additional traffic lights are included in the plan. The plan received overwhelming support from police; fire and rescue; and local, county, state, and federal officials; and unprecedented acclaim nationwide.</p>						
Issue Areas	<ul style="list-style-type: none"> • Historic/cultural preservation • Improve mobility • Aesthetic quality 						
Sphere & Target of Influence	Local planning & project						
Mission/Goals	The Route 50 Corridor Coalition is a citizens group formed to preserve and enhance the scenic, historic countryside bounding a 20-mile stretch of rural Route 50 in northern Virginia's Piedmont. Key to this goal is traffic calming on Route 50.						
Programs/Activities	The Coalition's original goal of designing an alternative plan to building a multi-lane, high speed highway through the scenic and historic community, was successful. Currently, the organization continues to represent the community on the local Task Force and monitors all issues of the project, but no longer meets regularly.						
Budget & Funding	Funds to carry out the Coalition's work came from individual contributions, large and small, and from several foundations.						
Transportation Involvement	The Route 50 Corridor Coalition and area residents created a nationally recognized traffic calming plan for 20 miles of historic Route 50. The plan is simple, inexpensive, and unanimously endorsed by local governments. It stresses safety, economy, and historic awareness.						

	<p>Important issues other than traffic calming required the attention of the Coalition. The organization participated in improving the Loudoun County Revised Comprehensive Plan and helped in efforts against the proposed Western Bypass, and potential developments at Gilbert's Corner. Although the traffic calming project finally achieved much success, it was important for the Coalition to work to assure that future development along the corridor was in keeping with the original vision of the citizens of the community.</p> <p>The Coalition chair participated in numerous national conferences and workshops to develop tools and performance measures for citizens and DOT's to use on future projects.</p>
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SECURING TOHONO O'ODHAM PEOPLE (STOP)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				
Website/Source	Reference made to the coalition in http://www.azdot.gov/TPD/ATRC/publications/project_reports/PDF/AZ592.pdf						
Membership	Government offices and service providers including the Tohono O'odham Nation Department of Health & Human Services, Indian Health Services, Tribal WIC Program, Tohono O'odham Nation Police Department, Head Start, and Governors Office of Highway Safety. The Center for Disease Control and Prevention, which provided a grant for the coalition, was also involved.						
Geographic Area	Tohono O'odham Nation in Pima County, Arizona						
Engaged Groups	Native Americans and low-income persons						
Structure	Coordinated by the Department of Health & Human Services with organizational members who are participating on a volunteer or professional basis						
History	STOP first started about eight years ago when they received a small grant for AZDOT to increase seatbelt use in rural communities. This one-year grant helped create the STOP brand which is now well-known throughout the Nation. About three years later STOP, with Indian Health Services as the liaison, applied for funding from CDC. Funding went to four tribes in Arizona and Wisconsin. The five-year grant ran out at end of August 2009. Although there is currently no funding for a coordinator, the coalition is attempting to keep energy up and continue to hold meetings by relying somewhat on injury prevention funds.						
Issue Areas	<ul style="list-style-type: none"> • Health • Safety • Other 						
Sphere & Target of Influence	Tribal policy, programs, and projects.						
Mission/Goals	Increase passenger restraint use and reduce incidences of drivers under the influence						
Programs/Activities	STOP's activities include education through brochures and tabling, public awareness campaigns and advertising, incentive-based programs, car seat training, and data gathering and monitoring by use of check-points.						
Budget & Funding	STOP received a 5-year grant from the CDC for \$75,000/year. This was the first time that the CDC directly funded tribes. The grant was originally for three years, but the grant was extended in their third year after a presentation at the Chicago Life Savers Conference.						
Transportation Involvement	STOP's work is focused on health and safety but is directly related to transportation. Native Americans are injured at a rate 3Xs greater than non-Natives and the majority of accidents requiring a hospital stay or causing a fracture or death in every tribe (except those in Alaska) are caused by motor vehicles. Passenger restraint is of particular concern to Tribal Nations because their members must travel so much farther to reach the goods and services they need.						

SHEPHERD'S CENTERS OF AMERICA (SCA)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://www.shepherdcenters.org/ (website)						
Membership	Individual Shepherd's Centers partner with all faiths in their neighborhood as well as other community organizations to provide programs and services for older adults. The Shepherd's Center philosophy is rooted in the understanding that they are organizations designed and run by volunteers.						
Geographic Area	National with local Centers						
Engaged Groups	<ul style="list-style-type: none"> • Seniors • Disabled 						
Structure	Shepherd's Centers of America (SCA) is a network of interfaith community-based organizations that provide meaning and purpose for adults throughout their mature years.						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> • Health • Access to goods/services • Social equity 						
Sphere & Target of Influence	Regional and local programs						
Mission/Goals	Shepherd's Centers all have a commonly understood mission to empower older adults to use their wisdom and skills for the good of their communities. SCA's vision is all individuals will experience meaningful lives through every phase of their mature years.						
Programs/Activities	<ul style="list-style-type: none"> • Providing technical assistance to new and mature Centers. • Building a national network of member centers. • Creating a national presence by building a collaborative network with other regional and national organizations that serve the interests of older adults. 						
Budget & Funding	Unknown						
Transportation Involvement	At the national level there is no specific involvement, but local centers may have some involvement.						

SHENANDOAH VALLEY NETWORK



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://svnva.org/index.cfm/1,117,0,0.html/Rural-Transportation-Reform (website)						
Membership	SVN provides resources and assistance to county-level citizen groups working on land protection, land use, and transportation issues within the northern Shenandoah Valley.						
Geographic Area	Six Virginia counties: Frederick, Warren, Shenandoah, Page, Rockingham and Augusta						
Engaged Groups	Does not engage specific groups						
Structure	Non-profit program						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> • Historic/cultural preservation • Improve mobility • Environmental protection • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	Federal, state and local road funding priorities						
Mission/Goals	The Shenandoah Valley Network links local community groups working on land protection, land use and transportation issues in six Virginia counties.						
Programs/Activities	<ul style="list-style-type: none"> • GW National Forest Plan • Interstate 81 • Land Protection Funding • Land Use & Water Quality • Rural Transportation Reform • Transmission Lines • Wind Energy 						
Budget & Funding	Budget unknown - supported by grants from foundations and individuals						
Transportation Involvement	SVN promotes changes in federal, state and local road funding priorities to shift from costly and destructive loop roads, which fragment rural lands and foster sprawl development, to more efficient, affordable improvements to existing road networks. The Network supports local groups engaged in conservation issues in their communities and works with numerous state and regional partners.						

SIERRA CLUB



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
					X		X
Website/Source	http://www.sierraclub.org/ (website)						
Membership	1.3 million members						
Geographic Area	National						
Engaged Groups	Does not engage specific groups						
Structure	Non-profit membership organization						
History	Founded in 1892 by John Muir, the Sierra Club has been working to protect communities, wild places, and the planet itself. The Sierra Club is the oldest, largest, and most influential grassroots environmental organization in the United States.						
Issue Areas	<ul style="list-style-type: none"> • Historic/cultural preservation • Environmental protection • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	National and state policy, chapters are involved in projects and programs						
Mission/Goals	<ul style="list-style-type: none"> • A safe and healthy community in which to live • Smart energy solutions to combat global warming • An enduring legacy for America's wild places 						
Programs/Activities	Unclear, it seems to be chapter driven and vary with local events/initiatives/causes						
Budget & Funding	Unknown						
Transportation Involvement	<p>The Sierra Club's green transportation program was created because transportation contributes approximately one-third of all U.S. carbon dioxide emissions, and must be a prime target for major greenhouse gas reductions. The Sierra Club is working to achieve three primary outcomes in this initiative:</p> <ol style="list-style-type: none"> 1. Clean and efficient vehicles 2. Lower-carbon fuels 3. Expanded transportation choices and increased reliance on transportation alternatives 						

SMART GROWTH AMERICA



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://www.smartgrowthamerica.org/whoweare.html (website) http://www.guidestar.org/FinDocuments/2008/270/038/2008-270038938-04b800a4-9.pdf						
Membership	National organizations; state and local smart growth organizations including Montana Smart Growth Coalition, New Jersey Future, Regional Plan Association (NY/NJ/CT), NC Smart Growth Alliance, etc.						
Geographic Area	National						
Engaged Groups	Smart growth groups nationwide who focus on land use laws and transportation regulation						
Structure	15-member board; 14-person staff (including Smart Growth Leadership Institute)						
History	Founded in 1999/2000 by NTHP, Scenic America, American Farmland Trust, STPP and others						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Historic/cultural preservation • Improve mobility • Community revitalization • Environmental protection • Aesthetic quality • Sustainability • Growth management 						
Sphere & Target of Influence	National legislation; state and local land use legislation						
Mission/Goals	Americans want fewer hours in traffic and more opportunities to enjoy green space; housing that is both affordable and close to jobs and activities; healthy cities, towns and suburbs; air and water of the highest quality; and a landscape our children can be proud to inherit. Smart growth offers the best chance we have of attaining those goals. To that end: Smart Growth America's coalition is working to support citizen-driven planning that coordinates development, transportation, revitalization of older areas and preservation of open space and the environment.						
Programs/Activities	<p>Members work with citizens across the country to preserve our built and natural heritage, promote fairness for people of all backgrounds, fight for high-quality neighborhoods, expand choices in housing and transportation and improve poorly conceived development projects. Projects and campaigns include:</p> <ul style="list-style-type: none"> • Urban Vitality • Smart Schools • Vacant Properties – National Vacant Properties Campaign • State Policy • Complete Streets • Leadership and Training – Smart Growth Leadership Institute 						

Budget & Funding	2008 expenses were \$2.3 million; revenues came primarily from direct public support
Transportation Involvement	Complete Streets; reauthorization of SAFETEA-LU

SOUTH DAKOTA COALITION OF CITIZENS WITH DISABILITIES



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.sd-ccd.org/about.html (website) http://www.guidestar.org/FinDocuments/2008/460/411/2008-460411541-04b1e84b-9.pdf (financials)						
Membership	The COALITION is a membership grass roots advocacy organization. There are two different types of membership: individual for a membership fee of \$20 and organizational for \$35. All members can vote in board elections, on bylaw changes and participate in the organization's annual meeting and other activities.						
Geographic Area	South Dakota						
Engaged Groups	<ul style="list-style-type: none"> Persons with disabilities 						
Structure	A disability advocacy organization with staff of three and a board						
History	Started in the 1980s						
Issue Areas	<ul style="list-style-type: none"> Health Social equity Improved mobility Access to goods/services Job access 						
Sphere & Target of Influence	State and local policies and programs						
Mission/Goals	The mission of South Dakota Coalition of Citizens with Disabilities is to advocate for the full inclusion of all individuals of all ages with disabilities in all aspects of society.						
Programs/Activities	Newsletter, conferences, research, advocacy.						
Budget & Funding	2007 expenses were \$341,000; revenues came almost exclusively from program service revenues						
Transportation Involvement	Worked with many state agencies including the DOT to get funding, has worked on transit legislation, served on TCRP panels.						



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://transformca.org/ (website) http://www.guidestar.org/FinDocuments/2007/721/521/2007-721521579-042ed574-9.pdf (financials)						
Membership	More than 100 groups from across the Bay Area working together tackling key transportation and land use issues						
Geographic Area	San Francisco Bay Area, California						
Engaged Groups	<ul style="list-style-type: none"> • Low-income 						
Structure	This group is governed by a Board of Directors and an Advisory Council						
History	Founded in 1997. On October 29, 2008, the Transportation and Land Use Coalition (TALC) changed its name to TransForm.						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Social equity • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Sustainability 						
Sphere & Target of Influence	This coalition works at the regional level on projects and policies to make public transportation more effective in the Bay Area.						
Mission/Goals	The member organizations of TransForm's regional coalition believe that current development patterns and projections for the future do not have to be our destiny. The Bay Area can retain its environment and quality of life, while ensuring that all residents have access to economic opportunities, by: Developing a world-class public transportation system ; Creating great communities ; and Promoting transportation justice						
Programs/Activities	The member organizations of TransForm's regional coalition promote the platform through a broad range of activities: policy analysis and recommendations, public education, and grassroots action.						
Budget & Funding	2007 expenses were \$1.55 million; over half of revenues came from direct public support, and about one third of revenues came from government contributions.						
Transportation Involvement	This coalition works exclusively on transportation policies and projects.						



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.transitalliance.org/NewPages/about.htm (website) http://www.guidestar.org/FinDocuments/2007/841/483/2007-841483080-042be442-9.pdf (financials)						
Membership	Transit Alliance has three types of members (1) Private Sector Champions, (2) Public Sector Champions, and (3) Grassroots Advocates. Members include grassroots organizations, consultants, municipalities, economic development orgs, transit providers, and others.						
Geographic Area	State of Colorado and Metro Denver area						
Engaged Groups	Does not engage any specific groups						
Structure	1 paid-staff member and ten board members						
History	The history of the Transit Alliance spans almost nine years of educating Metro Denver citizens about the need and benefits of a balanced transportation system. Among Transit Alliance's greatest accomplishments was the passage of the FastTracks initiative, Metro Denver's 12 year infrastructure plan that will witness light rail, commuter rail, bus-rapid transit and improved suburb-to-suburb bus connections spreading across our region like a spider web.						
Issue Areas	<ul style="list-style-type: none"> • Improve (multi-modal) mobility <ul style="list-style-type: none"> ○ Health ○ Economic development ○ Social equity ○ Access to goods/services ○ Sustainability 						
Sphere & Target of Influence	Transit Alliance is committed to achieving a statewide multi-modal transportation system and focuses its efforts on influencing state-level planning and policy.						
Mission/Goals	Build consensus among diverse pro-transit coalitions.						
Programs/Activities	<ul style="list-style-type: none"> • Provide education to help citizens understand the community and health benefits inherent in a multi-modal metro-wide transit system. • Build consensus working in partnership with government, business and civic groups • Advocacy/lobbying 						
Budget & Funding	\$141,000 (2007), over half from membership dues with the remainder from direct public support						
Transportation Involvement	This is core to the organization						



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.thetransitcoalition.us (website)						
Membership	Members and activists from a wide spectrum of interests and talents. Learn about our organization goals here.						
Geographic Area	Southern California						
Engaged Groups	<ul style="list-style-type: none"> Disabled 						
Structure	A project of Social & Environmental Entrepreneurs (SEE), The Transit Coalition is a dedicated, grassroots, all-volunteer organization that advocates a balance between many transportation modes. Three employees and nine board members.						
History	Unknown						
Issue Areas	<ul style="list-style-type: none"> Improved mobility Enhanced Quality of Life 						
Sphere & Target of Influence	State and regional policies, local planning and projects						
Mission/Goals	The Transit Coalition is a broad based group of concerned citizens mobilized to passionately demonstrate community support for the economic development and continuing operation of improved transportation.						
Programs/Activities	<ul style="list-style-type: none"> Short term <ul style="list-style-type: none"> Work with representatives from local and regional transportation agencies, elected officials and community members to improve the quality of the existing rail and bus systems such as hours and frequencies of service, working facilities and improved signage. Mobilize interested groups and individuals to ask agencies and officials for added transit service and increased operating and capital funding. Long Term <ul style="list-style-type: none"> Work with political officials and staffers to support major transit improvements and identify possible sources of funds. Examine myths, misinformation and misperceptions and rebut them using facts and evidence. 						
Budget & Funding	A project of Social & Environmental Entrepreneurs (SEE), the Transit Coalition's budget is unknown						
Transportation Involvement	Transportation is central to their mission. In addition to policy advocacy they are also involved in major projects and local budget campaigns.						

TRANSIT PARTNERS



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.tlcmnnesota.org/transitpartners.html (website) http://www.minnesotanonprofitawards.org/Vote/Advocacy.htm#TransitPartners (case study)						
Membership	Residents committed to take action on transportation decisions that would impact their communities. Today they number nearly 10,000 people.						
Geographic Area	St. Paul Region, Minnesota						
Engaged Groups	Member organizations specifically include: <ul style="list-style-type: none"> • Minority • Low-income • Seniors 						
Structure	Convened by Transit for Livable Communities (TLC), Transit Partners is a diverse coalition of business, environmental, faith, labor and transportation groups: Alliance for Metropolitan Stability, Amalgamated Transit Union: Local 1005, Fresh Energy, ISAIAH, League of Women Voters Minnesota, Minnesota Center for Environmental Advocacy, Minnesota Environmental Partnership, Minnesota Public Transit Association, Minnesota Senior Federation, Sierra Club: North Star Chapter, and Transit for Livable Communities.						
History	Convened in 2003 by Transit for Livable Communities (TLC)						
Issue Areas	<ul style="list-style-type: none"> • Health • Improve mobility • Access to goods/services • Environmental protection • Sustainability 						
Sphere & Target of Influence	State planning and policy						
Mission/Goals	To support the Transportation Choices 2020 initiative calling for a new direction in transportation policy—a 21st century, region-wide transit system.						
Programs/Activities	Research and education around the 2020 plan						
Budget & Funding	Unknown						
Transportation Involvement	Central to the Partner's mission						

TRANSPORTATION CHOICES COALITIONS



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.transportationchoices.org/mission.asp (website) http://www.guidestar.org/FinDocuments/2007/943/185/2007-943185639-04458b81-9.pdf (financials)						
Membership	The Transportation Choices Coalition unites public interest groups, businesses, public agencies and concerned individuals to educate the public and promote policies that support transportation choices. As a membership organization TCC has grown from a small band of member groups to a mobilized coalition of diverse organizations and active individual members in 19 counties statewide. Members are located in communities from Everett to Vancouver, Bellevue to the Tri-Cities, and Seattle to Spokane. Our individual members include bicyclists, transit riders, rail supporters, anti-sprawl and transportation activists, environmental activists and supporters, transportation planners, city and county council members, and many others.						
Geographic Area	Washington State						
Engaged Groups	Does not engage any specific groups						
Structure	4 employees and 15 board members						
History	Transportation Choices Coalition was incorporated in 1993 as an umbrella organization for groups, businesses, public agencies and concerned individuals. Transportation Choices is Washington's only organization focused on improving transportation statewide. Through TCC's organizing efforts and partnerships, they have significantly expanded the quantity and diversity of participants now playing an active role in transportation decisions. TCC has also become a recognized leader in transportation reform efforts in Washington; their representation is sought at state and regional transportation policy and advisory committees. Numerous elected officials and planners in different areas of the state have come to value and rely upon Transportation Choices Coalition's perspective and technical expertise.						
Issue Areas	<ul style="list-style-type: none"> • Improve mobility <ul style="list-style-type: none"> ○ Health ○ Economic development ○ Access to goods/services ○ Environmental protection ○ Sustainability 						
Sphere & Target of Influence	State and local policy, especially transportation funding						
Mission/Goals	Bring Washingtonians more and better transportation choices -- real opportunities to take a bus, take a train, ride a bike, or walk -- as well as drive alone.						
Programs/	<ul style="list-style-type: none"> • Grassroots Organizing – Provide the messages and tools needed to make voices in 						

Activities	support of transportation reform be heard <ul style="list-style-type: none">• Advocacy - For legislation and policies that promote choices• Education - Sponsor and co-sponsor educational and candidate forums, as well as participating as panel members in educational and debate forums• Policy Development – “Triple Win”: Fund efficiencies first, expand transportation choices, and strategic road construction.
Budget & Funding	2007 expenses were \$330,000; revenues came from individual members and public support (30%), organizational members (40%) and grants and foundations (40%).
Transportation Involvement	Central to their mission

TRANSPORTATION EQUITY NETWORK



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						X
Website/Source	http://www.transportationequity.org/ (website)						
Membership	TEN members are faith-based organizations that are working to shape transportation and social equity policy on the local, state and federal levels						
Geographic Area	National						
Engaged Groups	This organization seeks to engage all disadvantaged groups, including: <ul style="list-style-type: none"> • Low-income • Elderly • Disabled • Limited mobility • Immigrants • Minorities 						
Structure	TEN is governed by a steering committee of prominent and diverse groups from across the country						
History	Founded in 1997.						
Issue Areas	<ul style="list-style-type: none"> • Economic development • Social equity • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Sustainability 						
Sphere & Target of Influence	Policy at the national, state, regional, and local levels						
Mission/Goals	“Win metropolitan equity, living wage construction jobs, better civil rights protection, more public transportation money and more public involvement in the new federal transportation bill.”						
Programs/Activities	TEN is committed to both educate each other on effective campaign strategies and also to declare a national platform for policy changes in the federal transportation bill.						
Budget & Funding	Primarily foundation funded. Budget approximately \$500,000						
Transportation Involvement	This coalition’s mission is to impact transportation policy directly - the 2005 version of SAFETEA-LU, included several TEN priorities.						

TRANSPORTATION FOR AMERICA



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
	X						?
Website/Source	http://t4america.org/who-we-are/ (website)						
Membership	National, state and local officials including mayors; National public interest groups including Defenders of Wildlife, Environmental Defense, League of Conservation Voters, Rails-to-Trails, Scenic America, National Trust for Historic Preservation, National Wildlife Federation; and State, regional and local groups (over 200) including Alabama Arise, Anchorage Citizens Coalition, Arizona PIRG, Greenbelt Alliance, Los Angeles County Bicycle Coalition, etc.						
Geographic Area	National						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Elderly • Disabled 						
Structure	Unclear (Executive board, advisory board); full-time and part time staff						
History	Grew out of Surface Transportation Policy Project as a spin off to work on the 2009-10 national transportation bill. Transportation for America now serves as the major progressive national coalition for transportation reform.						
Issue Areas	<ul style="list-style-type: none"> • Health • Safety & security • Economic development • Social equity • Historic/cultural preservation • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	National policy						
Mission/Goals	<p>In 2009, Congress and the next Administration will face the expiration of the current \$286 billion national transportation program. The choice is clear: Move our nation in a bold new direction, or continue on the current path of spending billions of taxpayer dollars with little accountability on a system that is both BROKE and BROKEN. As Congress develops the next transportation authorization, these six priorities should guide them:</p> <ol style="list-style-type: none"> 1. Establish accountability for responsible investment 2. Invest to compete in the 21st Century 3. Invest for Multiple Payoffs in Solving our energy, air quality, and climate challenges 4. Reward and support smart local and land use planning 						

	5. Invest for public health and safety 6. Find new ways to pay for what we need
Programs/ Activities	Public education; lobbying
Budget & Funding	Foundation funded – budget size unknown
Transportation Involvement	Yes – central to the coalition’s mission

TRI-STATE TRANSPORTATION CAMPAIGN



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.tstc.org/ (website) http://www.guidestar.org/FinDocuments//2007/133/790/2007-133790165-0413872d-9.pdf (financials)						
Membership	Environmental and planning organizations located in the tri-state area						
Geographic Area	The three states that are included in this campaign are New York, New Jersey, and Connecticut						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Disabled • Limited mobility 						
Structure	This organization has six staff members and is guided by a Board of Directors.						
History	Founded in 1994. They count among their most notable victories: Mayor Bloomberg's recent proposal to implement congestion pricing in New York City, the New Jersey Department of Transportation's adoption of a smart-growth oriented transportation policy, and millions more in funding for bicycle, transit and pedestrian projects.						
Issue Areas	<ul style="list-style-type: none"> • Health • Safety & security • Social equity • Improve mobility • Community revitalization • Environmental protection • Sustainability 						
Sphere & Target of Influence	This coalition seeks to address policy, planning and projects at the regional level						
Mission/Goals	The Campaign marshals the talents of the region's most effective environmental and transportation policy watchdogs into a dynamic combination of community and campaign organizing, technical analysis, and media and legal advocacy.						
Programs/Activities	The Tri-State Transportation Campaign uses a combination of policy, legal, planning, organizing, and media skills to get things done.						
Budget & Funding	2007 expenses were \$510,000; revenues came almost exclusively from direct public support.						
Transportation Involvement	Because it is a transportation-oriented coalition, the Tri-State Transportation Campaign has worked on many transportation projects.						

