

State Transportation Reform:



April 2010
Tri-State Transportation Campaign

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Tri-State Transportation Campaign is an advocacy organization working towards a more balanced and sustainable transportation system in New York, New Jersey and Connecticut.

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Introduction

Transportation policies shape the built environment and dictate the way we live and work. Transportation spending decisions have far-reaching impacts from environmental quality and climate change to affordable housing and economic development.

The expiration of the federal transportation bill in September 2009 and its subsequent reauthorization offers an opportunity to win a more environmentally sound and socially just national transportation policy. However, even with drastic changes in the next federal bill, transportation spending decisions will largely remain in the hands of Governors, State Legislatures, and state and local transportation agencies.

As long as states are responsible for building and maintaining our country's surface transportation system, they remain the central actors in transportation decision making and are the lynchpin for any lasting reform. The ability to influence policies, projects and spending decisions at the state level matters.

The states in which transportation reforms are taking place tend to have robust, well-organized advocates on the ground, pushing for more transit, safer roadways and smarter development patterns. Without this type of sustained pressure originating from outside transportation agencies, applying public scrutiny and demanding public accountability, decisions about the flow of hundreds of millions of dollars will likely be buried in technical documents or glossed over in short political sound bites.

Who are these advocates and what types of reforms are they winning at the state level? What can we learn from these groups — many with over a decade of experience — fighting for a more balanced and equitable transportation system in their state?

In order to better inform and strengthen future advocacy efforts, this report highlights common challenges and key solutions to advancing policy change at the state level. We hope sharing these success stories will illustrate our collective expertise and make a case for additional support going forward.

This report is the culmination of over 20 interviews with some of the country's leading transportation advocates and discussions from a day long conference with over 30 organizations engaged in state reform work. We asked interviewees and conference attendees: what did you win, how did you win it and what were the key ingredients for success?

The six case studies featured in this report demonstrate how state based transportation advocates successfully tackle common roadblocks to reform. These stories are not meant to be prescriptive. They are snapshots of how state reforms can produce a series of important policy, spending and project changes that advance sustainable transportation outcomes.

When it comes to transportation reform, we hope the success stories here, and countless others not included in this report, are just the tip of the advocacy iceberg to come. With support, we stand to win even more going forward.



Los Angeles citizens promoting Measure R transit funding.

In order to better understand the transportation advocacy landscape, we interviewed over twenty organizations from across the country fighting for a more sustainable and equitable transportation policy in their state.



Los Angeles citizens supporting Measure R transit funding.

State Reforms Matter

Federal policy goals for a shift away from roads and highway building have been unevenly embraced since the passage of ISTEA in 1991 which placed greater emphasis on transportation choices, safety and system preservation. Even though subsequent federal bills that followed (TEA-21 in 1998 and SAFETEA-LU in 2005) essentially reaffirmed the need for greater transportation choices and inter-modal connectivity, many states have not followed these national policy prescriptions.

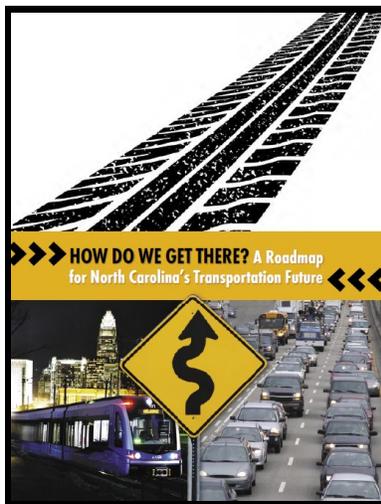
The disconnect between federal policy goals and state spending largely lies in the flexibility of federal dollars. According to analysis by the Surface Transportation Policy Partnership, at least 60% of each federal "highway" dollar can be used by the state to purchase buses, expand commuter rail, make bicycling and walking safer or they can use it to build new highways.

Unfortunately, most states have not taken advantage of this flexibility. For example, a 2009 study by Smart Growth America showed that despite the backlog of infrastructure repair and maintenance needs, almost a third of flexible transportation stimulus funds went to building new roads and highways.¹

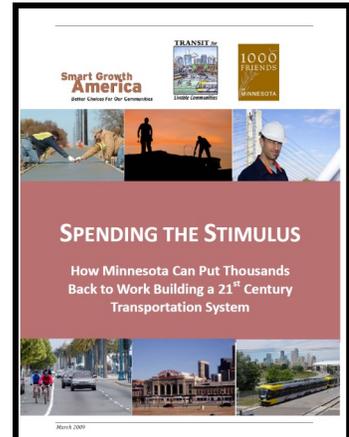
¹ Smart Growth America. *States of Stimulus*. June 2009: 2.

Understanding the intricacies of state transportation decision making can be a daunting and on-going challenge even for transportation experts. Where does transportation funding come from and how is the state spending it? On what basis is the state determining its transportation priorities? Who is responsible for transportation outcomes in each state?

Transportation advocates engage the public on important decisions about the way we live, work and get around by navigating this often technical and bureaucratic terrain.

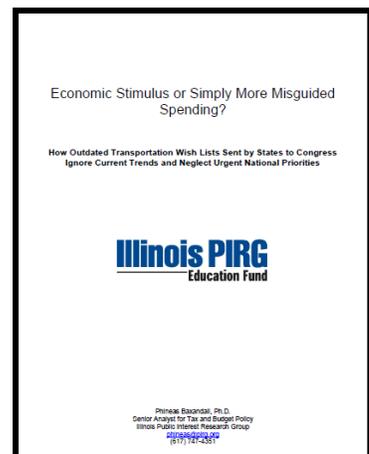


NCDOT reform report by Southern Environmental Law Center



Transit for Livable Communities and Smart Growth America's analysis of transportation stimulus spending in Minnesota.

States can use federal transportation money to purchase buses, expand commuter rail, make bicycling and walking safer, or they can use it to build new highways.



Illinois PIRG's analysis of state spending of stimulus dollars.

Who's Out There?

Transportation touches virtually every aspect of our daily lives. It connects people to goods and services, provides access to economic opportunities and impacts our environment. Advocates from a variety of disciplines are seeped in transportation work; from environmental lawyers to public health experts.

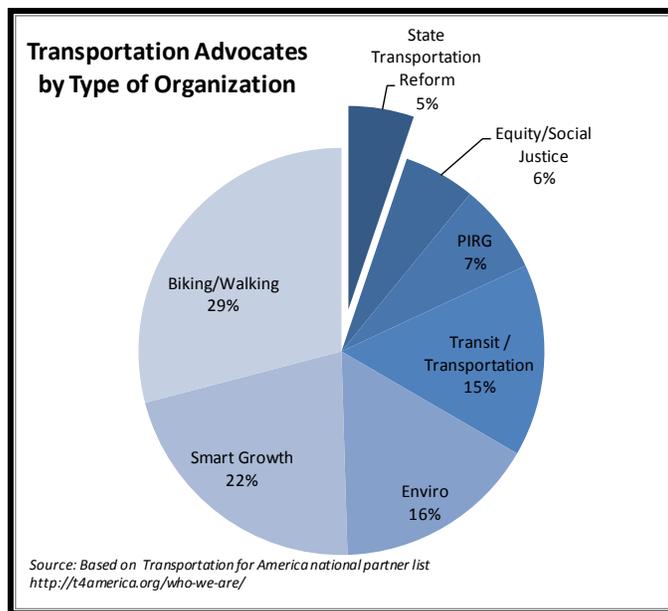
Unfortunately, there are few groups across the country that have the capacity or resources to exclusively engage in state transportation policy reform work.

Of over 400 organizations that are members of national transportation advocacy coalitions (Transportation for America, Smart Growth America and Surface Transportation Policy Project) only 11 organizations are focused exclusively on transportation policy and actively engaged at the state level on transportation reforms.

Groups that work on a broader range of issues often lack dedicated transportation staff and capacity. Most smart growth organizations, for example, are working to advance better land use planning and zoning, environmental conservation and protection, economic development and urban revitalization in addition to transportation policy. Smart growth advocates are often the only transportation advocacy voice in the state yet many lack dedicated transportation staff to watchdog and analyze state transportation decisions.

If we want to fully realize a new transportation vision for the country, we need greater investment and capacity building to better engage in state level transportation advocacy work.

“We are fighting on so many different fronts, not having a dedicated transportation staff limits our capacity to engage on this issue in a systematic way.” - Dru Schmidt-Perkins, Executive Director of 10,000 Friends of Maryland.



