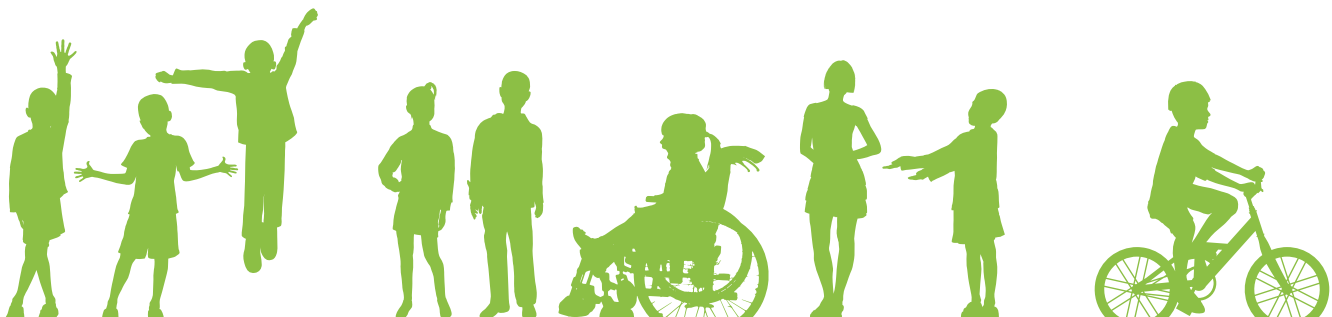




Innovations in Transportation Equity for Latino Communities

VOICES FOR HEALTHY KIDS GRANT SUMMARY REPORT
JUNE 30, 2020



The report was made possible through the Voices for Healthy Kids, a joint initiative of the American Heart Association and Robert Wood Johnson Foundation.

About the Workgroup

The Innovative Equity Exploration (IEE) Special Project Workgroup was established by Salud America!, a Latino health equity communication network based at the Institute for Health Promotion Research at UT Health San Antonio. The workgroup was funded by a grant through Voices for Healthy Kids, a joint initiative of the American Heart Association and Robert Wood Johnson Foundation.

Issues Being Addressed: Latinos across the United States are less likely to have access to a vehicle than their white peers (12% vs. 6.5%), and Latinos in urban areas are more likely to rely on public transit (27% daily/weekly usage vs. 14%). However, Latino communities are marked by transportation inequities, including greater distances to essential destinations, unsafe streets, unstable walking and biking environments, and limited access to reliable and frequent public transit. Moreover, a higher percentage of Latinos (56.9%) than whites are housing-cost burdened, meaning they spend more than 30% of their income on housing. Housing inequities are causing Latino migration from urban to suburban and rural areas, which exacerbates transportation inequities, limiting Latinos' access to health-promoting assets, including affordable housing, healthy food, medical care, good schools, employment opportunities, green spaces, and physical activity. This makes it harder for Latino families to lead healthy lives.¹

Workgroup Goal: The IEE Workgroup's goal was to improve transportation and health equity for Latinos by developing policy and advocacy recommendations. These recommendations are intended to facilitate the logical expansion and integration of complete streets and walking and bicycling with transit policies, investments, and projects in Latino and low-income communities.

Workgroup Team: *Salud America!* invited subject matter experts from the fields of urban and regional planning, transportation and transit planning, affordable housing, local government, and advocates with public policy, public health, and social justice expertise to coalesce the latest best practices and effective, equitable policies in transit and active transportation. Please see Appendix I for workgroup member profiles.

Workgroup Engagement Model and Deliverables: The IEE Workgroup participated in seven one-hour workgroup calls with presentations by subject matter experts, two online-training modules, one two-hour conclusions workshop, and a 12-question survey. Several members with specific expertise also participated in 60-minute one-on-one calls with the project coordinator, Amanda Merck from *Salud America!*. The project coordinator communicated with *Voices for Health Kids* via monthly calls to provide status updates and continue collaboration on process.