US CONFERENCE OF MAYORS



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
					X		
Website/Source	http://usmayors.org/ (website)						
Membership	This coalition is the official nonpartisan organization of mayors of cities with populations of 30,000 or more (of which there are 1,201), the requirement to join is that you have been elected mayor of a city.						
Geographic Area	This coalition encompasses the entire United States						
Engaged Groups	This organization specifically engages all of the constituents of these mayors, thus all Americans are represented.						
Structure	This coalition has a President, a Vice President, and a Second Vice-President, and the rest of the members are divided into committees and task forces.						
History	This coalition was formed in 1932, as a result of the Depression.						
Issue Areas	<ul style="list-style-type: none"> • Health • Safety & security • Economic development • Social equity • Historic/cultural preservation • Improve mobility • Community revitalization • Access to goods/services • Environmental protection • Aesthetic quality • Sustainability 						
Sphere & Target of Influence	This coalition works at the national level to influence policy. By taking a cohesive stand on policy initiatives, the mayors can gain leverage.						
Mission/Goals	Promote the development of effective national urban/suburban policy; Strengthen federal-city relationships; Ensure that federal policy meets urban needs; Provide mayors with leadership and management tools; and Create a forum in which mayors can share ideas and information.						
Programs/Activities	On-going task forces research issues, and policy positions are adopted at the bi-annual meetings, which are then passed on to the President and Congress.						
Budget & Funding	Unknown.						
Transportation Involvement	The coalition includes a Transportation Committee, and several of the task forces are related to transportation issues.						



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://urbanhabitat.org/ (website) http://www.urbanhabitat.org/rights/transit (case study) http://www.guidestar.org/FinDocuments/2007/200/275/2007-200275424-04560149-9.pdf (financials)						
Membership	Member donors, and partnerships with agencies						
Geographic Area	Bay Area (nine counties), California						
Engaged Groups	<ul style="list-style-type: none"> • Low-income • Minorities • Zero-car households • Transit riders 						
Structure	12 employees, 10 board members.						
History	Founded in 1989, Urban Habitat's builds bridges between environmentalists, social justice advocates, government leaders, and the business community. Urban Habitat's work has helped to broaden and frame the agenda on toxic pollution, transportation, tax and fiscal reform, brownfields, and the nexus between inner-city disinvestments and urban sprawl.						
Issue Areas	<ul style="list-style-type: none"> • Health • Economic development • Social equity • Improve mobility • Community revitalization • Access to goods/services • Environmental protection 						
Sphere & Target of Influence	Regional and local policy, programs, and projects						
Mission/Goals	Urban Habitat builds power in low-income communities and communities of color by combining education, advocacy, research and coalition building to advance environmental, economic and social justice in the Bay Area.						
Programs/Activities	<ul style="list-style-type: none"> • <i>Equitable Development</i> - Ensuring that development results in concrete community benefits including affordable housing, local hiring, living wage jobs, opportunities for locally owned businesses, effective public transit, open space, and opportunities for effective community participation. • <i>Land Use and Health</i> - Empowers Low-Income Communities and Communities of Color to engage in meaningful participation in the decisionmaking process that impacts the health of their communities, neighbors, and families. • <i>Richmond Equitable Development Initiative (REDI)</i> - REDI seeks to promote policies and programs that provide community benefits to all residents, especially low-income communities and communities of color. Urban Habitat has played an active role in many of REDI's activities and is the co-convener of REDI's General Plan Campaign 						

	<p>which brings together a diverse collaboration of organizations and people who strive for development and planning that results in among other things, access to affordable housing, living-wage jobs, a clean environment and safe and reliable public transportation.</p> <ul style="list-style-type: none"> • <i>Bay Area Social Equity Caucus</i> - A regional coalition that unites local organizations across issue areas in the nonprofit, public, and private sectors to define and pursue an agenda for justice that increases effective community participation in decisionmaking processes and holds decisionmakers accountable. • <i>Transportation</i> - Through research, policy and collaboration, we link local transportation advocacy and organizing efforts to the broader movements for social, economic and environmental justice.
Budget & Funding	2007 expenses were \$1.37 million, revenues came primarily from direct public support.
Transportation Involvement	<p>Urban Habitat believes that an affordable, reliable, and connected public transit system is one of the fundamental building blocks of a healthy region. Urban Habitat's Transportation Program works to transform the transportation movement by infusing leadership from the communities that have historically lacked political and economic power in the region. Our vision of transportation justice is based on the following key elements:</p> <ul style="list-style-type: none"> • Equitable distribution of transportation benefits throughout the region; • Accountable decisionmakers; and • Effective leadership from low-income communities and communities of color in transportation decisionmaking processes.

UTAHNS FOR BETTER TRANSPORTATION (UBET)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
		X					X
Website/Source	http://www.utahnsforbettertransportation.org/ (website)						
Membership	Unknown						
Geographic Area	Greater Wasatch Area, Utah						
Engaged Groups	No specific groups are engaged						
Structure	UBET works in collaboration with other public interest groups to promote development of reliable, convenient, and affordable transit choices; safe and extensive bicycle pathways; and walkable, mixed-use communities.						
History	Since 1995, UBET has worked to educate decisionmakers and the Utah community to the benefits of a balanced transportation system and the wisdom of a transit-first investment strategy. UBET has led the effort to challenge the status quo philosophy and practice of a business-as-usual decisionmaking model that attempts to accommodate predicted increases in vehicle-miles-traveled instead of one that provides incentives to reduce those numbers. Reducing vehicle-miles-traveled improves air quality, decreases automobile congestion (especially at the peak hours), reduces fuel consumption, and ensures healthier Utah communities.						
Issue Areas	<ul style="list-style-type: none"> • Health • Improved mobility • Environmental protection 						
Sphere & Target of Influence	Regional planning and policy						
Mission/Goals	Utahns for Better Transportation (UBET) is an organization dedicated to promoting balanced transportation choices that serve and respect our neighborhoods, our environment, and our future quality of life along the Wasatch Front.						
Programs/Activities	Education, advocacy, research, policy recommendation formation						
Budget & Funding	Unknown						
Transportation Involvement	Central to their mission						

WEST END REVITALIZATION ASSOCIATION (WERA)



Coalition Type	National	State/Regional	Local	Corridor	Membership	Foundation	501(C)-3
			X				X
Website/Source	http://www.wera-nc.org (website) http://www.guidestar.org/FinDocuments/2007/561/918/2007-561918414-0453575f-9.pdf (financials)						
Membership	Unknown						
Geographic Area	Alamance & Orange Counties, North Carolina						
Engaged Groups	<ul style="list-style-type: none"> • African Americans • Minorities • Low-income 						
Structure	2 employees						
History	<p>Founded in 1994, WERA is Alamance County's first and only community development corporation (CDC). WERA services residents, homeowners, and landowners of five African American communities in Alamance County and Orange County. These communities were settled by former slaves, just beyond Mebane's city limits, shortly after the Civil War and are 85% to 95% African American. Seven 100-year old churches, founded as early as 1864, are landmarks of survival.</p> <p>WERA and African-American residents have been harassed in response to administrative complaints filed, February 1999, at U.S. Department of Justice under the Civil Rights Act of 1964 and Environmental Justice Executive Order-12898 (1994). On April 13, 1999, WERA and African-American residents spoke out when North Carolina Secretary of Transportation Norris Tolson came to Mebane to promote the 119-Bypass/interstate highway project, without mitigation for low-income and minority homeowners. Complaints to the U.S. Department of Justice were required to stop the 119-bypass/interstate from destroying dozens of houses, churches, and a Masonic Temple in West End and White Level communities.</p>						
Issue Areas	<ul style="list-style-type: none"> • Social equity • Historic/cultural preservation • Sustainability • Environmental protection • Economic development • Community revitalization • Access to goods/services 						
Sphere & Target of Influence	Local projects and plans						
Mission/Goals	Maintain sustainable historic African American communities through environmental protection, preservation, stabilization, and planned development. Improve the quality of life for low-income and minority residents denied basic amenities.						
Programs/	<ul style="list-style-type: none"> • Providing affordable housing, safe water/sewer services, and voting rights, through 						

Activities	<p>economic, social, legislative, and legal means.</p> <ul style="list-style-type: none">• Empowering residents to address institutional racism that foster racial inequities.• Stopping 119-bypass/interstate highway from destroying West End and White Level.• Installing safe water/sewer services in Buckhorn/Perry Hill, White Level, and West End Communities.• Developing modules for grassroots leadership training for civic engagement.• Maintaining EPA Community-Based Environmental Protection.• Designing neighborhood preservation/development plan for sustainable existing and new affordable housing stock.• Submitting grant applications to grantors who support social and environmental justice, affordable housing, sustainable communities, and grassroots leadership training to combat institutional racism.• Partnering for financial, technical, legal, research, and moral support.
Budget & Funding	2007 expenses were \$88,000; the majority of revenue came from direct public support, with about one fifth coming from government contributions.
Transportation Involvement	Transportation issues related to 119-bypass was where the coalition got its start, unclear what their current transportation-related projects are.

APPENDIX B

INTERVIEW QUESTIONNAIRE

**IMPROVING PUBLIC OUTREACH FOR TRANSPORTATION PROJECTS
BY USE OF CITIZEN COALITIONS PROJECT
FALL 2009**

Your organization can help transportation agencies throughout the U.S. become more skilled in public outreach and engagements. Please participate in our study and share your experiences with us.

Improving Public Outreach for Transportation Projects by Use of Citizen Coalitions is a project of the National Cooperative Highway Research Program (NCHRP)⁵ of the National Academies of Sciences. Our research team has selected your organization as one of 25 groups nationwide to interview on how your organization influences transportation projects, the barriers to participation that you experience, and your recommendations to transportation agencies about more effective strategies for citizen engagement in transportation.

Project Purpose.

The purpose of [this project](#) is to gather information on emerging and existing citizen coalitions, their environmental and social expertise, and how their strategies and perspectives can lead to new ways of reaching out to traditional and non-traditional groups. To date, we have identified close to 100 diverse coalitions nationwide with an interest in transportation issues. After initial interviews, we will select several for detailed case studies on effective practices to improve public outreach with traditional and non-traditional groups.

Objectives: 1) provide a user-friendly set of tools and techniques for working strategically with citizen coalitions to more effectively engage stakeholders; and 2) offer effective practices to practitioners to overcome institutional barriers to the successful implementation of these strategies.

Project team members include: Leader: Leigh Lane, The Louis Berger Group, Inc.; Meg Maguire an independent consultant; Jacky Grimshaw and Kate Galbraith, Center for Neighborhood Technology; and Leah Flax, The Louis Berger Group Inc.

The Interview Process. We estimate that the interview will take one hour, guided by semi-structured questions below. We will not record the interview but will take notes and include them in our final report to NCHRP.

⁵ Each year NCHRP sponsors research projects in a number of acute problem areas that affect highway planning, design, construction, operation, and maintenance nationwide. [NCHRP](#) is sponsored by state departments of transportation and funded through State Planning and Research (SRP) funds.

Interview of COALITION NAME		MM/DD/YYYY @ 00:00 via telephone	
Interviewer(s)		Interviewee(s)	

Review of General Organization Information

<i>Focus</i>	<i>Question</i>	<i>Answer</i>
Confirm and refine information in the template	Do you have any revisions, corrections or additions to the preliminary information we gathered on your organization from your website?	
	Describe the demographics of the populations your group engages.	<ul style="list-style-type: none"> • Income Level • Race & Ethnicity – Black, Native American, Asian, Hispanic, etc. • Age – Seniors, youth, etc. • English Proficiency • Disability Status • Citizenship Status • Car Ownership • Use of public transit • Homeownership • Other
Gather previously unknown information	Please provide more information on_____???	

Involvement in Transportation Projects

<i>Focus</i>	<i>Question</i>	<i>Answer</i>
Identify opportunities for involvement and collaboration	Who is in your coalition/ network and by what mechanisms do you work together on transportation?	
	Describe 2-3 specific examples of how your membership/ constituency is engaged in transportation projects/ programs/policies.	
	What skills, knowledge and expertise does your coalition bring to the transportation decisionmaking process?	
	How does your coalition help transportation agencies: <ul style="list-style-type: none"> ▪ Accurately evaluate the impact of actual or potential transportation projects/programs/policies? ▪ Build partnerships to meet transportation needs in a way 	

	that protects community quality of life?	
Identify outreach tools and techniques	Describe specific techniques that you believe have successfully engaged your members in articulating their interests, needs, concerns and ideas.	
	Describe specific analytical and planning tools and techniques that your coalition uses to help your constituency identify community characteristics and needs, establish community vision, and develop solutions	
Identify barriers to implementation	What are the barriers you encounter in reaching out to your constituent members on transportation issues and how do you overcome them?	
	What are the barriers you encounter when working with transportation agencies? What have been your greatest frustrations?	
Identify strategies to overcome barriers	Discuss any examples of how your coalition has fostered, or participated in, collaborative partnerships with transportation agencies that have resulted in successful outcomes.	
	Describe any innovative or flexible approaches you have observed first-hand that transportation agencies have used to overcome barriers in working with citizen coalitions.	
Define success and ways to measure it	Describe how your organization measures the success of your activities in transportation.	
Wrap-up	As a result of your experience, what advice would you offer to a transportation agency attempting to improve their outreach to citizens?	
	As a result of your experience, what advice would you offer to a coalition attempting to get involved in transportation issues?	
	Can you suggest any written reports, news articles, case	

	studies, or other materials that you think would be helpful to us in documenting your coalition's work on transportation issues?	
	If we have more questions, may we contact you again?	
	Is there anyone else whom you think we should interview about your coalition's work?	

APPENDIX C

COALITION INTERVIEW MATRIX

Name		Interviewee	Coalition Type				Region							Specifically Engaged Groups										Issue Areas										Focus of Work			
			National	State/Regional	Local	Corridor	N-East	South	Mid-West	S-West	Mountains /Plains	W-Coast	Non-Contiguous US	Low-Income	Minority	Senior	Disabled	LEP	Zero-Car	Immigrants	Any	Health	Safety & Security	Economic Development	Social Equity	Historic/Cultural Preservation	Improved Mobility	Community Revitalization	Access to Goods /Services	Environmental Protection	Aesthetic Quality	Sustainability	Policy	Planning	Projects	Programs	
1	Anchorage Citizens Coalitions	Cheryl Richardson, Director		X								X														X			X		X		X		X		X
-	Center for Community Change, National	Declined to participate	X			National							X	X						X	X				X				X					X		X	
2	Coalition for Smarter Growth, Regional DC	Stewart Schwartz, Executive Director		X			X																X	X	X	X	X	X	X	X	X			X		X	
3	Coalition for Sustainable Transportation, Santa Barbara	Eva Inbar, President			X							X						X		X						X		X				X		X	X		
4	Consortium to Lower Obesity In Chicago's Children	Christine Bozlak, Advocacy Program Manager & Lara Jaskiewicz, Project Manager			X			X					X	X						X		X				X	X							X		X	
-	Dane Alliance for Regional Transportation, Regional - Madison Wisconsin	Declined to participate		X				X																		X		X				X		X			
5	Eastern Maine Transportation Collaborative's Health Services Initiative, Regional - Eastern Maine	Edward French, United Way		X		X									X	X				X		X				X		X						X		X	
6	Highway 99 Task Force, Highway 99 in CA	Carol Whiteside, President of the Great Valley Center										X											X		X	X	X	X	X	X	X				X		
7	ISIAH, Regional - St. Cloud and St. Paul Minnesota	Sarah Mullins, Metro Equity Chair		X				X					X	X					X	X		X	X	X		X	X	X					X	X	X		
8	Journey Through Hallowed Ground, Rt 15/20 through VA, MD, PA	Cate Magennis Wyatt, President					X	X						X								X			X	X	X	X	X	X				X	X		
9	Livable Communities Coalition, Atlanta	Ray Christman, Executive Director			X		X																			X			X				X	X	X	X	
10	National Complete Streets Coalition, National	Barbara McCann, Executive Director	X			National															X		X	X	X	X	X	X	X	X	X			X			
11	New Haven Safe Streets Coalition, New Haven	Michael Piscitelli, Director Department of Transportation			X																	X												X		X	
-	On The Move, Regional - Boston	Declined to participate		X			X						X	X				X		X		X		X	X	X	X					X	X				
12	Piedmont Environmental Council, Regional - Piedmont Area, Virginia	Chris Miller, President		X				X															X		X	X	X	X	X	X	X			X	X		
13	Route 50 Corridor Coalition, Rt 50, Piedmont, VA	Susan Van Wagoner, Executive Director					X																	X	X				X				X	X			
14	Seciromg Tohono O'odham People, Tohono O'odham Nation, Arizona	Priscilla Lopez, Health and Human Services, & Don Williams, Indian Health Services		X					X				X	X						X		X											X		X		
15	Smart Growth America, National	Will Schroeer, State Policy Director	X			National																		X		X	X		X	X	X			X			
16	TransForm, Regional - Bay Area	Stuart Cohen, Executive Director		X								X								X			X	X		X	X	X	X	X			X		X		
-	Transit Partners, Regional - St. Paul	Declined to participate		X				X					X	X	X							X				X		X	X	X			X	X			
17	Transportation Choices Coalitions, Washington	Rob Johnson, Executive Director		X								X										X				X		X	X	X				X			
18	Transportation Equity Network, National	Laura Barrett, National Policy Director	X			National							X	X	X	X		X	X	X			X	X		X	X	X	X			X			X		
-	Tri-State Transportation Campaign, New York/New Jersey/Connecticut	Declined to participate		X		X							X		X	X		X				X	X		X	X		X		X			X	X			
19	Urban Habitat, Regional - Bay Area	Bob Allen, Transportation & Housing Program Director		X								X		X						X		X	X		X	X	X	X				X	X	X	X		
20	Utahns for Better Transportation, Regional - Greater Wasatch Area, Utah	Roger Borgenicht, Organizer		X						X											X					X			X				X	X			

APPENDIX D

CASE STUDY WRITE-UPS

NOTE: These case study write-ups are based on information gathered from interviews with the coalition and online research. In some cases, opinion statements were included to highlight the coalition's perspectives to help agencies better understand the coalitions' point of view. The opinions and conclusions in this chapter are those of the coalitions, they do not necessarily represent those of the research agency that performed the research or the Transportation Research Board and its sponsoring agencies.

ANCHORAGE CITIZENS COALITION (ACC)

Anchorage Citizens Coalition (ACC) seeks to make Anchorage, Alaska the most livable city in America. They advocate for responsible development, neighborhood quality and character, parks and open spaces, transportation choices, and meaningful public participation.



Residents have been very frustrated by the careless development that has taken place in Anchorage and the lack of consideration of soils, erosion, and separation of land uses. Anchorage is a triangular city with water on its North and South sides and mountains to the East making available land extremely limited. Essentially, growth in Anchorage can only occur in the valley and to the North and South.

<http://www.accalaska.org/>

The ACC was originally formed by members of Anchorage's Community Councils⁶ to make sure that growth was done respectfully. Council members did this on a volunteer basis but got burnt out after two or three years. Today ACC's volunteer members include policy partners, bike/pedestrian partners, trail advocates, housing advocates, and physicians. ACC's organizational members represent a variety of quality of life issues and include [Anchorage Neighborhood Housing Services](#), [Alaska Center for Public Policy](#), [Bicycle Commuters of Anchorage](#), [Anchorage Trails and Greenways Coalition](#), [Anchorage Senior Activity Center](#), and East Anchorage Weed & Seed.

Involvement in Transportation Projects

ACC's involvement in transportation is primarily through participation in statewide/regional and project specific planning. ACC also works with its members to promote education and the exchange of ideas on transportation issues through speaker events and independent studies such as the "Citizens Transportation Plan" prepared in 2005. Two specific projects which demonstrate ACC's interest in a range of transportation issues are the Seward to Glenn Highway connection and development of a Land Use Transit Air Quality travel demand modeling technique.

Seward to Glenn Highway connection: This project explores connecting the Seward and Glenn Highways with a freeway through Anchorage. The issue of a connection has been discussed for many years and was included as a sub-area study during the Glenn Highway Major Investment Study (MIS). Past reports found that transit will not work as an alternative and that three miles of new freeway are needed to reduce congestion and create a connection between the highways. The Environmental Impact Statement (EIS) for the connection itself is currently underway and will cost around \$18 million, with \$10 million coming from the State general fund. ACC does not accept the stated purpose of the connector "to create a connection and reduce congestion". The ACC believes the purpose is a circular argument that does not take into consideration community interests and needs.

ACC raises awareness about the EIS process and their issues and questions by sending e-mails, maintaining fact sheets about the project, using phone chains to build attendance and support, and

⁶ Anchorage's Community Councils were founded in 1976, shortly after the unification of the City of Anchorage and the Greater Anchorage Borough into the Municipality of Anchorage. The 38 independent Community Councils encourage active participation in neighborhood and community events, activities, schools -- all of those things that make a viable city -- and advise the Anchorage Assembly and other groups regarding issues that affect their geographic area: <http://www.communitycouncils.org/servlet/content/1.html>

holding strategy meetings to plan next steps. Polls show that 60% of citizens are for the road and 40% are against it.

Land Use Transit Air Quality technique: ACC believes that the existing travel demand model (TDM) is not responsive enough to transit. They are pushing for a Land Use, Transportation, and Air Quality (LUTRAQ) analysis to be used to reevaluate model assumptions and formulas. LUTRAQ uses a rigorous methodology to identify how different land use and multi-modal scenarios affect travel activity. ACC's ultimate goal is to make the TDM more responsive to transit by taking trips off the system when certain land use and transit availability factors are in place. The [LUTRAQ](#) model was first used in Portland, Oregon and received funding from the Federal Transit Authority (FTA), Federal Highway Authority (FHWA) and Environmental Protection Agency (EPA).

Barriers and Challenges (Coalition Perspective)

ACC has experienced much greater success working with land use agencies than transportation agencies. There is a difference of opinions between the Alaska DOT (AKDOT) and the City Planning Department on how to design highways to contribute to compact and bike/pedestrian friendly communities. There is a fundamental difference between transportation values and land use values which has not been bridged.

The metropolitan planning organization (MPO) wrote a manual for public involvement but according to ACC, it lacks substance. MPO meetings are widely advertised and well-run with opportunities for public comment, however, the agency is unresponsive to thinking that is unlike their own and ultimately their priorities do not reflect the input they receive from the public. In addition, the MPO does not respond to written comments and addresses them only through their next round of written products. The AKDOT and Traffic Department have a less developed public involvement approach and their routine method for involving the public is lengthy open houses without a clear presentation or opportunity for questions and answers. More recently, AKDOT has been working to incorporate presentations and Q&A sessions into their events.

Opportunities for Involvement and Collaboration

ACC could be used by the transportation agencies to foster active public participation in the transportation decisionmaking process. ACC is able to engage the public and inform them about the issues through their speakers (ACC had three speakers in the 2009), by conducting and publishing interviews with key stakeholders, organizing brainstorming sessions, and evaluating reports and studies. In addition, ACC engages people with technical skills such as architects, engineers, and environmental scientists who can contribute to planning and study efforts. ACC is also capable of conducting polls and surveys to take the public's temperature.

Outreach Approach

ACC generally tries to be a source of accurate and up-to-date news on transportation issues. The coalition does not have regular meetings and acts more as a system for spreading media alerts, generating phone banking, writing editorials, contacting legislators, and developing priorities that reflect the community and collaborative strategies for accomplishing them.

At the grassroots level ACC has a hard time making an impact. Anchorage is a diverse place - over 50% of school-aged children are non-Caucasian including South Sea Islanders, Alaska Natives (Anchorage is the largest Native village in Alaska), Blacks, Asians and others. The Coalition itself is very

ACC engages people with technical skills such as architects, engineers, and environmental scientists who can contribute to planning and study efforts. ACC is also capable of conducting polls and surveys to take the public's temperature.

white with professional backgrounds. ACC tries to engage a more diverse constituency by engaging young people and working with popular churches.

Successful Partnerships

ACC has had their greatest success in partnering with the Anchorage Planning Department and others working on land use issues. ACC considers their work on the Comprehensive Plan exemplary and reflective of community needs and desires. In particular, ACC worked collaboratively with the Planning Department on the review of their land use laws, referred to as “Title 21” after the code section number. ACC brought together the City Planning Director and a public involvement specialist from the University with ACC’s board members to create a full public participation plan for the Title 21 review. The process was started with a kick-off sponsored by the municipality and relied throughout on municipal meeting rooms for the four meetings they held every other week during the process. Pursuant to the plan, the public reviewed the first draft of the proposed zoning code using sticky notes to mark their comments. The notes were then used to identify where the bulk of comments and issues were so that they could be discussed and addressed. The agencies gave ACC space, advertising, and full-credibility throughout the process. The review went on for months and many people did get burnt out, but some stuck with it and ACC even gained a few new board members from it.