Challenge: How is my state spending transportation dollars?

Understanding state transportation financing can be a daunting challenge. State transportation agencies, where such pertinent information is housed, are not required to report this to the public in an accessible, lay-person friendly way.

Actual & Estimated DOT Operating Budget

	2004-2005 Authorized	2009-2010 Estimated	2010-2011 Estimated	2011-2012 Estimated	2012 Estimated
Personnel Summary					
Permanent Full-Time Positions					
Special Transportation Fund	3,282	3,396	3,396	3,396	
Financial Summary					
Other Current Expenses					
Transportation Strategy Board	1,202,780	0	0	0	
TOTAL - General Fund	1,202,780	0	0	0	
Personal Services	121,005,115	156,847,684	157,511,930	157,511,930	157,511,930
Other Expenses	41,821,220	43,426,685	43,426,685	43,426,685	43,426,685
TOTAL - PS&O	162,826,335	200,274,369	200,938,615	200,938,615	200,938,615
Capital Outlay					
Equipment	2,251,247	2,001,945	1,911,500	1,911,500	
Minor Capital Projects	324,639	332,500	332,500	332,500	
Highway & Bridge Renewal-Equipment	5,489,354	6,000,000	6,000,000	6,000,000	
Transit Equipment	86,267	0	0	0	
TOTAL - Capital Outlay	8,131,707	8,334,445	8,244,000	8,244,000	
Other Current Expenses					
Highway Planning and Research	2,616,471	2,670,601	2,619,989	2,678,101	
ADA Para-transit Program	13,294,537	23,826,375	25,566,980	28,716,437	
Hospital Transit for Dialysis	54,525	0	0	0	
Rail Operations	60,215,131	113,685,208	123,776,327	120,346,304	
Bus Operations	82,555,172	121,368,445	128,005,915	134,811,226	
Non-ADA Dial-A-Ride	2,469,995	576,361	576,361	576,361	
Highway and Bridge Renewal	547,038	0	0	0	
Insurance Recovery	14,738	0	0	0	
Highway and Bridge Renewal	11,231,460	12,402,843	12,402,843	12,402,843	
Tweed-New Haven Airport Grant	0	1,500,000	1,500,000	1,500,000	
TOTAL - Other Current Expenses	182,031,067	278,029,833	295,647,375	308,921,272	
Payments to Local Governments					
Town Aid Road Grants	19,919,919	0	0	0	
TOTAL - Special Transportation Fund	372,909,028	494,438,647	504,829,990	517,413,887	
TOTAL - ALL FUNDS	374,111,808	494,438,647	504,829,990	517,413,887	

Figure 5

Source: Connecticut Department of Transportation 2010 Statewide Transportation Improvement Program.

Catalyzing Transportation Reform in Connecticut (Tri-State Transportation Campaign)

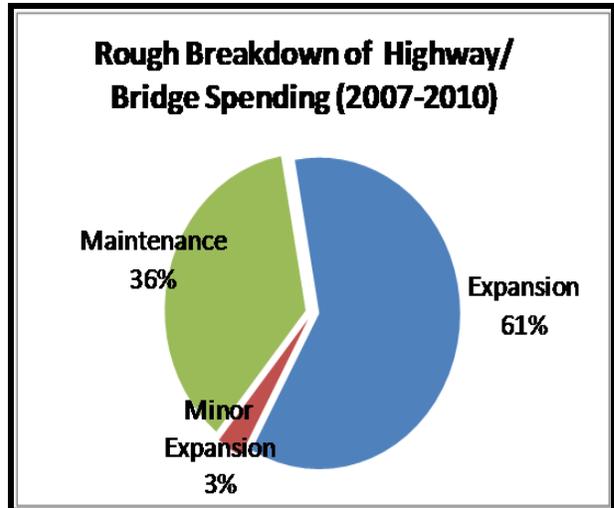
May 2007	Fall 2007	Feb 2008	May 2008	Summer 2008	Summer 2009	Fall 2009	Winter 2010
TSTC publishes analysis of ConnDOT spending. Report exposes DOT spending trend away from road maintenance & repair toward highway expansion.	TSTC launches an aggressive outreach and media campaign around report findings.	TSTC influences Commission tasked with reforming ConnDOT.	New Commissioner calls for greater transit investment.	TSTC drafts complete streets policy for New Haven. It passes.	TSTC wins statewide Complete Streets legislation.	ConnDOT Commissioner Marie calls off three highway projects, pushing for fix-it-first instead.	On track: New CT STIP analysis finds spending on transit and road/bridge maintenance is up while highway expansion is down.

Success story 1: Tracking how your state spends federal transportation dollars.

Who: Tri-State Transportation Campaign (TSTC) produces hard-hitting transportation policy and spending analyses that have led to agency reforms in NY, NJ and CT. Formed in 1995 in response to federal policy shift toward a more balanced transportation system, TSTC combines advocacy, analysis and legal expertise to advance a sustainable and equitable transportation agenda in the country's largest metropolitan region.

What: TSTC's analysis of planned capital spending in New Jersey and Connecticut have heightened attention to the region's transportation system and led to significant shift in DOT spending.

How: Federal law requires states to report how federal dollars are allocated every two years in a State-wide Transportation Improvement Program (STIP) report. Projects that are funded solely through state and local funding are not required in the STIP. Some states report both, some only include the minimum required by law. Since federal dollars provide, on average, 60% of a state's transportation revenue, tracking the allocation of federal dollars is still an effective way to uncover state transportation spending decisions. The official document itself, available from each state's DOT, can resemble a telephone book or set of coded ledgers. Knowing how to de-code the STIP and the right data to look for can offer the single best indicator on where the state is putting its critical transportation dollars.



Source: TSTC's CT STIP analysis report 2010.

STIP Analysis Key Components

- Project by project coding.
- Distribution of projected capital spending between highway/bridge, bike/ped, transit capital and other.
- Distribution of highway/bridge spending between expansion, maintenance and minor expansion.
- Status of state's bridge and roadway conditions.
- State spending of flexible federal funds.

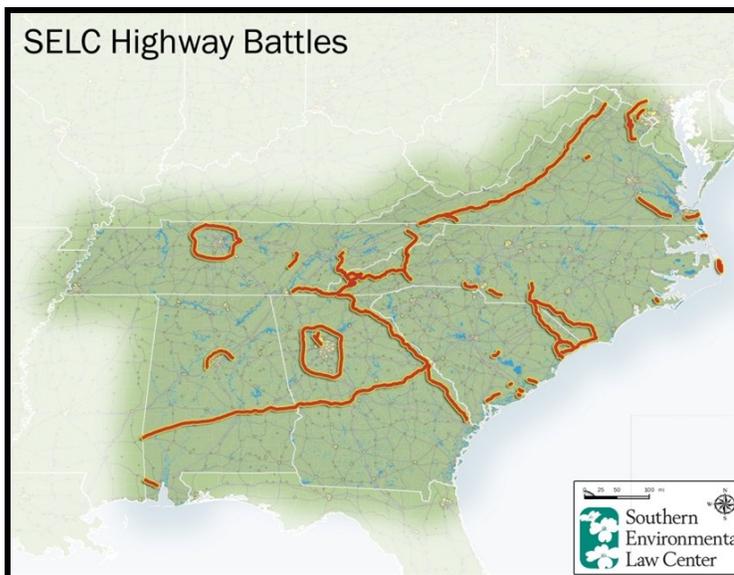
Catalyzing Transportation Reform in New Jersey (Tri-State Transportation Campaign)

1996	1996-1999	2000	2001	2003-2006	2007-2009
TSTC analysis shows nearly 50% of NJDOT budget is for new highways.	TSTC exerts "fix-it-first" pressure in the media and on key decision makers in the state's capitol – legislative leaders, governor, DOT commissioner, agency heads, etc.	Governor Whitman and legislators mandate repair of one-half of the state's roads and bridges over five years.	TSTC and allies sue NJDOT for failing to adhere to fix-it-first mandate. Court criticizes DOT and rules in advocates' favor.	NJDOT cancels bypass projects and begins to adopt a land use approach to reducing congestion.	State spending on new highway expansion hovers around 5%. Bike, pedestrian infrastructure and bridge repair spending increases.

Challenge: What are we getting in return?

