TESTIMONY OF

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REGARDING

Building a 21st Century Infrastructure for America: Highways and Transit Stakeholders' Perspectives

BEFORE THE

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INTRODUCTION

Chairman Graves, Ranking Member Norton, and Members of the Subcommittee, thank you for the opportunity to provide the perspective of the nation's state departments of transportation (state DOTs) on building a 21st-century transportation infrastructure for America through the proposed infrastructure package from President Donald Trump and Congress.

My name is Patrick McKenna, and I serve as Director of the Missouri Department of Transportation (MoDOT), and on the Board of Directors of the American Association of State Highway and Transportation Officials (AASHTO), and President of the Mid-America Association of State Highway and Transportation Officials (MAASTO). Today it is my honor to testify on behalf of the great State of Missouri and AASHTO, which represents the transportation departments of all 50 States, Washington, DC, and Puerto Rico.

Appointed by the Missouri Highways and Transportation Commission, I began serving as MoDOT Director in December 2015. My responsibility is to oversee all operations for the Department. Prior to my current role, I served as Deputy Commissioner of the New Hampshire Department of Transportation, a role that is chief financial, operating, and legislative officer for the organization.

AASHTO and its member DOTs, like many in the transportation industry, recognize a special opportunity this year to enact a major infrastructure investment initiative given the high degree of interest from the Trump Administration and strong bipartisan support in Congress. As you and the President consider the design of this package for transportation infrastructure, we offer the following recommendations:

- Federal government should look to build upon substantial state and local investment in transportation;
- Future of the federal Highway Trust Fund (HTF) must be secured through a long-term and sustainable revenue solution;
- Infrastructure package must focus its budgetary support on transportation infrastructure given the essential nature of federal funding and oversight compared to other asset classes;
- Direct federal funding is needed instead of only incentives that encourage use of private capital or borrowing;
- Wherever possible, traditional federal authorities should be assigned to states to expedite and streamline project delivery without sacrificing fundamental principles associated with current federal requirements;

- Priority should be given to transportation investments that secure our nation's economic future for the long-term through multi-decade improvements in productivity and quality of life, instead of "shovel-ready" projects which are best suited for a recessionary economic environment, and;

- The existing federal program structure—including highways, transit, and rail—should be utilized since it would enable investments to flow to every area of the country.

FEDERAL GOVERNMENT SHOULD LOOK TO BUILD UPON SUBSTANTIAL STATE AND LOCAL INVESTMENT IN TRANSPORTATION

I would like to first express appreciation to you on behalf of the state DOTs for your leadership, along with your Senate and House colleagues in partner committees, in shepherding the FAST Act in December 2015. The FAST Act represented the first comprehensive, long-term surface transportation legislation since the Safe Accountable Flexible Efficient Transportation Equity Act: A Legacy for Users Act in 2005.

The FAST Act continues to fulfill the Constitutional directive to federal government to investment in transportation as one of its core responsibilities. Yet at the same time, we see ample evidence for ever-growing transportation investment needs from growing population and aging infrastructure stock. According to the US Department of Transportation's (USDOT) *2015 Conditions and Performance Report* to Congress, highway and bridge backlog reached $836 billion and transit backlog reached $122 billion. Similarly, the American Society of Civil Engineers has identified a $1.1 trillion funding gap for surface transportation between 2016 and 2025.

States are answering to this call for action on transportation investment, signified by successful enactment of transportation revenue packages in 29 states since 2012. Many more states, like Missouri, have been and continue to carefully discuss and explore similar measures. Furthermore, USDOT notes in their 2015 report that state and local governments provided 80 percent of $217 billion invested in highway and bridge programs and 74 percent of $43 billion invested in transit programs, compared to 20 percent and 26 percent, respectively, contributed by the federal government.

