



THRIVING COMMUNITIES

PROGRAM

Community Work Plan
Central Virginia Planning
District Commission
December 9, 2024
Version 3

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Community Workplan for the Central Virginia Planning District Commission

Project Context

Central Virginia Planning District Commission (CVPDC) and Lynchburg's Thriving Communities project will focus on the 12th Street Corridor, a historic corridor and neighborhood connection. 12th Street has come up in planning work with the Strong Neighborhood Alliance, a City of Lynchburg effort to better engage with residents. In 2022, the Alliance conducted a series of door-to-door and community listening events in the Diamond Hill neighborhood to gather input about assets and needs within the neighborhood. From the Strong Neighborhood Alliance work, the City of Lynchburg started a Diamond Hill Neighborhood Plan (estimated to be complete in late 2024 or early 2025) to develop recommendations which would position Diamond Hill as an identifiable, serviced, diverse, and connected geographic neighborhood. 12th Street is one of the boundaries of the Diamond Hill neighborhood, and planning efforts have included strategies and recommendations for 12th Street.

Right now, essential goods and services are located far from residences, vacant storefronts and undeveloped lots on 12th Street impact safety, and the community has noted that more employment opportunities are needed near them to address poverty. During engagement for the Diamond Hill Neighborhood Plan, stakeholders expressed interest in a neighborhood marketplace with goods and services for daily living, like a laundromat, grocery store, robust transit stops, fresh produce, pharmacy, shops, and small commercial spaces.

The proposed Thriving Communities project focuses on two adjoining areas: the 12th Street corridor and a potential redevelopment site at 12th & Kemper Streets.

As a corridor leading to the Central Business District and also a neighborhood boundary street, 12th Street is uniquely positioned to serve residents of both Diamond Hill and neighboring College Hill, as well as the needs of the larger community. Currently, businesses along 12th Street include convenience stores, automotive shops, and miscellaneous goods and services. Dunbar Middle School and R.S. Payne Elementary School are both located on 12th Street. There are also numerous undeveloped lots and vacant buildings poised for redevelopment. 12th Street is a neighborhood main street and can be a nexus for neighborhood life. It has the capacity to accommodate high pedestrian volume, transit routes, cyclists, and traffic. The Diamond Hill

Neighborhood Plan recommends redeveloping 12th Street into a robust neighborhood marketplace, which can support businesses and serve residents.

At the western corner of the Diamond Hill neighborhood (see map on page 6) is the intersection of 12th Street and Kemper Street. 1201 Kemper Street (city-owned property) and 1305 Kemper Street (owned by the Federal Transit Administration (FTA)) used to be home to the Greater Lynchburg Transit Company (GLTC)'s bus transfer station. In 2014, GLTC opened a new bus hub, the GLTC Transfer Station, at 800 Kemper Street. This site is adjacent to the Kemper Street Amtrak Station and provides better connectivity between pedestrians, bicyclists, drivers, and rail users. The 12th Street and Kemper properties have sat empty since that time. The FTA would like to transfer ownership of the 1305 Kemper property over to the City of Lynchburg. GLTC and the City of Lynchburg are trying to delay that process until there is a plan in place for the site, to prevent one of the properties being sold and used for a non-community-serving land use. The Thriving Communities award advances planning for the properties. Planning efforts would enable GLTC and the City of Lynchburg to identify future uses for the site that align with goals to revitalize the 12th Street corridor.

Project Study Area

The 12th Street Corridor is located along the border of two historic neighborhoods, Diamond Hill and College Hill. It includes two schools, a community center, shopping, and is located in close proximity to the Kemper Station Transit Hub and the Kemper Station Trail, which adjoins the Blackwater Creek Trail, and which connects beyond to the City's multimodal trail network. As a corridor to the Central Business District and a neighborhood boundary street, 12th Street is uniquely positioned to serve neighborhood needs for Diamond Hill and College Hill residents, as well as the needs of the larger community. Lynchburg's identified 12th Street focus area, between Kemper and Polk Streets, is located within the half-mile radius of the Kemper Station Transit Hub. The City's TOD focus will be on 1201 Kemper Street and 1305 Kemper Street, at the 12th Street and Kemper Street intersection.