State transportation agencies decide how to spend hundreds of millions of dollars each year. What is the public getting in return for these transportation investments? Are we getting new jobs, less congestion, reduction in greenhouse gas emissions, much needed repairs on our crumbling roads and bridges? Or are we getting more congestion, less transportation choices and deteriorating, unsafe infrastructure? On what basis do states chose which projects get funding?

There are no guidelines when it comes to how states make their transportation investment decisions. The absence of any clear and objective criteria by which transportation projects are selected makes it difficult for the public to hold state agencies accountable for any less than desirable transportation outcomes.



Passing DOT reform legislation in South Carolina (Southern Environmental Law Center)

2006

SCDOT staff testify before Senate Transportation Committee hearing that agency management has been hiding money and manipulating accounting books, prompting immediate call for full audit of SCDOT's expenditures.

2007

Audit finds SCDOT wasted at least \$50M, has a habit of bad record keeping and has questionable relationships with some contractors. Audit prompts state leaders to acknowledge the need for major reform at SCDOT.

2007

Due to a decade's worth of experience challenging SCDOT on bad projects, SELC helps draft SCDOT reform legislation.

2007

South Carolina Governor Mark Sanford signs SCDOT Reform Act into law.

2010

South Carolina State Legislative Audit Council conducts follow up audit SCDOT and finds that SCDOT staff made "significant efforts" to comply with SCDOT Reform Act of 2007

Success Story 2: Passing legislation requiring transportation spending criteria.

Who: Southern Environmental Law Center (SELC) uses legal action and policy advocacy to protect the environment and health of the Southeast region covering six states: Virginia, North Carolina, South Carolina, Georgia, Tennessee and Alabama.

What: SELC relies on a law and policy model that pushes state legislators and regulatory agencies in and outside of courts. SELC was instrumental in pushing and drafting ground breaking legislation that will change how road projects are chosen and money is spent in South Carolina to ensure the best use of limited taxpayer dollars while protecting the state's natural environment.

How: After two decades of battling state DOTs in the region over unnecessary, expensive and environmentally damaging highway projects, SELC seized upon South Carolina and North Carolina DOTs' own public scandals and financial mismanagement as an opportunity to push for greater public transparency and accountability in how agencies make spending decisions. After an independent legislative audit found that SCDOT wasted millions of dollars and violated multiple state and federal regulations, SELC was ready to respond with a slate of needed reforms. SELC and allies led a "fiscal responsibility" and "good governance" SCDOT reform media campaign message that resonated with residents, elected officials, editorial boards, environmentalists and truckers alike.

South Carolina DOT Reform Act of 2007

- Projects selected based on objective analysis of real transportation need rather than political pressures.
- Cost, safety and environmental impacts to air, water and natural areas must be factors in decision.
- Less destructive alternatives must be considered, including community-based options for transit, bike and pedestrian routes, improved signalization and alternatives to single occupant driving, before highway expansion.
- Public must be able to participate in major transportation decisions.
- Long-range transportation plan must be developed that looks beyond building more and bigger highways.

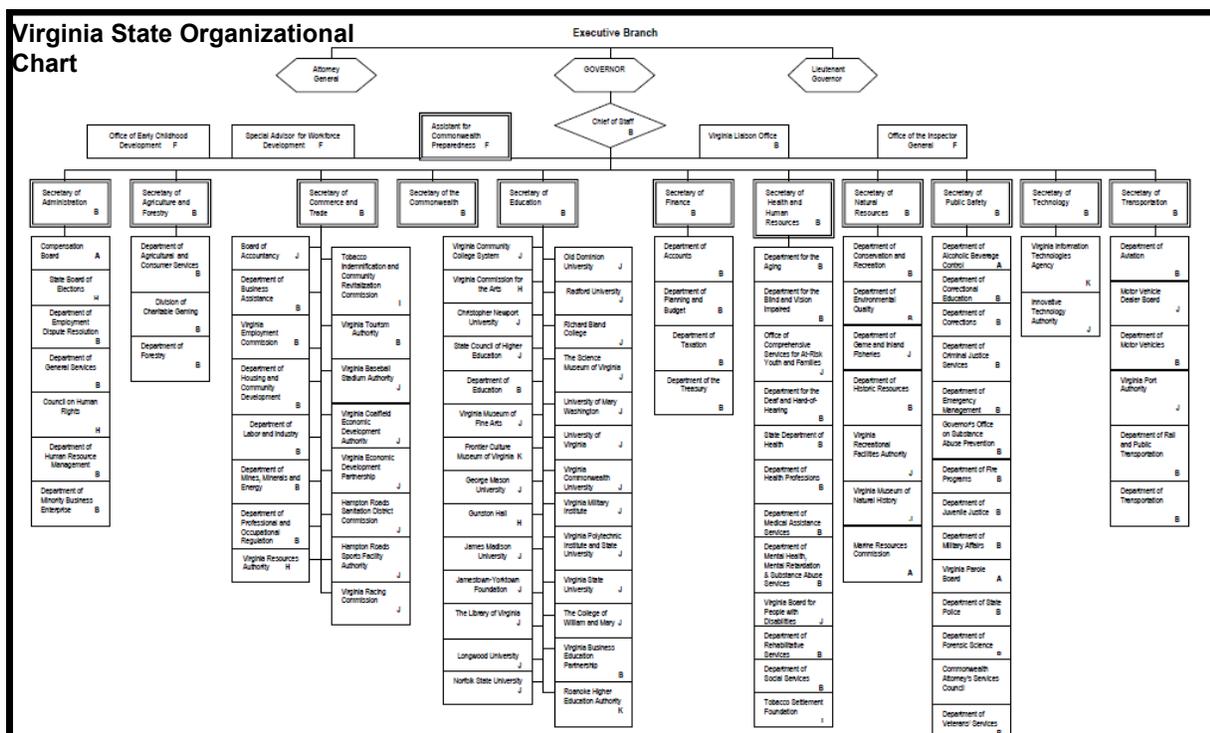
Creating a roadmap for DOT reform in North Carolina (Southern Environmental Law Center)

Oct 2007	2007	2008	Jan 2009	2009	2009-2010
Release of \$2.5 million study by McKinsey and Co. highlights several deficiencies in NCDOT operations.	NCDOT agency scandals garner extensive media coverage and public attention, ranging from I-40 repaving fiasco to DOT board member resignations in the face of improper political influence.	A "blue ribbon" panel is charged to study revenue and policy solutions to NCDOT's major funding shortfall.	Newly elected Governor Perdue pledges DOT reform.	SELC publishes a reform roadmap for North Carolina's transportation future.	SELC uses the report as a catalyst for grasstops and media outreach, keeping the DOT reform drumbeat alive.

Challenge: Who is accountable for my state's transportation policy choices?

Even though transportation decisions can be easily buried in the daily technical operations of state agencies, strong policies by state elected leaders can influence how a bureaucracy conducts business. Governors in particular wield tremendous power over a state's policy choices. They can influence transportation policy in a variety of ways including the following:

- Appointing the head of the state DOT and often members of a state transportation board
- Submitting relevant legislation to the state legislature
- Making budget decisions that impact state aid to transportation



Source: <http://www.commonwealth.virginia.gov/StateGovernment/StateOrgChart/orgChart.cfm>

Raising public awareness of transportation and land use (Coalition for a Smarter Growth)

1990s

Local residents, environmentalists and historic preservationists successfully block Disney Corporation's plan to locate its third U.S. theme park near Manassas National Battlefield in rural Virginia.

1997

Groups involved in Disney fight see regional growth and transportation as more than one debate, establishes the Coalition for Smarter Growth, pushing for balanced regional growth in the Washington D.C. metro area.

2000

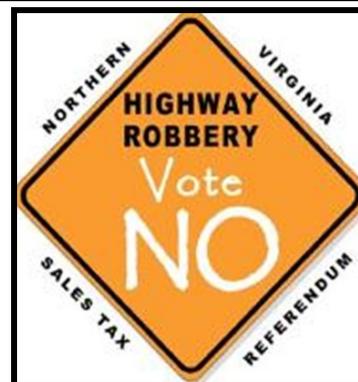
The Coalition and allies form Smart Growth Alliance—a jury comprised of The Coalition, Chesapeake Bay Foundation and business groups that endorses smart growth developments

Success Story 3: Holding elected state leaders accountable.