Working on transportation, ACC has had success working with Safe Routes to School staff and the bicycle/pedestrian coordinator. They also had a good relationship with a former governor who supported trails. The ACC’s working relationship with land use groups despite some differences provides a good example of the potential for collaboration between ACC and transportation agencies.

In general ACC measures their success by the extent to which their input changes outcomes. They measure this by attending meetings, reading the written comments that are submitted, and watching the process to see if comments are reflected in the outcomes and established priorities. Some of the other ways ACC has measures success include:

- Heightened education: Whether or not meetings increase knowledge and awareness and the number of people who are informed and participate.
- Increased mobility and accessibility: The number of sidewalks that are plowed, and increased miles of trails and sidewalks.
- Attention towards their issues: ACC conducted a report on pedestrian safety and then the State DOT turned around and did a complete report. ACC counted that as a success because they helped create some movement towards pedestrian safety, an issue which was not receiving sufficient attention.
- Improvements implemented: ACC successfully got a crossing built on an arterial where a child died, though they had to fight “tooth and nail for it.”

Advice to Transportation Agencies

ACC believes that working with the public is an important means to ensure that plans reflect the best interests of the community. ACC’s advice to transportation agencies working with the public is that they first and foremost treat public participation systematically by creating a plan to engage the entire study area or city (not just those who always come to meetings). Then in conducting public involvement it’s important to lay the groundwork by articulating to the public what the issues are and educating them about the technical solutions. It is best to hire someone who is in no

way dependant on the outcome of the project to run the public involvement as a neutral entity. If the agency already has a clear preference of alternatives then there will be no incentive for people to participate in an alternatives assessment and the agency will lose credibility. Both during and at the conclusion of public involvement efforts it is important to establish standards and evaluation metrics to ensure that public involvement is efficiently reaching the broadest public possible and creating meaningful opportunities for engagement.

Advice to Coalitions

ACC's advice to coalitions working on transportation is that they have a plan with outcomes that can be evaluated so at the end of the year they can evaluate their success and see if the plan was sufficient. Also, make friends with individuals within agencies that can be partners, an example of an individual that worked on different issues but was a good partner to ACC was the Department of Public Health's Obesity Coordinator.

Contacts & Relevant Resources

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COALITION FOR SMARTER GROWTH (CSG)

Coalition for Smarter Growth (CSG) was founded to stop construction of the outer beltway around Washington DC; and to promote a “better way to grow” through a network of transit oriented developed (TOD) communities, revitalization of the region’s core, and protection of rural and agricultural lands. CSG has focused on working with the “grass tops,” citizens who can have influence over transportation decisions and can be particularly effective in achieving change. Over time, CSG has become the leading private advocacy group addressing issues of regional growth. A number of the group’s policy proposals have won support from communities, business leaders and elected officials. To date, CSG has been substantially successful in winning support for its vision, although Virginia DOT’s (VDOT’s) interest in developing segments of the Western Bypass remains of great concern to the Coalition.



<http://www.smartergrowth.net/>

Involvement in Transportation Projects

The Coalition for Smarter Growth has become a leader in advocating for fundamental transportation reform in the region, especially in Virginia. Accomplishments include gaining requirements in Virginia for traffic impact analyses, access management standards, new funding for transit (though not yet a change in the funding formula), performance standards, and street standards that emphasize connectivity in new sub-divisions.

Some of the site-specific projects in which CSG has played a major role include challenges to:

- [I-81 Corridor Expansion](#)
- [Inter-County Connector in Maryland](#)
- [Western Bypass](#)
- [Tri-County Parkway Location Study](#)

In addition, CSG and PEC successfully formed [Reconnecting Virginia \(ReVA\)](#), a campaign network to bring statewide changes to transportation through reevaluation of “needs” lists, linking land use and transportation, and multi-modal transportation approaches.

Barriers and Challenges (Coalition Perspective)

Overall, CSG finds that there is a great deal of citizen frustration with transportation agencies that are perceived as not listening to or valuing the recommendations of the public and local elected officials. Some of the more specific barriers and challenges which CSG has confronted are:

Agency mind-set prevails: Governors in Virginia serve four years but transportation agencies are “forever.” While new policies may come down from executive leadership change at the district level is slow because “engineers are accustomed to doing things as they have always been done in the past”. Changing business practices takes time and constant emphasis from executive and senior leadership.

Roads are still the default assumption: The debate tends to be over where new roads will be located rather than if the road is actually needed and how problems can be addressed with a mix of

approaches. The emphasis remains on assumptions of growth in vehicle miles traveled, auto levels of service, and expansion of capacity.

There is resistance to looking at the full range of options and alternatives: Often the issue is defined too narrowly as when a corridor perspective precludes looking at a broader system of transportation alternatives.

Chief Engineer controls all design exceptions: Innovation is dampened by the fact that all design exceptions, including proven methods such as roundabouts which are widely accepted as standard practice, need approval from the Chief Engineer.

Long-range and statewide planning need to be strong and independent of the transportation agency: In Maryland, statewide planning with an emphasis on growth management has been a strong function. In Virginia, VDOT has become the major planning agency because in the early 1990s the General Assembly rejected the Tayloe Commission's proposal for a separate planning agency for the state. Only recently in Virginia has there been a sub-cabinet post for community investment that is intended to take an integrated look at housing, transportation, land use, etc., but it is still too new to assess.

There is a need for greater understanding that transportation's future has changed: Energy prices, changing national energy policy, our national fiscal crisis, changing demographics, and new technologies are making old ways of thinking, planning and budgeting obsolete. Too few transportation engineers and other decisionmakers understand this and public policy is not adapting quickly enough.

Opportunities for Involvement and Collaboration

Despite significant institutional and fundamental barriers and challenges CSG believes that there are many opportunities for involvement and collaboration between their collation and transportation agencies.

Bike/pedestrian coordination: Currently, there are not enough bike/ped coordinators working on these issues within VDOT, especially at the district level. CSG has worked on bike/ped issues in planning and policy and can be an asset to those coordinators who are in place and help them make a positive impact on design.

Access to outside opinion-makers: Through CSG's networks and connections they can connect Virginia decisionmakers with policy experts and innovators. In the past, CSG has helped to bring top national figures from the [Smart Growth Leadership Institute](#), and new urbanist⁷ firms such as Duany Plater-Zyberk, Dover-Kohl, and Nelson-Nygaard to speak to Virginia decisionmakers.

Expertise in land use and transportation planning: CSG staff, members and consultants, retained by CSG as funding permits, have extensive planning and policy expertise useful in examining and critiquing transportation proposals in the region. Further, the Executive Director of CSG is a lawyer with considerable policy experience.

Outreach Approach

Transportation is a very complex issue, often accompanied by reams of technical information. This makes it difficult to distill the issues for public consumption and appropriate action. CSG has found that the key is to translate these concerns into what people want in their communities – their vision for community that is increasingly defined in terms of transit oriented development, walkability

⁷ New Urbanism is an urban design movement, which promotes walkable neighborhoods that contain a mix of uses including residential and commercial.

and a range of transportation alternatives. CSG has focused on working with the “grass tops,” citizens who can have influence over transportation decisions and can be particularly effective in achieving change.

Principles of their approach include:

Early engagement: CSG understands that citizens are effective only insofar as their voices and concerns are heard early in the planning process. Engaging citizens during scoping is particularly important because at this stage the transportation agency reaches conclusions about the definition of the problem and the solutions that will be considered. After the scoping stage it becomes increasingly difficult to change these assumptions.

Multiply effectiveness: CSG educates activists who have become engaged in a particular transportation issue, are interested in the topic at large and have a foundation to become more effective.

Make information public: CSG publicizes both summaries and detailed studies on its web site and through printed materials, and works closely with the regional press to publicize debates over various high-profile projects.

Successful Partnerships

Some of the projects which CSG has successfully engaged or partnered with community members on include:

- [VTrans 2035 Long Range Plan Update](#): VTrans 2035 will examine pressing transportation issues across the state and identify strategies to improve mobility on critical statewide corridors. The public involvement for the plan was extensive and included the use of excellent educational materials and informative display boards for project meetings.
- [TOD at Prince George's Metro Station](#): Planning for the station was funded by Maryland DOT and focused on promoting compact, mixed-use, moderate- to high-density development that will attract transit ridership.
- [Land use and transportation studies](#): These studies have included the VDOT-funded [Places29 Master Plan](#) which outlined a vision for compact mixed-use development organized around neighborhood centers along Route 29. As well as Metropolitan Washington Council of Governments (MWCOC) sponsored TOD/mixed-use planning grants funded by their Transportation and Land Use Connections (TLC) program.

CSG measures their success through a number of indicators:

- [Policies adopted](#): CSG has been successful in getting key policy changes discussed and adopted. This has contributed to changes in funding priorities and allocations. For example, CSG was successful in interrupting funds to the outer beltway, acquiring new funding for transit, and leveraging grant programs for studies linking land use and transportation, performance standards, and sub-division street standards.
- [Projects improved](#): The Rt. 29 corridor in VA is benefiting from public support to convert the strip corridor into a mixed-use corridor, using the local network to absorb some of the traffic now routed along Rt. 29.

- Public demand redefined: CSG feels that it has helped to change public demand from more roads to better communities that adopt a multi-modal, walkable, TOD approach.
- Money saved: Agencies can save public funds by adopting new approaches to transportation planning that better use the investments already made in public infrastructure and by applying land use and community design solutions without building vast new facilities.

Advice to Transportation Agencies

CSG offered the following advice to transportation agencies. This advice spans more than just how the transportation agency can improve their collaborative efforts but is offered to give insight into this coalition's perspective.

- *Value, respect and incorporate citizens' and local elected officials' perspectives* in all aspects of planning and project development/delivery. More clearly describe the transportation planning process for the public and elected officials, identifying and expanding the number of points where the public can be involved.
- *Broaden the palate of design tools that can be applied* without design exceptions. Study solutions and technologies used in Europe (such as new methods of tunneling) and apply them here.
- *Stop talking about the money you don't have* and talk about reforms that will ensure that the money you do have is not wasted.
- *Funds are not, and will not be, available for massive new roadway construction* on the scale proposed on I-81 (cost: \$11.4 billion) and that states must give priority to first fixing the existing transportation infrastructure. In VA alone there is a \$3.7 billion backlog of structural deficiencies on bridges and \$1 billion backlog of priority upgrades on existing state roads. In the DC metro area, \$11.4 billion is required to meet existing needs of Metro – over \$7 billion for safety and upkeep and the remainder to meet growing demand.
- *The world has fundamentally changed.* Adopt new approaches and policies that are responsive to the present and future realities of the economy, demographics, energy and the environment.
- *Shift the antiquated paradigm from mobility* (with its emphasis on driving speed and road capacity) to a new paradigm based on accessibility (with an emphasis on reaching destinations through a variety of modes).
- *All projects, whether roads or transit, should be understood in terms of how they will impact local land use before they are approved.* Redefine corridor planning to include a much wider study area and integrated land use/transportation (especially transit) solutions that consider the system as a whole. Conduct land use and transportation scenarios for all major projects and regional plans.
- *Reform transportation and air quality models used in regional and project studies* to better assess land use/community design, transit/ped/bike trips, congestion feedback, energy prices, greenhouse gas emissions, etc.
- *Privatizing "HOT" (High Occupancy Toll) lanes and other transportation approaches that rely on private funding often promise more than they deliver.*

Advice to Coalitions

CSG offered the following advice to coalitions working on transportation issues:

- Coalitions play an important role in distilling transportation issues for public consumption and appropriate action. Help make the link between the issues and people's desires for their communities.
- You can't be everywhere and do everything. It is important to have a large cadre of activists. Train those who have shown a real and sustained interest to be more knowledgeable and effective. One example of this is an activist who became involved with CSG on the Harrisonburg bypass debate and has gone on to work on a range of transportation and land use issues.
- Extend well-tried organizing methods to other parts of the state.
- Coalitions need help from national think-tank organizations like the [Surface Transportation Policy Partnership \(STPP\)](#) and the [Transportation Research Board \(TRB\)](#) to get the best information possible on transportation planning and project development.

Contacts & Relevant Resources

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COALITION FOR SUSTAINABLE TRANSPORTATION (COAST)

Coalition for Sustainable Transportation (COAST) works with members throughout Santa Barbara, California to promote convenient transportation alternatives for everyone – including the one-third of the population who, by choice or necessity, does not drive.



<http://coast-santabarbara.org/>

COAST is made-up of a board and staff and has individual members. The eight-member board is made-up of activists who get involved by writing letters and interacting with government staff. The majority of the board members have full or part-time jobs and some are retired, many members possess technical expertise in alternative transportation. COAST's staff is made up of part-time workers – young, intelligent people straight out of college with no particular background in transportation issues because they cannot afford more senior or full-time staff. Meetings are held at various offices of the board members because they do not have a permanent office – this allows them to use most of the money they raise directly for advocacy work.

Involvement in Transportation Projects

COAST chooses the topics and issues that they work on based on what is most relevant to the community and what people are most concerned about. For example the transportation sales tax was a natural and obvious campaign for COAST to get behind because many community members were aware of the legislation and had strong feelings about it. While reflecting community interest has been key to their success, COAST's focus also reflects the interest and commitment of their board members to certain topics or modes. Some of the specific projects which they have been involved in include:

Unmet transit needs analysis: Santa Barbara County Association of Governments (SBCAG) was diverting [Transportation Development Act \(TDA\)](#) funds from transit to road maintenance under a clause allowing rural areas to do so if no unmet transit needs exist. COAST worked directly with the Mexican and Native American migrant workers to identify if there were in fact unmet transit needs and if such needs could be reasonably filled. COAST developed a postcard survey and went to the strawberry fields with Spanish-speaking and Mixteco-speaking⁸ community organizers to get the migrant workers to fill out information about their transit needs.

Commuter project: COAST formed the [Alliance for Sustainable and Equitable Transportation \(ASERT\)](#) to advocate for commuter rail and express bus service options for commuters traveling between Ventura and Santa Barbara counties. ASERT is funded through a grant from a local foundation.

Transportation sales tax: The transportation sales tax (Measure D) has been in place in Santa Barbara since 1980 and will run out in 2010. The half penny (.005 cents) on the dollar tax goes exclusively to road maintenance and construction. The new measure that COAST worked to get

⁸ Mixteco is an indigenous Native American language spoken in Oaxaca, a state in southern Mexico where many of the migrant workers in Santa Barbara come from.

passed (Measure A) dedicates funds for bikes, pedestrians, Safe Routes to School, buses, and commuter rail needs.

Pedestrian safety: An upcoming project that COAST is involved in is the Community Pedestrian Safety Workshop which is being brought to Santa Barbara by [California Walks](#) and the [Safe Transportation Research and Education Center at UC Berkeley \(SafeTREC\)](#). This is a workshop that is traveling to different sites around the state and includes a pedestrian safety assessment. COAST is helping to organize the workshop and is inviting community leaders who represent low-income and minority groups to participate as well as going through the school, churches, and advertising in Spanish. COAST picked the location for the safety assessment based on the history of incidents and needs.

Barriers and Challenges (Coalition Perspective)

COAST is challenged to engage a broader group of members in transportation and to keep people engaged on an ongoing basis. COAST has found that it is usually the same members who come to meetings and are actively involved. COAST would like to reach beyond this small club of insiders and create broader engagement on transportation issues. The exception is when there is a topic that makes people very angry; this will bring everyone out, but keeping them involved is a struggle.

Working with the agencies brings other challenges. Because the agencies get attacked frequently they have a fortress mentality. When COAST first started their work they could not get data from the SBCAG about the funding streams. It took COAST years of working on this issue to get SBCAG to open up and post information about the allocation of funds online. COAST is still unable to get crash data from the City of Santa Barbara. In order to track crashes COAST has had to maintain its own database of crash information including names, dates, and locations since 2000, however it is severely limited by the fact that not all incidents are reported in the papers. COAST believes that the City should make information about crashes and fatalities public knowledge.

Since COAST started their advocacy work some 15 years ago the internet has increased transparency a great deal, however, the agencies could be doing more. Because virtually everyone has internet access in the Santa Barbara area it would make more sense to e-mail information such as agendas – this would save printing costs and allow for the information to have an even broader reach.

Opportunities for Involvement and Collaboration

In working with transportation agencies COAST brings valuable technical expertise in alternative transportation modes, institutional knowledge, and community connections.

Technical expertise: COAST's board and staff bring knowledge and expertise about various alternative transportation modes, specifically rail, bicycling, and walking, as well as the topic of Safe Routes to School. COAST is also capable of gathering and analyzing data about unmet transit needs through surveys which they design and implement. In addition, COAST can provide critical evaluation and constructive recommendations on professional studies produced for or by the agencies.

COAST is also capable of gathering and analyzing data about unmet transit needs through surveys which they design and implement.

Institutional knowledge: COAST has been involved in transportation issues for over fifteen years and has an in-depth familiarity with the history of Santa Barbara and its communities. COAST possesses a strong understanding of transportation funding policies, and familiarity with travel

demand models which allows them to better understand transportation decisionmaking processes and requirements.

Community connections: COAST collaborates with multiple organizations whose constituency includes transit riders. Their work on Safe Routes to School also gives them access to parents from throughout the area.

Outreach Approach

COAST's outreach approach relies heavily on web-based communication. In order to keep people informed on the issues COAST regularly updates content on their website including videos such as "The Proper Fitting Bicycle Helmet," and an electronic newsletter. Newsletters are produced quarterly and provide updates on the issues COAST is involved in as well as reporting on the activities of the coalition. To foster more interactive communication and immediate exchange of information COAST created an online discussion group using Google Groups that has over 150 members contributing content about upcoming events and tracking project progress through news articles and press releases.

Individual membership is encouraged through membership campaigns, forums, and by providing information about COAST at public events such as farmers markets. While much of their outreach approach is about encouraging participation in public events COAST recognizes that many of its individual members generally take the view that they pay a membership fee so that COAST will accomplish the work.

Successful Partnerships

Partnerships between COAST and the agencies have formed over time – they've gotten to know each other and created personal relationships. COAST has been particularly successful in partnering with the transit operators, and in fact the Manager of the MTA regularly comes to COAST-sponsored happy hours. COAST's working relationship with SBCAG has also seen significant improvements, in part due to the fact that SBCAG hired a public relations officer who is a very good communicator.

Partnership has also been made possible by agencies seeing the risks of not involving citizens. Collaboration takes place in part as a reaction to citizen protests and projects tanking because of anger towards the project. The agencies have seen the risks, and now the norm is to invite citizen groups in early to comment on things.

A good example of a successful partnership between COAST and Santa Barbara County Association of Governments (SBCAG) was the process by which Measure A was passed. Originally, SBCAG wanted to reinstate the transportation sales tax as it had been with no funds for transit. COAST and others campaigned against this and eventually torpedoed the idea of renewing the existing measure. In 2006 SBCAG came back with a measure that was very favorable to sustainable transportation, but it failed at the ballot box. In 2008 SBCAG gathered stakeholder groups together and rather than doing things behind closed doors created a collaborative process with committees representing the North and South. The new measure was drafted through this much-improved process and bore results which the voters approved of. It was not quite as favorable to alternative transportation as the first measure which went to vote because there were many different players at the table, but it was a good compromise between competing interests and ultimately the voters approved it.

COAST measures their success by whether or not their priorities are incorporated into transportation programming and funding streams; the more funding for bicycles/pedestrians/rail

the more successful COAST is. COAST measures the amount of funding put aside by their MPO for things other than road construction or maintenance. COAST also measures their success through winning campaigns such as Measure A.

Advice to Transportation Agencies

COAST's advice to transportation agencies working with citizens and citizen coalitions is that they should start involving the public early on. Clearly lay out the choices and involve the public in the decision - it is really frustrating to be involved when there is a feeling that things are happening behind closed doors.

Advice to Coalitions

COAST's advice to coalitions working on transportation is to be patient and persistent. When agencies don't respond it may feel like they are testing a coalition's commitment and willingness to keep calling back. It can take years to build relationships, but it can be done - continue to try and try again and don't go away.

When engaging the public the internet is a very important tool. Keep all newsletters and discussion topics online and post actual documents so the information is available to those who are interested. Also, try to explain issues in language which people can understand so that it is accessible to as wide an audience as possible.

Contacts & Relevant Resources

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CONSORTIUM TO LOWER OBESITY IN CHICAGO'S CHILDREN (CLOCC)

Consortium to Lower Obesity in Chicago's Children (CLOCC) is a group of organizations and individuals from a wide range of related subject areas and fields including academic faculty members, practicing clinicians, youth programs, social services, health advocates, religious institutions, and individual families. CLOCC functions as a data driven organization conducting research with the goal of protecting Chicago children from the effects of the obesity epidemic. CLOCC is housed within the Center for Obesity Management and Prevention at Chicago's Children's Memorial Hospital.



<http://www.clocc.net/>

Involvement in Transportation Projects

CLOCC's involvement in transportation projects and programs is primarily motivated by the need to create infrastructure that supports active lifestyles. In the past, CLOCC has worked with the Department of Transportation on different events, and with their bicycle/pedestrian coordinators. Some of the projects which they have successfully worked on with transportation agencies have been:

- [Healthy Kids, Healthy Communities](#) - a grant focusing on safety and healthy food access in and around park areas and the creation of safe park zones.
- City of Chicago Interdepartmental Task Force on Childhood Obesity – an interdisciplinary and multi-faceted task force.
- [Active Lifestyle Task Force](#) - used available funding to focus on walkability and bikeability in Humboldt Park.
- Complete Streets Workshop - sponsored by Transportation Working Group.

Barriers and Challenges (Coalition Perspective)

Through their involvement in transportation projects CLOCC has observed a large gap in the education of individuals and agencies on how transportation issues impact the health of a community, and in particular the link between transportation issues and childhood obesity. CLOCC also recognizes that there are issues which they could be more educated on because they do not always understand the transportation lingo or funding structure which elected officials and practitioners use.

Opportunities for Involvement and Collaboration

CLOCC is constantly trying to keep up on new and promising strategies to promote healthy living and they believe that transportation agencies can help them stay informed of the latest developments. Through their involvement in the [International Obesity Taskforce](#) and other networks CLOCC believes they will also be able to share ideas with the DOT on what measures the city can take to address healthy living.

Outreach Approach

CLOCC recruits new partners through their website, hosting events, meeting people, newsletters, mailing lists and from funders. CLOCC uses a number of programs and tools to work collaboratively with their partners and understand community needs such as:

- Community Chat and Chews - roundtables with community stakeholders.
- Full-time [community networkers](#) who go out to the community to build relationships.
- Marketing campaigns such as the [5-4-3-2-1 GO!](#) The 5-4-3-2-1 Go! message contains recommendations for children to promote a healthy lifestyle:
- [Working groups](#) to develop projects and ideas to be presented to CLOCC's executives.
- Evaluation forms at the end of events.
- [CO-OP model](#) (Community Organizing for Obesity Prevention) which builds a network of community groups and individuals, medical facilities, and elected officials to share resources and work on initiatives together in a specific community.
- Community surveys of primary caregivers of children to determine their knowledge, behavior on importance of physical activity.

Successful Partnerships

CLOCC considers the Open Streets Initiative, their community events and meetings, and safe routes to school three examples of successful partnership between their organization and transportation agencies.

- The city's Open Streets Initiative is an annual one-day event of living without a car to make people more comfortable taking active transportation in the city. CLOCC has been a partner in this event for many years and conducted assessments of this program to measure its impacts.
- CLOCC coordinates numerous community events to reach kids and connect community organization with parks. Chicago DOT's Pedestrian Coordinator as well as Mayor Daley's Bicycle Ambassadors have been particularly active in participating in these community events. CLOCC has observed agencies in this setting work together to get community input and recommendations on potential projects and then collaborate on achieving these shared goals.
- When working with IDOT on Safe Routes to School their staff has been very willing to work collaboratively with CLOCC on implementation and answering questions.