Demographics

The Diamond Hill Neighborhood Plan includes several demographic tables that compare the neighborhood to the wider City of Lynchburg. Diamond Hill's population is approximately 2,051.

Race

The majority of Diamond Hill residents are Black, compared to the City of Lynchburg.

RACE/ETHNICITY	DIAMOND HILL	LYNCHBURG
Black Alone	65.4%	27.5%
White Alone	26.3%	60.4%
Two or More Races	6.2%	6.1%
Some Other Race Alone	1.4%	3.2%
American Indian Alone	0.3%	0.3%
Asian Alone	0.3%	2.4%
Pacific Islander Alone	0.0%	0.1%
Hispanic Origin	3.9%	5.3%

Housing Units

Diamond Hill residents primarily rent homes, compared to the wider population. Vacancy rates are significantly higher in Diamond Hill (27%), compared to citywide vacancy (11.3%).

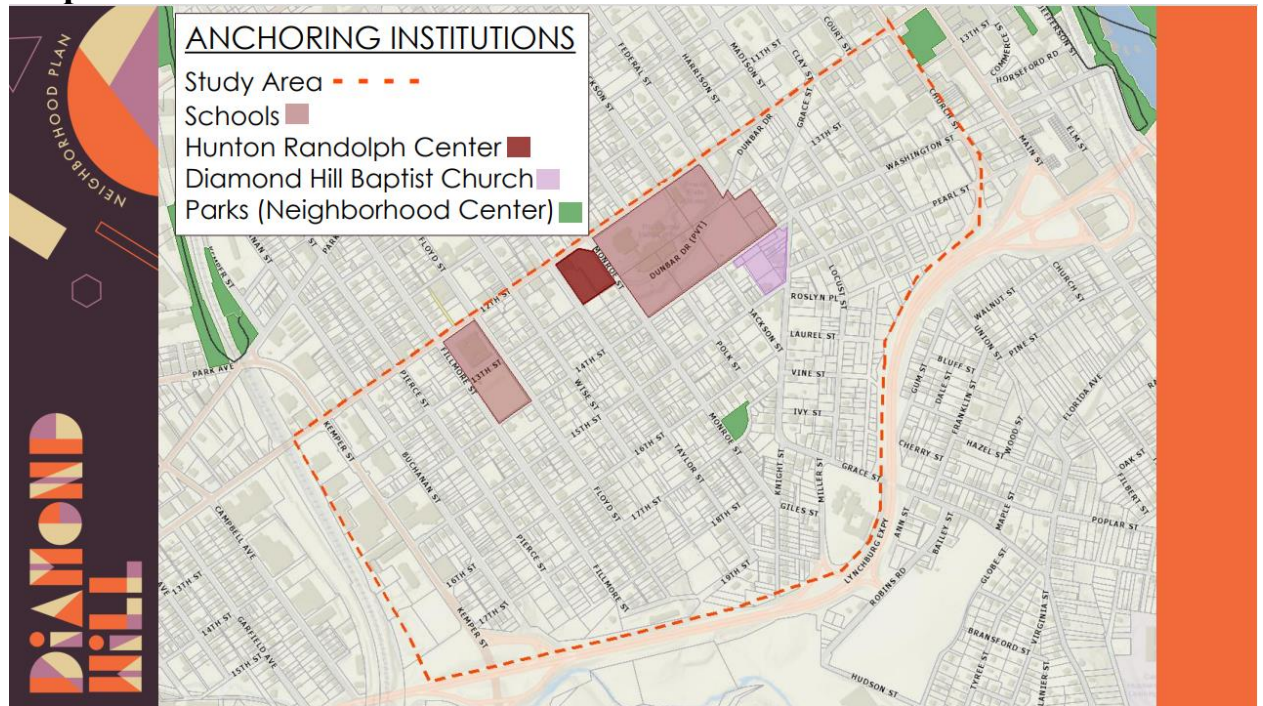
HOUSING UNITS	DIAMOND HILL	LYNCHBURG
Owner Occupied Units	24.9%	43.3%
Renter Occupied Units	47.8%	45.4%
Vacant Housing Units	27.3%	11.3%

