

TRI-STATE
TRANSPORTATION
CAMPAIGN'S



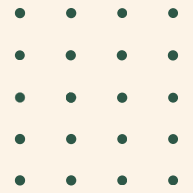
Transportation & Environmental Justice Fellowship

YEAR 4 REPORT

TRI-STATE TRANSPORTATION CAMPAIGN



TABLE OF CONTENTS



1

Letter from the Executive Director

2

Executive Summary & Program Overview

3

Meet the 2026 Cohort

4

Timeline: Fellowship Program Itinerary & Experiential Learning

8

Advocacy Projects & Campaign Contributions

10

In Their Own Words: Summer Takeaways & Future Plans

11

Highlights from Our Partners

13

With Gratitude to Our Partners

14

Support Our Work

LETTER FROM THE EXECUTIVE DIRECTOR

It is a true pleasure to introduce the report celebrating the fourth cohort of Tri-State Transportation Campaign's Transportation & Environmental Justice Fellowship Program.

Transportation justice is inseparable from social and environmental equity. Across our region, we see the consequences when transit-dependent riders, vulnerable road users, people with disabilities, working-class families, and communities of color are left to navigate underfunded, unreliable, and inequitable transportation systems. Transportation shapes where people can live, work, learn, and thrive—and understanding that connection is essential to building a more just future.

That is why we created this fellowship: to bring the next generation of leaders into the work and help them develop a critical transportation justice lens that can inform whatever path they choose. Our fellows have gone on to pursue careers in transit engineering, social justice, law, and other fields, carrying with them a deeper understanding of how transportation shapes people's lives. By teaching emerging leaders to question the systems around them, we equip them to challenge the conditions that limit economic opportunity, concentrate pollution, and restrict access to the resources and opportunities communities need to thrive.

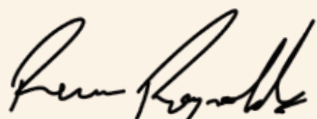
Our vision has always been to create a sustainable pathway into the transportation field—one rooted in the understanding that our work is about far more than policy briefs, infrastructure, or train schedules. At its heart, this work is about people, communities, the environment, and our collective power to build a more equitable and connected region.

What began in 2022 as a pilot to develop TSTC's environmental justice framework has blossomed into a core pillar of our work, demonstrating its vitality and promise summer after summer. With each cohort, we see that promise renewed. Our fourth cohort fully embraced the vision of the fellowship and, in many ways, made it their own.

This report captures the experiences that defined their ten-week journey—from site visits with transportation and environmental justice leaders, to research and hands-on campaign building, to the community and connections that emerged along the way. More importantly, it is a testament to what young leaders can accomplish when they are given the opportunity, the tools, and the space to imagine what a more just transportation future can look like.

I am proud to share their stories and excited to see where they take this work next.

Sincerely,



Renae Reynolds



EXECUTIVE SUMMARY & PROGRAM OVERVIEW

TSTC's fourth cohort of the Transportation and Environmental Justice Fellowship Program brought together three emerging leaders from City College of New York's S. Jay Levy Fellowship for Future Leaders for a 10-week experiential learning program focused on transportation, environmental justice, and advocacy.

Through site visits, public hearings, community events, and professional engagements, fellows gained firsthand exposure to transportation agencies, industry leaders, advocates, and practitioners. Fellows also applied their learning through direct contributions to TSTC initiatives, including the Fair Fares NJ campaign, Clean Deliveries Act, and regional transportation policy research.

The program combines professional development, experiential learning, policy research, and community engagement to strengthen fellows' understanding of transportation systems and their impact on communities. Through these experiences, fellows developed practical skills, expanded professional networks, and gained a deeper understanding of how equity and environmental justice can inform transportation policy and advocacy.

Leadership • Advocacy • Equity • Community

MEET THE 2026 COHORT

3



Andrew Manoo
Electrical Engineering



Ahmed Lashuel
Political Science



Grey D'Orazio
Civil Engineering

TIMELINE: FELLOWSHIP PROGRAM ITINERARY & EXPERIENTIAL LEARNING



**JUNE
1-4**

Orientation & Advocacy Foundations



Learning Focus: Transportation advocacy, campaign strategy, and cohort development

Fellows began with an intensive orientation introducing TSTC's mission, regional transportation priorities, active campaigns, and advocacy strategies. Activities included core transit advocacy training, campaign overviews, and team-building exercises designed to establish a collaborative learning environment.