CLOCC coordinates numerous community events to reach kids and connect community organization with parks. Chicago DOT's Pedestrian Coordinator as well as Mayor Daley's Bicycle Ambassadors have been particularly active in participating in these community events.

The way CLOCC measures success depends on the project. In general they measure it through the utilization and advocacy of tools that they have developed. They recognize that the changes they seek may take a while but be successful in the long-term. Some more specific examples of success include getting a school to implement a parent patrol or walking school bus, having people understand the issues, getting people to the table and other positive small changes.

Advice to Transportation Agencies

CLOCC offered the following advice to transportation agencies on working in collaboration with community coalitions:

- Spend more time in the communities you are trying to serve by having meetings in the community, or attending/presenting at other meetings that have high attendance.
- It takes a lot of education and time, it's a long process and there needs to be a long commitment.
- Find out what the community is working towards and work with them to develop transportation options that will work for them.

It takes a lot of education and time, it's a long process and there needs to be a long commitment.

Advice to Coalitions

CLOCC offered the following advice to coalitions working or trying to work on transportation issues:

- Learn the language.
- Get involved with groups that have expertise on the issues.
- Identify what networks are working on the issues.
- Go to transportation conferences.
- Take fieldtrips to the sites or to visit experts.

Contacts & Relevant Resources

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EASTERN MAINE TRANSPORTATION COLLABORATIVE (EMTC)

Eastern Main Transportation Collaborative (EMTC) was launched by the [United Way of Eastern Maine \(UWEM\)](#) in 2003 around the issue of transportation to medical services for seniors and persons with disabilities throughout Eastern Maine and the Bangor Metropolitan Area. When it started, EMTC was a large group of over 75 organizations representing various sectors including healthcare, transportation, and social services from throughout Eastern Maine. EMTC eventually went from 75 to 15 hardy and passionate members but was dissolved in 2009 at the decision of the United Way of Eastern Maine (UWEM) Board of Directors.



<http://www.umaine.edu/mainecenteronaging/transportation.htm>

Eastern Maine is primarily rural with the exception of Bangor, where many of the service providers are located. Maine is one of the oldest states in the nation and its population is getting older and older. The demographics of the state are very white and rural poor. The aging population is a mix of retirees who have money and seniors living in trailers – it is a case of extremes of people with means and people with no means whatsoever.

Involvement in Transportation Projects

EMTC's involvement in transportation projects has revolved around their core issue of providing transportation to seniors and persons with disabilities for medical appointments. The projects which they have been involved in are:

Needs assessment: There was a feeling that seniors were not making their medical appointments, including those chronic needs such as dialysis and chemotherapy, because there was not adequate transportation available. Transportation providers claimed that the services did exist but that people were not using them. It became a question of access or choice. EMTC came together around that issue to consider how seniors and persons with disabilities were able to reach medical services. EMTC used a grant from the [Maine Health Access Foundation \(MEHAF\)](#) to conduct a needs assessment on this topic. The year-long study was followed by a pilot project funded by MEHAF in the rural area of Northern Penobscot County. The pilot surveyed patients as to whether or not they needed transportation to their appointments. Only 1/3 said they *might* need transportation. After the two studies were conducted EMTC members better understood the transportation resources that existed and why people were not using them. EMTC found that it was cultural characteristics that prevented people from using the services. People from Maine are very proud and they don't want to say that they need help – they only want to ask people from inside their family for help.

Paratransit directory: The existing [2-1-1](#) information and referral system had a lot of gaps in their information, and a comprehensive directory of services was lacking. EMTC decided to create a directory of what the services in the core five counties were including where the service operated, when it operated, and how much it cost. The directory was designed to be accessed through the [UWEM website](#) and went through piloting by health care organizations to ensure that it is user-

friendly. The goal of the online directory was to make accurate information on transportation services accessible and easier to updated.

Buddy system: [Bangor Area Transit \(BAT\)](#) service is not perceived as a system for use by “regular” citizens. Seniors are fearful of using the service despite the fact that it serves the major medical facilities because of the notion that BAT is for people with chronic mental illness and the indigent. Another major reason why seniors weren’t using the service is that there are no set stops; you have to wave the bus down, which is not a good idea in winter. EMTC created a buddy system for first-time riders to familiarize them with the system. The orange-vested buddy system never got far off the ground and is considered to be an ill-conceived idea.

Barriers and Challenges (Coalition Perspective)

Over EMTC’s six years of activity they contended with numerous barriers and challenges. Having a diverse coalition that represents multiple perspectives meant that there was tension. For example, a transit operator might be in the same room with someone who made a request yesterday but the driver didn’t show up. While it was easy for EMTC to bring transportation agencies to the table, sometimes they were defensive. It was important to make a safe place for the agencies so they would keep coming. Ultimately having all the perspectives was positive because it forced perception to meet reality. Below is list of challenges that were encountered and informed EMTC’s approaches.

Having a diverse coalition that represents multiple perspectives means that there will be tension... it forces perception to meet reality.

Resistance to Change: Sometimes it would take a new person replacing someone who was retiring to open a window for collaboration moving forward.

Competition: While some members came from opposite perspectives others were very similar and would end up competing for funding sources - this competitiveness strained their ability to work together.

No incentive to change: A general barrier to providing transportation for seniors and the disabled which EMTC observed is that agencies don’t have a motivation to do things differently because much of the service they provide is paid for by Medicaid. The funders continue to drive the agencies without analysis of the services being provided.

Jurisdictional barriers: Working with MaineDOT in particular was challenging because of the DOT’s jurisdictional boundaries divided the state in a different way than the EMTC. MaineDOT was active in the Collaboration for the first couple of years but their involvement lessened over time. Even as their attendance and active participation waned they had a relationship with EMTC and could be counted on to share data and information.

Opportunities for Involvement and Collaboration

Collaboration between these groups brought a different perspective to senior and disabled transportation and created opportunity for innovation.

EMTC brought together a cross section of people with first hand understanding of the issues seniors and the disabled face in reaching medical appointments. For the first time, users of medical transportation services and those whose constituents use the services were talking to the transportation providers. Collaboration between these groups brought a different perspective to senior and disabled transportation and created opportunity for innovation.

EMTC also helped transportation service providers understand how many other providers there were. They found out about pieces of the

transportation system that they didn't even know existed. The transportation providers developed relationships with each other, and began to take on the responsibility of knowing where to refer people looking for services which they themselves do not provide.

Collaboration was also made possible by EMTC's ability to secure resources and devote staff to study the topic. For example, UWEM had Senior Sense [Volunteers In Service To America \(VISTA\)](#) who added staff and analytic capacity when the Collaborative was active.

Outreach Approach

Because of Maine's geography EMTC's meetings were always a two-hour drive for some member – this made teleconferencing an important tool for reaching all members. E-mail communication about EMTC events and issues was also important because of the large and spread out nature of the Collaborative. Even as members became inactive they were still included in e-mails. This was beneficial in that it kept people informed on the Collaborative's activities and periodically inactive members have comments, questions, or just offer their thanks.

Successful Partnerships

EMTC found that the key to using the coalition as a tool for partnership with transportation providers was maintaining a positive way of thinking and dealing with one another. After the initial grant was used to conduct the needs assessment the EMTC reconvened around the idea of 'what services exist for real?' This question reinvigorated and reenergized the group because it was a positive question with a forward looking attitude. The transportation providers responded to EMTC by saying 'tell us what it is that we are doing wrong and what we can do better.' The partnership worked because the members of EMTC were willing to be constructive. EMTC members and UWEM staff helped the agencies answer this question by talking to seniors about what transportation would best serve their needs and presenting that information to the transportation agencies.

In order to measure the impact of their efforts EMTC conducted quarterly questionnaires/surveys with the large healthcare providers in order to monitor how often patients missed appointments. They also counted website hits and reviewed the comments submitted to their website to see whether or not it was serving its purpose of informing the public about available transportation services.

Advice to Transportation Agencies

From their experience working in partnership with transportation agencies, EMTC's advice to the agencies is firstly do not be defensive. Agencies should understand that when working in a collaborative setting people may take "pot shots "at transit providers because everyone has had or knows of a bad experience riding transit. This is not a good reason to avoid working with non-transportation agencies and service providers. On the contrary it is very important that transportation agencies talk to and form partnerships with these other groups because their constituency are those who need and use transportation services. Transportation agencies should also talk to the private paratransit service providers so that they can better understand all the existing options and full range of transportation needs that are being met. In engaging all these diverse groups the transportation agencies should also keep in mind how information is being provided. Often times paper formats (studies, plans, etc.) are too dense in information or written too technically to help people outside of the industry understand the key issues.

Advice to Coalitions

As a broad coalition EMTC learned that when working across multiple disciplines on the issue of transportation it is important to identify the key stakeholders and get their buy-in.

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HIGHWAY 99 TASK FORCE

Highway 99 Task Force was formed to develop and begin implementation of a plan for the 280-mile section of Highway 99 north of Bakersfield in California's San Joaquin Valley. The goal was "to turn the Valley's back alley into the Valley's Main Street." The decision to locate a new campus of the University of California in Merced also attracted attention to improving transportation in the Valley.



HIGHWAY 99 TASK FORCE

<http://www.greatvalley.org/99/index.aspx>

The Task Force was organized by the Great Valley Center whose mission is to support activities and organizations that promote the economic, social, and environmental well being of California's Great Central Valley. Staff at the Center regularly convene working groups on many topics and are skilled collaborators with local groups and state agencies.

The Task Force served from 2001-2005 to bring together local government, business and civic groups in the San Joaquin Valley to work with [Caltrans](#) to develop and implement a plan to improve Highway 99. The Task Force came into being to improve and expand the economy of the region and to reduce chronic unemployment. With completion of planning for Highway 99 in 2005, the Task Force disbanded.

Involvement in Transportation Projects

The Task Force worked with leaders in the Central Valley to develop a cohesive approach for the Highway 99 corridor to address the economic disparities of the region. The Task Force focused on improving the region's image by improving the appearance and function of the corridor. Local governments, business groups and conservation organizations (including Scenic California and [Scenic America](#)) worked in partnership and consultation with Caltrans to develop several key planning documents that substantially shaped the project:

- [Highway 99 Business Plan Outline](#)
- [Corridor of Opportunity](#)
- [Route 99 Corridor Improvement Guide](#)
- [Evaluating Scenic Resources Along Highway 99](#)
- [Caltrans Route 99 Master Plan](#)
- [The Future of Rest: A Proposal to Promote Regional Economic Development Through Rest Area Improvements](#)

Barriers and Challenges (Coalition Perspective)

While a coordinated design for the entire Highway 99 corridor was developed, both Metropolitan Planning Organizations (MPOs) and some Councils of Governments (COGs) have been slow to pick up on Caltrans' offers to create a common sound wall design for the region, or to implement an attractive signature logo for the Valley and a common sign design plan throughout the region. Because many communities in the region are looking for their own identity and wish to distinguish

themselves from other communities, some have been resistant to participating in common logos and “branding” or in unifying design along the route.

Sustained public engagement is always very difficult. One reason is that the process of road design is “owned” by engineers who many people feel do not address their concerns. Another reason is that Highway 99 must compete for attention with other transportation issues in the Valley – especially the plans for a high-speed rail train.

Planning for other roads in the Valley too frequently fails to link land use and transportation or smart growth solutions. The Valley does not have a transit system and the population density and location will make transit - other than express bus systems - almost impossible. Using incentives, the state is encouraging public officials and communities to develop sustainable community plans in which carbon reduction targets must be ambitious but achievable.

Opportunities for Involvement and Collaboration

The Task Force’s involvement in Highway 99 planning created numerous opportunities for collaboration among stakeholders and helped create a vision for the corridor that represented the needs of many communities. For example, Caltrans installed WiFi hot spots for free internet use in two of the rest stops along the corridor; and the Great Valley Center solicited innovative rest stop designs powered by renewable energy for implementation along the corridor.

Great Valley Center solicited innovative rest stop designs powered by renewable energy for implementation along the corridor.

Outreach Approach

To bridge the gap between citizens and road designers the Task Force created a more open and collaborative process by holding quarterly working meetings where Caltrans representatives, community residents and all interested parties could make a contribution. The inclusion of local governments in the extensive planning process along the route led to greater collaboration than was the case prior to the Task Force’s work. The relationships built among and between city representatives have also strengthened the process of reviewing Caltrans’ plans for the corridor.

Successful Partnerships

Highway 99 proved to be a successful partnership between multiple stakeholders in part because of Caltrans’ desire to make Highway 99 happen and the agency’s willingness to participate in collaborative planning with citizens. The project achieved support from numerous officials across many agencies and the Business Plan had active support from the Secretary of [Business, Transportation & Housing Agency](#). The Great Valley Center was essential in helping Caltrans move the project to the next level with the Governor and State Legislature and gain special funding for the corridor.

Great Valley Center was essential in helping Caltrans move the project to the next level with the Governor and State Legislature and gain special funding for the corridor.

The primary means by which the coalition measures its success is the funding that has been acquired for projects. By this measure the Task Force succeeded in its overall goal of engaging Caltrans, the Governor’s Cabinet Secretary for Business, Transportation and Housing, and

eventually the Governor in planning Highway 99. This led to a \$1 billion earmark in the Governor's successful statewide \$9 billion transportation bond election.

Another example of the Task Force's success has been the formation of an eight-county policy council that focuses on the priorities which emerged from the Task Force's work (transportation planning and coordination, funding and financing for improvements). The council is a sign that the collaboration which the Task Force helped foster will continue overtime to create better transportation along Highway 99.

Advice to Transportation Agencies

Transportation agencies should be prepared to incubate promising civic groups, with small grants, technical support and participation. Development and training enables the civic groups to work with their constituents to identify recommendations and projects around realistic goals and expectations. Empowering the leaders and gatekeepers of these civic groups to tackle complex transportation concepts will ultimately lead to wider and more meaningful participation from their constituents.

Advice to Coalitions

Highway 99 offered the following advice to coalitions working or trying to work on transportation issues:

- Identify projects that can be achieved to show success
- Facilitate a better vision for the region
- Work both the civic and public sectors simultaneously
- Be strategic in planning actions, timelines and goals

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ISAIAH

ISAIAH is a collection of congregations in the St. Cloud and St. Paul Regions of Minnesota who have committed themselves to the common goal of building power for a worldview that prioritizes racial and economic justice. Congregations are organized into caucuses and each caucus has four to 22 member congregations usually grouped geographically. ISAIAH currently has eight caucuses and over one hundred member congregations. Their membership is large and diverse and encompasses “everyone you’d see in church.”



<http://www.gamaliel.org/ISAIAH>

ISAIAH is one of 60 similar organizations around the country affiliated with the Gamaliel Foundation in Chicago. The mission of Gamaliel Foundation in working with ISAIAH and their other affiliates is to assist local community leaders to create, maintain and expand independent, grassroots, and powerful faith-based community organizations so that ordinary people can impact the political, social, economic, and environmental decisions that affect their lives.

Involvement in Transportation Projects

Two of the important transportation projects which ISAIAH has worked on have been overriding the Governor’s veto to gain a sales tax to fund transit, and campaigning for three additional stops in low-income neighborhoods on the [Central Corridor Light Rail](#) which runs from St. Paul downtown to Minneapolis downtown.

Dedicated transit funding: In order to secure a matching funds source for transit projects ISAIAH proposed legislation for a half-penny sales tax. ISAIAH testified at House and Senate hearings on the legislation, and presented their “Transportation Choices 2020” for generating the new revenue required to build the transit-ways and double bus service by 2020. Components of the plan were included in the Transportation bill that passed both the House and Senate in 2005, however the Governor vetoed the sales tax legislation and ISAIAH was forced to continue their campaign. They continued their organizing efforts with congregations throughout the St. Paul metro region and St. Cloud and built a reputation for disciplined and energetic organizing. In 2008 the legislature overrode the Governor’s veto (for the first time during his tenure) and secured an estimated \$117 million annually for transit investments.

Currently ISAIAH is also working on the issue of diversifying MnDOT’s construction workforce to include more women and people of color to match the demographics of the state. ISAIAH has released a set of recommendations for minority and women hiring in a joint report entitled “Equitable Recovery in Minnesota: The Transportation Opportunity.” The report examines how American Recovery and Reinvestment Act (ARRA) funds, intended to be invested in communities most impacted by the recession, could be better used for transportation investments that help disadvantaged and low-income people access to jobs.

Barriers and Challenges (Coalition Perspective)

In working on transportation issues ISAIAH has confronted a number of institutional barriers and challenges. One of their greatest frustrations is that when they express their point of view or share their message in a public forum they are met with public officials that have their hands tied by existing policies and procedures that may not be flexible enough to deal with their interests and needs. ISAIAH believes that the legislature needs to create a transportation system that works for

all communities by creating flexible policies to accomplish this end. Until then it is difficult to partner with agencies because they don't want to hear about what is not working.

ISAIAH also believes that in order for agencies to more actively involve community members it will be important to move beyond the technocratic view that you have to be an expert to have an opinion. A physical barrier to community participation which ISAIAH has observed has been getting people to meetings which are held in venues that are not transit accessible.

Opportunities for Involvement and Collaboration

ISAIAH's strong and wide base of members allows them to regularly engage community members in articulating their experience with transportation in the state and connecting that with a regional vision of what they need it to be. They are also capable of educating their members about the issues and creating opportunities for them to engage in transportation planning by interacting with state officials, testifying at public hearings, or attending public events.

ISAIAH believes that they are well positioned to facilitate a deeper understanding of the issues among their members and of community needs among transportation practitioners. Collaboration between ISAIAH and transportation agencies would allow for involvement of people who may be alienated or intimidated by technical experts and allow them to come forth with confidence that their experience of having to get somewhere everyday is relevant to the discussion.

Successful Partnerships

Getting transit funding through the sales tax was a big success for ISAIAH which required partnership with the legislature and the county. Their work on the Central Corridor Light Rail had a recent breakthrough at the end of August 2009 when the city committed to funding one of the three stops they have requested.

ISAIAH has also worked successfully with MnDOT on the issue of construction jobs. They have found that their relationship with MnDOT is improving with MnDOT's flexibility and willingness to involve others in the discussion, share research with the community, and help build an understanding of the process and important issues. This has shown ISAIAH that MnDOT is capable of building trust with community rather than only engaging with other technocratic agencies.

ISAIAH is outcome oriented, they measure the success of their partnerships through dollars of investment in the communities they work with as well as the transportation improvements which are tangibly felt. ISAIAH's goal is to have every action that they undertake result in healthier communities. If ISAIAH succeeds in making a community healthier, they view this as a success. They also value public participation in the transportation planning process, and seek to remove technocratic hurdles so that average citizens feel comfortable participating. If their members are willing to attend events because they feel comfortable enough to participate, ISAIAH has succeeded in their mission of empowering ordinary people to impact the political, social, economic, and environmental decisions that affect their lives.

Outreach Approach

ISAIAH uses a number of programs and tools to work collaboratively with their members and understand community needs. A good example of the success of their outreach approach was attendance of 400 people at an August 2009 meeting with Congressional staffers where members of the community testified about their transportation experiences and gave recommendations for the next transportation bill. Some of the tools and techniques which ISAIAH uses in their outreach approach include:

- Public meetings to determine their action plan and help people understand what it means to be a leader in the community.
- One-on-one interviews with ISAIAH members to better understand their experiences and needs.
- Meetings with internal and external groups to better understand how the organization's interests are aligned.
- Quarterly meetings with the top 100-150 ISAIAH leaders are held to analyze where they've been and where they're going, identify strategic actions, revisit their world view, and identify what foundations they need to build in order to meet the long-term mission.

Advice to Transportation Agencies

ISAIAH believes that the burden of including community input is on the transportation agencies and that if they do in fact value the input which citizens provide than they must show the community how their input is changing outcomes. The first step to including citizen participants is to help them understand the concepts and the language being used. Agencies must give citizens transparency, foster a sense of accountability and clarify that the agency's mission is about improving quality of life. Agencies must also listen to the feedback from the people willing to speak up and adjust their approach accordingly. Outreach plans should reflect the value of citizen input, and agencies should bend over backwards to show that the input which they receive is changing outcomes.

Outreach plans should reflect the value of citizen input, and agencies should bend over backwards to show that the input which they receive is changing outcomes.

Advice to Coalitions

ISAIAH recommends that coalitions identify and cultivate a way for members to express their opinions and share their experiences without thinking they have to be experts on transportation. Coalitions need to provide people with a totally different entry point to transportation planning than the traditional technocratic view which insists that only technical experts can solve problems and find solutions. Also, coalitions should arrange transportation to meetings that are not transit accessible, for example create car pools or work to get the meetings moved.

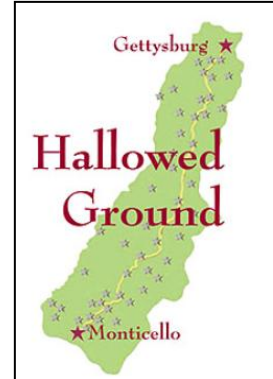
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JOURNEY THROUGH HALLOWED GROUND PARTNERSHIP (JTHG)

Journey Through Hallowed Ground (JTHG) Partnership is dedicated to raising national awareness of the region's history along the Old Carolina Road (Rt. 15/231) from Gettysburg, Pennsylvania through Maryland, to Monticello in Albemarle County, Virginia. JTHG seeks to celebrate and preserve the communities, farms, businesses and heritage sites that contribute to the region. The organization has worked towards this goal by building a strong network of local, regional and national partners to develop a common vision for the conservation and enhancement of the scenic, historic, recreational, cultural, and natural characteristics of the region.

<http://www.hallowedground.org/>



Involvement in Transportation Projects

JTHG was selected as a National Scenic Byway and obtained Congressional designation as a National Heritage Area based on the strong case for conservation and preservation that resulted from a four-year JTHG-led collaborative planning process. At the beginning of this process JTHG created an advisory council with representatives from each jurisdiction, state and local elected officials, representatives of the DOTs from each of the four states through which the corridor travels, and from the local and statewide tourism-related businesses along the corridor. The advisory council's job was to review the progress of planning efforts and ultimately to create a body for building very strong official consensus on the vision for the corridor.

The unifying concept was to create a park-like or parkway setting. The council enabled JTHG to more effectively work with Virginia, Maryland and Pennsylvania Departments of Transportation to investigate cultural resource along the corridor and to plan for enhancement grants, byway designation, etc. The result of this time-consuming but necessary process was that all jurisdictions adopted formal resolutions to become partners in the Byway and the Heritage Area, and to work on a [Corridor Management Plan](#).

Today, JTHG continues to work on transportation projects throughout the 180-mile Journey Through Hallowed Ground corridor to ensure that the objectives of the *Corridor Management Plan* are met and that their work trickles down to transportation decisionmaking at every level throughout the corridor.

Barriers and Challenges (Coalition Perspective)

As national and state budgets for public works projects have tightened, JTHG has had difficulty gaining funding for capital projects on the corridor. Ongoing education of state officials about JTHG's potential to contribute to the economic development objectives within each state and to attain funding has been a significant challenge. Currently, the JTHG is seeking funding so that they can hire a full-time transportation expert to execute the *Corridor Management Plan*.

Opportunities for Involvement and Collaboration

JTHG as a coalition proved to be particularly important in facilitating events and bringing together stakeholders. Not only did JTHG involve individual citizens at meetings in every community along the corridor, but they also successfully engaged elected officials and academic institutions.

JTHG's outlook on collaboration is that it is important to respect where all stakeholders are coming from and to position them as part of the solution. The President of JTHG and other JTHG team members met with and briefed mayors and county supervisors regularly to keep them up-to-date and engaged in implementation of the *Corridor Management Plan*. The JTHG President sat down with statewide representatives and district representatives and asked: "Do you want to be part of creating a national treasure?" JTHG also worked directly with the engineers, who are often isolated from the overall process, to explain that the corridor improvements cannot be done without them and that citizens need them as partners in creating something unique. Over time JTHG were able to get the agencies on board because they understood that the Partnership wasn't going away and wasn't a threat.