Presentations addressed a breadth of related topics including:

- Disparities in health and social outcomes
- Policies, regulations, and laws that created unhealthy and auto-dependent communities
- Current integration practices for transit and active transportation
- Latino experiences, needs, and aspirations
- Transportation impacts, performance metrics, and scoring criteria
- Legal structures that reinforce auto-dependence and undermine public health

This final summary report responds to the *Voices for Healthy Kids* report parameters; *Salud America!* will also prepare a more comprehensive final report based on all workgroup findings and recommendations that is geared for a larger audience.

Contributions to *Voices for Healthy Kids* Initiatives and Campaigns: The findings and recommendations presented in this report are intended to influence *Voices for Healthy Kids*' internal decision-making regarding policy levers, future IEE workgroups, initiatives, and campaigns. Additionally, they will also influence *Salud America!*'s development of multimedia research, tools, and stories to inform and support policy, system, and environmental changes in communities across the United States.

¹Ramirez, Amelie. "The State of Latino Housing, Transportation, and Green Space: A Research Review." *Salud America!*, 2019. <https://salud-america.org/the-state-of-latino-housing-transportation-greenspace-research/>

A century of discriminatory policies, practices, and investment

Lack of diversity among transportation/land use/transit/decision-makers

Limited understanding of and consideration for Latino experiences and needs

Lack of coordinated decision-making across various sectors

Auto-centric and racially/economically segregated communities

Displacement, poor air quality, and inequities in chronic disease, injury, premature death, and socioeconomic outcomes



Summary of Primary Findings

Too often, land use and transportation policies and practices promote and perpetuate auto-centric and racially/economically segregated communities. These practices arose from decades of systematic racial injustices and strongly contribute to poor health among Latino and low-income populations today. Workgroup members agreed that individual efforts to improve transit connections, invest in isolated walking and biking projects, and retrofit complete streets in Latino and low-income communities do not significantly improve community health. While each of these efforts would improve mobility and physical activity on a spot-location basis, individual investments do not achieve the systematic change needed to reverse unjust planning and design practices.

The workgroup identified four broad-based transportation-related issues that impact Latino health:

1. The fields of land-use, planning, transportation, and transit lack racial and gender diversity, resulting in ethnocentric policies, practices, regulations, plans, and investments. While mostly unintentional, the demographic homogeneity of white, older, and male leadership and staffs has resulted in policies, plans, investments, designs, and metrics that do not expressly consider and effectively serve the needs and aspirations of Latino and low-income communities. Moreover, outreach efforts fail to meaningfully engage Latinos and low-income populations in the planning process.

Except for Bus Rapid Transit, US transportation, transit, and land-use policy and investment best practices are based on European models, not Latin American cities.

2. Latino and low-income community displacement is an often unmeasured and overlooked consequence of land-use, planning, transportation, and transit policies, plans, and investments. Localities rarely consider spatial mismatch, Latino travel patterns, transportation expenses, and access to frequent transit service when assessing land-use and transportation projects.

As cities continue to sprawl, and urban investment continues to displace residents, Latinos and low-income populations face greater distances between homes and places of employment, which reinforces automobile dependence. Thus, displaced families must spend a larger portion of their annual income on a vehicle, leaving little left over to invest in homeownership, education, and health.

3. Land-use, planning, transportation, and transit policies, practices, regulations, plans, and investments too often promote an auto-centric status quo. For decades, projects have destroyed and isolated minority and low-income communities, perpetuated racial and economic segregation, and reinforced automobile dependence, all of which exacerbate the challenges facing depressed communities that are already overburdened by injury, disease, and premature death.

Traffic flow level of service (LOS) measures have been prioritized to the detriment of other health, safety, equity, and environmental outcomes. Climate and environmental impacts of auto-dependency also disproportionately affect Latino and low-income community health.

4. Land-use, planning, transportation, transit, and public health departments are siloed in most public agencies, which limits consultation between agency professionals in these fields and disconnects them from sustained and meaningful community engagement. The result is often uncoordinated and narrowly focused policies, plans, investments, designs, and metrics that do not holistically measure community impacts and do not efficiently, reliably, and safely connect Latino and low-income communities with new housing projects, employment centers, and other resources.