**JUNE
10**

Public Policy & Civic Engagement



NYC Council Finance Committee Testimony

Learning Focus: Public testimony, budget advocacy, and policy communication

Fellows participated in the development and presentation of transportation priorities before the NYC Council Finance Committee, gaining firsthand experience with the policymaking process and the role of advocacy organizations in shaping public budgets and transportation priorities.

**JUNE
11**

Regional Transit Planning & Economic Development



MTA / Regional Plan Association / Chamber of Commerce – Interborough Express

Learning Focus: Regional planning, multi-agency collaboration, and economic development

Fellows observed a discussion on the Interborough Express and explored how transportation investments intersect with regional rail planning, economic development, and collaboration among public agencies, businesses, and advocacy organizations.



**JUNE
22**

Infrastructure & Community Engagement



Halmar – Second Avenue Subway

Learning Focus: Transit construction, project management, and community engagement

Fellows were introduced to the development of the Second Avenue Subway and explored how large-scale infrastructure projects require coordination between engineering, construction, communications, and community engagement.



**JULY
8**

Mobility Equity & Infrastructure



HNTB

Learning Focus: Mobility equity and infrastructure planning

Through a session with Emily Gallo, Director of Infrastructure and Mobility Equity and TSTC Board Member, fellows examined how equity considerations can be incorporated into major infrastructure projects and transportation planning.



**JULY
14**

Transit Construction & Operations



McKissack

Learning Focus: Transit design, construction, and operations

Fellows learned about the planning and management of large-scale transit and construction projects, gaining exposure to the professional roles and operational systems required to deliver complex transportation infrastructure.

**JULY
15**



Transit Construction & Operations



Office of the NYC Public Advocate

Learning Focus: Public advocacy, infrastructure policy, and environmental justice

Fellows explored the role of the Public Advocate in addressing infrastructure and environmental justice issues and examined how government offices, community organizations, and advocates can work together to advance equitable infrastructure investment.

**JULY
16**



Transportation Affordability & Community Advocacy



NJ Fair Fares Community Briefing

Learning Focus: Transit affordability, coalition building, and community advocacy

Fellows participated in a community briefing focused on transportation affordability in New Jersey. The session provided insight into coalition strategy, fare policy, and the relationship between transportation costs and equitable access to opportunity.

**JULY
27**

Regional Transportation Infrastructure



Gateway Development Commission Walking Tour

Learning Focus: Regional rail expansion and infrastructure development

Through an on-site walking tour, fellows examined the Gateway Program and gained firsthand exposure to regional rail expansion, tunnel infrastructure, and the complexities of delivering major transportation projects across jurisdictions.



**AUG
6**

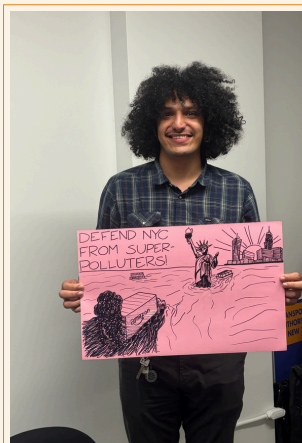
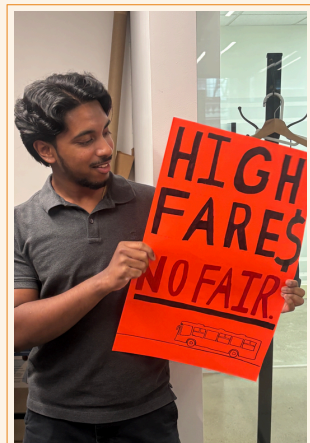
Community-Based Environmental Stewardship



Circuit Trails Community Cleanup – Trenton

Learning Focus: Environmental stewardship, active transportation, and community engagement

In collaboration with Future Roots, fellows participated in a community cleanup along the Circuit Trails in Trenton. The experience connected transportation advocacy with environmental stewardship, public space, trail access, and community-led efforts to strengthen active transportation infrastructure.