Citizens need engineers as partners in creating something unique.

JTHG also made a major effort to engage scholars and citizens in historical research on every aspect of the historic, cultural and environmental attributes of the four-state region in which they work. As an example, the JTHG Partnership secured funding to support 34 scholars on African American heritage who worked for three years with the JTHG to seek, find and vet research on the untold stories of African American contributions, resulting in a recently published book, [*Honoring Their Paths*](#).

JTHG also involved and capitalized on the knowledge and resources of nearby universities. Virginia Tech created a bike and pedestrian plan for the corridor; University of Virginia offered a course on cultural landscapes along the corridor; and the Virginia Community College System offers an accreditation course to public school teachers to teach them about the historic/cultural/environmental attributes of the JTHG region.

Outreach Approach

In order to create the *Corridor Management Plan* the JTHG Partnership sought and secured the participation of each of the 15 county elected boards and 23 town councils and met with local officials in advance of the 300 public hearings which were held in every town and county along the corridor over four years. At these events citizens could discuss at length the cultural fabric of the area, what they wanted it to look like in 30 years and how to protect the unique qualities of the corridor. The consensus that emerged from this process was that everyone understood that if they did nothing, ipso facto, it would come to look like any other place in America. After each meeting, the JTHG Partnership professionals would return to confirm with the community what they had heard and to revise as necessary to be fully representative of local views. At the end of this process people felt full ownership of the plans.

At the end of this process people felt full ownership of the plans.

Successful Partnerships

JTHG went well beyond the planning requirements for a byway and took it as an opportunity to develop both relationships and a detailed plan for the corridor.

A good example of the type of successful partnerships that JTHG helps foster has been the commemorative tree-planting project along the 180-mile corridor. The national Sesquicentennial Commission which plans to commemorate the Civil War wanted to come up with an event or activity that would leave a lasting legacy. The JTHG Partnership proposed to honor the 620,000 men who died by planting one tree for each along the JTHG National Scenic Byway as if sentries were marching from Monticello to Gettysburg. Both public and private stakeholders have gotten behind the idea - VDOT is open to having trees on their right-of-way, and the private landowners are enthusiastic. The American Chestnut Foundation has offered to donate 200,000 chestnuts. The palette of trees that they will plant will also include those with purple flowers to signify honor and mourning. All the major stakeholders are getting behind the project and working towards a comprehensive landscaping plan.

Successful partnerships have been critical to JTHG in achieving its goals of four-state collaboration, planning and action for heritage education, historic preservation, land conservation and tourism promotion. A few specific programs that translate this collaboration into action include:

- National designations as a National Scenic Byway and National Heritage Area. Planning – including capital improvements for transportation -- for these designations has actively engaged 150 partner organizations and all of the local and state governments along the route;
- Main Street Initiative, the first comprehensive effort to create a tourism alliance bringing together representatives from the historic downtowns and tourism officials from the four-state historic Route 15 corridor, has resulted in planning for various improvements, including transportation;
- The use of pavers instead of concrete medians and pull-off lanes planted in grass as part of the Route 15 widening plan north of Leesburg, as well as the addition of a landscape plan and pavers to a 4-lane project in Prince William County which was already approved and in the pipeline;
- Worked with transit operators (25 throughout Rt. 15 and Rt 20 corridor) to secure funding through a parcel tax (a flat tax levied by the region's primary transit operator as a special district within country government).
- The *Of the Student, By the Student, For the Student™* service learning program has produced components for teacher development, training programs, teacher resources, extreme journey summer camps and service learning programs; and
- JTHG has produced numerous books, interpretive publications and travel guides for the route.

Advice to Transportation Agencies

JTHG's advice to transportation agencies trying to engage citizens or citizen coalitions is that they provide technical assistance to the community. Citizens need to be able to turn to transportation agencies for a compendium of best practices and options for transportation planning including

examples such as Paris Pike⁹, and the Merritt Parkway.¹⁰ These ideas are not new or unique, but they are not easily available to citizens.

Advice to Coalitions

JTHG's advice to coalitions working on transportation issues is that they should include everyone under the project umbrella in the educational aspects of a project, engaging children of all ages in service learning related to their history and heritage. JTHG also recommends that, as an incentive to engage innovative projects, national awards and recognition be given to transportation engineers who act as visionaries and create long-term impacts.

Contacts & Relevant Resources

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⁹ Paris Pike is the 14 mile stretch of US 27/68 leading from Paris, Kentucky to Lexington, Kentucky. The Paris Pike is one of the most scenic byways in the country and won the 2003 Federal Highway Administration's Environmental Excellence Award, the National Partnership for Highway Quality 2003 State Award, and the 2002 Merit-Design award from the American Society of Landscape Architects.

¹⁰ The Merritt Parkway is a limited-access parkway in Fairfield County, Connecticut. It is a National Scenic Byway and is also listed in the National Register of Historic Places.

LIVABLE COMMUNITIES COALITION (LCC)

Livable Communities Coalition (LCC) builds relationships with key entities in Metro Atlanta including the public and private sectors and civic organizations in order to improve quality of life through smart growth.



<http://www.livablecommunitiescoalition.org/>

The Coalition was formed in 2005 as a result of the Metro Atlanta Chamber's "Quality Growth Task Force" recommendations' for accommodating regional growth in a way that protects and improves quality of life and strengthens the business environment in Metro Atlanta. The Task Force was so effective in bringing together diverse leaders and representatives to study the region's growth that the Livable Communities Coalition was created to ensure ongoing and long-term communication and advocacy efforts to advance smart growth.

Representation on the Quality Growth Task Force was one-third government, one-third business, and one-third civic leadership. LCC continues to follow a model for membership that blends these three sectors. Coalition staff work with members and the executive and advisory boards to develop the coalition's agenda which seeks to make the community a better place now and in the future through thoughtful, inclusive decisionmaking about community growth and development.

Involvement in Transportation Projects

LCC's primary involvement in transportation projects is through education and advocacy. LCC educates the public about balancing the region's transportation program with public transit that complements the region's road network through [print publications](#), electronic newsletters, and speaking appearances. They also focus on how transportation investment impacts development patterns, such as using rail as a guide to shape dense mixed-use development.

Examples of their advocacy work include a call to action on pending legislation and last year's intensive work on spending priorities for Georgia's share of federal transportation stimulus dollars. Currently, LCC is working with Smart Growth America to develop a transit advocacy campaign designed to secure significant new funding for public transportation in the metro Atlanta region.

Because their membership is made up of a mix of government, business, and civic leadership, many of their members also participate in agency committees. For example, two LCC board members also serve on the board of directors of the Georgia Regional Transportation Authority and one LCC board member also serves on the board of the Georgia Department of Transportation. Additionally, Ray Christman, LCC executive director, serves on the Atlanta Regional Commission (ARC) Environment and Land Use Committee. Working on these committees and boards helps LCC build relationships and connections across agencies and fields and creates opportunities to pursue their agenda with key decisionmakers.

In Cherokee County, DeKalb County, and the City of Roswell, LCC has facilitated or led public meetings related to growth and/or development (with transportation as a discussion component). Similarly, LCC conducted exhaustive research last year on job centers scattered across the U.S., extracting lessons that might be applied to the state's new draft strategic transportation plan. It has also signed a memorandum of understanding with ARC and Metropolitan Atlanta Rapid Transit Authority (MARTA) to promote and help implement transit-oriented development near MARTA rail stations.

LCC feels that through their work they have impacted transportation in the region by shifting the focus to transportation improvements that increase livability. They have worked to impart a broader way of thinking about transportation solutions and include these principles into long-range transportation planning.

Barriers and Challenges (Coalition Perspective)

The greatest barriers and challenges which LCC faces are related to resources: their own and the transportation agencies'. Like most non-profit organization, they don't have enough resources to get everything done to achieve their mission. And in a down economy member organizations must focus even more than they normally would on fund raising and grant-producing efforts.

In addition, the Georgia DOT (GDOT), like all state DOTs have limited resources. The Coalition is challenged to convince GDOT and the Metropolitan Planning Organizations (MPOs) to devote a greater portion of their constrained funds to public transit, bike paths, sidewalks and transportation enhancements such as street trees. This situation is exacerbated by the economic climate which has caused a precipitous fall in local and state tax revenues. Preserving existing baseline services is set as the priority for limited funds, and there is little discussion of meeting new and emerging needs.

When it comes to getting phone calls or e-mails returned, agencies' internal organization or workloads can prevent a timely response. In many cases agencies' overlapping missions and jurisdictions further complicates responses to questions about reports or pending proposals.

The Coalition has also found challenges in getting their diverse membership on the same page in support of their broad range of issues, many of which are controversial. Staff must work to honor the opinions and make best use of member talents while also moving initiatives forward in a timely and professional way. Key to doing this is finding the right blend of staff and volunteer involvement in each project.

Opportunities for Involvement and Collaboration

LCC is a coalition of over 50 organizations which means that they have the broad membership and experience working on diverse issues needed to understand how to prioritize projects that will meet the region's needs and pursue funding for those projects. An example of the opportunities for LCC to participate in and foster collaborative solutions is the stakeholder advisory group which they created to foster collaboration between public transit agencies, non-profits, civic, and business organizations. The advisory group is working on a strategic transit funding strategy for the State which they hope will be implemented in the future.

Outreach Approach

Specific techniques which LCC uses in outreach are: regularly scheduled meetings, dozens of informal conversations and smaller meetings, public opinion surveying, and posting online material that describe the current issues the Coalition is engaged in. They have a Facebook page but feel that they are not using it effectively. They see the need for a more constant form of communication and hope to begin a blog in the near future. A good example of their methods for communication is the executive director's [monthly letter](#) describing projects and issues staff are working on which is distributed to their 2,500-3,000-person mailing list and is estimated to reach about 72,000 folk in the region.

An important aspect of LCC's outreach approach is how they frame the issues. LCC has found that in Georgia, at present, job creation and the economy are the most effective frames for thinking about potential transportation solutions. They focus their campaigns on investment, not expense. In metro Atlanta specifically, relief for traffic congestion is a particularly important issue. There it is

important to make the point that those who don't ride public transportation enjoy the benefit that comes with reduced traffic congestion.

Successful Partnerships

LCC has had particularly successful partnerships with the [Georgia Regional Transportation Authority \(GRTA\)](#) whom LCC believes has done a good job of going where the momentum is. GRTA was quick to react when the gas prices spiked last year by getting more buses on the street, and they have also been successful in introducing express commuter buses and uncovering productive transportation solutions.

LCC uses a [Smart Growth America](#) methodology for measuring how effectively American Recovery and Reinvestment Act (ARRA) funding has been spent in the Metro Atlanta region. As documented in the [States and the Stimulus: Are they using it to create jobs and 21st century transportation?](#) report, how states made stimulus project choices through the 120-day mark (June 29th, 2009) will profoundly affect job creation, mobility, and the environment. The analytical method used to evaluate stimulus spending includes classifying projects by type (i.e. preservation, capacity expansion, non-motorized, public transit, and other), and evaluating them by ARRA's nine goals.

LCC worked with improvement districts to advocate for transportation enhancement projects at the local level and was successful in shifting the focus of stimulus dollars to enhancement projects.

The [LCC's transportation working group](#) created a strategy focused on putting stimulus dollars towards alternative transportation. Their approach involved letters to residents and businesses, letters to the editor, op-eds, and a series of meetings with their contact on the GDOT Board and the person at GDOT responsible for tracking stimulus money expenditures. LCC also worked with improvement districts to advocate for transportation enhancement projects at the local level. LCC was successful in shifting the focus of stimulus dollars to enhancement projects and the region committed 9% of American Reinvestment and Recovery Act (ARRA) funds to enhancements, while the average for the country was only 3.7% according to [The States and the Stimulus](#) report.

LCC also uses non-analytical measures for their success as a coalition including tracking the rate of publication and responses that their letters to the editors receive, and listening to feedback from their board on strengths, weaknesses and opportunities.

Advice to Transportation Agencies

LCC's advice to transportation agencies is that they need to be less insular and to think about the [broader set of interests](#) that are concerned with and impacted by transportation - it goes beyond traditional road-building. There are many civic and community groups interested and concerned with transit, pedestrians, and biking and the agencies need to rethink their paradigm to include these constituents.

Advice to Coalitions

LCC offered the following advice to coalitions working or trying to work on transportation issues:

- Change is a combination of changing attitudes at the [top and bottom](#) and making them meet somewhere in the middle.
- Find somebody at the [staff level](#) of the transportation agency [to form a relationship](#) with.

- Make a habit of going to enough public meeting to keep in-touch with where the public is.
- Appeal to institutional people of influence through self interest and economics.

Contacts & Relevant Resources

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NATIONAL COMPLETE STREETS COALITION

National Complete Streets Coalition was established as a working coalition with a narrow mission and no plans to become an organization separate from its members. The group first convened in 2004 as a task force of [America Bikes](#) and included the [American Association of Retired People \(AARP\)](#), [American Planning Association \(APA\)](#) and other members of the national bike/pedestrian advocacy community.



<http://www.completestreets.org/>

The coalition's goal was to obtain provisions in [SAFETEA-LU](#) to support "complete streets," a policy provision that ensures all road users are included in road planning and design. The concept was an expansion of the term then commonly used in the bicycle community - 'routine accommodation.' Since then, the term *Complete Streets* has caught on with the public. While the original national legislative goal was not met, the group provided a lot of value to its members beyond working on the bill. In early 2006 the task force decided to organize in its present form as the National Complete Streets Coalition with the purpose of gaining state and local complete streets policies.

The Coalition has remained informal, operating under the umbrella of [Smart Growth America](#) that acts as fiscal agent for the group. There are no bylaws or any plans to form a separate organization. The Coalition's 2006 action plan serves as its guiding document. Funding of the \$250,000 annual budget for research, communications, outreach and the 2.5 person staff comes from the coalition's national partners, including some consulting firms, who contribute between \$5,000 and \$20,000 yearly. While there have been some small grants, most of the labor is donated by member organizations.

Involvement in Transportation Projects

Many of the Coalition's members work at the local or regional level while the Coalition itself works primarily at the federal and state level through:

Publications: Publications include [Planning Complete Streets for an Aging America](#) – a document published by AARP, with research by Coalition staff and another Coalition member, the Institute of Transportation Engineers; *Complete Streets Best Practices Manual* – soon to be published by APA as a Planning Advisory Services report; articles in major transportation publications; and fact sheets on the benefits of complete streets.

Training workshops: The Coalition designs and conducts workshops on how to adopt and/or implement complete streets policies. Currently the Coalition is working in partnership with the [Association of Pedestrian and Bicycle Professionals](#) to conduct workshops for state and local jurisdictions.

Legislation and policy documents: The Coalition provides assistance to state and local groups in crafting complete streets legislation and policy documents. Instead of drafting model legislation, the Coalition helps groups build on the best examples that are continually developing around the country. This reinforces the belief that members truly own the Coalition and that all organizations are contributing to it.

Lobbying for national reform: The Coalition lobbies for support of complete streets in national legislation. For example, America Bikes organized a Congressional 'blitz' that brought national

representatives from diverse Coalition partners into contact with 22 Congressional offices in one day.

Barriers and Challenges (Coalition Perspective)

The Coalition has observed a number of barriers and challenges to community coalitions' involvement in transportation decisionmaking:

- **Complexity of Transportation Decisionmaking:** Members may not have been previously active in transportation and struggle to understand the complex world of transportation. Complete Streets has provided a relatively straightforward entry into transportation policy (ex: Sessions like the YMCA webinar, Community Policy Initiative, are helping to bring a wave of public health people into transportation)
- **Considering All Modes:** Agencies have a hard time shifting their thinking beyond automobile line of sight.
- **Project Funding:** It often seems that all project funding has already been dedicated to repair of automobile lanes or increasing automobile capacity improvement.
- **Competing Priorities:** Different transportation agencies often have different priorities which can mean that those pursuing complete streets end up in conflict with the agencies with which they must partner (such as state agencies working with MPOs and locals).
- **Resistance to Change:** Some DOTs are resistant to changes in policy that would require them to consider complete streets in their planning.
- **Political Will:** Some agencies do not understand that the concept of complete streets is about creating the political will to do things differently.

Opportunities for Involvement and Collaboration

The Coalition is particularly skilled in linking user groups and transportation practitioners to form working relationships. In addition to being facilitators, Coalition members have nationally recognized expertise in bike and pedestrian issues, urban design, transportation project design and communications. Through the Coalition's member organizations they have developed close working relationships in many states with transportation agencies, bringing the latest research and information to those who are designing, building and maintaining public transportation projects. Best practices research and publications are leading to a sea change in the way states are designing transportation projects and thinking about all user groups. This change is very gradual but is affecting how DOTs are allocating project money to accommodate all users, including non-motorized transportation, transit vehicles and users, and people of all ages and abilities.

Successful Partnerships

The Coalition takes advantage of opportunities in specific communities that are ripe for complete streets by only working in places where the state DOT or local jurisdictions are receptive or where there are strong local coalitions working for support. They do not go to places that are not interested or where DOTs will fight complete streets legislation. As a result 106 communities have adopted complete streets policies; 11 states have adopted legislation; 2 states have passed resolutions; 7 states have developed internal policies; 1 state has developed plans; and 1 state has developed a design manual with street standards.

Successful partnerships are necessary to see projects to completion.

The Coalition offers a [workshop](#) to respond to state and local agencies' need to learn how to implement effective complete streets policies. The full-day, interactive workshops are customized to help key decisionmakers, stakeholders, and agency professionals learn how to more effectively balance the needs of all users and routinely create and maintain complete streets.

The Coalition sees their work as a process that may take many years. Successful partnerships are necessary to see projects to completion. Citizen advisory committees to oversee complete streets implementation, and workshops with transportation engineers to build knowledge and enthusiasm are two good ways to build collaboration.

Several examples of successful partnerships on which the Coalition has worked include:

- In Rochester, Minnesota planners involved citizens in development of their complete streets policy. Through numerous internal policy drafts they were able to incorporate local quirks, cultural considerations and transportation infrastructure conditions affecting auto service and pavement quality, thus creating a sense of ownership among citizens.
- Massachusetts developed a new design guide for complete streets.
- University Place, Washington does all planning and design by charrette.
- Redmond, Washington communicates extensively on their activities through new performance measures.

Measurement and evaluation of their efforts has been important for the Coalition in establishing credibility. The Coalition maintains an inventory of complete streets policies and evaluates their strengths and deficiencies, tracks applications of best practices and is now working on a systematic way of evaluating what they have done and the difference it is or is not making in transportation. Some of the ways they measure success include:

- Complete streets policies adopted;
- Successful implementation as reported by communities; and
- Well-designed streets that serve all people.

Outreach Approach

The Coalition's communication strategy includes monthly steering committee meetings, a blog, a Twitter feed, an e-newsletter with policy progress and resources listed, and an annual planning meeting. The group does not maintain a list serve because those who are interested and engaged are constantly changing and increasing.

Members of the Coalition's constituent organizations are continuously exchanging information so that they can craft policies based on local knowledge and the unique situations each one faces. Fostering a great deal of one-on-one communication and collaboration has been key to the organization's effectiveness.

Advice to Transportation Agencies

National Complete Streets Coalition offered the following advice to transportation agencies in working with citizen coalitions:

- Complete streets policies will give agencies the political support they need to be innovative.
- Citizen complete streets coalitions can be a huge asset to the DOT's work because they are already committed to balancing the needs of all modes and are not separate modal interests

that the DOT must mediate. These coalitions typically include planners and engineers with a realistic view of the possibilities.

- Educate staff on the complete streets policy approach and what it can achieve for communities. The Coalition can be a good resource for engineers and planners within DOTs.
- Include coalitions in planning so that engineers can learn from their skilled and knowledgeable practitioners and stakeholders.
- A coalition is a different animal from organizations that pit citizens against professionals. In fact, practitioners find that it is invaluable to have users as a part of the process to talk with about their diverse needs along a transportation corridor.

Advice to Coalitions

National Complete Streets Coalition offered the following advice to coalitions working or trying to work on transportation issues:

- Be very focused – do not bite off too much.
- Connect policy to goals - do not try to link complete streets to every other issue or perspective such as smart growth, context sensitive solutions, etc. which have their own set of specific descriptions, activities and strategies. For example, people say complete streets won't solve sprawl but that is not the goal.
- Coordination of many different complete streets efforts is not necessarily neat, but do not let the perfect be the enemy of the good.
- Document best practices to show what really works.
- Keep the vision of complete streets very concrete and visual so that people can understand it.
- Create the political will and understanding to achieve real and lasting change.
- Be sure the coalition's activities create ownership of the complete streets concept among everyone involved, including planners and engineers.

Contacts & Relevant Resources

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NEW HAVEN SAFE STREETS COALITION

New Haven Safe Streets Coalition seeks to raise awareness of traffic safety issues and build community support for an urgent and comprehensive strategy that will reduce the number of traffic-related injuries and fatalities in New Haven, Connecticut by 50% in 2009 and 90% by 2015 while promoting more livable, walkable and economically vibrant streets. The Coalition's efforts are directed towards all road users and supported mainly on the backs of volunteers.



<http://www.newhavensafestreets.org/>

The Coalition was formed in 2008 after a number of serious crashes occurred in a short period of time including the death of a Yale student who was hit on South Frontage Road. The Coalition's first action was to initiate the [Petition for Safe Streets](#) calling for the City of New Haven to take immediate action to improve traffic safety. Since the petition was created in May 2008 it has gained the endorsement of [City Community Management Teams](#), advocacy organizations and nonprofits, neighborhood associations, business improvement districts, religious organizations, local and State elected officials, and 2,000 area residents.

The Coalition acts as an umbrella for what is essentially a movement of people with multiple citizen leaders. Along with the many signatories of the petition there are five main parties that make up the coalition. Key leaders are represented by Alderperson Erin Sturgis-Pascale, Mark Abraham of [Elm City Cycling](#), Yale University Medical School Student Coalition, Yale University, and the City of New Haven.

Involvement in Transportation Projects

The main focus of the coalition is (1) complete streets, (2) safety, and (3) enforcement. The coalition is engaged in local projects such as bicycle planning, quality of life surveying, intersection improvements, and safe routes to school, as well as state legislation for complete streets and red light cameras. The Petition for Safe Streets was an initial project which drove the coalition. One of the current major projects the Coalition is involved in is the conversion of [Route 34](#) from a depressed highway to an urban boulevard. The Coalition has also started a regional street smarts campaign which extends to the towns surrounding New Haven.

Barriers and Challenges (Coalition Perspective)

The Coalition has been very successful in engaging a core set of young professionals on traffic calming and bike safety but has faced challenges in penetrating the inner-city. For example, New Haven DOT implements in-road pedestrian signage upon request, but 98% of the requests they receive are from the most affluent neighborhoods. The agency puts the signs everywhere on departmental initiative but the lack of requests indicates that there needs to be greater awareness and engagement among all communities.

Many of the barriers to achieving the Coalition's mission are structural and regulatory. The Coalition has been challenged to go beyond advocacy to tackling codes and regulations. The transportation framework and statutes do not provide an architecture that will lend itself to creativity and deviation from traditional approaches to solving traffic problems. For example, the Connecticut State Traffic Commission, a Commission of the Connecticut Department of Transportation, identifies major generators in their travel demand model using Institute of Transportation Engineers (ITE) standards. Using the ITE trip generation formulas, the maximum

credit given for [transportation-oriented development \(TOD\)](#) or [transportation demand management \(TDM\)](#) is a seven-percent trip reduction. These formulas are based on exurban criteria which do not reflect the true advantages possible of implementing TOD or TDM in areas with multi-modal and intermodal facilities, a high frequency of trip chaining, and significant share of non-motorized travel.

Another example of how existing structures and regulations have proven to be barriers in implementing transportation improvements has been the difficulty that the Coalition has had in getting approval for shared lane markings from the State Traffic Commission.

Opportunities for Involvement and Collaboration

The coalition has strong technical skills in designing state-of-the-art pedestrian and bicycling facilities and networks as well as best practices in and accommodating multiple modes on city streets. Some Coalition members are trained professionally in engineering and design, and because New Haven is a University City, the group includes people from all over the world who can [bring global transportation techniques and solutions to the table](#). The Coalition can also lend itself to researching approaches that have worked elsewhere and reviewing plans and studies prepared by the transportation agencies or guidelines such as the [Manual on Uniform Traffic Control Devices \(MUTCD\)](#).