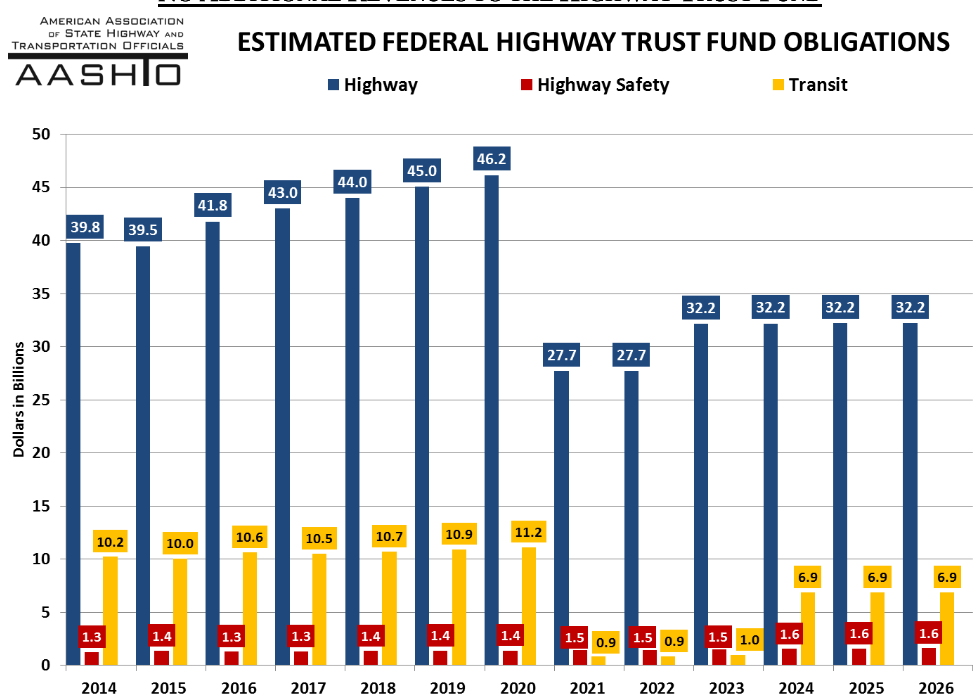
I mention this because AASHTO and its members vehemently disagree with any notion that federal transportation funding displaces or discourages state and local investment. In fact, as evidenced by significant transportation infrastructure investment needs, further strengthening and reaffirmation of the federally-assisted, state-implemented foundation of the national program is even more critical now than in the past. The best way for the federal government to lead is to augment substantial state and local transportation investment by ensuring long-term, sustainable federal funding from the Highway Trust Fund, and provide robust direct funding to address highway and transit backlog as part of the major infrastructure package currently under consideration.

FUTURE OF THE FEDERAL HIGHWAY TRUST FUND MUST BE SECURED THROUGH A LONG-TERM AND SUSTAINABLE REVENUE SOLUTION

The FAST Act's authorization of $305 billion for federal highway, highway safety, transit, and passenger rail programs from 2016 to 2020 could not have been timelier in supporting our economic growth and maintaining our multimodal transportation infrastructure. However, it should be recognized that the FAST Act provides only a near-term, though absolutely necessary, reprieve when it comes to federal surface transportation funding. That is because the HTF continues to remain at a crossroads. The HTF has provided stable, reliable, and substantial highway and transit funding for decades since its inception in 1956, but this is no longer the case. Since 2008, the HTF has been sustained through a series of General Fund transfers now amounting to $140 billion. According to the June 2017 projection of the Congressional Budget Office, annual HTF spending is estimated to exceed receipts by about $16 billion in FY 2021, growing to about $23 billion by FY 2027. Furthermore, the HTF is expected to experience a significant cash shortfall in FY 2021, since it cannot incur a negative balance.

Framing this HTF "cliff" in terms of federal highway obligations, AASHTO estimates that states may see a 40 percent drop from FY 2020 to the following year—from $46.2 billion to $27.7 billion in FY 2021. In the past, such similar shortfall situations have led to the possibility of reduction in federal reimbursements to states on existing obligations, leading to serious cash flow problems for states and resulting in project delays. More alarmingly, due to a steeper projected shortfall in the Mass Transit Account, new federal transit obligations are expected to be zeroed out between FY 2021 and FY 2023 excluding any "flex" of highway dollars to transit. Simply put, this is a devastating scenario that we must do all we can to avoid.

