

Christopher A. Coes

EXECUTIVE SUMMARY

Senior executive with 13+ years of proven leadership, advocacy and fundraising experience. Nationally recognized leader in leveraging public policy, the private sector and community assets to build equitable, sustainable multi-modal communities. Subject matter expert and advocate for equitable land use and development, transportation reform, environment with a history of getting results through coalition building. Author of series of reports and publications, including a 2020 report on the impact of converging trends (climate, racial injustice, COVID-19 and economic recovery) on the built environment and a 2018 national opportunity zone report to help investors and local policymakers identify and deliver positive economic, environmental, and social returns.

WORK EXPERIENCE

Brookings Institution, Washington, DC

September 2020 – Present

Nonresident Senior Fellow - Metropolitan Policy Program

- Co-authored and co-launched the Great Real Estate Reset report and initiative which (1) documents how the broader real estate industry and public policy are failing to fully address the intersectionality of persistent segregation by race and income, pent-up demand for more attainable housing, destabilized regional housing markets fueled by climate change and outdated infrastructure, and market disruptions in office and retail; and (2) develop an industry and public policy playbook to articulate specific, actionable ideas for policy and practice reform.

George Washington University, Washington, DC

Professor, School of Business

January 2020 – Present

- Teach Walkable Urban Development, Strategy and Place Management classes to undergraduate and graduate students.

Smart Growth America, Washington, DC

Vice President, Land Use and Development

August 2018 – Present

- Lead and manage SGA's work on equitable land use, zoning, transit-oriented development and public-private partnerships including 8 employees, five programs and +\$1.5M annual budget.
- Serve as a member of executive management and assist the CEO/President with management of organizational operations, including serving as acting CEO in their absence and engaging with Board of Directors to provide periodic updates and obtain project and initiative approvals.
- Serve as organization's thought leader and advocate to Congress, Federal agencies, State and local governments, and philanthropic organizations on equitable and sustainable land use and development policy including testifying before US House Budget committee on the importance of Federal investment in smart transportation and infrastructure to create communities of opportunity prepared for the 21st Century.
- Serve as technical assistance provider for AARP Livable Communities TA Program and Center for Disease Control (CDC) Active People, Healthy Nation Initiative on issues ranging from attainable and workforce housing development, transit-oriented development, transportation policy, development tax policy, transportation funding initiatives, Opportunity Zones, federal programmatic expertise, including BUILD/TIGER, New Starts, TIFIA, RRIF, HOME, CDBG, and HUD 220 and 231 and Complete Streets.
- Convened and moderated a bi-weekly COVID-19 Response and Economic Recovery Roundtables for a national public-private cohort to coordinate best practices COVID-19 responses and challenges, including Black and Brown small businesses, mobility, road conversations for retail and broadband access.
- Developed and secured the inclusion of policy priorities that support equitable transit-oriented development, climate friendly land use and transportation planning, value capture, mobility and green infrastructure in the House surface transportation bill - Moving Forward Act (H.R. 2) including Equitable TOD & Mobility Act

(H.R. 7074) and Incentivizing Value Capture for Greener Transportation Act (H.R. 5641).

- Crafted and garnered bipartisan congressional support for legislative language to reform and improve US DOT and the Build America Bureau's implementation of RRIF and TIFIA transit-oriented development financing including the bipartisan introduction TOD Advancement of 2019 (S.B.2805).
- Crafted and garnered bipartisan support for tax incentives to promote private investment in public infrastructure and affordable housing including the bipartisan introduction of the REHAB Act (H.R. 6175).
- Co-authored the LOCUS National Opportunity Zone Ranking report which identifies Opportunity Zones best positioned to bring positive social, environmental, and economic returns while also making policy recommendations to ensure that development results in more walkable places that are healthy, prosperous, equitable and resilient.
- Managed the development of the LOCUS Opportunity Zone Navigator and Equitable Investment Atlas which provides interactive mapping tools that allows users to gain a better understanding of the economic, environmental, social vulnerability, demographic, housing, and infrastructure characteristics of each Opportunity Zone.
- Co-founded and leads for-profit consulting firm with nationally recognized expertise in walkable urban real estate development and innovative financing. Services provided includes: real estate advisory services, NEPA, deal match-making, TIFIA and RRIF TOD Financing, land development, government relations, strategic engagement, infrastructure financing, and anti-displacement strategies.

Vice President for Real Estate Policy and External Affairs

Sept. 2016 – September 2018

- Worked with CEO/President to translate the organization's vision into a national advocacy strategy with clear objectives and benchmarks, including overseeing its federal affairs operation and its environment, climate and real estate programs including LOCUS: Responsible Real Estate Developers and Investors and the National Brownfield Coalition with an annual budget of \$900,000, staff of five employees and 3 consultants.
- Co-created and co-led First and Main, a national coalition of local elected officials from small and mid-sized American towns and cities dedicated to protecting and improving a range of federal government programs that support local economic and community development.
- Served as program advisor to the US DOT's LadderSTEP and FTA's Transit-Oriented Development Technical Assistance Initiative that provided technical assistance to cities and convene public and private stakeholders to advance game-changing community revitalization and economic projects related to transportation projects.
- Led the development of a proprietary social equity analysis and community engagement model and national technical assistance program to equip communities with tools, skills and knowledge to develop sustainable strategies that balance the demand for great walkable urban places with the need for jobs, housing, open space, diverse business opportunities, and transportation that is attainable and accessible to all.
- Crafted and implemented successful advocacy national campaign that resulted in new funding for transit-oriented development, brownfield cleanup and new local infrastructure and active transportation financing in the recent federal transportation (FAST Act) and brownfield reauthorization legislation (BUILD Act).
- Served as technical expert for Members of Congress and their staff, including testifying before US Senate EPW committee on the importance of public and private collaboration to accelerate investment in infrastructure, equitable redevelopment and attainable housing near public transportation.