Income

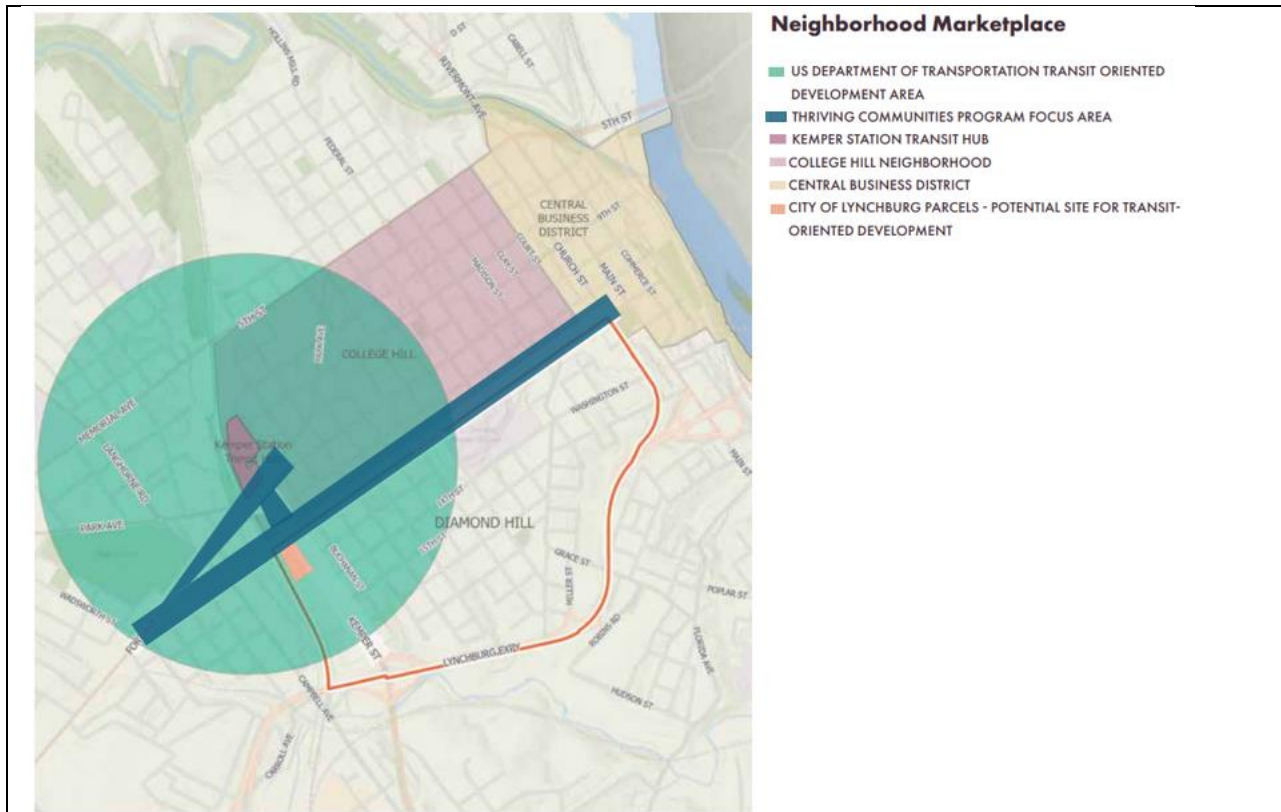
Household income in Diamond Hill is lower than the City of Lynchburg average. Median household income in Diamond Hill is \$45,310, compared to \$56,243 citywide.