ESTIMATED FEDERAL HIGHWAY AND TRANSIT OBLIGATIONS BEYOND FY 2020 WITH NO ADDITIONAL REVENUES TO THE HIGHWAY TRUST FUND



If federal obligations are sharply reduced starting in fiscal year 2021, MoDOT could see a 40 percent reduction in funds which equates to approximately $400 million less for the state. This means Missouri's estimated federal funding in 2020 of $1 billion would be reduced to $600 million in 2021.

To put in context, $600 million was Missouri's average annual federal funding for the Transportation Equity Act for the 21st Century (TEA-21), the surface transportation law from 1998 to 2003. In other words, Missouri's federal funding would be reduced to what it was 15-20 years ago.

While AASHTO is grateful for past efforts to provide General Fund transfers into the HTF, we do not believe that is a viable long-term solution upon expiration of the FAST Act. Given the national policy momentum and support for infrastructure investment and tax reform, now may be that rare and opportune time to finally resolve the structural fiscal imbalance in the HTF.

In order to provide additional HTF receipts to maintain or increase current highway and transit investment levels, there is no shortage of technically feasible tax and user fee options that Congress could consider. We see three general revenue categories for the HTF:

- Raising the rate of taxation or fee rates of existing federal revenue streams into the HTF. Examples include motor fuel taxes on gasoline and diesel (including indexing), user fee on heavy vehicles, and sales tax on trucks, trailers, and truck tires.

- Identifying and creating new federal revenue sources into the HTF. Examples include mileage-based user fee, container tax, driver's license surcharge, vehicle registration fee, imported oil fee, sales tax on fuel, carbon tax, vehicle sales tax, sales tax on auto-related components, and a tire tax on light-duty vehicles.

- Diverting current revenues (and possibly increasing the rates) from other federal sources into the HTF. Examples include customs duties, the Harbor Maintenance Tax, income taxes, and other revenues from the General Fund.

Following is a matrix that demonstrates the breadth of potential HTF revenue mechanisms, including a column that shows an illustrative rate or percentage increase and the associated revenue yield estimated.