Successful Partnerships

The Coalition has been very successful in partnering with transportation agencies – in part because many of them are members of the Coalition. The Coalition has worked extensively with the New Haven DOT, Connecticut DOT (ConnDOT), and [South Central Regional Council of Governments \(SCRCOG\)](#). The New Haven DOT has been a particularly active local partner. As members of the Coalition they are in the unique position of being advocates, balancers, and project implementers in many instances.

The New Haven DOT has been a particularly active local partner. As members of the Coalition they are in the unique position of being advocates, balancers, and project implementers in many instances.

The Coalition was particularly successful in working with the City's Traffic & Parking Department to implement a traffic safety campaign called ["Street Smarts"](#) which calls for [all road users](#) to be attentive at all times; use patience with others; and be willing to share the road. In October, 2008, through partnership with the Board of Aldermen, [Complete Streets](#) legislation was passed establishing a steering committee tasked with developing a comprehensive blueprint of how drivers, pedestrians, cyclists and others can coexist safely on the streets of New Haven.

In addition to successfully garnering the [political willpower to implement change](#), the Coalition has also worked in partnership with traffic engineers to create [technical solutions](#). The Coalition understands that what they are advocating for adds more variables and sensitivities into the mix which to an engineer makes it more difficult to test things. In working on the technical issues the Coalition stresses the importance of taking into account human behavior as part of the inexact science of traffic engineering.

One thing that has defined the Coalition's partnerships and made them successful is the commitment of their members. In addition to the ongoing participation of their members, the Coalition measures success through the passage of legislation, implementation of project design, and the reduction of crashes and fatalities.

Outreach Approach

The Street Smarts message which the Coalition advocates is one of patience, road sharing, and attentiveness. By sending a proactive rather than regulatory message the Coalition hopes to engage a wider group of residents including children. The Coalition spreads their message and gets people involved by being a presence and providing information at as many community events throughout the city as possible including school events, parades, [National Night Out](#), ribbon cuttings such as the launch of Union Station, and other relevant events with a broad audience. To engage existing members and keep the momentum of their Coalition up they also hold regular meetings, disseminate information through e-mail lists, and maintain a blog which tracks the issues that are of importance to the Coalition.

Advice to Transportation Agencies

The New Haven Safe Streets Coalition's advice to transportation agencies working with coalitions is that they should be receptive to the fact that good ideas come out of the community. Community ideas may not be 'by the book' but rather than be dismissive of them agencies have something to gain by working with the community and providing the technical assistance needed to refine their ideas and identify solutions. If an agency can recognize the value of involving the community than working with coalitions can be very successful.

Advice to Coalitions

Some of things that other citizen coalitions can learn from the New Haven Safe Street Coalition's experience are:

- Have the patience to build long-term relationships because they are necessary to change the paradigms which currently exist.
- The most effective groups are those that get outside of the known world and to the core environmental justice and inner-city issues.
- Even good people need to be coached to better behavior – patience, attentiveness, and respect are learned behaviors.
- Be appreciative of a wide range of cultural lifestyles. People are not evil because they have more than one car. Motorists need to be part of the solution in improving the environment so do not be overly aggressive or alienate them.

Contacts & Relevant Resources

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PIEDMONT ENVIRONMENTAL COUNCIL (PEC)

Piedmont Environmental Council (PEC) was incorporated in 1972 to assist local, state, and regional governments in developing plans for growth management and economic development that protect and preserve natural, historic, cultural, and scenic resources of the Piedmont Region of Virginia. PEC's programs include research; education and advocacy for land use planning; transportation planning; agricultural policy; environmental policy; historic preservation; and rural economic development including infrastructure planning for water, sewer, transportation, and energy.



<http://www.pecva.org/>

Involvement in Transportation Projects

PEC reviews, analyzes and comments on local, state and federal transportation projects and policies that impact the Piedmont region. At the national level, their efforts focus on transportation policy reform. At the regional level, PEC is involved in the [Route 50 traffic calming](#) measures, scenic byways designation, traffic calming projects, rail expansion siting, and the location and development of trails. PEC is also involved in founding and/or supporting a number of other citizen coalitions in the region including Coalition for Smarter Growth, [Reconnecting Virginia](#), [Journey Through Hallowed Ground](#), [Rt. 50 Corridor Coalition](#) and local and regional land trusts.

Through PEC's involvement in transportation there is now a greater interest at Virginia DOT (VDOT) in access management and design flexibility to support quality of life goals. PEC has protected 100,000 acres of land directly adjacent to scenic highways that the state has helped to designate. In addition to the direct enhancement of the scenic qualities, these easements also provide substantial corridor management benefits, limiting future trip generation, potential access conflicts and the need for future facility expansion.

Barriers and Challenges (Coalition Perspective)

PEC has observed a number of issues that present serious barriers and challenges to the public's involvement in transportation decisionmaking:

- Agencies and their consultants should work with the community to define the problem and lay out a range of options so that modeling can be done of multiple solutions. Too-often the transportation department's recommendation is presented as the agency's preferred solution without community engagement. Consultants and transportation agencies don't want to run multiple scenarios because of the added cost, but most people believe that there should be choices.
- Transportation agencies are pushing the same projects without doing things differently. The public doesn't want to support more funds for transportation because they do not like what they are getting in return or think it will solve transportation problems.
- Written plans and policies that do not include realistic visual simulations and maps at the community scale provide little useful information. People see the world - they don't hear or read the world.
- There has been a high level of resistance to publishing scenarios with varied assumptions about levels and location of population, job creation, and other land use factors that can

dramatically affect transportation factors. As a result, local and regional officials are not fully aware of the benefits of transit oriented design, transportation corridor management and other land use options that can change, and even reduce, the transportation investment necessary to provide desired mobility and linkages.

Opportunities for Involvement and Collaboration

PEC has a number of assets which would make their involvement and collaboration on transportation projects valuable to decisionmakers and could be further capitalized on:

Technical expertise: PEC has a professional staff with expertise in land use planning, land conservation, and transportation policy. Throughout its history, PEC has contracted with transportation planning, design and engineering experts to provide support to local governments and communities on specific transportation projects and programs. PEC's geographic information systems (GIS) can analyze and depict potential impacts of transportation decisions on a wide variety of natural, cultural, historic, scenic, agricultural resources.

Knowledge of land use policies and organizations: PEC tracks demographic, land use, land development and transportation data and data trends, modeling and modeling assumptions. A good example of their work is the [Local Decisions website](#) which integrates Google Maps© to allow citizens to track land development projects in Loudoun County, Virginia. PEC also works closely with land trusts and locally engaged groups focused on land use. These groups are heavily invested in land and land use policy, and transportation policy is one of the biggest drivers of growth and threats to conservation in the region. These land-based organizations have a lot of contact with elected officials, and offer both an intellectual and political perspective.

Connected to community members and organizations: Local polls indicate that the region's residents are knowledgeable about the land use/transportation connection, representing a strong constituency for organizing for reform. PEC has been able to involve community members in bringing their specific experience with transportation to bear on policy discussions. PEC has also founded and fostered a number of more specialized organizations around specific transportation issues and continues to work in close partnership with them. This broadens and deepens knowledge of transportation throughout the organization and region and makes PEC's voice a highly credible and knowledgeable one in policy or project discussions.

Successful Partnerships

Recently PEC worked with the Virginia General Assembly to enact a requirement that VDOT develop with local government a transportation impact analysis to look at the implications of proposed road system changes. The measure is intended to make the process more transparent to the public and end the "inside baseball," back room negotiations that are too often associated with transportation projects. PEC worked with the Governor to issue a pilot study exploring how implementation of this requirement would work.

The impact analysis requirement has resulted in a better and more cost-effective approach to transportation. For example, in 2005-07, Comprehensive Plan amendments in Loudoun County proposed 30,000 new units on 4,000 acres. A transportation impact analysis of the plan conducted as part of the pilot program showed that the cost of new and upgraded roads needed to handle the development would be \$3-\$4 billion and generate 300,000 new trips on Rt. 50 and 7. As a result of this information, the Board of Supervisors voted against project.

None of the changes that have taken place at VDOT would be possible without citizen organizations such as PEC, Journey Through Hallowed Ground and the Rt. 50 Corridor Coalition (see additional case studies). Transportation issues in Virginia are non-partisan and, regardless of who has been in power, the system has been slow to change. Rt. 50 was 15 years in the making through both Democratic and Republican administrations. But the success of Rt. 50 has shown that when transportation agencies work in collaboration with communities to define and study a range of options and alternatives institutional barrier can be overcome and real change can be made.

PEC measures the success of their work through site specific implementation. Some of the measures they use to gauge success include:

- Implementation of non-highway solutions that address mobility and safety needs
- Improved traffic movements from traffic calming implementation
- Maintenance or improvement of level of service by limiting future trip generation
- Dollars saved by not spending billions of dollars on projects that will detract from smart growth
- The nature of the debate in terms of the ability to listen to each other and create consensus around difficult issues
- The number of community members who participate
- The level of information available to community members
- Adopting and using a policy like traffic impact analysis and how this affects the outcomes
- The number of historic overlay districts adopted by local governing bodies to guide growth
- The number of miles designated as scenic byways

Outreach Approach

Some officials believe that broad public engagement is an impediment to policy, program and project decisions. They believe that increased democratization will lead to decreased precision. In reality, the public has good instincts and if the process is open, the public will get behind the project to achieve better results. By taking ownership, citizens are able to build the political will to develop new revenue sources and to work through difficult project implementation issues.

PEC has a variety of methods for community engagement that range from specific neighborhoods to the entire population of their service area. They use a combination of innovative communication programs, including general delivery mailings, targeted mailings, email, and the web to disseminate information on critical issues, events and opportunities.

Some people are interested in site-specific design and site planning; others are interested in overall growth patterns in the region and their implications. PEC uses every form of communication at its disposal until they find the level of engagement necessary to be successful ranging from low-tech to high-tech.

PEC practices the theory of civic organizing that is based on many points of entry to engagement. PEC uses every form of communication at its disposal until they find the level of engagement necessary to be successful ranging from low-tech to high-tech.

Some of the techniques that PEC uses are:

- In Loudon County, PEC worked with volunteers at polling places during an election to collect contact information from people interested in local issues. This method gathered 13,000 contacts and approximately 7,000 e-mail addresses.
- For Route 50, the Route 50 Corridor Coalition and PEC sponsored 26 public meetings, one for every mile of road. People were encouraged to use big maps to draw their observations and concerns around each of these nodes. PEC will apply this same technique to a similar corridor in Albemarle County, Virginia.
- PEC spent \$1 million over 5 years on understanding the demographics of the area. This analytical work has been very important in knowing how to appeal to people's self-interests.
- Visualization tools are very important. Ex: At the Gainesville interchange at I-66 and Rt. 29 VDOT did a 3-D simulation of what it would look like under full development after rezoning had already taken place. People had no idea it would be so big or that it would change the character of the area, but by then it was too late. This area had been rezoned before a traffic impact analysis was required. *It is critical for communities to know where they are headed and what it will look like in the end.*
- Use maps - People may or may not be able to accurately read maps but they want to have something to point to when they are talking.

Some of the lessons they have learned about outreach include:

- Be prepared for the frustration of having only 10 people show up for a meeting. The size and intensity of meetings may lead to a great deal of advocacy if even a small number of people are engaged.
- Communicating with those that have self-identified as being interested is productive.
- The press may or may not be interested. There is not much independent journalism so you can't depend on the press. You need to communicate what you are working on through the Internet or direct mail.
- Education is a key because now PEC deals with community members who understand land use and transportation: people "get it."
- The objective should be to help people understand the choices they have to make and all of the implications of those choices.

Advice to Transportation Agencies

PEC offered the following advice to transportation agencies in working with citizens and citizen coalitions:

- The public owns the transportation network. The public views roads as part of "the commons" or public good. Infrastructure should not be thought of as something that agencies own and need to control.
- Public engagement can produce something better. Withholding information is counter-productive.

- Community members are unmatched when it comes to microscopic knowledge - they can identify the exact problems with the road. They can't necessarily visualize the solutions but they know the issues.
- The public must believe in an agency's product line and want to invest in it. The public wants to know more about what they are getting for their money.

Advice to Coalitions

PEC offered the following advice to coalitions working or trying to work on transportation issues:

- It's a long process. Be prepared to put in a lot of effort and then have only 10 people show up. Understand that it's not always the size so much as the intensity of the participation that matters.
- Cultivate political will from the neighborhood scale to the state level. Having a good idea is not enough; you need to have the political capacity to make change occur.
- Organizations that conduct transportation research but don't do project delivery in the community are probably not going to produce a whole lot of change.
- It's important to be involved at the political level because oftentimes engineers do not feel they have the power to make changes and cannot open up to citizens. They must have the signal that their agency's leadership expects them to do so.

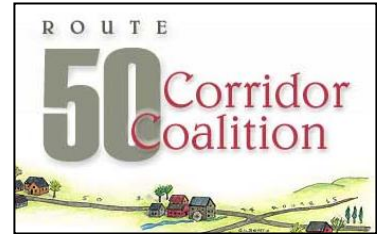
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ROUTE 50 CORRIDOR COALITION

Route 50 Corridor Coalition was formed in 1995 to find alternatives to two proposals in Northern, Virginia: 1) a four-lane bypass of Middleburg and other communities along Virginia's Route 50 in Loudoun and Fauquier Counties and 2) widening Route 50 to four lanes between these towns.

Citizens and business owners grew profoundly concerned about the prospective effects that these projects on the local community, the environment, and the historical heritage of the area.



<http://www.route50.org>

The Route 50 Corridor Coalition brought together citizen organizations with detailed knowledge about the geography, history and governance of the area. Members such as the [Piedmont Environmental Council \(PEC\)](#), [Snickersville Turnpike Association](#), [Goose Creek Association](#), [Mosby Heritage Area Association](#), and the [Middleburg Business and Professional Association](#) also had knowledge of transportation issues developed through prior engagement in various transportation projects.

Involvement in Transportation Projects

Over the first few years, the Coalition raised approximately \$500,000. Some of these funds were allocated to hiring a well-known transportation engineer to work extensively with the community to develop an alternative plan based on traffic analysis and citizens' definition of the context of the traffic problems.

The result was a well-researched and thoughtful traffic calming plan for 20-miles of Route 50. This was the first such traffic calming plan produced in Virginia and represented a significant contribution to demonstrating lower cost and context-sensitive transportation solutions in the state.

Through its advocacy efforts the Coalition also brought money to the table for implementation from several special Congressional ear-marked appropriations that, together with the state match, totaled \$31 million. The Virginia Department of Transportation (VDOT) has used some of these funds as intended to implement the traffic-calming plan. However, some of the funds have also funded what the Coalition believes are routine maintenance projects such as drainage that were not envisioned in the original legislation.

Barriers and Challenges (Coalition Perspective)

One barrier that the Coalition has faced in working with stakeholders has been the length of the project. It has been almost 15 years since VDOT issued the original road widening and bypass proposal. During that time, there has been extensive change on the governing bodies of the jurisdictions involved, new leadership in the business community, and citizen weariness with the time-consuming nature of the project. However, the core Coalition members have been steadfast and are seeing the job through to completion. The project length has also meant turnover at VDOT; there have been six project managers in 11 years.

Overall, many Coalition members felt that VDOT spent considerable energy over a number of years resisting real collaboration with citizens in a context-sensitive design approach to the corridor. Members worked hard to include VDOT in developing an alternative vision for the corridor, inviting staff to meetings and stressing the willingness of community residents to work collaboratively to achieve the purposes of the federal legislation. However, leaders of the Coalition felt that VDOT showed considerable resistance to abandoning the bypass, were not receptive to a traffic-calming project, and

attempted to reprogram the money for more conventional approaches. The result was hard feelings early in the project.

Opportunities for Involvement and Collaboration

The Coalition believes that their ability to stay involved in efforts through administrative and political shifts is particularly valuable in accomplishing change. The Coalition's institutional knowledge and community presence makes them particularly useful in facilitating community visioning processes, finding innovative traffic calming solutions to solve transportation problems, identifying the link between transportation and land use, and raising necessary funds to implement projects.

Successful Partnerships

Despite initial resistance, VDOT eventually set up a local task force for the project with three people from each county, the Mayor of Middleburg, and a commuter from outside the county. The leader of the Coalition also served on the task force. There have been five project managers from VDOT throughout the project, all of whom worked well with the local Task Force.

Today, VDOT is monitoring the impact of traffic calming measures instituted in this project; AASHTO has issued guidelines on traffic-calming; and, generally, these measures have found a much greater national acceptance that can lead to further applications. The project has served as a national model for:

- Community visioning
- Sound land use translated into an appropriate scale of transportation improvements
- Planning and visioning the role of traffic calming in solving transportation projects
- Citizen advocacy, organization and fund raising
- Eventual agency engagement in carrying out the project

The Coalition measures their success in relation to their goals of finding alternatives to the road widening and bypass proposed by the state. In this regard, Coalition members feel that they have been highly successful. However, in the minds of many citizens who were involved, the traffic calming plan has not been implemented in its entirety and therefore, problems that could have been solved remain. Although not all of the intended results have been attained the Coalition can easily site many indicators of their success:

- The bypass has been eliminated and no longer appears in state plans for the area.
- The improvements along the 20-mile stretch of Rt. 50 have cost the public 1/10 of the original plans for the area.
- Upperville, Virginia has nice looking entranceway features, medians, trees and changes in pavement which have helped to slow traffic through town.
- Gilberts Corner, Virginia is under construction with an innovative design involving a network of four roundabouts.
- Aldie, Virginia improvements will be built next year. The Coalition feels that the traffic-calming plan is weak but better than what is there now.
- Middleburg, Virginia is getting yield to pedestrian signs.

Outreach Approach

The resource identification and [visioning process](#), led by Ian Lockwood, used numerous visuals and was very engaging. Citizens had the chance to work with large maps and diagrams of the Route 50 corridor, identifying special historic, scenic, cultural and natural features of the area and discussing at length the impacts of proposed changes to the corridor. This process helped to define the special characteristics of the area that residents loved and felt were inviolable. Through numerous public workshops throughout the first year, the Coalition was able to produce a traffic calming plan that citizens felt addressed traffic problems while protecting the special context and character of their region.

Advice to Transportation Agencies

The Coalition's advice to transportation agencies is that citizens have the right and ability to fully participate in every aspect of planning their communities. The Coalition believes that having many small meetings in each area or neighborhood and asking people to identify their vision for the community is an essential first step in any transportation planning; however, they have observed that most DOTs are not staffed for this type of interaction and need to hire consultants who specialize in community outreach.

Advice to Coalitions

The Coalition recommends to any citizens' group engaged in transportation in the state of Virginia that they hire a progressive transportation expert from a private consulting firm who can educate them about innovative solutions to transportation issues. Only after the group has worked on its own and with elected officials to create an acceptable solution should they present their ideas to the DOT.

Contacts & Relevant Resources

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SECURING TOHONO O'ODHAM PEOPLE (STOP)

Securing Tohono O'odham People (STOP) is a coalition of [Tohono O'odham](#)¹¹ governmental offices and service providers including the Tohono O'odham Nation Department of Health & Human Services, [Indian Health Services \(IHS\)](#), Tribal WIC Program, Tohono O'odham Nation Police Department, Head Start, and the Arizona Governor's Office of Highway Safety¹². STOP was first started in 2001 when they received a small grant from Arizona DOT (ADOT) for increasing seatbelt use in rural communities. Tohono O'odham Nation is located in southeastern Arizona, primarily within Pima County.



Native Americans are injured at a rate three times greater than non-Natives, and within all tribes excluding those in Alaska, the majority of accidents requiring a hospital stay or causing a fracture or death are caused by motor vehicles. Passenger restraint is of particular concern to Tribal Nations because their members must travel long distances to reach the goods and services they need.

About three years after receiving their initial grant, STOP, with Indian Health Service as the liaison, applied for funding from [Centers for Disease Control and Prevention \(CDC\)](#). STOP received a three-year grant from CDC which was extended to five-years and ran out in August 2009. Although there is currently no funding for a coordinator, the coalition is attempting to keep energy up and continue to hold meetings by relying somewhat on injury prevention funds.

Involvement in Transportation Projects

STOP gathers restraint use data by working with the Tohono O'odham Nation Police Department to organize checkpoints, educates the public about personal restraint use by disseminating information via brochures and public events, and raises public awareness of their issues through ad campaigns using their logo (above).

Barriers and Challenges (Coalition Perspective)

The barriers and challenges which STOP faces in working on transportation issues include:

Finding and funding incentives: STOP uses a number of creative incentives which range in cost from bumper stickers to blankets. Funding these incentives has been a critical challenge upon which STOP's success depended.

Weak relationship with ADOT: STOP's relationship with ADOT is largely confined to gathering and sharing crash data with the agency. The *100 Crosses in 100 Miles Motor Crash Study Highway 86 Tohono O'odham Nation* report by IHS was an important tool in bringing attention to the number of fatalities that have occurred on the State road that runs through the Nation.

¹¹ The Tohono O'odham Nation is a federally-recognized tribe that includes approximately 28,000 members occupying tribal lands in Southwestern Arizona. The Nation is the second largest reservation in Arizona in both population and geographical size, with a land base of 2.8 million acres and 4,460 square miles, approximately the size of the State of Connecticut. Its four non-contiguous segments total more than 2.8 million acres at an elevation of 2,674 feet.

¹² The Arizona Governor's Office of Highway Safety (GOHS) is a cabinet agency that provides leadership by developing, promoting, and coordinating programs; influencing public and private policy; and increasing public awareness of highway safety.

Funding for transportation improvements: ADOT's funding constraints are a significant barrier to improving conditions within the Tohono O'odham Nation. At one point ADOT had the budget to buy cattle guards but then could not afford to install them so the guards just lay at the side of the road - this situation helped STOP understand the challenges faced by ADOT.

Opportunities for Involvement and Collaboration

STOP identified a number of opportunities for involvement and collaboration between their coalition and transportation agencies:

Constant presence in community life: STOP has strong relationships with other agencies and programs, such as the WIC program, Head Start Program, and Police Department, which they can use to reach out to community.

Data collection: IHS maintains a database of injuries related to vehicle crashes. This includes crash data from the Police Department and notifications from Border Patrol. IHS transmits this data to ADOT. Previously it went into a file drawer and was forgotten, but now that it is being given to ADOT the assumption that the roads are safe can no longer be made.

Ability to create incentives that work: STOP knows their community well and understand what kinds of incentives will get people's attention and make them want to participate. For example, as part of their final round of restraint use surveys conducted for the CDC, STOP gave out ten incentives. First they raffled off five, and then used tribal radio and e-mail to advertise the remaining incentives saying "you still have the chance to get in on this" if you participate in the survey.

Greater flexibility than the police: Unlike the Nation's Police Department, STOP is not obligated to enforce the law. This gives them greater flexibility in working with people and using carrots rather than sticks.

Successful Partnerships

STOP has created successful partnerships both inside of the Nation and with other governments. They feel that their ability to partner with other groups and successfully implement their programs is important for rural communities and tribes alike.

Working with ADOT, STOP has provided important crash and personal restraint use data. This is information that ADOT did not collect or monitor previously and has created a new understanding of conditions within the Nation. STOP has also been successful in bringing attention to other transportation issues such as the fact that the curb ends right at the entrance to the reservation; American Association of State Highway and Transportation Officials (AASHTO) standards and the shoulder just disappears in the Nation. Showing this to the DOT was a wakeup call for them and now they are including improvements in the Nation as part of their transportation programming.

STOP received a great deal of cooperation from the Police Department, which was invaluable in running checkpoints and collecting data. STOP helped to foster the relationship by bringing burritos to the officers when they were on duty and finding funding sources to pay for overtime.

Working with ADOT, STOP has provided important crash and personal restraint use data. This is information that ADOT did not collect or monitor previously and has created a new understanding of conditions within the Nation.