Recommendations

While individual active transportation projects benefit physical activity, a more systematic approach is needed to address decades of unjust planning practices that segregated, isolated, and displaced Latino and low-income communities and threaten overall health. Planners, policymakers, public health professionals, and child/family advocates should prioritize public health, social equity, and total emissions in land-use and transportation policies, practices, regulations, and laws.

To this end, advocates and decision makers need a better understanding of the experiences, needs, and aspirations of Latino and low-income communities, as well as their travel patterns and transportation expenses relative to access to opportunity. Agencies and policymakers also need a better set of metrics to determine impact, establish targets, measure performance, and score and prioritize projects.



3

Prioritize Equity, Safety, and Health in Metrics Used to Determine Impacts, Establish Targets, Measure Performance, and Score and Prioritize Projects

Best Practices: Develop best practices to prioritize health and equity, reduce traffic fatalities and total emissions, measure negative externalities, and evaluate impacts of decisions on vulnerable populations.

Workshops: Develop resources and workshops based on best practices to inform planners, engineers, and elected officials about the harms of auto-dependent planning and the importance of addressing health, equity, traffic injuries/fatalities, and total emissions in transportation and land-use planning. Guide planners, engineers, and elected officials in modifying metrics used to determine impacts, establish targets, measure performance, and score and prioritize projects.

Re-Prioritization: Prioritize trip reduction, shortening, or avoidance; active transportation; transit; and carpool/rideshare over single-occupancy vehicles, known as the “hierarchy of access.”

Measurement and Analysis: Transition metrics from LOS to number of person-trips, vehicle miles traveled (VMT), and multimodal level of service (MMLOS).

Outcome Evaluation: Measure outcomes that support health, safety, equity, and environmental goals, such as reduced injuries/fatalities, transportation expenses, total emissions, and poverty as well as improved connectivity of people to destinations.

Funding for Maintenance: Transition responsibility for sidewalk construction, repair, and maintenance from property owners to municipalities. Reallocate capital expenses for road-widening projects to maintenance projects for streets, sidewalks, and bike lanes.

As city leaders develop COVID recovery plans, they must challenge the discriminatory status quo, consider transportation expenses, and shift toward compact, racially/economically mixed development.

Conclusions

The intersectionality of these key areas underscores the need for coordinated approaches toward equitable transit and active transportation integration that support improved health for Latino communities. Multidisciplinary efforts to improve and integrate transit and active transportation in Latino and low-income communities should be:

- 1. Inclusive of Latino needs.** Consider Latino experiences, needs, and aspirations; improve collection of travel data; disaggregate data by race/ethnicity, income, and gender; and learn from best practices in Latin American cities.
- 2. Representative of existing inequities.** Analyze Latino adaptations of private and public space. Analyze gaps in low-income family and low-wage job access to frequent, 24-hour transit service, employment, healthcare, and fresh produce. Analyze where affordable housing and affordable transportation coexist and where they do not. Analyze housing and transportation expenses relative to neighborhood opportunity. Analyze negative externalities of proposed projects and policy changes, to include traffic fatalities, total emissions, transportation expenses, and displacement.
- 3. Responsibly evaluated/measured.** Modify metrics used to determine project impacts. Establish targets, measure performance, and score/prioritize projects based on Latino community needs. Improve existing conditions to address safety, public health, social equity, and environmental goals, while avoiding displacement.

COVID-19 has shined a light on the connection between systemic racial injustices and disparities in health. Job losses are impacting Latinos at higher rates than non-Latinos; estimates suggest a 31% unemployment rate for Latinos. Without safe transportation options, families are unable to reduce their second largest household expense, thus forego investing in health- and wealth-promoting assets. Additionally, amid social distancing recommendations, planners must be even more vigilant in efforts to engage and empower Latino and low-income communities in the planning process.

Through the leadership of Voices for Healthy Kids, communities, agencies, policymakers, and private developers can and should address the systemic social injustice of automobile supremacy. Change agents like Voices for Healthy Kids should embrace local transportation equity initiatives such as those recommended in this report as they seek to change the experience of Latino and low-income populations toward more equitable, healthy, and inclusive communities.