MATRIX OF ILLUSTRATIVE SURFACE TRANSPORTATION REVENUE OPTIONS

Existing Highway Trust Fund Revenue Mechanisms	Illustrative Rate or Percentage Increase	Definition of Mechanism/Increase	$ in Billions	
			Assumed 2014 Yield	Total Forecast Yield 2015–2020
Motor Fuel Tax—Diesel	15.0¢	¢/gal increase in current rate (approx. 10% increase in total rate)	$6.54	$41.79
Motor Fuel Tax—Gas	10.0¢	¢/gal increase in current rate (approx. 10% increase in total rate)	$13.21	$78.12
Heavy Vehicle Use Tax	50%	Increase in current revenues, structure not defined	$0.55	$3.42
Sales Tax—Trucks and Trailers	10%	Increase in current revenues, structure not defined	$0.33	$2.19
Tire Tax—Trucks	10%	Increase in current revenues, structure not defined	$0.04	$0.23
Potential Highway Trust Fund Revenue Mechanisms	**Illustrative Rate or Percentage Increase**	**Definition of Mechanism/Increase**	**Assumed 2014 Yield***	**Total Escalated Yield 2015–2020***
Container Tax	$15.00	Dollar per TEU	$0.66	$4.26
Customs Revenues	5.0%	Increase in/reallocation of current revenues, structure not defined	$1.80	$11.66
Drivers License Surcharge	$5.00	Dollar annually	$1.08	$6.98
Freight Bill—Truck Only	0.5%	Percent of gross freight revenues (primary shipments only)	$3.07	$19.90
Freight Bill—All Modes	0.5%	Percent of gross freight revenues (primary shipments only)	$3.80	$24.60
Freight Charge—Ton (Truck Only)	10.0¢	¢/ton of domestic shipments	$1.17	$7.54
Freight Charge—Ton (All Modes)	10.0¢	¢/ton of domestic shipments	$1.44	$9.29
Freight Charge—Ton-Mile (Truck Only)	0.10¢	¢/ton–mile of domestic shipments	$1.41	$9.15
Freight Charge—Ton-Mile (All Modes)	0.10¢	¢/ton–mile of domestic shipments	$3.48	$22.52
Harbor Maintenance Tax	25.0%	Increase in/reallocation of current revenues, structure not defined	$0.43	$2.79
Imported Oil Tax	$2.50	Dollar/barrel	$5.76	$37.28
Income Tax—Business	1.0%	Increase in/reallocation of current revenues, structure not defined	$2.79	$18.06
Income Tax—Personal	0.5%	Increase in/reallocation of current revenues, structure not defined	$6.70	$43.36
Motor Fuel Tax Indexing to CPI—Diesel	–	¢/gal excise tax	–	$5.22
Motor Fuel Tax Indexing to CPI—Gas	–	¢/gal excise tax	–	$10.87
Oil, Gas, and Minerals Receipts	25.0%	Increase in/reallocation of current revenues, structure not defined	$2.20	$14.25
Registration Fee—Electric LDVs	$100.00	Dollar annually	$0.01	$0.06
Registration Fee—Hybrid LDVs	$50.00	Dollar annually	$0.17	$1.12
Registration Fee—Light Duty Vehicles	$15.00	Dollar annually	$3.57	$23.11
Registration Fee—Trucks	$150.00	Dollar annually	$1.63	$10.54
Registration Fee—All vehicles	$20.00	Dollar annually	$4.98	$32.21
Sales Tax—Auto-related Parts & Services	1.0%	Percent of sales	$2.32	$15.04
Sales Tax—Bicycles	1.0%	Percent of sales	$0.06	$0.38
Sales Tax—Diesel	7.6%	Percent of sales (excl. excise taxes)	$9.65	$62.50
Sales Tax—Gas	5.6%	Percent of sales (excl. excise taxes)	$24.05	$155.66
Sales Tax—New Light Duty Vehicles	1.0%	Percent of sales	$2.41	$15.61
Sales Tax—New and Used Light Duty Vehicles	1.0%	Percent of sales	$3.46	$22.40
Tire Tax—Bicycles	$2.50	Dollar per bicycle tire	$0.08	$0.53
Tire Tax—Light Duty Vehicles	1.0%	Of sales of LDV tires	$0.33	$2.12
Transit Passenger Miles Traveled Fee	1.5¢	¢/passenger mile traveled on all transit modes	$0.84	$5.45
Vehicle Miles Traveled Fee—Light Duty Vehicles	1.0¢	¢/LDV vehicle mile traveled on all roads	$27.12	$175.58
Vehicle Miles Traveled Fee—Trucks	4.0¢	¢/truck vehicle mile traveled on all roads	$10.93	$70.73
Vehicle Miles Traveled Fee—All Vehicles	–	¢/vehicle mile traveled on all roads	$38.05	$246.31

** Base annual yield escalated using CPI-U.*

INFRASTRUCTURE PACKAGE FUNDING SHOULD FOCUS ON TRANSPORTATION ASSETS GIVEN THE ESSENTIAL NATURE OF FEDERAL FUNDING AND OVERSIGHT COMPARED TO OTHER ASSET CLASSES

Our nation's economic competitiveness and vitality can only be achieved when every piece of physical infrastructure works as intended and for the long term. In other words, AASHTO fully recognizes the inherent value and vital nature of assets across a multitude of categories ranging from aviation, dams and levees, ground and water transportation, water treatment, public housing, telecommunications, energy generation and transmission, and social infrastructure.

In framing the future vision for our nation's infrastructure, we support the expansive scope of the assessment currently being undertaken by the Trump Administration. In any cross-cutting policy sphere such as infrastructure, there is no question that successful implementation depends on efficient coordination among many departments and agencies in the federal executive branch. As such, bringing 15 cabinet-level departments under a National Economic Council interagency committee should provide both the necessary breadth and depth to the Administration's infrastructure policy.