**AUG
12**

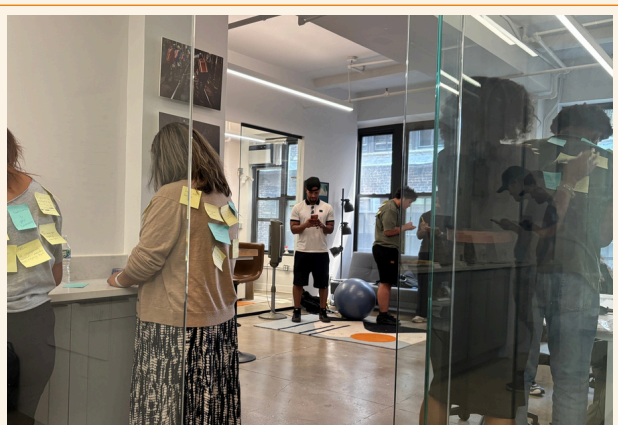
Creative Advocacy & Communications



Sign-Making Workshop

Learning Focus: Visual communications, organizing, and public engagement

Fellows developed creative materials to support future rallies, press conferences, and coalition events, learning how visual communication can strengthen public campaigns and amplify advocacy messages.



**JULY
27**

Cohort Reflection & Closing



Fellowship Celebration & Team Potluck

Learning Focus: Reflection, peer learning, and professional community

The fellowship concluded with a cohort gathering that provided an opportunity to reflect on the fellows' experiences, recognize their contributions, and celebrate the relationships and professional networks developed throughout the program.

ADVOCACY PROJECTS & CAMPAIGN CONTRIBUTIONS



NY-NJ Elected Official Database Project: Compiling comprehensive contact information for elected officials offices across municipal, county, state, levels of government in NY, NJ to strengthen legislative outreach.



Fair Fares Website Development: Updating the Squarespace platform to support the public launch and digital visibility of our Fair Fares NJ campaign.



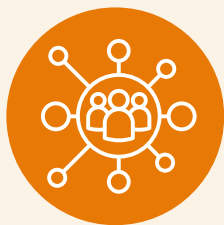
1-Pagers: Synthesizing complex transit policy and data and designing clear, impactful one-pagers to advance TSTC's advocacy campaigns



World Cup Wayfinding Project: Developing practical transit information and wayfinding resources to help NJ TRANSIT riders seamlessly navigate transit during World Cup matches



TSTC Merch: Designing custom organization merchandise, including high visibility safety vests for our Active Transportation team and dedicated t-shirts for the NJ Bus Riders Council.



Clean Deliveries Act Cluster Identification: Analyzing the Environmental Defense Fund (EDF) report to map upstate warehouse clusters, identifying key grassroots and environmental organizations for partnership, and drafting tailored outreach communications.



Event Prep: Providing logistical and operational support before, during, and after key events including our Fair Fares NJ Briefing, and Circuit Trails clean up.



Lyft and NYC Cost Research Report: Ahmed authored a comprehensive report exploring the comprehensive relationship between Lyft and NYC, transportation network companies, and the overall skyrocketing costs of citibike in NYC.



Fair Fares NJ Research: Grey helped break down demographic and economic census data to build an accurate, data-driven cost estimate for what a NJ Fair Fares program could be.



Blog Posts: Researching and writing advocacy pieces for publication on TSTC's Mobilizing the Region Blog

- Ahmed: Who Doesn't Want More Subways?
- Andrew: The Bus Action Plan is Personal: Why NYC's New Transit Plan Hits Home
- Grey: Why A 70-Year Old Piece of Infrastructure Must be Fixed: The BQE Triple Cantilever

IN THEIR OWN WORDS: SUMMER TAKEAWAYS AND FUTURE PLANS

“As an engineering major, I’m learning all the technical stuff. But I feel like this fellowship gave me a deeper understanding of transportation—it’s not just how it runs. It’s who’s riding it, what they need, how we can make things better. Compared to most engineers in this field, I have the why. I feel like that’s lacking in a lot of people in this industry, so not only did I finish the Fellowship, but I got a whole other understanding of transportation as well”-Andrew Manoo

“My time at TSTC has reformed my understanding of how politics work in the City and State, so in the near future, I want to be working in city government or somewhere else in the field. I came wanting to round out my education, and I feel it’s equipped me with a lot of ways to navigate this space, with one way being the really valuable connections I made at TSTC. Industry partners of course, but more importantly, people here who I’ve been working with as they help me with my research and overall experience at this organization.”- Ahmed Lashuel