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We would like to thank all of the IEE Workgroup members for their time and input. See Appendix I for member profiles. We would also like to acknowledge Dr. Amelie G. Ramirez, Dr. Rebecca Jones, Cliff Despres, and Rosalie Aguilar with Salud America!, as well as NaDa Shoemaker, April Wallace, Phil Noyes, and Aaron Doeppers with Voices for Healthy Kids.





Appendix 1: IEE Workgroup Members

Name, title, agency	Bio
<p>James Sinclair Project Coordinator II Alan M. Voorhees Transportation Center Rutgers, The State University of New Jersey</p>	<p>James Sinclair is a Research Manager at the Bicycle and Pedestrian Resource Center. His work includes developing Complete Streets Implementation Plans, analyzing solutions to address distracted driving in New Jersey, and evaluating the New Brunswick Ciclovía.</p> <p>James is a recent graduate from the Master of City and Regional Planning program at the Edward J. Bloustein School of Planning and Public Policy at Rutgers University. While there, he focused on transportation and urban design, with a special emphasis on bicycle and pedestrian planning. With his undergraduate degree in business administration from Boston University, he was previously involved in bringing a bike share system to the Boston region. That experience solidified his interest in planning for sustainable transportation.</p>
<p>Allie Blazosky, AICP Regional Transportation Planner Alamo Area MPO</p>	<p>As AAMPO's Regional Transportation Planner, Allie is part of the team planning for the safe and efficient movement of people and goods in the Alamo Area. Her work focuses on air quality and freight planning, the congestion management process, and traffic safety information. Allie joined AAMPO in June 2013 and previously served as the Active Transportation Planner. She is a member of the American Planning Association and the Women's Transportation Seminar (WTS) San Antonio Region. She holds a Master's of Urban Planning from Texas A&M University and a Bachelor of Arts in English from Trinity University.</p>
<p>John Osten Planning Coordinator City of San Antonio Development Services Department</p>	<p>John is a Senior Planner at the Development Services Department (DSD) of the City of San Antonio (COSA). He has lectured regionally on a wide range of topics from New Urbanist Planning, Creation of Healthy Communities, Livability and Sustainability. His involvement with planning projects varies from Zoning, Land Use and Comprehensive planning to Transportation/Complete Streets initiatives. He represents COSA on San Antonio/Bexar County Metropolitan Planning Organization's Bicycle Mobility Advisory Committee and is a member of San Antonio's Active Living Council.</p> <p>Mr. Osten has a graduate degree in Business Administration from the University of the Incarnate Word in San Antonio, TX, and a Bachelors degree in Urban and Regional Planning from the Middle East Technical University in Ankara, Turkey. He is a native of Turkey, growing up in highly walkable environments, and has carried forward a keen interest in walking and biking. He is a member of American Planning Association.</p>
<p>Jovanna Lopez Farmer The People's Nite Market</p>	<p>Jovanna Lopez is a farmer, farmers market producer and a community food activist. She is a native of San Antonio, Texas. Granddaughter of migrating farm workers, she grew up helping her Abuelo grow vegetables and raise chickens on an empty lot on the Westside of San Antonio where they sold or bartered with community members. She served on City Year-New York Americorps, where she served underprivileged and marginalized communities.</p> <p>She received a scholarship from Americorps and chose to stay in New York City, attended and graduated from SUNY-Fashion Institute of Technology where she studied Textile Development and International Trade. She moved back to San Antonio after college, struggled finding work in her field and noticed her community was lacking in healthy food options and accessibility.</p>