HOUSEHOLDS BY INCOME	DIAMOND HILL	LYNCHBURG
<\$15,000	17%	11.9%
\$15,000 - \$24,999	16.4%	10.2%
\$25,000 - \$34,999	8.9%	7.8%
\$35,000 - \$49,999	24.5%	15.3%
\$50,000 - \$74,999	13.7%	16.5%
\$75,000 - \$99,999	3.9%	11.9%
\$100,000 - \$149,999	1.8%	13.4%
\$150,000 - \$199,999	2.7%	6.8%
\$200,000+	11.2%	6.1%

Map



This map from the [Diamond Hill Neighborhood Plan Neighborhood Snapshot](#) report shows 12th Street as the northern boundary of the Diamond Hill study area. Kemper Street, another area of interest for Transit-oriented Development (TOD), is the western boundary. Anchoring institutions for Diamond Hill are located along 12th Street.



This map, from the [Diamond Hill Neighborhood Plan](#), and edited to show the intended TCP focus area, shows the Lynchburg’s TOD focus area and city properties for TOD.

Letter of Intent (LOI) Highlights

In its LOI in applying to the Thriving Communities program, CVPDC and Lynchburg highlighted the following needs:

- CVPDC is the applicant, but the key target and community is the City of Lynchburg, specifically the 12th Street Corridor. 12th Street and the neighboring Diamond Hill neighborhood struggle with preservation and development of affordable housing, equitable transportation, initiatives to address poverty, and tools to strengthen low-income households. The 12th Street TCP-focused project will directly build upon these efforts and provide the professional technical assistance to advance transportation, housing, and community improvements along this corridor and provide the foundation to transfer lessons learned throughout the City and CVPDC/CVTPO planning area.
- City of Lynchburg planning documents and the Virginia State Code support transit-oriented development in Lynchburg and call out the 12th Street Corridor specifically. Lynchburg and CVPDC need support in coalescing around TOD to set the City up for conversations with developers.
- CVPDC can bring stakeholders together but does not have the capacity and/or expertise to lead detailed corridor evaluation, design, and implementation. The City of Lynchburg has staff who can manage complex corridor projects, but limited capacity has not permitted them the ability to execute detailed planning and engineering necessary for readiness to development competitive federal grant applications. Thriving Communities represents an opportunity for CVPDC and Lynchburg to work closely together on developing projects.

Needs and Challenges

- The CVPDC lacks technical knowledge and experience to undertake complex corridor and engineering projects. The City of Lynchburg lacks capacity and time to go after funding for projects. Thriving Communities offers an opportunity for CVPDC, the City, and other stakeholders to come together to prepare for implementation.
- Lynchburg and CVPDC need a path to move forward on 12th Street. Various planning efforts have contributed to engagement fatigue.
- GLTC is facing pressure from various landowners, including the Federal Transit Administration (FTA) and potential buyers, to identify a use for the 12th Street and Kemper site. FTA would like to turn the land back over to the City. GLTC needs a path forward on TOD for this site to ensure that the 12th Street and Kemper Street site is developed in a way that supports the community and aligns with the Diamond Hill Neighborhood Plan.
- The community has some level of engagement fatigue. Lynchburg has done several planning efforts in the neighborhoods surrounding 12th Street and the community has provided ample information on challenges and potential strategies. It is possible that engagement for Thriving Communities would have limited turnout because of this, but engagement done to date has not focused specifically on 12th Street. It is a challenge that CVPDC and Lynchburg will discuss further with the Thriving Communities team.

Capacity Builder Vision

Support the CVPDC and the City of Lynchburg to establish an implementation roadmap for the many strategies in existing plans related to 12th Street. This will involve creation of a roadmap to provide the city with information to get from strategies to implementation, as well as support on needs and information to prepare Lynchburg to go after TOD funding. These efforts, as well as targeted insights, will help the City and CVPDC identify and apply for additional funding in the future.

Community Goals

- Lynchburg's 12th Street Corridor has been included in several extensive planning efforts with strong community participation. The city would like to capitalize on these planning efforts and move towards implementation of a revitalized 12th Street. A framework of implementation steps and considerations will help guide implementation going forward.
- Identify priorities and overall strategic objectives for TOD within the City of Lynchburg. Goals and priorities will help guide future TOD investments in the City of Lynchburg and work towards TOD funding.
- Lynchburg's Diamond Hill Neighborhood Plan includes a set of goals identified through community engagement and have been adapted to Thriving Communities below. Technical assistance efforts through Thriving Communities should support the following vision:
 - Institutions along 12th Street, like schools, churches, and community centers, are the places where the cultural, educational, and social activities of the community are focused.