Beyond the policy framework, the Administration has also proposed to commit $200 billion in direct federal funding over ten years to provide the fiscal underpinning of the infrastructure package, covering all asset classes. However, the Administration has not yet defined each asset class's share of the promised federal funding support. In answering this question, we believe the ownership structure and existing financing dynamic for various infrastructure asset types must be taken into account.

According to the Bureau of Economic Analysis, in 2015, the private sector owned $40.7 trillion of non-defense infrastructure in the form of fixed assets, while state and local assets totaled $10.1 trillion and federal assets amounted to $1.5 trillion. Of privately-owned assets, $22 trillion in nonresidential assets were composed of pipelines, power stations, railways, factories, satellites, and telecommunications networks. State and local infrastructure included assets such as highways, roads, bridges, schools, and prisons. Federal nondefense infrastructure included assets such as dams, postal buildings, and the air traffic control system. Beyond ownership, we note that certain assets such as telecommunication networks tend to be self-financing whereas the vast share of our nation's roadway miles—especially in rural areas serving as their lifelines—depends on motor fuel tax and other revenues raised throughout the transportation system.

Though the infrastructure package can and should address policy shortfalls relating to regulatory burdens for all asset classes, AASHTO urges both the Administration and Congress to focuses its federal budgetary support on transportation infrastructure given the essential nature of public funding and oversight compared to other asset classes.

DIRECT FEDERAL FUNDING IS NEEDED INSTEAD OF ONLY INCENTIVES THAT ENCOURAGE USE OF PRIVATE CAPITAL OR BORROWING

In further defining federal budgetary support, AASHTO strongly believes that the infrastructure package must focus on direct grant funding rather than federal financing support. This is because financing tools that leverage existing revenue streams—such as user fees and taxes—are typically not viable for most individual transportation projects in the United States. AASHTO's member DOTs appreciate the ability to access capital markets to help speed up the delivery of much-needed transportation improvements, and many states already rely on various forms of financing and procurement ranging from bonding, TIFIA credit assistance, state infrastructure banks, and public-private partnerships, among other tools.

That being said, states also fully recognize the inherent limitations of financing for the vast spectrum of publicly-valuable transportation projects. The reality is that most transportation projects simply cannot generate a sufficient revenue stream through tolls, fares, or other user fees to service debt or provide return on investment to private-sector equity holders. In 2014, such non-direct funding sources amounted to less than 18 percent of total capital outlays.

The state DOTs continue to support a role for financing and procurement tools such as public-private partnerships given their ability to not only leverage scarce dollars, but to also better optimize project risks between public and private sector partners best suited to handle them. But we also maintain that financing instruments in the form of subsidized loans like TIFIA, tax-exempt municipal and private activity bonds, infrastructure banks, and tax code incentives are insufficient in and of themselves to meet most types of transportation infrastructure investment needs we face.

I also would like to draw your attention to the immediate crisis of deteriorating rural infrastructure, including highways, local roads, bridges, railroads, locks and dams, and harbors and port facilities. The lack of attention and underfunding of the nation's rural infrastructure—over many decades—has created a void in the heartland, where access and connectivity for 60 million Americans is in critical need of investment and renewal.

A reinvigoration of investment in rural infrastructure is essential to improving both mobility and quality of life for residents. Rural infrastructure provides individuals the access they need to health care facilities, educational opportunities, and jobs. In addition to moving people, this infrastructure is also critical to moving goods and connecting rural communities to national and global markets. Rural areas remain critical to the nation's economic success through the production and movement of goods such as in agriculture, forestry, energy, manufacturing, fishing, and mining. Improving rural infrastructure connections will ensure these goods can travel efficiently to national and international markets.

The health of our rural communities is inextricably linked to the overall prosperity and continued success of our nation's economy and its ability to compete globally. Therefore, any new infrastructure initiative should focus on the needs of rural America to not only meet the needs of these communities, but to realize its full potential as the economic engine of the nation.