Who: The Coalition for Smarter Growth (The Coalition) issued its first report “Highway Robbery” in 1997 to challenge those who were pushing for outer beltway highway expansion and continued sprawl in the Washington D.C. region. The Coalition and its partnership of organizational members went on to coordinate campaigns against the outer beltway and sprawl in rural areas while fighting for transit-oriented development, urban revitalization, transit, walkable and bikeable communities, affordable housing, and balanced regional economic investment.

What: The Coalition and its allies in the region successfully injected transportation and land use as a key issue in Virginia’s 2005 gubernatorial race. Transportation and land use concerns appeared on campaign materials and were a featured topic during the gubernatorial debates. Growth issues resonated with voters, especially in outer suburbs where votes for Tim Kaine tipped him to victory. In 2006, the newly elect Governor Kaine announced a Governor’s initiative to align land use and transportation planning activities by requiring localities to consider traffic impact of development projects.

How: Heightened voter attention on transportation and land use challenges in the state was the result of three years worth of advocacy groundwork by the Coalition. In 2002, the Coalition successfully challenged a transportation sales tax referendum that failed to tie new funding to better land use planning. Voters responded to the “No Sprawl Tax” Campaign by rejecting the tax packages. The defeat of the state tax referenda was a watershed moment that led to major shifts in regional thinking about transportation and land use.



Injecting transportation as a gubernatorial campaign issue (Coalition for a Smarter Growth)

2002	2005	2005	2006
The Coalition publishes “Blueprint for a Better Region” – a presentation that captures core smart growth, land use and transportation policies for the region. The Coalition and allies successfully stops a transportation sales tax referendum in Northern Virginia due to its lack of land use and transportation planning in a “No Highway Robbery” campaign.	The Coalition and Smart Growth Alliance members sponsor “Reality Check” regional conference with over 300 government, non-profit, civic and business participants.	Transportation and land use issues play key role in VA gubernatorial election and debates.	Newly elect Governor Tim Kaine announces a Governor’s initiative to align land use and transportation planning activities, requiring localities to work with VDOT

Challenge: What if the transit system needs more money?

Transit agencies across the country are struggling to keep trains and buses running as every form of transit revenue is down as a result of the current economic recession. Many states, in an attempt to balance their own budgets are slashing state aid to transit agencies.

The majority of public transit systems in the country rely heavily on state and local aid to keep riders moving. When city and state aid is reduced and other tax receipts decline, transit agencies resort to devastating service cuts and double digit fare hikes to close looming budget gaps.

These cuts are coming at a time when Americans are increasingly dependent on transit as a more affordable option to get to work or look for work.

For metro areas with a population greater than 200,000 people, federal transit funding can only be used for capital projects (to purchase buses, new rail and subway cars, build and expand transit lines) not for operating expenses. There is increasing pressure on Capitol Hill to revisit federal support for transit operation. Ironically, many agencies have been able to purchase new buses with stimulus funds as they are laying off drivers and reducing bus service.



In August 2009, Transportation for America and the Transportation Equity Network published the above “United States of Transit Cutbacks” map to show the number of communities across the country impacted by transit cuts and fare hikes.

Unfortunately, the transit funding crisis has only gotten worse since last summer. According to Amalgamated Transit Union, 3,219 transit workers across the country have been laid off and they anticipate over 3,600 projected layoffs in 2010.

As transit agencies scramble to close their budget gaps, elected officials, transit riders and advocates are looking for ways to increase revenues. The following success stories from Washington, Minnesota and California demonstrate how increased funding for transit can be achieved, even in an economic downturn.





Chicago 2009



Boston 2008

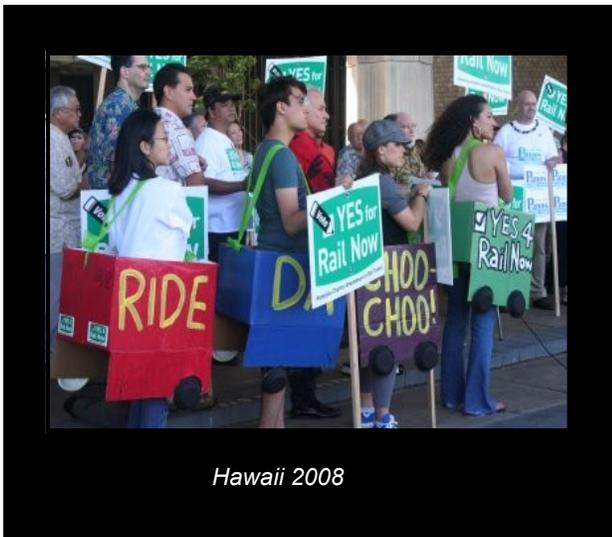


New York City 2008

Fighting For Transit



Seattle 2008



Hawaii 2008



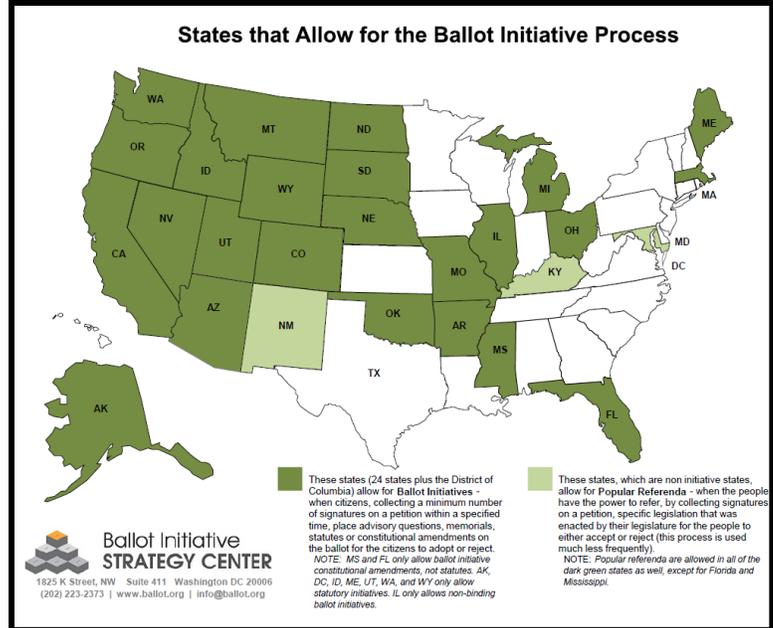
Albany, NY 2008

Success Story 4: Raising transit funding at the ballot box.

Who: Transportation Choices Coalition (TCC) is a membership organization that is widely recognized as a leader in statewide transportation reform efforts in Washington. What started out as a small band of groups in 1993 has grown today into a mobilized coalition of diverse organizations and individual members in 19 counties statewide. TCC is changing the transportation debate by educating citizens and empowering them to become critical voices throughout the state.

What: Since 2000, TCC has led successful transit ballot measures in counties across the state to help replace the funding lost after a slew of “tax cuts” that resulted in more money for highway lane expansions and large cuts in funding for transit and other transportation choices.

How: Grassroots mobilization is key to TCC’s success at the ballot box. As the only organization focused on improving transportation statewide, TCC’s grassroots activities are geared toward fostering a statewide grassroots base.



Transportation advocates in 24 states + D.C. can raise transit funding by asking voters to support a tax or toll increase through a ballot initiative.

Building public support to restore state transit aid (Transportation Choices Coalition)

1990s

WA state provided one-third of transit funding through annual Motor Vehicles Excise Tax (MVET).

1993

Small group of businesses, public agencies, concerned individuals establish TCC to focus on improving transportation statewide.

1998

A statewide referendum passed the polls (R-49) in which citizens voted for a \$20 reduction in tax tacked onto their yearly car registration fee (MVET), resulting in large cuts in funding for transit

1999

Voters pass another “tax cut” which brought the car tab even lower to a flat \$30 a year. This dramatic cut eliminated \$750M from the budget for bus service across the state, causing a slash in service everywhere.

TCC's Key Outreach, Education and Organizing Tactics:

- Coordinating annual citizen transportation lobby days.
- Sponsoring “Meet Your Legislators” meetings outside the legislative session.
- Conducting “Expanding Choices” tours – a series of organized town halls and community action nights where citizens can learn more about transportation challenges and solutions facing their community and the state.
- Organizing coalitions around specific legislative action.
- Sponsoring educational and candidate forums.
- Tabling at local events and street fairs.