	<p>She became a Community Health Worker with the City of San Antonio. She is the co-founder of many community gardens, an urban farm and markets. One of her biggest projects, "The People's Nite Market", sells produce at cost to underserved communities, which is now it's 5th season and serving the Westside of San Antonio, expanding to the Eastside of San Antonio as well as marginalized communities in Los Angeles. The market ensures it accepts EBT benefits so that the most vulnerable in her community has access. In addition, She has teamed up with a group of women farmers to cultivate 4.2 acres of former housing property, on the Eastside of San Antonio to build a community farm, Garcia Street Farm.</p>
<p>James Rojas Urban planner, community activist and artist Founder of Latino Urban Forum</p>	<p>James Rojas is an urban planner, community activist, and artist. He has developed an innovative public-engagement and community-visioning method that uses art-making as its medium. Through this method he has engaged thousands of people by facilitating over four hundred workshops and building over fifty interactive models around the world.</p> <p>Rojas is also one of the few nationally recognized urban planners to examine U.S. Latino cultural influences on urban design and sustainability. He has written and lectured extensively on how culture and immigration are transforming the American front yard and landscape. He is the founder of the Latino Urban Forum, an advocacy group dedicated to increasing awareness around planning and design issues facing low-income Latinos.</p>
<p>Jay Blazek Crossley Executive Director Farm and City</p>	<p>Jay Blazek Crossley was born in Whitney, grew up in Montrose, came to Austin for ten years to get two degrees from the University of Texas, moved back to Houston for ten years to work for Houston Tomorrow, and moved back to Austin in 2016 with his wife and young son to change the paradigm of transportation and urban planning in Texas. He holds a Masters in Public Affairs from the LBJ School at UT-Austin and the LINE Certificate from the Leadership Institute for Nonprofit Executives at Rice University.</p> <p>Crossley serves on the City of Austin Pedestrian Advisory Council, the City of Austin / Capital Metro Multimodal Community Advisory Committee, the Texas Strategic Highway Safety Plan Stakeholder Committee and several emphasis area teams, and as a member of the Board of Directors of Vision Zero ATX.</p> <p>In the past, Crossley has served as a member of Houston Mayor Sylvester Turner Transportation Transition Team, Chair of the Houston – Galveston Area Council Pedestrian and Bicyclist Subcommittee, Member of the Mayor’s PlanHouston Implementation Advisory Committee, Member of the Houston Bicycle Advisory Committee, Stennis Congressional Intern 2004 in the US Congress, Team Leader of the US Census Bureau for the Census 2000 count, PlanHouston Indicators Committee, Member of the LISC-Houston Programs Committee, Co-Chair of the Houston Coalition for Complete Streets, Founder, Chair, and Treasurer of the Houston Access to Urban Sustainability Project, Board Member of Jane’s Due Process, College Houses Inc., Community Housing Expansion of Austin, and the Great Society Fund. Co-Chair of the Houston Food Policy Workgroup and member of the Texas Food Systems Workgroup. After school tutor to middle school students at the Austin Area Urban League, and as a member of the Houston – Galveston Area Council Our Great Region 2040 Regional Sustainability Plan By-Laws Subcommittee.</p>
<p>Alva Carrasco Transit and Rail Regional Manager WSP Latinos in Transit Board Vice President (APTA)</p>	<p>Ms. Alva Carrasco is the Transit and Rail Region Market Lead for Northern California and Zero Emission Bus Projects. Alva is responsible for business development and project management. Alva has over 25 years of experience working in the public transit sector. She began her career in public transit at an entry level position and has worked her way up to various leadership and executive positions. She has dedicated her time in public transit to providing communities clean alternative modes of transportation, reducing congestion, excellent customer care, improving efficiencies, and promoting workforce development in what she considers a “green collar” industry.</p>