- 12th Street unites the neighborhood, provides access for motorists and non-motorists, and promotes neighborhood identity, health, comfort, and safety.
- The 12th Street marketplace is a pro-business, pro-social space, where neighbors find basic goods and services that enrich their daily lives.

Community Partners and Roles

Community Partners	Roles
<p>Name: Kelly Hitchcock Organization: CVPDC <i>Deputy Director of Planning, Central Virginia Planning District Commission</i></p>	<p>Lead Community Partner</p> <p>Kelly will be a key contact to coordinate local partners. CVPDC is one of 21 statewide planning districts in Virginia. CVPDC works to provide services for member localities and manages the FTA 5303 program that supports transit planning initiatives.</p>
<p>Name: Charlotte Lester Organization: City of Lynchburg <i>Neighborhood Planner, City of Lynchburg Commercial Development Department</i></p>	<p>Lead Community Partner</p> <p>Charlotte was the project manager for the City of Lynchburg’s Diamond Hill Neighborhood Plan. She brings key knowledge from the Diamond Hill strategies.</p>
<p>Name: Rachel Frischeisen Organization: City of Lynchburg <i>City Planner</i></p>	<p>Lead Community Partner</p> <p>Rachel is a planner at the City of Lynchburg, leading the update of the City’s Comprehensive Plan.</p>
<p>Name: Alisha Meador Organization: City of Lynchburg <i>Economic Development Manager</i></p>	<p>Lead Community Partner</p> <p>Alisha manages the City of Lynchburg’s brownfield grants program and will be a key partner in economic development initiatives on 12th Street.</p>
<p>Name: Josh Moore Organization: Greater Lynchburg Transit Company <i>General Manager</i></p>	<p>Lead Community Partner</p> <p>Josh brings key knowledge on GLTC and their plans for the 12th and Kemper site.</p>

Anticipated Technical Assistance (TA) Providers and Roles

TA Providers	Roles
<p>Name: Clayton Lane Organization: Nelson\Nygaard</p>	Capacity Builder Team Lead
<p>Name: Sophia Constantine</p>	Capacity Builder Team Lead

Organization: Nelson\Nygaard	
Name: Chris Forinash Organization: Nelson\Nygaard	Capacity Builder Team Partner
Name: Brynn Leopold Organization: Nelson\Nygaard	Capacity Builder Team Partner
Name: Emily Oaksford Organization: Nelson\Nygaard	Capacity Builder Team Partner
Name: Todd Gordon Organization: EPR	Capacity Builder Team Partner
Name: Alan Simpson Organization: EPR	Capacity Builder Team Partner

Technical Assistance Overview and Approach

Lynchburg’s Thriving Communities project will focus on 12th Street revitalization efforts and positioning the City for potential TOD efforts within the 12th Street Corridor and the Kemper Street Station TOD area. Much of 12th Street is within a half mile from the Kemper Street Station site and falls within Lynchburg’s previously defined USDOT TOD area. While these objectives are separate in this work plan, activities for both topics will be delivered in an integrated manner to ensure cohesiveness in future implementation efforts. The 12th and Kemper Street properties will be an important part of future 12th Street revitalization.

Objectives:

1. Project Management

The capacity builder will facilitate and lead ongoing progress meetings with Lynchburg leaders and key stakeholders to discuss progress toward TA objectives and receive feedback on TA activities. These progress meetings will occur no less than monthly and will be scheduled bi-weekly during the project's initiation.

We envision integrating activities for the following two tasks, focused on 12th Street Corridor Revitalization (Task 2) and Transit-Oriented Development (TOD) centered around 12th & Kemper. While the locations are geographically distinct, their adjacency makes planning efforts inextricably linked. We expect to integrate efforts related to needs and opportunities, goals and vision, policy approaches, and implementation roadmaps. For example, we expect to explore how new development at 12th & Kemper could support 12th Street corridor revitalization and introduce housing, jobs, or amenities for which the community has expressed a need. Also plans for physical infrastructure may touch both geographic areas – for example, improve active transportation links to the current bus and rail station.