Passing transit funding ballot initiatives across the state (Transportation Choices Coalition)

2000	2000	2001	2005
State legislature allows municipalities to raise sales tax by .9% to replace bus revenues lost from MVET repeal.	TCC successfully blocked another “tax cut” initiative (I-745) that would have forced WA to spend no less than 90% of its transportation dollars on pavement, leaving 10% for alternative transportation modes.	TCC organizes a 44 member coalition to launch “Expanding Choices Tour.” This particular tour centered on a series of community action nights on transportation in Spokane, Tacoma, Everett and Tri-Cities. The action nights were a way for citizens to learn about and join in their efforts. Citizens came to hear about real solutions to transportation problems in Washington and find out how they could make a difference at the state and local level.	Citizens in 20 transit systems across the state vote YES to support service through raising local sales tax.

Success Story 5: Getting the state to dedicate funding for transit .

Who: Founded in 1996, Transit for Livable Communities (TLC) is the largest transportation advocacy organization in Minnesota with nearly 10,000 members and a full time staff of 13 employees pushing for a more balanced transportation system.

What: In 2006, TLC helped pass a historic constitutional amendment on Motor Vehicle Sales Tax which provided the first state source of dedicated funding for transit. In 2008, TLC help pass an unprecedented transportation bill, creating \$100M/yr of new dedicated funding for transit.

How: The passage of the Minnesota Transportation Amendment in 2006 was the result of extensive, aggressive and on-going organizing and outreach efforts by TLC to grassroots and grassroots leaders alike to support increased funding for transit, bicycling and walking. TLC also forged a strong coalition of diverse allies including faith-based, labor, environmental, and senior organizations to make transit funding a priority issue for their members. Constituency building followed a legislative strategy to ensure enough votes to pass the Amendment. TLC's boots on the ground approach, especially in suburban park and ride districts, built constituency support in key legislative districts.



Creating a state transit lock box (Transit for Livable Communities)

2001

TLC undertakes ambitious expansion of its staff, budget and programs, including creating an action network to link local transit and land use advocates from around the region.

2003-2006

TLC publishes a series of policy briefs that set the stage for the Minnesota Transportation Amendment.

2006

MN state legislature passes constitutional amendment, creating a first ever state source of dedicated transit funding.

Key Ingredients to TLC's Campaign Success:

- Do your homework on developing the right campaign message through focus groups and/or message polling.
- Form workable partnerships with the usual (environmental, social equity, transit riders, etc.) and unusual suspects (seniors, faith-based, health, businesses, etc.)- especially with groups that bring organizing muscle to the table.
- No short cuts around grassroots organizing. It's time intensive but pays off in leaps and bounds if done right.
- Build a base in key legislative districts.
- Have fun!



Creating a state transit lock box (Transit for Livable Communities)

2007

TLC report shows St. Paul and Minneapolis has more highway lane miles per capita than Los Angeles or Atlanta.

2008

TLC help pass a historic transportation funding bill which will generate \$660M/yr into Minnesota's transportation sector for 10 years. It includes a nickel a gallon gas tax increase, additional gas tax surcharge up to three and a half cents a gallon to pay off road construction debt (the surcharge will decline as the debt gets smaller) and a \$0.25 sales tax increase in the metro area that is dedicated to transit projects.

Success story 6: Creating new sources of transit revenue.

Who: In 1997 environmental and social justice groups came together to create TransForm because they recognized how the quality of life and environment in the nine-county Bay Area were at risk due to poorly planned development and a transportation system focused on just one way of getting around: driving. In the years since, TransForm has helped to win billions of dollars and groundbreaking policies in support of public transportation, smart growth, affordable housing, and bicycle and pedestrian safety in California's Bay Area.

What: In 2004, TransForm led a successful transportation funding ballot initiative to pass a \$1 bridge toll increase for 7 Bay Area bridges that will create \$125M/yr over 30 years in new transportation revenues. TransForm played a lead role in developing a funding criteria and legislative strategy to successfully pass this ballot initiative. This was an extraordinary opportunity to help the region decide how to spend a \$4B transportation expenditure package. The funding measure included the following:

- Funding for transit operations, not just capital
- Significant funding dedicated specifically to increasing transit access for low-income communities
- Performance measures that ensure success

How: TransForm, as the Bay Area's leading transportation policy and advocacy group, played a leading role in building a groundswell of grassroots support for the legislation. Smart analysis, strong coalition of strategic partners and an effective communications strategy in the year leading up to measure enabled the passage of the measure.



Creating new sources of transit revenue (TransForm)

July 2000

TransForm wins over \$300M for transit operations, reversing Governor Davis' proposed budget cuts.

Nov 2000

TransForm brings together a diverse coalition in Alameda County to win a new transportation sales tax dedicated 80% of funds to public transit, paratransit and bike/ped safety. The tax passes with record breaking 81% vote.

2002

Senator Don Perata announced goal of passing \$1 bay area bridge toll increase to support public transportation.

2003

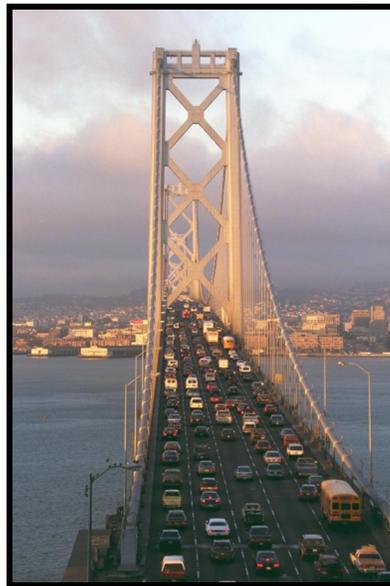
TransForm lays organizing groundwork for building grassroots and grassroots support for the bridge toll measure.

2004

TransForm led a successful transportation funding ballot initiative to pass \$1 bridge toll increase for 7 Bay Area bridges.

Key Ingredients to TransForm's Campaign Success:

- Significant grassroots lobbying to help pass the legislation, including signing up over 300 organizations, cities and agencies to support the initiative.
- Coordinating 13 transit unions from throughout the Bay Area to come together behind the bridge toll increase.
- Organizing a large rally in Sacramento in which 200 of these workers came up and lobby their legislators following the rally.
- Serving as primary spokespeople for the media and making dozens of editorial board visits.



Creating new sources of transit revenue (TransForm)

Nov 2004

TransForm brings together 39 groups around the passage of Contra Costa County's transportation sales tax proposal, winning significant funds for smart growth and affordable housing incentive program (the first of its kind in the country).

July 2005

After years of advocacy by TransForm, MTC establishes a first-in-the-nation policy requiring cities to plan for homes and transit-oriented development around new transit stations before receiving funding.

May 2007

TransForm helps found ClimatePlan, a collaboration of organizations throughout the state working to ensure that CA's landmark global warming law, AB 32, yields strong transportation and land use policies.

April 2009

After a 2 year effort by TransForm's regional coalition, the MTC adopts a 2009 Regional Transportation plan that designates unprecedented levels of funding for programs that will cut greenhouse gas emissions, reduce driving, and make the Bay Area a more walkable and bikeable region.

Conclusion

The success stories featured in this report are examples of how advocacy efforts at the state level can have tremendous impact on transportation outcomes. We hope they spur more conversation among state groups, more support from philanthropic organizations, and coordinated action across state lines.

Urban Leaders Fellow Yonah Freemark writes, “When it comes to transportation in America, it’s all about the states. State departments of transportation determine how federal highway dollars are distributed. State legislatures choose whether to allow cities and counties to tax themselves for the purposes of improved transportation.”

In order to make a difference in how government transportation funds are spent, we must strengthen reform voices and multiply reform victories at the state house.

How do we accomplish this? First, advocates need to a way share information that could help advance their own state work ranging from state reform policies to successful campaigns. Currently, there is no infrastructure among state based groups to facilitate this. A web-based “clearinghouse” dedicated to state transportation reform can serve as a repository of policies, best practices and advocacy

Second, state groups can coordinate advocacy actions such as:

- a) publishing a state DOT report card based on safety, system maintenance and preservation, bicycle/pedestrian safety, bridge and road conditions, mode share, etc;
- b) creating a policy roadmap to state transportation reform in each state;
- c) launching transit funding campaigns calling for long-term funding solutions to transit.

Lastly, there needs to be greater investment to bolster and strengthen transportation advocacy work. What environmental organizations spend on lobbying alone more than doubles entire budgets of many national and local transportation groups combined. Imagine what could be accomplished if transportation advocates had access to the type and scale of resources comparable to those of the environmental movement.