	<p>Alva is a transit industry veteran with expertise and skills in managing capital projects and providing leadership to large workforce groups responsible for safely transporting passengers at multiple agencies such as LA Metro, VIA Metropolitan Transit in San Antonio, and Sacramento Regional Transit. She has a Master in Science in Transportation Management from San Jose State University/Mineta Transportation Institute (MTI.) Alva is a member of several committees and work groups including the APTA Diversity & Inclusion Counsel and is the Vice President of the Board of Directors of Latinos In Transit (non-profit.)</p>
<p>Lisa LaMantia, AICP Senior Project Manager Central Ohio Transit Authority</p>	<p>Lisa Rivera-LaMantia, AICP, is Senior Project Manager for the Central Ohio Transit Authority in Columbus, Ohio. She holds a master’s degree in City and Regional Planning from the Ohio State University and is currently pursuing a master’s degree in Infrastructure Planning and Management from the University of Washington focusing on technology and transportation integrative solutions. She is passionate about public transit and its advocacy as well as planning for equitable mobility options. In her spare time, she volunteers with the Girl Scouts of Ohio’s Heartland and as a Science Olympiad coach to promote the STEM field to young girls. She resides in Columbus with her husband, 11-year old daughter, and dog.</p>
<p>Lynda Lopez Writer Streetsblog Chicago</p>	<p>Lynda Lopez is a writer and transportation advocate in Chicago. She currently writes for Streetsblog Chicago focusing on equity issues around housing displacement, biking, and transportation in communities of color. Lynda is also the Fair Fares organizer with the Active Transportation Alliance, which is a campaign advocating for 50% discounted fares for low-income Chicagoans on regional transit. As an avid bike advocate, she is the southwest side representative for the Mayor’s Bike Advisory Council.</p> <p>In 2018, the Active Transportation Alliance named Lynda the Advocate of the Year for her work around transit and bike equity in Chicago. On the national level, Lynda is a core organizer with the Untokening, a multiracial collective centering the lived experiences of marginalized communities to address mobility justice and equity. Earlier this year, Transit Center selected Lynda to be part of the inaugural Women Changing Transit Mentorship Program.</p>
<p>Tara Goddard Assistant Professor Urban and Regional Planning Texas A&M University</p>	<p>Tara Goddard is an Assistant Professor in the Department of Landscape Architecture and Urban Planning at Texas A&M University. Dr. Goddard earned her PhD in Urban Studies from the Nohad A. Toulan School of Urban Studies and Planning at Portland State University. She holds a Masters in Civil Engineering from the University of California, Davis, and served from 2007 through 2011 as the Bicycle/Pedestrian Coordinator for the City of Davis, CA. Tara's research interests include all things transportation safety-related, but in particular, the interactions of transportation and social psychology and their influence on differential experiences and safety outcomes for vulnerable road users.</p>
<p>Flora Castillo President Pivot Strategies</p>	<p>She has more than 20 years of managed care and public transportation experience, specializing in marketing, communications, advocacy, business development, policy and governance. Flora has served almost two decades as a senior policymaker and member of the Board of Directors at the New Jersey Transit Corporation. In 1999, she was recognized for her community and civic work and was appointed to the board by New Jersey Governor Christine Todd Whitman – making her the first Latina and the youngest member.</p>
<p>Mario Pena Partner and Principal Able City</p>	<p>Mario, founding partner, is a certified planner and registered Architect in Texas and Florida. Prior to founding Able City, in 2008, Mario took the lead as Principal of Hickey Pena Architects – one of our predecessor firms with over 40 years of history.</p> <p>Mario is focused on promoting and enabling people-centric urbanism as a basis for improving community, health, and ensuring opportunity for everyone. As a planner with diverse architectural professional experience including civic, religious, educational, residential, industrial, regional retail projects, and construction management, he has a deep understanding of how architecture</p>