EXPEDITE AND STREAMLINE PROJECT DELIVERY THROUGH ASSIGNMENT OF FEDERAL AUTHORITIES TO STATES

After decades of adding layers upon layers of legislative and regulatory oversight to transportation project delivery, both the FAST Act and the Moving Ahead for Progress in the 21st Century Act (MAP-21) have instituted major programmatic and policy reforms. However, there exists still further opportunity to improve the efficiency and effectiveness of transportation programs and project delivery while remaining responsible stewards of taxpayer resources and both human and natural environments.

AASHTO believes that tremendous benefit can be unleashed by assigning decision-making authorities traditionally assumed by the federal government to those states that both desire them and are willing to be held responsible. Currently, California, Florida, Ohio, Texas, and Utah are participating in the National Environmental Policy Act (NEPA) assignment program made available to all states in MAP-21. Based on our collective experience, specific changes that will make this program both more efficient and attractive to interested states include:

- Simplifying the assignment application and audit process;
- Allowing states to assume all of the responsibilities of the USDOT with respect to engineering and other activities related to environmental review, consultation, permitting or other action required under any federal environmental law for project review or approval, and;
- Allowing states in this program to be solely responsible for the development of their policies, guidance and procedures so long as federal laws and the USDOT requirements and guidance are met.

Beyond NEPA, AASHTO has identified a number of touchpoints where states can make determinations in lieu of seeking Federal Highway Administration (FHWA) approval, including federal funds obligation management, project agreements, right-of-way acquisition, preventive maintenance, repayment of preliminary engineering and right-of-way costs, and credits toward non-federal share, among many other possible areas of current federal oversight.

A recent and highly illustrative example from Missouri is the U.S. Route 54 Mississippi River Bridge replacement. To enable the bridge replacement, this project proposes to fill the “notch” in a federally authorized levee. A provision of the Section 408 permission process requires a written statement from the non-federal sponsor, in this case a levee district, endorsing the proposed alteration. To offset the hydraulic impact of filling the “notch”, MoDOT along with the Illinois Department of Transportation committed to provide an opening under the bridge that would convey a 500-year flood event without raising the flood levels. MoDOT eventually negotiated with the levee district to reach agreement on the design flood frequency as proposed.

Without the letter of permission from the levee district, the United States Army Corp of Engineers will not grant the Section 408 permission (the approval process to ensure any alteration proposed will not be injurious to the public interest and will not affect the Corp project's ability to meet its authorized purpose), and subsequently won't issue the Section 404 permit associated with the Clean Water Act.

MoDOT met with representatives from the levee district numerous times in an attempt to resolve the issues, because the cost of additional conveyance would result in a longer bridge and would make it financially difficult to replace. While MoDOT managed to avoid project delays in this case, letting was very close to being delayed. MoDOT's suggested solution to address this problem would be for the Corp not to allow the letter of permission from the entity that has an interest in the federal levee to wholly dictate whether the applicant can complete the Section 408 permission process. The letter of permission should be a consideration in the Corp's decision making process, but it should not be the item that ultimately determines the permission can be issue.

Finally, to foster the development and testing of new, innovative practices and approaches aimed at expediting project delivery while maintaining environmental protections, we ask Congress to consider establishing a project delivery innovation pilot program. This pilot program would allow USDOT's modal administrations and federal environmental agencies to waive or otherwise modify their own requirements to develop innovative practices to streamline project delivery and achieve positive environmental outcomes.

The flexibility provided under this framework would include appropriate safeguards to ensure adherence to federal environmental policy goals. For example, all federal agencies required to consult on a project would need to agree to the inclusion of the project in the pilot program, consulting resource agencies would need to determine that equal or improved environmental outcomes would be achieved, and no agency would be allowed to override or modify requirements that fall within another agency's authority. This program would require a new legislative authority for federal transportation and regulatory agencies to allow them to modify their own requirements to develop innovative practices that streamline project delivery and achieve positive environmental outcomes.

PRIORITIZE PROJECTS THAT WILL BRING A MULTI-DECADE RETURN ON INVESTMENT INSTEAD OF "SHOVEL-READY" PROJECTS

Though certainly significant, benefits from investment in transportation infrastructure go well beyond short-term construction jobs created. A well-performing transportation network allows businesses to manage inventories and move goods more cheaply, access a variety of suppliers and markets for their products, and get employees reliably to work. American families benefit both as consumers from lower priced goods and as workers by gaining better access to jobs.