When the next federal transportation bill is passed, state advocates alone will be left to watchdog its implementation. In order to fully realize any reform opportunities in the next federal bill, we need many more state success stories similar to the ones in this report.

“When it comes to transportation in America, it’s all about the states.”

*Urban Leaders Fellow
Yonah Freemark.*

Appendix

Appendix

Directory of Transportation Advocates Across the Country

ALABAMA

Citizens for Responsible Government	Fairhope	Civic	http://www.responsiblegov.net
League of Women Voters of Greater Birmingham	Birmingham	Civic	http://www.lwvgb.org
Alabama Arise	Montgomery	Equity	http://www.alarise.org
Arise Citizen's Policy Project	Montgomery	Equity	http://www.arisecitizens.org
Conservation Alabama	Birmingham	Smart Growth	http://www.conservationlabama.org
Smart Coast	Fairhope	Smart Growth	http://smartcoast.org
Birmingham Regional Transit Advocacy Group	Birmingham	Transit	http://www.ag.auburn.edu/auxiliary/grassroots

ALASKA

Bicycle Commuters of Anchorage	Anchorage	Bike/Ped	http://www.bicycleanchorage.org
Southeast Alaska Conservation Council	Juneau	Enviro	http://seacc.org
Alaska Public Interest Research Group (AKPIRG)	Anchorage	PIRG	http://www.akpirg.org
Anchorage Citizens Coalition	Anchorage	Smart Growth	http://www.accalaska.org
Alaska Transportation Priorities Project	Anchorage	Transportation	http://aktransportation.org
Transit Works for Anchorage	Anchorage	Transit	http://anchtrans.blogspot.com

ARIZONA

Tucson Bike Alliance inc	Tucson	Bike/Ped	http://www.tucsonbikealliance.com
Arizona Center for Law in the Public Interest	Tucson	Law	http://www.aclpi.org
Arizona PIRG	Phoenix	PIRG	http://www.arizonapirg.org

CALIFORNIA

Bicycle Civil Liberties Union	Berkeley	Bike/Ped	http://www.bclu.org
Bike Sage	Los Angeles	Bike/Ped	http://www.bikesage.com
Bikestation Coalition	Long Beach	Bike/Ped	http://www.bikestation.org
California Bicycle Coalition	Sacramento	Bike/Ped	http://www.calbike.org
California WALKS	Berkeley	Bike/Ped	http://www.californiawalks.org
L.A. County Bicycle Coalition	Los Angeles	Bike/Ped	http://la-bike.org
Marin County Bicycle Coalition	San Anselmo	Bike/Ped	http://www.marinbike.org
Pasadena Walks!	Pasadena	Bike/Ped	http://www.pasadenawalks.org
Sacramento Area Bicycle Advocates	Sacramento	Bike/Ped	http://www.sacbike.org
San Francisco Bicycle Coalition	San Francisco	Bike/Ped	http://www.sfbike.org
San Luis Obispo County Bicycle Coalition	San Luis	Bike/Ped	http://www.slobikelane.org
Santa Barbara Bicycle Coalition	Santa Barbara	Bike/Ped	http://www.sbbike.org
Walk Oakland Bike Oakland	Oakland	Bike/Ped	http://www.walkoaklandbikeoakland.org
Walk San Francisco	San Francisco	Bike/Ped	http://www.walksf.org
WALK Sacramento	Sacramento	Bike/Ped	http://www.walksacramento.org
Butte Environmental Council	Chico	Enviro	http://www.becnet.org
Community Environmental Council	Santa Barbara	Enviro	http://www.cecsb.org
Greenbelt Alliance	San Francisco	Enviro	http://www.greenbelt.org
Land Watch Monterey County	Salinas	Enviro	http://www.landwatch.org
Rails-to-Trails Conservancy, California	San Francisco	Enviro	http://www.railstotrails.org
Coalition on Regional Equity (CORE)	Sacramento	Equity	http://www.equitycoalition.org
Policy Link	Oakland	Equity	http://www.policylink.org
Urban Habitat	Oakland	Equity	http://urbanhabitat.org
Bus Riders Union—The Labor /Community Strategy Center	Los Angeles	Transit	http://www.thestrategycenter.org/project/bus-riders-union

Appendix

CALIFORNIA

CALPIRG	San Francisco	PIRG	http://www.calpirg.org
SPUR: San Francisco Planning and Urban Research Association	San Francisco	Policy	http://www.spur.org
BayRail Alliance	Sunnyvale	Rail	http://www.bayrailalliance.org
Great Valley Center	Modesto	Smart Growth	http://www.greatvalley.org
Local Government Commission (LGC)	Sacramento	Smart Growth	http://www.lgc.org
Coalition for Sustainable Transportation	San Jose	Transportation	http://coast-santabarbara.org
Green Wheels	Humbolt	Transportation	http://www.green-wheels.org
TransForm (Formerly TALC)	Oakland	Transportation	http://transformca.org
Los Angeles Bus Riders Union	Los Angeles	Transit	http://www.thestrategycenter.org
Southern California Transit Advocates	Los Angeles	Transit	http://www.socata.net
The Transit Coalition	Sylmar	Transit	https://www.thetransitcoalition.us/nationaltc/index.html
Move San Diego	San Diego	Transportation	http://www.movesandiego.org

COLORADO

Bicycle Colorado	Boulder	Bike/Ped	http://bicyclecolo.org
BikeDenver	Denver	Bike/Ped	http://www.bikedenver.org
International Mountain Biking Assoc.	Boulder	Bike/Ped	http://www.imba.com
Pikes Peak Area Bikeways Advocates	Colorado		
Environment Colorado	Springs	Bike/Ped	http://www.trailsandopenspaces.org
Colorado Environment Coalition	Denver	Enviro	http://www.environmentcolorado.org
Transit Alliance	Denver	Smart Growth	http://www.ourcolorado.org
	Denver	Transit	http://www.transitalliance.org

CONNECTICUT

Elm City Cycling	New Haven	Bike/Ped	http://www.elmcitycycling.org
Connecticut League of Conservation Voters	Hartford	Enviro	http://www.ctlcv.org
Connecticut PIRG	New Haven	PIRG	http://www.connpirg.org
Connecticut Fund for the Environment	New Haven	Law	http://ctenvironment.org
1000 Friends of Connecticut	Hartford	Smart Growth	http://www.1000friends-ct.org
Connecticut Livable Streets Campaign	New Haven	Smart Growth	http://www.livablestreets.com/projects/ct-livable-streets/project-home
Regional Plan Association (NY-CT-NJ)	Stamford	Smart Growth	http://www.rpa.org
Greater Bridgeport Transit Authority	Bridgeport	Transit	http://www.gbtabus.com
Tri-State Transportation Campaign	Hartford	Transportation	http://www.tstc.org

DELAWARE

Bike Delaware	Newark	Bike/Ped	http://bikede.org
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FLORIDA

BikeWalkLee	Lee County	Bike/Ped	http://www.bikewalklee.org
South Florida Bike Coalition	Ft. Lauderdale	Bike/Ped	http://www.southfloridabikecoalition.org
Rails-to-Trails Conservancy, Florida	Tallahassee	Enviro	http://www.railstotrails.org
South Florida Audubon Society	Ft. Lauderdale	Enviro	http://www.browardaudubon.org
1,000 Friends of Florida	Tallahassee	Smart Growth	http://www.1000friendsofflorida.org
Smart Growth Partnership	Ft. Lauderdale	Smart Growth	http://www.smartgrowthpartnership.org
Alliance for Responsible Transportation	Saratoga	Transportation	http://www.bikewalklive.org

Appendix

GEORGIA

Bike Athens	Athens	Bike/Ped	http://www.bikeathens.com
Pedestrians Educating Drivers on Safety, Inc. (PEDS)	Atlanta	Bike/Ped	http://peds.org
Georgia Conservancy	Atlanta	Enviro	https://www.georgiaconservancy.org
Georgia PIRG	Atlanta	PIRG	http://www.georgiapirog.org
Livable Communities Coalition	Atlanta	Smart Growth	http://www.livablecommunitiescoalition.org
Waysouth (Appalachian region)	Lakemont	Transportation	http://www.waysouth.org
Citizens for Progressive Transit	Atlanta	Transit	http://www.cfpt.org
Georgia Transit Association	Savannah	Transit	http://www.thegta.org
Southern Environmental Law Center	Atlanta	Law	http://www.selc.org