2. 12th Street Corridor Revitalization Roadmap

Lynchburg's Comprehensive Plan targets 12th Street as an area for revitalization, based on factors like high vacancy rates, building obsolescence, proximity to residential areas underserved by retail, traffic, land use conflicts and historic character (Comprehensive Plan, p. 62). The Diamond Hill Neighborhood Plan includes a strategy to develop 12th Street as a safe, multi-modal community street. Lynchburg has several planning documents and strategies for 12th Street but needs support moving towards implementation. The Thriving Communities Program will support Lynchburg with the creation of a 12th Street Corridor Revitalization Roadmap. This roadmap will be a framework to outline the various steps that Lynchburg needs to take to begin to implement strategies and prep 12th Street for larger revitalization. In this framework, Nelson\Nygaard will advise the City and CVPDC on the steps that should occur to implement all of the strategies in the Diamond Hill Neighborhood Plan. Once outlined, CVPDC, Lynchburg, and Nelson\Nygaard can begin to take initial steps, like identification of potential demonstration projects, to lay the groundwork for future implementation. This roadmap will serve as an appendix to the Diamond Hill Neighborhood Plan.

Specific tasks will include:

- **Distill community needs and development/transportation opportunities:** Review relevant planning documents and compile all strategies potentially related to 12th Street, including potential TOD development. As necessary, identify similar corridors that have implemented revitalization efforts and the design and planning solutions used.
- **Develop vision and goals for 12th Street:** Support Lynchburg and the 12th Street community in developing a vision and goals for the revitalization of 12th Street, building on the goals from the Diamond Hill Neighborhood Plan. Integrate these goals with TOD goals for the nearby 12th & Kemper TOD area.
- **Identify actions to implement vision:** Draft an implementation framework that details the steps and specific action items that Lynchburg needs to take to implement the various strategies for the 12th Street Corridor and TOD areas.
- **Create demonstration projects:** Identify potential concepts and safety measures for 12th Street and host pop-up demonstrations, as relevant. Support the City in completing the 12th Street Corridor Revitalization Plan, as an appendix to the Diamond Hill Neighborhood Plan.

3. TOD

Given its close proximity to neighborhoods and transit options, the area where 12th Street intersects Kemper may be an ideal location for TOD. TOD supports vibrant, sustainable, and equitable communities by creating dense, walkable, and mixed-use spaces near transit. The 12th and Kemper Street location is close to the Expressway, Midtown, the Central Business District, and Kemper Station, a transit hub served by Greater Lynchburg Transit Company, Amtrak, Greyhound, and the Virginia Breeze Intercity Bus Service. The Code of Virginia requires each

city with a population greater than 20,000 to consider TOD-supportive strategies into the comprehensive plan. Lynchburg also struggles with housing affordability. TOD offers an opportunity to locate new housing development, including affordable housing, in closer proximity to public transit. TOD would support access to affordable housing, transit, and local institutions, both at the station and in central parts of Lynchburg.

Specific tasks will include:

- **Distill community needs and development/transportation opportunities:** Review relevant planning documents and compile all strategies potentially relevant for TOD. As necessary, identify similar corridors that have implemented revitalization efforts and the design and planning solutions used. Engage with the City and state officials on use of the Kemper Station Site.
- **Develop vision and goals for TOD:** TOD is relatively new in Lynchburg. Draw insights from peer agencies on example Equitable TOD (ETOD) goals, to help the City develop a vision and goals for the proposed TOD area. Example goals could address topics such as affordable housing, mobility, small businesses, and closing health and wealth gaps. Identify specific goals and a vision for the Kemper Street Station Site. Integrate these goals with those for 12th Street revitalization.
- **Identify policy instruments and infrastructure for TOD in Lynchburg:** Identify relevant zoning, economic, and design instruments to help manifest the goals in future ETOD. Identify desirable transportation and related green infrastructure investments to support future ETOD.
- **Identify actions to implement vision:** Develop an implementation roadmap for ETOD that integrates with the roadmap for the 12th Street Corridor. Assess what infrastructure improvements are needed for TOD throughout the corridor. Incorporate Lynchburg's Brownfields grant program into the implementation roadmap.