The FHWA estimates that each dollar spent on road, highway and bridge improvements results in an average benefit of $5.20 in the form of reduced vehicle maintenance costs, reduced delays, reduced fuel consumption, improved safety, reduced road and bridge maintenance costs, and reduced emissions as a result of improved traffic flow. Similarly, the American Public Transportation Association estimates that in the long term, a program of enhanced investment sustained over 20 years can have a total effect on the economy in the range of 3.7 times the amount being spent annually.

In Missouri, examples of rate-of-return investments made in the state include:

- Every dollar invested in transportation in Missouri results in $4 of new economic activity.
- Missouri has more than 1,000 miles of the Mississippi and Missouri Rivers bordering and bisecting our state. Some $12.5 billion in cargo travels up and down those waterways each year. A little investment in ports can spur a great deal of private investment. For example, in the past 5 years, $13 million in state investment in ports has led to $53 million in investment from the private sector.
- Missouri has 123 public-use airports that generate $11 billion in annual economic activity.
- Missouri's cost-share program enables us to leverage contributions from local communities with state funds to advance projects of regional importance. Since the program's inception, more than $450 million in state participation has led to the delivery of more than $1 billion in projects.

When we as a nation make significant investments in our transportation infrastructure, it generates a multi-decade return on that investment to all sectors of the economy in the form of improved productivity and quality of life. The current fiscal environment does not require a rapid deployment of public dollars to resuscitate the national and global economy like what we saw in 2008. Rather, right now is the opportune time to secure our economic future for the long-term based on a thorough modernization of the public capital stock in transportation. As such, the infrastructure package must focus on programs and projects that generate most benefits through the entire lifecycle, rather than mandating short spending deadlines which will lead to less efficient use of taxpayer dollars due to project sponsors' inability to address longer-term needs.

BUILD ON THE FAST ACT'S FOUNDATION BY USING THE EXISTING FEDERAL PROGRAM STRUCTURE TO FUND INVESTMENTS

For over one hundred years—and as exemplified by the FAST Act—we as a nation have enjoyed the fruits of the federal government's highly successful partnership with state DOTs to build and maintain our nation's surface transportation system. From the Federal-aid Road Act of 1916 establishing the foundation of a federally-funded, state-administered highway program that has been well-suited to a growing and geographically diverse nation like ours, federal investment in all modes of transportation enabled states and their local partners to fund a wide range of projects that serve the interest of the nation as a whole.

Thanks to the federal surface transportation program's flexibility that defers project selection and investment decision-making to state and local governments based on extensive public input, diverse communities in rural, suburban, and urban areas of the country have all been able to help people get to and from work, and help goods get access to a larger market than ever before in a way that best meet their unique needs.

Based on the federal surface transportation program's long track record of efficiency and flexibility, we recommend that any increase in federal funds should flow through the existing FAST Act formula-based program structure rather than through untested new approaches that will require more time and oversight. Any effort that does not rely on the existing federal surface transportation program, such as an approach that chooses only certain projects based on a priority list, would leave most of the country behind no matter the size of such a list. In addition, we believe this type of a top-down approach from Washington will not only undermine the state and local prerogatives honored in the FAST Act, but also impede timely and successful delivery of the new infrastructure package.

Putting the program framework that built the Interstate Highway System and the National Highway System—the backbone of our national network of roads and bridges that drive our national economy—into work again to deploy additional federal resources across multiple modes of transportation represents the optimal approach to improve mobility and quality of life in all corners of our great nation whether they are urban, suburban, or rural.

CONCLUSION

Two weeks ago, I had the opportunity to engage with my peer state DOT CEOs at the AASHTO Annual Meeting in Phoenix, Arizona. In addition to a very robust conversation on the infrastructure package, the state DOT leaders reaffirmed our collective commitment to assist you and the Administration in any way we can to ensure successfully enactment of a robust multimodal transportation investment package.

I want to thank you again for the opportunity to testify today, and I am happy to answer any questions that you may have.