HAWAII

PATH: Peoples Advocacy for Trails Hawaii	Kailua-Kona	Bike/Ped	http://www.pathhi.org
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IOWA

Environmental Law and Policy Center	Des Moines	Law	http://elpc.org
Iowa PIRG	Des Moines	PIRG	http://www.iowapirog.org
1,000 Friends of Iowa	Des Moines	Smart Growth	http://1000friendsofiowa.org

IDAHO

Idaho Smart Growth	Boise	Smart Growth	http://www.idahosmartgrowth.org
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ILLINOIS

Active Transportation Alliance	Chicago	Bike/Ped	http://www.activetrans.org
League of Illinois Bicyclists	Park Forest	Bike/Ped	http://www.bikelib.org
Openlands	Chicago	Enviro	http://www.openlands.org
Center for Neighborhood Technology	Chicago	Policy	http://www.cnt.org
Campaign to Build Illinois Transit	Chicago	Transit	http://www.citizenaction-il.org
CTA - Citizens Taking Action	Chicago	Transit	http://www.ctariders.org
Illinois PIRG	Chicago	PIRG	http://www.illinoispirg.org
Environmental Law and Policy Center	Chicago	Law	http://elpc.org

INDIANA

Hoosier Environmental Council	Indianapolis	Enviro	http://www.hecweb.org
Citizens for Appropriate Rural Roads, Inc. (CARR)	Stanford	Transportation	http://www.carri69.org
Indiana Public Interest Research Group (INPIRG)	Bloomington	PIRG	http://www.inpirg.org
Bloomington Transportation Options for People	Bloomington	Transit	http://www.b-top.org

KENTUCKY

Bluegrass Tomorrow	Lexington	Smart Growth	http://www.bluegrasstomorrow.org
Coalition for the Advancement of Regional Transportation	Louisville	Transportation	http://www.cartky.org

LOUISIANA

Urban Conservancy	New Orleans	Enviro	http://www.urbanconservancy.org
Center for Planning Excellence	Baton Rouge	Smart Growth	http://www.planningexcellence.org
Baton Rouge Bicycle Club	Baton Rouge	Bike/Ped	http://www.batonrougebikeclub.com

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MASSACHUSETTS

LivableStreets Alliance	Boston	Bike/Ped	http://livablestreets.info
MassBike	Boston	Bike/Ped	http://www.massbike.org
WalkBoston	Boston	Bike/Ped	http://www.walkboston.org
Alliance of Boston Neighborhoods	Boston	Civic	http://www.abnboston.org
Rails-to-Trails Conservancy, New England	Worcester	Enviro	http://www.railstotrails.org
Action! For Regional Equity	Boston	Equity	http://www.actionma.org
Somerville Transportation Equity Partnership	Somerville	Equity	http://www.somervillestep.org
Conservation Law Foundation	Boston	Law	http://www.clf.org
MASSPIRG	Boston	PIRG	http://www.masspirg.org
Pioneer Valley Advocates for Commuter Rail	Springfield	Rail	http://mysite.verizon.net/vzeovxpk/
Massachusetts Smart Growth Alliance	Boston	Smart Growth	http://ma-smartgrowth.org
Alternatives for Community and Environment	Roxbury	Equity	http://www.ace-ej.org

MARYLAND

National Center for Bicycling & Walking	Bethesda	Bike/Ped	http://www.bikewalk.org
One Less Car-Maryland	Pasadena	Bike/Ped	http://onelesscar.org
Sierra Club, Maryland Chapter	Rockville	Enviro	http://maryland.sierraclub.org
Maryland PIRG	Baltimore	PIRG	http://www.marylandpirg.org
1000 Friends of Maryland	Baltimore	Smart Growth	http://friendsofmd.org
Central Maryland Transportation Alliance	Baltimore	Transportation	http://www.cmtalliance.org
Action Committee for Transit	Silver Spring	Transit	http://www.actfortransit.org
b'more mobile	Baltimore	Transit	http://www.bmoremobile.org
Transit Riders League Association	Baltimore	Transit	http://www.cphabaltimore.org
Environment Maryland	Baltimore	Enviro	http://www.environmentmaryland.org

MAINE

Bicycle Coalition of Maine	Augusta	Bike/Ped	http://www.bikemaine.org
Maine Chapter - Sierra Club	Portland	Enviro	http://maine.sierraclub.org
TrainRiders/Northeast	Portland	Rail	http://www.trainridersne.org
Conservation Law Foundation	Portland	Law	http://clf.org

MICHIGAN

Michigan Environmental Council	Lansing	Enviro	http://www.environmentalcouncil.org
Public Interest Research Group of Michigan	Ann Arbor	PIRG	http://www.pirgim.org
Michigan Land Use Institute	Traverse City	Policy	http://www.mlui.org
Wake Up Washtenaw	Washtenaw	Smart Growth	http://home.comcast.net/~krieg254/
Transportation Riders United	Detroit	Transit	http://www.detroittransit.org

MINNESOTA

Twin Cities Streets for People	St. Paul	Bike/Ped	http://www.tcstreetsforpeople.org
Conservation Minnesota	Minneapolis	Enviro	http://www.conservationminnesota.org
Minnesota Center for Environmental Advocacy	St. Paul	Enviro	http://www.mncenter.org
Alliance for Metropolitan Stability	Minneapolis	Equity	http://www.metrostability.org
1000 Friends of Minnesota	St. Paul	Smart Growth	http://www.1000fom.org
Transit for Livable Communities	St. Paul	Transportation	http://www.tlcmnnesota.org
St. Paul Smart Trips	St. Paul	Transit	http://www.smart-trips.org
Environmental Law and Policy Center	Minneapolis	Law	http://www.elpc.org

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MISSOURI

Missouri Bicycle Federation	Kansas City	Bike/Ped	http://mobikefed.org
Saint Louis Regional Bicycle Federation	St. Louis	Bike/Ped	http://www.stlbikefed.org
Citizens for Modern Transit (MO/IL)	St. Louis	Transit	http://www.cmt-stl.org
Greater St. Louis Transit Alliance	St. Louis	Transit	http://moremetrolink.com
Kansas City Regional Transit Alliance	Kansas City	Transit	http://www.kctransit.org
Metropolitan Area Transit Riders Alliance of St. Louis (M.A.T.R.A.-STL)	St. Louis	Transit	http://www.matrastl.org
Let's Go KC Alliance for Transportation Choice	Kansas City	Transportation	http://letsgokc.com

MISSISSIPPI

Bicycle Advocacy Group of Mississippi	Jackson	Bike/Ped	http://www.bikewalkmississippi.org
Bike Walk Mississippi	Oxford	Bike/Ped	http://www.bikewalkmississippi.org

MONTANA

Bike-Walk Alliance for Missoula	Missoula	Bike/Ped	http://www.bikewalkmissoula.org
Sierra Club, Montana Chapter	Missoula	Bike/Ped	http://montana.sierraclub.org
Citizens For A Better Flathead	Kalispell	Enviro	http://www.flatheadcitizens.org
Environment Montana	Missoula	Enviro	http://www.environmentmontana.org
League of Women Voters of Billings	Missoula	Enviro	http://lwvmt.montana.com
Opportunity Link	Havre	Equity	http://www.opportunitylinkmt.org
Working for Equality and Economic Liberation	Helena	Equity	http://www.weeempowers.org
MontPIRG	Missoula	PIRG	http://www.montpirg.org
Friends of the Bitterroot	Hamilton	Smart Growth	http://www.friendsofthebitterroot.org
Montana Smart Growth Coalition	Helena	Smart Growth	http://www.mtsmartgrowth.org

NEW HAMPSHIRE

Conservation Law Foundation	Concord	Law	http://www.clf.org
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NORTH CAROLINA

Active Living By Design	Chapel Hill	Bike/Ped	http://www.activelivingbydesign.com
Charlotte Area Bicycle Alliance	Charlotte	Bike/Ped	http://charlottebikes.org
North Carolina PIRG	Raleigh	PIRG	http://www.ncpirg.org
North Carolina Smart Growth Alliance	Carrboro	Smart Growth	http://www.ncsmartgrowth.org
Carolina Association for Passenger Trains	Chapel Hill	Transit	http://www.trainweb.org
North Carolina Alliance for Transportation Reform (NCATR)	Hoffman	Transportation	http://www.ncatr.com
Southern Environmental Law Center	Raleigh	Law	http://www.selc.org
Environment North Carolina	Raleigh	Enviro	http://www.environmentnorthcarolina.org