4. Funding

Lynchburg has several plans but lacks funding sources to begin larger implementation.

Specific tasks include:

- **Funding Playbook:** Create a funding playbook that compiles various funding sources in existing plans as well as local, regional, state, and nation funding opportunities.
- **Grant Advising:** As grant opportunities arise, advise Lynchburg and CVPDC with grant writing. Capacity builders will not write grants but will provide support on drafting a successful application and narrative.

Timeline: Following DOT approval, TA support will be provided for approximately two years.

Budget: 450 Hours

- 12th Street:
 - 210 hours from Nelson\Nygaard
 - 20 hours from EPR to provide support
- TOD:
 - 138 hours from Nelson\Nygaard
- Funding:
 - 30 hours from EPR
 - 4 hours from Nelson\Nygaard

Deliverables:

- 12th Street ETOD/Corridor Revitalization Implementation Framework
- ETOD Vision & Goals and Policy Plan for Lynchburg
- Funding Playbook

Existing Projects and Plans related to TCP:

- **City of Lynchburg Diamond Hill Neighborhood Plan (2024):** The Diamond Hill Neighborhood Plan presents recommendations for the Diamond Hill Neighborhood, including the 12th Street Corridor.
- **CVPDC Safe Streets and Roads for All Action Plan (2025):** CVPDC was awarded \$280,000 in USDOT Safe Streets for All grant funding to develop an SS4A Safety Action Plan. The process kicked off in May 2025 and CVPDC expects to have a final plan by spring 2025.
- **Central Virginia Planning District Regional Housing Study (2024):** CVPDC and HousingForward Virginia collaborated on a regional housing study for the CVPDC region, including Lynchburg. HousingForward Virginia held listening sessions with staff from various departments and agencies throughout local governments in the region. This input, along with additional stakeholder focus groups, data analysis, and policy

evaluation, was incorporated into recommendations for policy solutions for housing in the CVPDC region.

- **City of Lynchburg City Capital Projects Fund – Transportation (2024):** The City of Lynchburg’s Capital Projects Fund allocates \$2,500,000 for Diamond Hill Neighborhood improvements. This project includes multiple improvements to the Diamond Hill Neighborhood, including complete street infrastructure around anchor institutions, improvements to public schoolyards, improvements to green space to coincide with Grace Street Realignment at 12th and Madison Streets, and a 12th Street corridor study. City of Lynchburg planners will ensure TCP work aligns with CIP funds.
- **Lynchburg City Multimodal Plan (Forthcoming):** The City of Lynchburg is beginning the Lynchburg City Multimodal Plan, which will advance the development of a safe alternative transportation network to increase access to community resources and connections to Greater Lynchburg Transit Company (GLTC), the City’s transit provider, bus stops, and routes.

Project Tasks/Sub-Tasks Table

TASK Description	SUB-TASK	COMPLETION DATE	TA POC	HOURS ¹
Project Management		Ongoing	Sophia Constantine and Clayton Lane (NN)	NN: 48 Hours
12 th Street Corridor	Needs and Opportunities	January – September 2025	Sophia Constantine (NN)	NN: 26 Hours
	Implementation Roadmap Draft	April 2025 – December 2025	Sophia Constantine and Chris Forinash (NN)	NN:117 Hours EPR: 4 Hours
	Final Implementation Roadmap	October 2025 – June 2026	Sophia Constantine and Chris Forinash (NN)	NN: 65 hours EPR: 4 Hours
TOD	ETOD Needs and Opportunities	January – September 2025	Sophia Constantine and Clayton Lane (NN)	NN: 30 Hours
	ETOD Vision and Goals	January 2025 – September 2025	Clayton Lane and Sophia Constantine (NN)	NN: 29 Hours

¹ Project management hours are included within each task.