STOP measures its success in the following ways:

Legislation changes: In 2005 STOP experienced two major legislative wins: reduction of the blood alcohol limit and adoption of a primary seatbelt law. The blood alcohol level associated with driving under the influence (DUI) was reduced from .10 to .08. While the state of Arizona has a secondary seatbelt law, the Nation adopted a primary seatbelt law. States with primary seatbelt laws have about twice as high success rates of restraint use. Officers only have to see someone violating a primary law to pull them over, as opposed to secondary laws which people cannot be pulled over for.

Seatbelt use rate: The baseline seatbelt use rate went from around 40% to around 75% over the course of STOP's work.

Awareness of STOP and its mission: When people see the STOP organizers they point at their seatbelts proudly.

Reduction of DUIs: During the last check that STOP performed in 2009 there were no DUIs.

Outreach Approach

STOP's outreach approach is responsive to the type of group they are trying to engage and the success of their past efforts. For example STOP found that government employees had lower rates of seatbelt use than the overall community – rather than just ticket them they rewarded seatbelt use among government employees with certificates as well as raffle tickets which entered them in a grocery store gift certificate raffle. Some additional examples of the numerous unique and innovative outreach techniques which STOP employs include:

- Advertise regularly in the tribal newspaper (they papers are private but represent the tribe)
- Broadcast public service announcements (PSAs) on the tribal radio station (a public station). The PSAs talk about whatever the issue is and then end by saying "brought to you by STOP"
- Provide seatbelt extenders for those who are "one combo-meal too large" to use standard personal restraints
- Appear as regular guests on the radio station's 1-hour per week health show
- Maintained a billboard for three out of the five project years depicting a crashed vehicle with the survivor standing next to it
- Repetitive use of the STOP logo (a heart with a seatbelt going through it incorporating the Nation's symbols), such as to brand incentives (water bottles, rulers, mints, mirror compacts, window stickers, bumper stickers, pamphlets, etc.)
- Attend countless health fair and powwows and generally set up tables and information anytime they could attend an event
- Hand out certificates when collecting data - it tickles people to get a certificate and they show it to others
- Stuffed bears for first 500 who enter the gate at an event properly buckled-up with the motto "We can't *bear* to think of child not buckled up"

Advice to Transportation Agencies

STOP's advice to transportation agencies trying to involve citizens and citizen coalitions is:

- It's not that expensive to make a difference
- It is not the severity but certainty of enforcement that is preventative
- Where possible, use positive reinforcement

Advice to Coalitions

STOP's advice to coalitions working on transportation issues is:

- Provide food for meetings
- Find committed people because otherwise your group will lose energy and focus
- Success breeds success
- If you don't present the data to the decisionmakers you are dead in the water
- Practice the "Three Es" - education, enforcement, and environment (modifying/engineering)

Contacts & Relevant Resources

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SMART GROWTH AMERICA (SGA)

Smart Growth America (SGA) is a national coalition working to support citizen-driven planning that coordinates development, transportation, revitalization of older areas and preservation of open space and the environment. SGA's members are organizations, some of which are coalitions themselves, whose focus areas vary and include development, transportation, land use, jobs, sustainability, preservation, climate change and other issues.



<http://www.smartgrowthamerica.org/>

SGA works in two ways. First, SGA's member organizations organize campaigns across the country, work together on initiatives, and share information and ideas among other states. Member organizations work with citizens across the country to preserve built and natural heritage, promote fairness for people of all backgrounds, fight for high-quality neighborhoods, expand choices in housing and transportation, and improve poorly conceived development projects.

Second, SGA works on behalf of its members to raise funds for and run federal and multi-state campaigns on these issues. SGA works in Washington both with the Administration and Congress on federal issues and on behalf of its member organizations. At the state level, SGA works to secure funding and advance good planning outcomes through its members, and directly with states, MPOs, and other agencies.

Involvement in Transportation Projects

SGA is currently focused on state and national transportation-related climate research and advocacy, and spending of stimulus funding. SGA organizes state partners around stimulus spending to:

- 1) Direct spending toward certain kinds of projects;
- 2) Change the conversation around transportation by taking advantage of public interest in the stimulus; and
- 3) Strengthen state partners' capacity by:
 - a. Raising funds and providing grants to state partners;
 - b. Providing solid research materials to partners on what federal stimulus dollars could be spent on, what they should be spent on, and why; and
 - c. Providing direct technical assistance on what projects best meet community transportation needs.

SGA acts as a policy advocate to secure funding for cleaner transportation options such as public transit, efficient passenger rail, and safe streets by contacting legislators and drafting language to be used in legislation both federally and state by state. Currently SGA is working with state partners to *design* and *raise money for* campaigns that would increase transit funding, mostly through ballot measures. In order to advance their transportation agenda SGA publishes articles in respected journals, works with key transportation agency staff, and continually strives to improve their ability to work through political channels.

SGA also works with and through other organizations, such as the Surface Transportation Policy Project, to publish reports on pedestrian safety, bicycling, and transportation spending. Some of the publications SGA most recently contributed to include [*Dangerous by Design: Solving the Epidemic of Pedestrian Deaths \(And Making Great Neighborhoods\)*](#), [*The Best Stimulus for the Money: Briefing Papers on the Economics of Transportation Spending*](#), and [*Choosing our Community's Future: A Citizen's Guide to Getting the Most out of New Development*](#).

SGA is also the co-chair of Transportation for America, the nation's largest and most diverse coalition working on federal transportation policy, and in particular, the re-authorization of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). SGA is also the physical and administrative home of the Governor's Institute on Community Design, the Smart Growth Leadership Institute, and the National Complete Streets Campaign (NCSC). Each of these three groups provides expert technical assistance to specific audiences.

Barriers and Challenges (Coalition Perspective)

SGA has found that communities have a good understanding and don't need convincing on major policy directions, such as "transit is good," and "we should fix the roads we have before we build more." The barriers SGA faces are in actuality public sentiment that their involvement will not affect policy or project outcomes. This feeling among the community that they cannot influence the transportation decisionmaking process is due in part to a lack of clear and easy to understand information about where and when transportation policy is made and implemented. And in many cases, it is difficult for people to even envision the alternatives they are being asked to reflect upon because they have never seen them.

SGA feels that a lack of flexibility and entrepreneurship by DOTs also presents barriers. They either are not empowered to pursue different agendas or do not believe that change is necessary. SGA often struggles with the fact that the agencies have a lot of reasons why something cannot be done.

Opportunities for Involvement and Collaboration

SGA brings big picture expertise and is able to identify issues and priorities. Their capacity for research and analysis allows them to find solutions to challenging problems. Through their broad network they are able to bring people with expertise in developing compatible land use and transportation plans to improve mobility as well as create livable, sustainable neighborhoods.

SGA attempts to collaborate with agencies by providing alternative data, evaluating studies and plans, and identifying problems/needs. In general, SGA tries to be a positive partner offering suggestions on how to solve problems to the fiscally constrained DOTs.

Outreach Approach

SGA's outreach approach varies depending on the audience. Most outreach is done via national, state, and local partners. SGA itself runs an active e-mail list and blog through which it communicates directly with members and the general public. Generally, SGA itself uses a two-tiered approach of:

- 1) **"Inside game"** approach to policy change of working directly with policy makers; and
- 2) **"Outside game"** approach to policy change of first conducting outreach with the public, and then using public support to pressure policymakers.

SGA brings their member organizations together through regional caucuses once per year and monthly calls. Through these processes they establish a joint agenda and get local groups involved in national campaigns. SGA partners often conduct outreach using email chains, one-on-one meetings with community members, and group meetings held in the community. In order to engage residents SGA

partners also sign up members by going to the neighborhoods, and partner with neighborhood organizations to engage residents.

Successful Partnerships

Recent stimulus spending decisions produced two examples of successful SGA partnerships.

*They are able to say
“this is what the
people wanted.”*

1. SGA’s state partners in California substantially affected stimulus funding. Partners worked with the state to ensure that public hearings were held on how the stimulus funding should be spent, and helped to grow participation for the hearings by educating the public about their purpose and the importance of public participation in them. A lot of the groups and individuals advocated for approaches that the California DOT (Caltrans) itself wanted. Caltrans liked the process because it gave them cover for their decisions – they are able to say “this is what the people wanted.” SGA partners also worked directly with the legislature to guide stimulus funds towards repair projects, affecting more than one billion dollars of stimulus funding.
2. In Oregon, the first Oregon DOT (ODOT) project list for ARRA spending was unbalanced towards new roads at a time when other modes and repairs were crucially needed. In response, SGA’s state partners in Oregon worked with individual project proponents to develop lists of “shovel-ready” projects and advocate for them. The state partners used SGA materials such as “[Spending the Stimulus: How States Can Put Thousands Back to Work by Jump-Starting a 21st Century Transportation System](#),” and “[Economic Recovery and Reinvestment Act of 2009: Transportation-Eligible Funding Categories](#)” to provide a direction and rationale to project spending. The second ODOT list was much more balanced, and included many of the projects SGA’s partners had advocated for. Several of SGA’s smaller Oregon partners said it was the first time they had successfully advocated for a project.

SGA regards these as successes because they increased the transparency and accountability of the decisionmaking process, increased the community’s participation in it, and changed decisions. SGA cites transparency and broad participation as core principals of the planning process based on federal law, regulation, and common sense. SGA also measures their success by the extent to which spending is impacted because they believe that this reflects how much change is actually happening. Because SGA’s ultimate goal is to make people’s lives better, success can sometimes be a difficult thing to measure.

Advice to Transportation Agencies

SGA advises transportation agencies to train advocates in the DOT’s process and language. When coalitions and community members understand DOT processes they are able to participate productively in planning and decisionmaking. This improves the efficiency of the transportation decisionmaking process and leads to trusting relationships.

While the stimulus spending process SGA has been actively involved in is in many ways a special case, it highlights the fact that there remains a gap—in many cases a gulf—between DOTs and groups that are trying to represent community needs to the DOTs. Arguably, many community groups have not taken the time to understand DOT processes. It also appears that many DOTs have not taken the time to connect with and educate these groups. DOTs should be able to give community groups a road map for how they can be constructive and have their voices heard. DOTs should also reach out to communities in ways that are more proactive and visible, for example go to congregations and ask people to identify their transportation needs.

Advice to Coalitions

SGA advises that coalitions working on transportation meet the DOT and really understand who they are, how they work, and the language they use so that you can get advice from them on how to pursue their agenda and make change.

Contacts & Relevant Resources

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TRANSFORM

TransForm works with the [Great Communities Collaborative](#) and over twenty San Francisco Bay Area organizations to create world-class public transportation and walkable communities in the nine counties of the San Francisco Bay Area, California. TransForm, formerly the Transportation and Land Use Coalition (TALC), was founded in 1997 by environmental and social justice groups who recognized that poorly planned development and auto-centric transportation was putting the Bay Area's quality of life and environment at great risk. Today, TransForm's regional coalition members promote their vision for the future through policy analysis and recommendations, public education, and grassroots action.



<http://transformca.org/>

Involvement in Transportation Projects

Since TransForm's founding in 1997 they have been heavily involved in transportation issues at the regional and local level.

Regional planning: TransForm reviews and participates in [Metropolitan Transportation Commission \(MTC\)](#) regional transportation plan updates. Working with staff from other organizations they have prompted the MTC to adopt several first-in-the-nation policies and were successful in getting climate change included as part of the long range plan.

Safe routes to school: TransForm created a puppet show for use at schools, community fairs and other events to teach children the safe way to get to school and explain the connection between transportation, climate change and personal safety. They have reached more than 50,000 elementary and middle school students in one county alone. They have also developed a platform around the issue and attempted to bring press attention to it by drafting opinion-editorials (op-eds).

Funding campaigns: TransForm organizes around tax and funding ballot initiatives by mobilizing organizations throughout the region. All of the funding campaigns which they supported have won voter approval. In one case after a measure failed TransForm coordinated an effort to approach voters in a different way and the newer measure then passed with a 23% greater percent of the vote.

Travel choice program: At the neighborhood level, TransForm educates households to tell them what new transportation options they can use instead of just driving alone. A good example of this program's impact is illustrated by a small town next to Oakland that is built on an island and has only two bridges, one tunnel and a ferry off the island. TransForm conducted outreach about alternative transportation options available to the community and evaluated their efforts by surveying an outreach group and control group of residents about their transportation choices. The survey found that the outreach group drove less than they had before the outreach and less than the control group.

Great Communities Collaborative: As one of four main organizations participating in the Great Communities Collaborative, TransForm has been able to involve many people in community-based planning, helped the city understand community needs, and secured approval of plans. In one instance, a city planned for 500 new homes in a downtown area and the collaborative made a counter plan for 3,500 homes. The City Council unanimously passed the Collaborative's plan and at the meeting supporters outnumbered opponents 3-1.

Barriers and Challenges (Coalition Perspective)

Some of the barriers and challenges which TransForm has confronted are:

Scale: Communicating effectively with people in a 7 million person region is challenging.

Complexity of transportation organizations: Sometimes it seems like agencies are more complex than they need to be and perhaps that complexity is useful for limiting public involvement.

Decline in traditional mass media and local news: TransForm has had to expand their web presence and work more with non-traditional media.

English proficiency: The Bay Area is a melting pot and there are many people for whom English is not their first language or is not spoken at all. Agencies do a poor job in reaching them, for example, agency documents say in English – ‘if you want a translation to Spanish, ask us.’ TransForm has found that working with organizations whose constituency includes limited English proficient persons is a good way to address this issue and make sure that the message is reaching everyone.

Opportunities for Involvement and Collaboration

TransForm identifies opportunities for involvement and collaboration stemming from their relationships with community members and other stakeholders as well as the skills and perspectives which they bring to the table.

Outreach & community involvement: TransForm has experience, skills and a proven track record of engaging a wide variety of community members and helping transit agencies get a very broad understanding of different constituencies desires on a given transportation plan. TransForm helps agencies better understand community concerns because their reach into the community is deeper. MTC will come to them and say ‘we are developing a sales tax, it takes a 2/3rd requirement, can you help us reach the people we need to reach?’ because they are able to get community involvement and broad engagement on the issues.

Analytical skills: TransForm analyzes agency plans, programs and draft reports from equity and environmental perspectives. Their analysis brings different perspectives from the agencies – highlighting what their constituencies would like to see. Their analyses have been recognized for their quality, and agencies often site their reports. The reports are aimed at helping people understand the full implications of transportation decisions; they are not simply asking for a certain policy – they are making recommendations based on sound reason and facts.

Media relations: TransForm possesses connections to and an understanding of many media formats. They are skilled in making exciting media stories out of what appears to be dry policy material.

Successful Partnerships

TransForm believes that agencies are willing to work with them, even if there are disagreements about the issues, because they are a structured, established coalition. They are sometimes referred to as the ‘loyal opposition’ because they can be counted on to provide different perspectives and think critically about transportation solutions.

“Meeting in a Box” is a self-guided workshop that can be hosted by any individual, club, service organization, or neighborhood group, at any location. Each box includes all the materials that are needed to facilitate discussion and record people’s thoughts. This technique is effective in engaging a broad spectrum of residents in informal small group settings.

TransForm has had particular success in working with their Metropolitan Planning Organization (MPO). TransForm advised MTC to develop a community-based transport planning program where they identified low-income and minority neighborhoods and developed transportation plans for those

neighborhoods. MTC put out RFPs for this planning process and asked specifically for joint proposals from transportation consulting firms and community organizations. Almost all the accepted proposals were executed in this joint manner.

MTC has also created a “Meeting in a Box” tool, as a way to expand their reach by putting their message in the hands of the community. A Meeting in a Box includes all the materials that a community group would need to discuss an issue and record peoples thoughts. MTC also offered a stipend for community organizations to get feedback from hard to reach constituencies.

TransForm measures the success of its activities by its three main goals 1) world-class public transportation in the Bay Area; 2) walkable communities; and 3) leadership on regional issues of sustainability using the following indicators:

- Magnitude of shift in investments from less sustainable to more sustainable and more equitable solutions.
- Increases in transit ridership
- Dollars raised for transportation measures (\$6 billion in transit funding have been shifted through their collaborative campaigns)
- Extent to which new developments are transit-oriented
- Affordability of homes for people of a variety of incomes in amenity-rich neighborhoods near transit
- Reduction in greenhouse gas emissions
- Number of jobs that people from low income neighborhoods can reach in half hour transit trip

Outreach Approach

TransForm depends on and provides funding for local grassroots organizations to generate and gather input. They do door-knocking, canvassing, and one-on-one interviews where they ask individuals to represent the interests of their constituents. For local campaigns TransForm does polling on public interests as well as outreach events such as community meetings with a wide-ranging audience to come up with their policies, platforms, and campaign messages. In engaging the community they always try to use plain language and break things down into understandable segments.

Advice to Transportation Agencies

TransForm’s advice for transportation agencies working with community coalitions is that they should foster relationships with organizations that specifically represent the large number of community members who do not attend agency meetings or public events. Just because constituencies don’t show up at meetings does not mean that they are not interested or that the issues do not impact them.

In addition, agencies should focus on “high-touch” rather than “broad-reach,” which means that it is the substance of the communication rather than the number of people who the message is sent to that matters. For example, mass e-mails don’t reach people in the sense of real understanding and inclusion the way word of mouth does.

Advice to Coalitions

TransForm’s advice to coalitions working on transportation is that they should pick their issues strategically by looking for those policies that will have the most impact on the coalition’s issues. Do not try to change everything that the agency does at once. In working through the issues treat agency

staff as your ally – they will be useful to you and you want to be useful to them. Even if you disagree on some issues it's important to remember that everyone is working towards what they think is the right thing and it is a matter of framing what services are needed by the community. It's OK to challenge assumptions and to try and change the status quo, but do so respectfully and recognize that even if you win your battle you will be working with the same people to implement these changes and you need their support.

Contacts & Relevant Resources

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TRANSPORTATION CHOICES COALITION (TCC)

Transportation Choices Coalition (TCC) seeks to bring Washingtonian State more and better transportation choices - real opportunities to take a bus, take a train, ride a bike, or walk, as well as drive alone. The Coalition unites public interest groups, businesses, public agencies and concerned individuals from throughout the State to educate the public and promote policies that support transportation choices. Their work focuses on three core programs (1) education; (2) advocacy; and (3) policy. Their partners are most engaged in advocacy and policy while education programs engage those who are not currently members. The three primary constituencies who are most active in the coalition are:



<http://www.transportationchoices.org/>

- Environmentalists: The coalition is one of about 25 environmental organizations in Washington State
- Transit riders: Folks who are excited about light rail, regular bus riders, or those generally interested in transit or transit planning
- Transportation professionals: Those who work at agencies or firms or for elected officials

Involvement in Transportation Projects

TCC's work on transportation is focused on securing more funding for transit and creating policy solutions for major transportation projects.

More transit funding: TCC has helped to increase transit funding in Washington State by \$25 billion. They did this by working with local transit agencies to create ballot propositions that would win voter approval. TCC helped the agencies determine what should be in their future plans and how to frame it for voters. TCC then advocates for the proposals and encourages people to get out and vote. Through this process they have worked with about 10-15 state agencies.

Mega-project policy solutions: TCC gets involved with the types of large transportation projects which involve an environmental impact statement (EIS) or environmental assessment (EA) phase and may require investments in the billions. Some of the projects they have worked on are the [Alaskan Way Viaduct Project](#) where an earthquake-vulnerable freeway on the waterfront is being replaced, and bridge replacements or repairs such as the [SR 520 Bridge](#) which spans the lake that separates Seattle from the suburbs, and the [I-5 Bridge](#) which separates Oregon and Washington.

In addition, TCC is currently engaged in advocating for stronger public accountability mechanisms for monitoring how federal stimulus dollars are allocated.

Barriers and Challenges (Coalition Perspective)

TCC has had success in working with transit agencies as partners but have found that DOTs have been more difficult to work with because of their scope and style. The DOT mission is focused more on improving vehicular mobility and transit agencies on personal mobility through improved public transportation choices. Therefore priorities vary and can create conflicts when trying to leverage funding towards transit options.

A lack of sufficient resources has also been a barrier internally for the Coalition. With a four-person staff and limited funds, TCC can't take on everything that they would like to.

Opportunities for Involvement and Collaboration

TCC is a small organization that does not perceive themselves as wielding a lot of power, but they feel they have a lot to offer transportation agencies that want to work towards increasing transportation choices. Some of the opportunities for collaboration between TCC and the transportation agencies include:

- Using TCC's technical understanding to find smart policy solutions that will address complex transportation problems
- Working with TCC to acquire transit funding through their advocacy and ability to communicate with the public about benefits of "giving the car the day off"
- Letting TCC lead public involvement efforts which would be costly for the agency but less expensive for the Coalition. Agencies can get a great return on meager investment by working with TCC.
- Enlisting TCC to present ideas to the public because they have a different reputation than the agencies and this can help diminish the public's reaction to the agency and lead to actual behavioral changes. Transportation agencies have had to make some difficult decisions about service and this has tarnished their name within the community.

Successful Partnerships

TCC feels that there is recognition amongst the transportation agencies of the benefits of using non-traditional methods to foster community support. TCC has served on committees and advisory groups such as the Alaskan Way Viaduct and SR 520 Bridge. They actively work with agencies on the planning process or as outsiders commenting on that process. TCC has been engaged by a number of agencies because they are seen as a gateway to community interests. The time and energy TCC spends with their base makes them an important group for agencies to talk to and get input from. Over time this has fostered a peer-to-peer relationship with the transportation agencies. TCC works directly with department heads, program managers, and project managers who will explicitly request that TCC submit letters on an EIS or provide feedback on different issues.

They are seen as a gateway to community interests. The time and energy TCC spends with their base makes them an important group for agencies to talk to and get input from. Over time this has fostered a peer-to-peer relationship with the transportation agencies.

TCC has been particularly successful in working with the transit agencies who are in fact organizational members of the Coalition. Because their interests are closely aligned they are able to work directly together in identifying and pursuing new revenue sources. TCC measures their success by the type of work they are doing as follows:

Education: TCC quantifies the number of people they spoke with at events and reached through education campaigns by keeping sign-in lists and counting attendees.

Policy: A good year is when they have made a difference in local state and regional policies to reduce the environmental impact of transportation. This can be through the adoption of smart alternatives in the Regional Transportation Plan (RTP) such as reduced parking minimums, up-zoning, increased density and more walkable communities.

Advocacy: Advocacy objectives are included in the annual work plan. These objectives are identified by working with the Board – transit funding is a big piece.

Outreach Approach

TCC members get involved through regular e-mail communications, public forums held monthly on specific policy topics (TCC can tell if they picked good topic by the level of attendance), a quarterly newsletter, action alerts over e-mail, action alert phone banks, and ballot measures TCC has endorsed or opposed.

TCC also conducts outreach with nonmembers to better understand the community's transportation needs and educate people on transit. For example in 2009 a new light rail was opened but experienced very low ridership. The story that was picked up in the paper was that the train is for whites and the bus is for people of color, but in fact the train has numerous stations in communities of color. TCC endeavored to start a program that would go out to neighborhoods and find out why people aren't riding the light rail. TCC is hoping to be able to lead the project as a nonprofit with financial support and collaboration from the public sector. They have received some grants from foundations and interest from the public agencies. Some of the components of the program will be:

Gather data about existing preferences: There will be an online survey, as well as questions posed via text, about participant's travel behavior and preferences to try and identify the barriers to and opportunities for transit ridership. After answering questions, participants will find out information about the money they saved, CO2 they reduced, and calories they burned. Participation will also enter participants in a monthly raffle which will have progressively better prizes.

Create transit ambassadors: The ambassadors will distribute information about the incentives for riding transit. TCC hopes these ambassadors will do a better job of distributing information and getting input than their small staff can. The transit ambassadors will be selected from TCCs existing connections and by reaching out to new people through the [Seattle Department of Neighborhoods](#), [King County Metro](#), flyers, and information at key targeted public places such as local high schools. TCC hopes to get individuals who self-select to be ambassadors by offering free bus passes or free bikes.

Work with children: Part of the program will be to educate kids about riding/biking/walking to school and trying to get this message to reach their parents. This component includes a build a bike program where children can learn about bikes and will receive a free bike at the end of the program.