NEW JERSEY

New Jersey Bicycle Coalition	Mahwah	Bike/Ped	http://www.njbike.org
Environment New Jersey	Trenton	Enviro	http://www.environmentnewjersey.org
New Jersey PIRG	Trenton	PIRG	http://www.njpirg.org
New Jersey Future	Trenton	Smart Growth	http://www.njfuture.org
Tri-State Transportation Campaign	Trenton	Transportation	http://www.tstc.org

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NEW MEXICO

Bicycle Coalition of New Mexico	Santa Fe	Bike/Ped	http://www.bikenm.org
Walk Albuquerque	Albuquerque	Bike/Ped	http://www.walkalbuquerque.org
League of Women Voters of New Mexico	Albuquerque	Civic	http://www.lwvnm.org
Sierra Club, Rio Grande Chapter	Santa Fe	Enviro	http://nmsierraclub.org
New Mexico Public Interest Research Group	Albuquerque	PIRG	http://www.nmpirg.org

NEVADA

Sierra Club, Las Vegas Chapter	Las Vegas	Enviro	http://nevada.sierraclub.org
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NEW YORK

Transportation Alternatives	New York	Bike/Ped	http://www.transalt.org
UPROSE	Brooklyn	Equity	http://www.uprose.org
West Harlem Environmental Action Center	New York	Equity	http://www.weact.org
CNU New York	New York	Smart Growth	http://cnuny.org/wordpress
Empire State Future	Albany	Smart Growth	http://www.empirestatefuture.org
Regional Plan Association (NY-CT-NJ)	New York	Smart Growth	http://rpa.org
Vision Long Island	Long Island	Smart Growth	http://www.visionlongisland.org
Tri-State Transportation Campaign	New York	Transportation	http://www.tstc.org
NYPIRG Straphangers Campaign	New York	Transit	http://www.straphangers.org

NORTH DAKOTA

Environmental Law and Policy Center	Jamestown	Law	http://elpc.org
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OHIO

All Aboard Ohio	Columbus	Rail	http://www.allaboardoohio.org
Greater Ohio	Columbus	Smart Growth	http://www.greaterohio.org
Environmental Law and Policy Center	Columbus	Law	http://www.elpc.org

OKLAHOMA

Oklahomans for New Transportation Alternatives (OnTrac)	Norman	Rail	http://www.ontracok.org
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OREGON

Bicycle Transportation Alliance	Portland	Bike/Ped	http://www.bta4bikes.org
BikeLane Coalition	Portland	Bike/Ped	http://www.bikelanecoalition.org
Greater Eugene Area Riders (GEARs)	Eugene	Bike/Ped	http://eugenegears.org
Kidical Mass	Portland	Bike/Ped	http://www.kidicalmass.org
Willamette Pedestrian Coalition	Portland	Bike/Ped	http://www.wpcwalks.org
Environment Oregon	Portland	Enviro	http://www.environmentoregon.org
1000 Friends of Oregon	Portland	Smart Growth	http://www.friends.org
Sustainable Northwest	Portland	Smart Growth	http://www.sustainablenorthwest.org

PENNSYLVANIA

Bike Pittsburgh	Pittsburg	Bike/Ped	http://bike-pgh.org
Penn Environment	Philadelphia	Enviro	http://www.pennenvironment.org
Pennsylvania Environment Council	Philadelphia	Enviro	http://www.pecpa.org
10,000 Friends of Pennsylvania	Philadelphia	Smart Growth	http://10000friends.org
Citizens for Pennsylvania's Future (PennFuture)	Philadelphia	Smart Growth	http://www.pennfuture.org
RenewLV (Lehigh Valley)	Philadelphia	Smart Growth	http://www.renewlv.org
Sustainable Pittsburgh	Philadelphia	Smart Growth	http://www.sustainablepittsburgh.org

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RHODE ISLAND

Conservation Law Foundation Providence Law <http://www.clf.org>

SOUTH CAROLINA

Coastal Conservation League Charleston Enviro <http://coastalconservationleague.org>

Upstate Forever Charleston Smart Growth <http://www.upstateforever.org>

Southern Environmental Law Center Charleston Law <http://www.selc.org>

SOUTH DAKOTA

Environmental Law and Policy Center Sioux Falls Law <http://www.elpc.org>

TENNESSEE

Coalition for Livable Communities Memphis Smart Growth <http://memphiscdcouncil.blogs.com>

Cumberland Region Tomorrow Memphis Smart Growth <http://www.cumberlandregiontomorrow.org>

TEXAS

Houston Tomorrow Houston Policy <http://www.houstontomorrow.org>

Congress for the New Urbanism – North Texas Chapter Ft. Worth Smart Growth <http://www.cnuntx.org>

Alliance for Public Transportation Austin Transit <http://allianceforpublictransportation.org>

Citizens' Transportation Coalition Houston Transportation <http://www.ctchouston.org>

VIRGINIA

BikeWalk Virginia Richmond Bike/Ped <http://bikewalkvirginia.org>

Piedmont Environmental Council Piedmont Enviro <http://www.pecva.org>

Shenandoah Valley Network Salem Enviro <http://svnva.org>

Southern Environmental Law Center Charlottesville Law <http://www.southernenvironment.org>

RAIL Solution Salem Rail <http://www.railsolution.org>

Coalition for a Smarter Growth Fairfax Smart Growth <http://www.smartergrowth.net>

VERMONT

Local Motion Burlington Bike/Ped <http://www.localmotion.org>

Vermont Natural Resources Council Burlington Enviro <http://www.vnrc.org>

Smart Growth Vermont Burlington Smart Growth <http://www.smartgrowthvermont.org>

Conservation Law Foundation Montpelier Law <http://www.clf.org>

WASHINGTON

Cascade Bicycle Club Seattle Bike/Ped <http://www.cascade.org>

Cascade Land Conservation Seattle Enviro <http://www.cascadeland.org>

Futurewise Seattle Smart Growth <http://futurewise.org>

Transportation Choices Coalition Seattle Transportation <http://www.transportationchoices.org>

WISCONSIN

Bicycle Federation of Wisconsin Madison Bike/Ped <http://www.bfw.org>

WISPIRG Madison PIRG <http://www.wispirg.org>

1,000 Friends of Wisconsin Madison Smart Growth <http://www.1kfriends.org>

Madison Area Bus Advocates Madison Transit <http://www.busadvocates.org>

Dane Alliance for Rational Transportation Madison Transportation <http://www.rationaltransportation.org>

Environmental Law and Policy Center Madison Law <http://www.elpc.org>

Appendix

NATIONAL

Smart Growth America	D.C.	Smart Growth	http://www.smartgrowthamerica.org
Transportation for America	D.C.	Transportation	http://www.t4america.org
Surface Transportation Policy Partnership	D.C.	Transportation	http://www.transact.org
National Complete Streets Coalition	D.C.	Bike/Ped	http://www.completestreets.org
America Bikes	D.C.	Bike/Ped	http://www.americabikes.org
Alliance for Walking and Biking	D.C.	Bike/Ped	http://www.peoplepoweredmovement.org
Transportation Equity Network	St. Louis	Equity	http://www.transportationequity.org
Transit Riders for Public Transportation	Los Angeles	Equity	http://www.thestrategycenter.org/project/transit-riders-public-transportation/members
USPIRG	D.C.	PIRG	http://www.uspirg.org
America Walks	D.C.	Bike/Ped	http://www.americawalks.org
League of American Bicyclists	D.C.	Bike/Ped	http://www.bikeleague.org
National Center for Bicycling and Walking	D.C.	Bike/Ped	http://www.bikewalk.org
National Rails to Trails Conservancy	D.C.	Bike/Ped	http://www.railstotrails.org
Reconnecting America	D.C.	Smart Growth	http://www.reconnectingamerica.org

Appendix

Image Sources

Cover

Washington, transit ballot campaign, Transportation Choices Coalition presentation by Bill LaBorde on Feb 1, 2010
Minnesota, Transit for Livable Communities, transportation choices 2020 map,
<http://www.tlcminnesota.org/pdf/Transitways%20map%20FEB%202009.pdf>

Northeast, NYC transit rally, Tri-State Transportation Campaign
Southeast, Southern Environmental Law Center, <http://www.selc.org>

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