	<p>must support the urban environment and how codes and public policies must enable and promote both fields if our cities are to be sustainable, walkable, equitable, enjoyable places.</p>
<p>Marisa Jones Healthy Communities Senior Manager Safe Routes National Partnership</p>	<p>Marisa Jones is the Healthy Communities Senior Manager for the Safe Routes Partnership. In this role, she works to improve active transportation connections to places that help people lead healthy lives, including schools, grocery stores, and parks. Marisa leads the Safe Routes Partnership's work on Safe Routes to Healthy Food, Safe Routes to Parks, state and local active transportation financing, and the relationship between new mobility and active transportation advocacy. She provides technical assistance to coalitions across the country to pass policies that make it easier and safer for people to walk and bike.</p> <p>Prior to joining the Safe Routes Partnership, Marisa worked at the Institute for Public Health Innovation, where she led the Healthy Eating Active Living (HEAL) Cities and Towns Campaign for the Mid-Atlantic, supporting local governments to adopt policies that improve healthy food access and opportunities for physical activity. Prior to IPHI, Marisa worked at the University of Pennsylvania School of Medicine conducting research on racial disparities in breast cancer prediction models and interned at The White House during the Obama Administration, where she specialized in a portfolio of casework related to immigration, housing, personal finance, and education.</p> <p>Marisa completed a Bachelor of Arts in Community Health and Political Science at Tufts University and a Master of Science in Social Policy at the University of Pennsylvania, focusing on the relationship between geography and health. At Penn, Marisa co-founded the Hispanic/Latino Alliance for Change and Equity (HACE) and was awarded the Wilson-Spigner Award for Social Policy Excellence. Marisa is bilingual in Spanish and English.</p>
<p>Steve Yaffe Proprietor Yaffe Mobility Consulting</p>	<p>Steve Yaffe, proprietor of Yaffe Mobility Consulting LLC, recently retired as the Transit Services Manager for the Arlington County Department of Environmental Services – Transportation Division. He oversaw planning and operations for Arlington Transit (ART) fixed-route transit as well as STAR, Specialized Transit for Arlington Residents. STAR is the local paratransit alternative to MetroAccess, the DC metropolitan area ADA paratransit service. He has prior paratransit experience with WMATA's MetroAccess service and FASTRAN – Fairfax County's consolidated human service transportation provider - as well as fixed route experience with RT Metro in Sacramento and Houston Metro and is a past member of the Transportation Research Board Paratransit Committee, the Fairfax Area Long Term Care Coordinating Council and the board of the ENDependence Center of Northern Virginia.</p> <p>Steve co-chaired the 2019 Transportation Research Board International Conference on Demand Responsive Transportation, which was held in Baltimore. He is a contractor for Easterseals and a grants manager for the National Aging and Disability Transportation Center www.nadtc.org. Yaffe Mobility Consulting LLC focuses on enabling stakeholders to forge sustainable and accessible paratransit/fixed route collaborations that enhance access to work, support services, and activities of daily living.</p>
<p>Mauricio Hernandez Livability Planner City of Fort Lauderdale</p>	<p>Mauricio is a transportation planner with over 10 years of experience focusing on active transportation, bike share implementation, and transit access. He has a background working in tactical urbanism and open streets projects, safe routes to school, multimodal transportation, data analysis, and program implementation. Originally from Bogotá Colombia, Mauricio has led numerous bicycle and pedestrian master plans at the city, regional and state scales. As a native Spanish speaker and daily bicyclist, he has incorporated bilingual public involvement strategies to the transportation planning process.</p>

	<p>Mauricio has also been involved in all aspects of micro-mobility including feasibility, implementation, and evaluation projects in cities such as Birmingham, AL, Philadelphia, PA, Baton Rouge, LA, Raleigh, NC, and Howard County, MD. Mauricio was also the lead researcher and author of research projects related to bike share implementation and evaluation for the Federal Highway Administration and the TCRP Synthesis Program</p>
<p>Paulina Baeza Senior Planner Small Area Planning Tusla Planning Office</p>	<p>Paulina Baeza is an Architect from Puebla, Mexico, with Master’s degrees in Planning from Barcelona, Spain, and Urban Design in the USA. She is a Senior Planner at the Tulsa Planning Office in Tulsa, Oklahoma, where she focuses on strategic planning and small area plans. She also works in the development of policy and design proposals, public participation strategies, placemaking and initiatives for inclusive communities. Paulina is a former Transportation Planner, and currently lectures at The University of Oklahoma Urban Design Studio, served at the Hispanic Affairs Commission of the City of Tulsa, and is a Board member of national nonprofit America Walks.</p>
<p>Mae Hanzlik Program Manager Smart Growth America</p>	<p>Mae is a Program Manager at Smart Growth America. She coordinates and contributes to projects for Transportation for America and the National Complete Streets Coalition. Prior joining Smart Growth America, Mae served at the Bicycle Alliance of Minnesota where she collaborated with rural and suburban communities around bikeability. She also worked for the Metropolitan Council on their worksite wellness initiatives. Mae holds a Bachelor of Individualized Studies in Public Health, Management and Global Studies from the University of Minnesota.</p>