In conducting outreach to grow membership TCC identifies their small staff and lack of specific training in communications as a weakness. TCC struggles with how to communicate their effectiveness in an engaging way. They feel that if they had an hour to spend with someone they could successfully engage them in transportation issues and get them to join the coalition, but that is hard to get that same message across in e-mail or newsletters.

Advice to Transportation Agencies

TCC's advice to transportation agencies is that they should use incentives ("carrots") as a more common approach. For example, transit agencies should improve the information they provide about how to ride a bus and offer free rides and trials to get people to try riding the bus and attract new riders.

Advice to Coalitions

TCC's advice to coalitions is that they should clearly define their objectives and stick with them. TCC often observes nonprofits and coalitions start around one idea that then turns into 50 ideas and eventually the group falls under the weight of their own expectations. It is better to pick a small number of projects but do them *very* well. It is also important to tailor your message appropriately to

public perception of the issues and be responsive to the issues of the day. For instance, five or six years ago it was transit as a solution to sprawl, three or four years ago it was transit as a solution to climate change, and now its transit as a solution for jobs.

Contacts & Relevant Resources

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TRANSPORTATION EQUITY NETWORK (TEN)

Transportation Equity Network (TEN) is a grassroots network of more than 300 community organizations in 22 states working to create an equity-based national transportation system. While they are a national coalition their members include both local faith-based and social equity-focused groups as well as national advocacy groups such as [T4America](#) and [PolicyLink](#).



<http://www.transportationequity.org/>

Involvement in Transportation Projects

TEN works to increase funding for transit, implement environmental justice measures, promote green technologies and practices, foster greater community participation in transportation decisionmaking and increase transportation-related jobs for disadvantaged populations. Some examples of their past and current projects include:

- Won \$6 billion for transit funding in Minnesota
- Implemented environmental justice measures in the New York City bus system
- Developed a hiring model with Missouri Department of Transportation (MODOT) which sets aside money for low-income apprentices. The policy was included in the American Clean Energy and Security (ACES) bill¹³, and they are working to get it included in the Senate climate bill
- Extended bus service to include Sundays in Kansas City
- Working on the issue of clean fuel bus fleets such as Los Angeles'
- Organizing at the state level on ballot initiatives throughout the country

Barriers and Challenges (Coalition Perspective)

A major challenge which TEN has confronted in many states is getting transit authorities or DOTs to think creatively about transportation solutions. TEN is often told that existing regulations prevent agencies from giving real consideration to alternative solutions. To help the agencies become more open minded TEN sponsors studies and publishes articles to spread the word on state-of-the-art practices which have been used.

TEN has also had to confront internal communication challenges, due in large part to the number of members and their disparate locations around the country. Keeping people connected and getting timely information about local and national activities to all parties can be difficult - especially on fast-moving campaigns.

Successful Partnerships

Some examples of TEN and its member organizations' successful partnerships include:

¹³ The American Clean Energy and Security Act of 2009 (ACES) is an energy bill in the 111th United States Congress (H.R.2454) that would establish a variant of a cap-and-trade plan for greenhouse gases to address climate change. The bill was approved by the House of Representatives on June 26, 2009 by a vote of 219-212, and has been placed on calendar in the Senate under general orders on July 6, 2009.

- TEN successfully partnered with Transportation for America and the [Gamaliel Foundation](#) to produce [Stranded at the Station: The Impact of the Financial Crisis in Public Transportation](#). The report is the first systematic analysis of the conundrum faced by communities and their transit systems: historic ridership levels and demand for service coupled with the worst funding crisis in decades.
- TEN's partner, [Pittsburgh Interfaith Impact Network](#), secured a commitment from Governor Ed Rendell to support state legislature efforts to allocate \$649 million for Pennsylvania mass transit systems, and ultimately won half of that amount.
- TEN's partner, [Metropolitan Congregations United](#) in St. Louis, won a commitment from the Missouri DOT to ensure that 30% of the workforce on a \$500 million highway project would be low-income apprentices, and that \$2.5 million would go toward job training. This agreement has been dubbed the "[Missouri Model](#)" and is being replicated in other cities and states as model of success for equitable transportation spending.

To measure their success TEN looks to see if policy changes have been implemented or enforced, as well as the magnitude of these changes in terms of number of people affected or dollars made available. Often times the success of local, state, and national level projects takes years of targeted efforts and a sizable time commitment. An example of TEN's success is the verbatim adoption of TEN's language into SAFETEA-LU.

Opportunities for Involvement and Collaboration

Working with multiple organizations across the nation, TEN has found that opportunities for involvement and collaboration often depend both on the state or DOT as well as the focus of the local community organization. At a minimum, community organizations can offer input to agencies on what matters to their constituents and how the transportation system is perceived. Coalitions of community members also help build the support of elected officials, facilitate interviews or surveys, provide contacts to other organizations, and act as facilitators of community benefits agreements. Community benefit agreements are legally binding documents in which a community agrees to economic development in exchange for community benefits from the developer.

Community Benefit Agreements (CBAs) are contracts between developers and community organizations or coalitions which set forth specific benefits the community will receive as part of the project. Examples of benefits include strategic investments, services, local hiring and training programs, affordable housing, environmental remediation, dividends, and programming funds. CBAs can help to ensure that new development benefits all members of the community and ultimately create healthier and more livable neighborhoods.

Outreach Approach

TEN provides regular training to their local members as requested and generally works to turn their successes into replicable models.

TEN uses conference calls, webinars, face to face meetings and one-on-one training to share information and ideas with its members. The 40-50 groups which TEN represents conference once per month to let people know about success in other places, and potential approaches which may be transferable. TEN also sends its leaders to train groups in other states and takes about one hundred people to DC once or twice per year. TEN provides regular training to their local members as requested and generally works to turn their successes into replicable models. TEN

also uses studies by academics and publishes articles to make their case and spread the word (an example of this is the [Stranded at the Station](#) report).

TEN's Advice to Transportation Agencies

TEN's advice to transportation agencies is that they can increase community involvement by including coalitions on committees with regular meetings and by putting more effort into encouraging attendance at public meetings. By meeting with local transit equity, social justice and equity groups, and giving them the opportunity to air their concerns agencies can better understand the best way to approach the community and whether or not a public hearing is even needed. It is also essential to include outreach as part of the initial work plan and budget.

TEN's Advice to Coalitions

TEN's advice to coalitions looking to get involved in transportation is that they find out what issues are important to the public and target both a goal that is achievable in the near future (less than one year), and a long-term strategic goal to focus on after their initial win. This will keep the organization relevant and ensure that the momentum that is initially gained is not lost. TEN also recommends that coalitions develop leadership from within its members and keep them organized around a set of goals.

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URBAN HABITAT

Urban Habitat was founded in 1989 to build bridges between environmentalists, social justice advocates, government leaders, and the business community in the 9-county San Francisco Bay Area. Their work has helped to broaden and frame the agenda on toxic pollution, transportation, tax and fiscal reform, brownfields, and the nexus between inner-city disinvestments and urban sprawl.



<http://urbanhabitat.org/>

Involvement in Transportation Projects

Urban Habitat's work is centered around Alameda County, which has a high concentration of African American, Black, Latino and Asian populations. Residents of Alameda County are mainly middle or lower income and there are numerous no-car households and transit-dependent persons.¹⁴

Urban Habitat facilitates the [Transportation Justice Working Group \(TJWG\)](#), a project of [Social Equity Caucus](#) which is a network of progressive groups focused on regional equity. Members of the TJWG include grassroots organizations, transportation providers, direct service providers, and others. TJWG members have clients and constituents who are directly impacted by transportation decisions. The working group's primary focus is organizing campaigns. They are also involved in ongoing analysis of their metropolitan planning organization (MPO), the Metropolitan Transportation Commission (MTC) and other transportation agencies.

One of the transportation issues which Urban Habitat was very involved in was ballot Measure VV to preserve youth and low-income bus passes. Urban Habitat saw the measure as particularly important in providing a safety net during a time when costs were rising and people were losing jobs because bus service in communities of concern is a lifeline to employment, healthcare, education, and goods and services. The measure passed with 71% of the vote (66% was needed) during an incredibly rough economic period.

Barriers and Challenges (Coalition Perspective)

Urban Habitat has found that there are very few groups working exclusively on transit. A major barrier to engaging groups that do not work on transit is bringing the issue to the top of the barrel and making it a connecting issue. Overall the transportation advocates who are most deeply involved in transit are white and focused on policy - if they were more diverse and connected to community issues they might be more successful in delivering their message about the importance of transportation policy.

More diverse messengers might do a better job of delivering the message.

Another challenge is getting people involved when they perceive that transportation agency-organized public events will have no bearing on outcomes. Many of the involvement techniques used by the transportation agencies in the Bay Area are very elaborate but the input that is given at the events is not reflected in the project design or outcomes. Urban Habitat finds that too often there is public comment where the public does not even receive an attempt at a response to their questions or comments.

¹⁴ According to the US Census Bureau, in 2008 63% of Alameda County residents were minorities, the average per capita income was \$34,153, and 10% of households had no vehicles available.

One of the transportation projects which Urban Habitat has been involved in is working with the MTC to adopt Environmental Justice Principles. The principles were developed by the MTC's Minority Citizens Advisory Committee (MCAC) and included:

1. Create a transparent public participation process that empowers communities of color and low-income communities to participate in decisionmaking;
2. Collect essential data to understand the presence and extent of racial and economic inequity in transportation funding decisions;
3. If inequities are discovered, change MTC's discretionary investment decisions to mitigate such inequities; and
4. Mitigate adverse disproportionate project impacts prior to MTC project or funding approval.

Principles one and two of the four recommended principles were adopted by MTC. This work exposed to Urban Habitat where the fissures and fault lines on equity and class lie. They felt that through this process it was clear that there was a line in the sand drawn where people will and won't go on the issue of equity.

An institutional or methodological challenge which Urban Habitat has confronted is the MTC's travel demand model (TDM). Urban Habitat has critiqued the methodology by which the TDM is used measure equity and offered an alternative approach. MTC uses a forward looking model which projects where people will travel in the future. Urban Habitat contends that this does not allow for a meaningful evaluation of how benefits and burdens are allocated across communities of concern. The model consistently shows that low-income and minority communities have better mobility and accessibility than the rest of the bay area, however, Urban Habitat believes that anyone who has ridden transit knows that that is simply not true. The TDM perpetuates this misconception because it fails to look at the differences within transit modes (i.e. bus vs. rail). Urban Habitat has proposed that baseline conditions are modeled to provide a snapshot approach to measuring benefits and burdens as they are currently distributed.

Opportunities for Involvement and Collaboration

Urban Habitat can support transportation decisionmaking through:

Alternative analyses: Urban Habitat provides critiques and independent analysis to the MTC. Urban Habitat's mix of advocates that are steeped in policy but grounded in real word transit conditions allows for high level policy analysis grounded in the client experience

Institutional memory: Many of Urban Habitat's members have worked on three or four Long Range Transportation Plans (LRTPs).

Outreach to communities: Through their networks and connections Urban Habitat shares information about the transportation agencies with the grassroots groups. Currently they are often spreading the word about planned service cuts or in-the-woods policy that will impact communities, however, Urban Habitat recognizes the potential to collaborate with the agencies to disseminate information or spread the word about public events.

Successful Partnerships

The TJWG has a history of working with the area's 26 transit operators, who are woefully underfunded. While critiquing the transportation agencies is an important function of Urban Habitat, they also realize that they can improve service by helping the agencies raise revenues for transit. The Working Group

has worked with [AC Transit](#) to get more funding through a parcel tax which is a flat tax levied by AC Transit as a special district within county government.

Urban Habitat measures their success by the type of work they are doing as follows:

Campaigns: Have demands or target been achieved? How did people vote, and how many people voted?

Reframing the debate: It can be hard to measure whether or not the public sees issues in the same frame as Urban Habitat.

Equalizing investments: Investments are generally measured through the Regional Transportation Plan (RTP). Success is achieving funding for specific projects or services such as buses and low-income pass.

Working the base: Urban Habitat struggles to measure how effectively they are increasing grassroots participation.

Outreach Approach

Some of the outreach approaches which Urban Habitat uses are e-mail listservs, phone banking, and educational materials. They have used blogging to increase their coverage of issues and disseminate information but they have found that calling people is the best way to ensure that the message is received. Urban Habitat is also involved in direct action such as taking people to meetings and supporting them in testifying.

Outreach efforts also focus on reframing the debate so that transit is not pitted against personal automobiles

Overall, Urban Habitat is not grassroots and focuses more on analysis than outreach. Many of their most active members are “wonks” or policy geeks who will always be interested in the issues and are always onboard. These members are valuable because they have a great deal of institutional memory and commitment to transit. However, Urban Habitat has struggled to create popular education materials that will pull a wider audience in by converting complicated analysis on subsidies and other policy issues into more accessible information. Their goal in conducting better outreach is to equalize the knowledge, not overwhelm people. In addition to educating people, their outreach efforts also focus on reframing the debate so that transit is not pitted against personal automobiles.

Advice to Transportation Agencies

Urban Habitat’s Advice to transportation agencies is:

- Involve the public earlier, BEFORE the decisions have already been made. Too often efforts are made to involve the public but it is too little too late. You can actually get more buy-in by starting to work with groups earlier.
- Tell people what it is that their feedback will be used for. Will it change the questions? Change the decisions?
- Spend more time communicating information to people so that they can better understand the issues and what is at stake. A good example would be creating more accessible agenda packets.
- Hold meetings at night when more people can attend.
- Work with communities and coalitions because it is an efficient way to get diverse perspectives.
- Real-time voting on issues is useful technique but what really matters the most is understanding when outreach will occur in the process and how will the information provided be used as part of decisionmaking.

Advice to Coalitions

Urban Habitat's advice to coalitions is that transportation is a complicated issue, especially financing. It is important to define a clear niche because of the breadth and complexity of it. Figure out what you are for and know your values because it is all about tradeoffs.

Contacts & Relevant Resources

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UTAHNS FOR BETTER TRANSPORTATION (UBET)

UBET is a coalition of groups that are focused on social equity and/or the environment in the Greater Wasatch Area of Utah. Members include FRIENDS of Great Salt Lake, Audubon Society, Sierra Club, [Disabled Rights Action Committee](#), [Crossroads Urban Center](#), [ASSIST](#)¹⁵ and others.



Before it became UBET, the coalition got its start at the Future Moves Conference which spawned the Future Moves Coalition in 1995. Organizations came

<http://www.utahnsforbettertransportation.org/>

together to form a coalition because they realized that if Utah's bid for the 2002 Olympics was successful, millions or billions of dollars would be spent on infrastructure. The conference promoted a balanced approach to transportation investment with shared solutions. Members of the conference were specifically interested in fostering a more balanced mode split through mobility solutions which included transit/bike/walk/HOV/van pools or anything that would reduce single occupancy vehicle use, especially during the peak hours. The Future Moves Coalition believed that if only highways were built, the suburban land-pattern would follow.

The general coalition of groups eventually formed UBET around the idea that transportation investment is a major determinant of livability in the area and whether or not transit is a viable transportation option.

Involvement in Transportation Projects

UBET is currently made-up of a core ten or twelve people who organize their contacts and networks when there is a need to do so. It is this core of leaders that generally puts in the time and attends meetings. Some specific examples of how UBET is engaged in transportation projects, programs, and policies include:

Mountain View Corridor: The Mountain View Corridor was proposed as an 8-lane freeway on the western part of the Salt Lake Valley. Because of the success of the [Legacy Parkway](#), Utah DOT (UDOT) brought UBET in and asked for input and comments. Four or five representatives from UBET met with UDOT for many months to push their mantra - a balanced approach leading to shared solutions. The Mountain View Corridor EIS has since been finalized and received a record of decision. The Corridor is going to employ a linked and phased approach to transit and roadway development. The road will start as 4-lanes with signalized intersections and before it can go to phase 2 (grade separated intersections) phase 1 of transit will have to be in revenue operation parallel to the road. The anticipated transit is a dedicated-right-of-way, center-running, Bus Rapid Transit (BRT) system. Phase 3 will be full-on freeway with interchanges and 8 lanes which will take place after the BRT has been upgraded to light rail.

Bicycling: Starting in Spring/Summer 2009 UBET became very involved in bicycle networks, linkages, and bike access to transit. UBET participated in a panel on the topic at a Bioneers Conference. UBET advocates for bicycle paths, grade separated bicycle paths, and the accommodation of bicycles on

¹⁵ ASSIST Inc is an independent non-profit Community Design Center founded in 1969 by the Graduate School of Architecture at the University of Utah and the Utah Society of the American Institute of Architects. ASSIST provides architectural design, community planning and development assistance to non-profit and community groups, and housing and accessibility design assistance to low income households or persons with disabilities.

transit. The light rail, especially the one serving the university, is not well-equipped for bikes. People with bikes have to wait for the next train because there are not enough bike spaces on the cars. Another example of the demand for bicycle accommodation on transit is the bicycle racks that are on all buses. When the racks were first proposed many people thought that they were a bad idea, but now every bus has two bikes on the front of it.

2040 Long Range Plan (LRP): UBET has been attending open houses for the 2040 plan which is set to finalized in spring 2011. UBET's presence is especially important because the consultants regularly outnumber the citizens who attend.

Barriers and Challenges (Coalition Perspective)

UBET has identified a number of barriers and challenges which they frequently encounter when working on transportation issues. One fundamental challenge is that of building trust between UBET and UDOT. As it is now, UDOT thinks UBET would protest any road they would ever want to build and UBET thinks that UDOT wants to build roads without giving any thought to other modes.

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Another theme in the challenges which UBET has faced is how issues are defined and framed. UBET described some of these issues as follows:

- For years the transportation agencies denied that they had anything to do with land use claiming ‘we are just meeting demand.’
- UBET talks about reducing vehicle miles traveled (VMT) as something that will retain the freedom of the automobile but the agencies focus on the loss of funds for road-building that comes with reducing VMT.
- Legislators still think UBET is NIMBY or anti-car. UBET knows that roads are needed and that new roads are needed, but doesn't want to build overdependence.
- Traditionally transportation choices have been defined as “who is going to drive?”

Agency engagement processes: The public outreach format is an open house with posters around the walls of the room and consultants or agency staff manning the posters and available for one-on-one dialogue. UBET has objected formally to the process because without a public hearing you can't hear your neighbor's questions or concerns. UBET recommends that there be at least some hybrid combination of the two approaches. If people don't feel comfortable voicing their comments in a public forum they can submit written comments or speak to a court reporter – but without a hearing people can't learn from one another. The current situation means you have to dig for the information and what you get depends on who you speak to.

Working with the community: It is hard for citizens to become involved in the LRP because it is too far off and too amorphous. It does not affect their front or back yard, and that is when people get involved - if there is a direct opportunity or threat. It can also be hard to convince people that a road will be built but that it can be built to have less impact on the community and environment by not allowing trucks, creating a separated bike path, and lowering the speed limit to 55 MPH.

Opportunities for Involvement and Collaboration

UBET's members have professional resources and also bring in experts for some analyses. UBET's ties with the ASSIST Community Design Center which enables them to create plans and design solutions and print maps. UBET also brings in their own experts to do analysis, though this can turn into “my expert's opinion vs. yours.” Most of UBET's funding comes from Community Development Block Grants (CDBG)

and state Critical Needs Housing Funds. UBET believes that UDOT could better leverage their expertise than currently being utilized.

Successful Partnerships

Light rail: In 2009 UBET worked together with the Chamber of Commerce, UDOT, and transit authority to support a ¼ penny (\$.0025) on the dollar sales tax to get four light rail lines started. The rationale used was that we have projects in the 2030 LRP that we can do by 2015 if we get a ¼ penny sales tax. That kind of logic was something much more “taste-able” for the public than long range planning in general.

Smart growth: The Executive Director of 1,000 Friends of Oregon, Robert Liberty, was the keynote speaker at the Future Moves conference. He came back a few years later for an [Envision Utah](#)¹⁶ event and instructed UBET to do some ‘what ifs’ - what if we invest in *just* highway? what if we invest in mixed-use? etc. UBET explored those possibilities and then brought them to the public to get as many people to react to tradeoffs as possible because Salt Lake cannot accommodate 2 or 3 million people without tradeoffs.

People were generally in favor of growth (Utah has the largest families in the country because of the high concentration of Mormons) but still had concerns about growth - the # 1 concern was air quality. Once UBET understood that they were able to use air quality as a key issue. UBET got a lot of distance from air quality because there is so much information on the health risks associated with poor air quality, for example newspapers and TV news reports tell you not to exercise or exert yourself on poor air quality days which makes the issue scary and real to people. Part of the reason why they were able to organize around air quality was because rather than approach the issue as environmentalists, a group of physicians and Utah Moms for Clean Air (a group of female environmental lawyers) partnered with them and approached the legislature with a campaign for “turn the key – go idle free.”

Mountain View: After the court win over the Legacy Highway UBET was brought to the table to work with UDOT. There were about a dozen people commenting on the plan, writing about VMT, travel miles, etc. UBET worked with Smart Mobility from Norwich, VT who really wowed the DOT with *America's National Park Roads and Parkways: Drawings from the Historic American Engineering Record*.¹⁷ Having Smart Mobility's professionals on the UBET team helped line up their army. Sometimes it was “my expert's opinion vs. yours” - but UBET had a good enough relationship with UDOT that they realized they could benefit from UBET's input.

Over the years UBET developed trust with the agency. UDOT requested UBET's involvement in Mountain View because they had credible proposals for trails and transit and were not just neighsayers but promoters of solutions. A big motivation for this partnership was also the fact that UBET had won their Legacy Highway case at the circuit court level with a strong decision that UDOT was not in compliance NEPA.

UBET was able to get important language included in the vision statement for Mountain View. There was a meeting where they wanted everyone to sign a vision statement, but UBET would not sign it because there was not enough in it about reducing VMT and creating a more balanced mode split. UBET said that they would not sign it unless it included transit and phasing that had previously been

¹⁶ Envision Utah launched in 1997 as a neutral facilitator bringing together residents, elected officials, developers, conservationists, business leaders, and other interested parties to make informed decisions about how Utah should grow. Their goal is to empower people to create the communities they want.

¹⁷ Timothy Davis, *America's National Park Roads and Parkways: Drawings from the Historic American Engineering Record*, Baltimore: Johns Hopkins University, 2004.

discussed. After talking through it and proposing language to be included, the vision statement was passed by the committee and everyone signed it. Now it is something that UBET can hold up to remind people this is what Mountain View is supposed to be - without the additional language it would be much harder to continually advocate for a shared solution.

Some of the ways in which UBET measures success are through demand for the new light rail and light rail stations, and the amount of money they are able to raise to accomplish their work (about \$150,000 during one summer for Legacy Highway). UBET also notes that all wins are not complete wins, many wins are reasonable compromises.

Outreach Approach

UBET uses straightforward outreach methods which primarily rely on an e-mail list to send letters and announcements. The UBET website does not get updated frequently and could be used more effectively.

A good example of a particularly effective outreach effort occurred in 2004 when there was a huge hearing in Davis County on Legacy Highway. UBET got 1,000 people to come out for the hearing by using interns to call people from the Future Moves contact list, sending out letters, e-mailing contacts, and generally encouraging attendance as a way to voice concerns. UBET believes that a major factor in the high level of turnout was the fact that there was only one hearing and that it had been well advertised in the press because the project was going to hinge on the hearing.

Advice to Transportation Agencies

UBET would like transportation agencies to know that citizen coalitions can help secure money such as by promoting a gas or sales tax. In addition, coalitions have established contacts and relationships with a variety of stakeholders who the agencies may be interested in engaging. Agencies act defensively and shy away from engaging the public because if they are putting in a new road it is going to impact someone. If the DOT is willing to find shared solutions instead of locked into standards than engaging citizens and citizen coalitions is of value.

Advice to Coalitions

UBET would like coalitions involved in transportation issues to know:

- You need someone in the coalition - through members or consultants - to be able to talk the transportation language of planners and engineers. If you cannot do that you will be seen as outsiders who are not capable of coming up with real practicable solutions. It's not about whining, it's about understanding some of the technical and travel demand models - whether you have the expertise or you hire it- do your homework because these are complicated and big decisions.
- You sustain yourself by successes not whining.

Contacts & Relevant Resources

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