“After the fellowship I plan to do school, more school, and eventually I want to work in the public sector with bridges and tunnels. And a Phd in Math for fun, pure math to be specific.”- Grey D’Orazio

HIGHLIGHTS FROM OUR PARTNERS

“As a construction management company with iconic transit hub projects such as the Oculus at the World Trade Center in NYC, the train yard at Barclays Center in Brooklyn and the New Terminal One at JFK Airport, it was uplifting to meet with the TSTC organization’s staff and 2026 cohort. Their research and analysis for improving the quality of public transit is vital. It was heartening to connect with this visionary team and to know that the future and our region is in such good hands.”- Lizzie Archer, Assistant Vice President, McKissack



"I was pleased to share my experience with TSTC’s fellows and offer a real-world perspective on leadership, equity, and careers in transportation. Their curiosity and thoughtful questions reinforced the importance of investing our time and energy in developing the next generation of transportation professionals.”- Emily Gallo, Director of Infrastructure and Mobility Equity, HNTB





*“It is critically important that the fellows have opportunities to learn and engage, but equally important that responsible and forward-thinking leadership in New York City government invests in the next generation of climate, environmental justice, infrastructure, and transportation leaders. We need to build a generation of engineers, scientists, researchers, analysts, and policymakers who can educate our communities, develop solutions, and work to repair the environmental harm we have caused—particularly in communities that have borne the greatest burden of environmental injustice. Climate and infrastructure justice should be part of everyone’s toolbox, regardless of their future career or field of study. Every form of justice is connected, and creating a healthier, more equitable, and resilient city requires us to understand those connections. I commend TSTC for its leadership in building this important pipeline, and I thank the fellows for their thoughtful engagement and the kindness and respect they showed to the Office of the NYC Public Advocate Jumaane D. Williams and our staff. It was truly inspiring to see their commitment to shaping a better future for our city and our planet.”- **Kashif Hussain, Deputy Public Advocate for Infrastructure & Environmental Justice, NYC Public Advocate’s Office***

WITH GRATITUDE TO OUR PARTNERS

This program would not be possible without the agency leaders, industry experts, elected officials, organizational partners, and TSTC staff who generously shared their time, expertise, and guidance with our fellows. Thank you for opening your doors, sharing your insights, and helping demonstrate what equity-driven transportation looks like in practice.

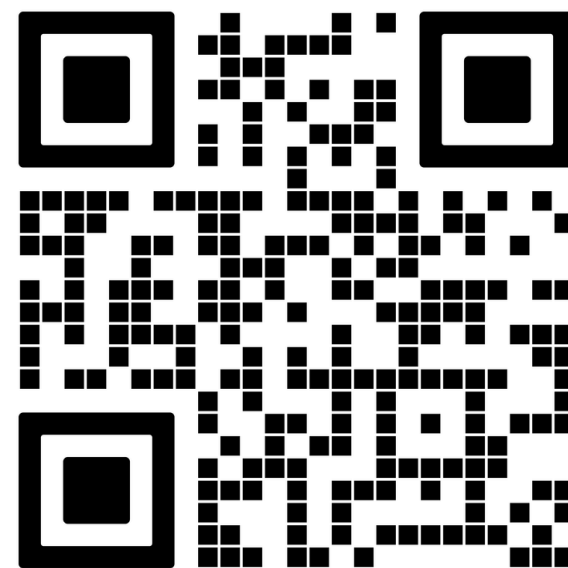
A special thank you to the CCNY S. Jay Levy Fellowship for Future Leaders for partnering with TSTC for another incredible summer of learning, leadership, and professional growth.



SUPPORT OUR WORK

Programs like our Summer Transportation and Environmental Justice Fellowship are powered by the generosity of our supporters, donors, and community champions.

Help us keep this momentum going. Scan the QR code below to make a tax-deductible donation and support our ongoing advocacy for a more connected and just tri-state area.



DONATE HERE

OR VISIT TSTC.ORG

Cultivating the Next Generation of Transportation Leaders

TRI-STATE TRANSPORTATION CAMPAIGN



www.tstc.org • 231 W 29th St Suite 608, NY, NY, 10001 • tstc@tstc.org