	ETOD Policy Instruments and Infrastructure	April 2025-September 2025	Clayton Lane and Sophia Constantine (NN) Alan Simpson (EPR)	NN: 20 EPR: 16 hours
	TOD Implementation (Included in the Implementation Roadmap)	October 2025 – June 2026	Clayton Lane and Sophia Constantine (NN)	NN: 30 Hours
	Kemper Street Station Coordination	Ongoing	Clayton Lane (NN)	NN: 24 Hours
Funding	Funding Playbook	April 2025 – June 2026	Alan Simpson (EPR) Sophia Constantine (NN)	EPR: 30 Hours NN: 8 Hours
	Grant Writing Support (As Opportunities Arise)	Ongoing	Sophia Constantine (NN)	Hours allocated as opportunities arise

Schedule of Milestones & Deliverables

Milestones and Deliverables	July 2024-June 2025				July 2025-June 2026				July 2026-June 2027			
	Q4 July- Sept.	Q1 Oct. – Sept.	Q2 Jan. – March	Q3 April - June	Q4 July- Sept.	Q1 Oct. – Sept.	Q2 Jan. – March	Q3 April - June	Q4 July- Sept.	Q1 Oct.– Dec.	Q2 Jan. – March	Q3 April - June
Task 1 Project Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Task 2 – 12th Street												
Needs and Opportunities			✓	✓	✓	✓	✓					
Draft Implementation Roadmap			✓	✓	✓	✓						
Final Implementation Roadmap					✓	✓	✓	✓	✓			
Task 3 – TOD												
TOD Needs and Opportunities			✓	✓	✓	✓	✓					
Draft TOD Vision and Goals				✓	✓	✓	✓	✓				
Final TOD Vision and Goals						✓	✓	✓	✓			
TOD Policy Instruments						✓	✓	✓	✓			

TOD Implementation									✓	✓		
Kemper Street Coordination			✓	✓	✓	✓	✓	✓	✓	✓		
Task 4 - Funding												
Funding Playbook				✓	✓	✓	✓	✓	✓			
Grant Writing Support (As Opportunities Arise)			✓	✓	✓	✓	✓	✓	✓			
Task 5 - Transition Plan for Lynchburg									✓	✓	✓	✓
Task 6 - Evaluation and Monitoring									✓	✓	✓	✓

City and community partners gain expanded expertise, knowledge, or skills related to transportation project implementation and funding		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Overall satisfaction with responsiveness and other aspects of TA delivery									✓	✓	✓	✓
Metrics for All Communities												
Number of communities that report new cross-sector partnerships				✓	✓	✓	✓	✓				
Number of communities that report new policies, processes, or technology that contribute to improved project planning and implementation			✓	✓	✓	✓	✓	✓	✓			
Number of communities that report expanded expertise, knowledge, or skills related to transportation project funding and implementation				✓	✓	✓	✓	✓	✓	✓		
Number of communities that report improved tracking and reporting processes for project implementation						✓	✓	✓	✓	✓		
Number of communities that report sharing strategies with or learning from peer communities			✓	✓	✓	✓	✓	✓	✓	✓		
Total new funding in STIP/TIP				✓	✓	✓	✓	✓	✓	✓		

Number of planned transportation infrastructure projects in disadvantaged communities'				✓	✓	✓	✓	✓	✓	✓		
Number of federal funding applications submitted or approved for new transportation infrastructure projects						✓	✓	✓	✓	✓	✓	
Number of transportation infrastructure projects that seek to access multiple federal resources						✓	✓	✓	✓	✓	✓	
Number of communities that have an anti-displacement strategy				✓	✓	✓	✓	✓	✓	✓		
Number of communities that report deepening their commitment to advancing racial equity					✓	✓	✓	✓	✓	✓	✓	✓
Number of communities that report increased participation in engagement opportunities related to transportation planning or related projects					✓	✓	✓	✓	✓	✓	✓	✓
Overall satisfaction with responsiveness and other aspects of TA delivery									✓	✓	✓	✓
Additional performance measures co-designed with community (TBD)												