Founding Director, LOCUS

November 2010 – Present

- Oversee and coordinate coalition's activities which has expanded the coalition national steering committee from 8 founder (non-paid) members to twenty-four (paid) members and its developer advocate list from 800 members to over 21,000 members; and increased its annual budget from \$100,000 to \$800,000 within five years.
- Led the coalition's advocacy and policy work that has successfully resulted in an increase of direct funding and financing to smart growth real estate projects, streamlining federal, state, and local regulations to better support walkable, sustainable development; reforming housing and tax programs to eliminate waste and provide greater housing and transportation options for all Americans, and defending programs that support urban community revitalization, transit-oriented development, and affordable housing opportunities.
- Created the annual LOCUS Federal Financing Toolkit, which provides an overview and analysis of over 90

federal financing programs designed to help real estate developers and investors as well as local elected officials, achieve their respective economic development goals.

- Created national program designed to connect local elected officials and communities with real estate developers and investors to create more models of walkable, sustainable developments on the ground. This program has facilitated over \$1 billion in smart growth deals.
- Garnered bipartisan political support from key stakeholders such as national corporations, government agencies, and policy organizations, including launching “Conservatives for Smart Growth” – a national network of pro-smart growth conservatives in 2013.
- Led coalition’s advocacy effort that successfully achieved pro-transit-oriented development and smart growth real estate provisions in the MAP-21 including supporting a major increase in the TIFIA program from \$120 million in 2012 to \$1.7 billion for the next two years that could be used for public transportation construction, inclusion of transit-oriented development financing language and the creation of a \$20 million TOD planning grant program.
- Secured TOD credit enhancement language in H.R. 7, American Energy and Infrastructure Jobs Act in 2011
- Served as an industry and technical expert on smart growth, real estate and equitable development, including serving as a frequent speaker at the Atlantic, National Association of Realtors, National Housing Conference, New Partners for Smart Growth, and Urban Land Institute conferences

Transportation for America, Washington, DC

Senior Campaign Advisor (Consultant)

July 2010 – December 2010

- Served as chief advisor to T4America Campaign and senior staff on overall campaign and legislative strategy.
- Advised and guided the campaign’s major policy statements and national constituency outreach strategies, including co-managing T4America’s policy working groups to create SAFETEA-LU reauthorization policy priorities
- Represented T4America before Congress, the Administration, and other industry associations and organizations.

Deputy Director (Consultant)

May 2008 – June 2010

- Managed and supervised coalition’s day-to-day operations with an annual budget over \$2 million and staff of 20.
- Co-designed and implemented T4America’s national campaign plan and major policy initiatives.
- Devised and implemented the congressional caucus outreach plan targeting the CBC, CHC, and Blue Dogs.
- Wrote policy and political memos, congressional testimony, press statements and speeches on key campaign priorities.

M+R Strategic Services, Washington, DC

Consultant, Government Affairs + Campaigns

May 2009 – December 2010

- Designed and implemented strategic and legislative campaign plans for major issue advocacy organizations, such as Save Darfur, SEIU, AmericaSpeaks, and T4America.
- Built and worked with diverse coalitions and groups to promote clients’ public policy and political agendas.
- Lobbied key members of Congress and congressional staff to launch a new pilot program to study the linkage between training and quality of service among K-12 food service workers; and assisted in legislative language development, which was successfully included in the House FY11 Agriculture Appropriations Bill.
- Developed and implemented clients’ grassroots field programs, including managing Pew Food Safety field program in 5 states -NV, OH, NH, MT, and NC which resulted the in final passage of the Food Safety Act of 2010

Senior Associate, Government Affairs

May 2008 – June 2009

- Managed corporate relationships with multiple large national, progressive non-profit clients.
- Managed government relations' functions for a variety of clients including monitoring, analyzing and reporting on issues – climate, energy, transportation, and labor, authoring and editing legislative correspondence, strategy memos, and congressional testimony.
- Organized Hill meetings, small and large-scale lobby days, congressional briefings, and receptions to promote client's core issues.

EDUCATION & TRAINING

St. John's University, Queens, New York
 M.A., Government & Politics May 2006
 Minor: International Relations; Certificate in Public Administration

St. John's University, Queens, New York
 B.A., Government & Politics May 2005
 Honors: McNair Scholar (2004-2005); President's Society (2004-2005); Pi Sigma Alpha Honor Society (2005); Wrote McNair Thesis: "A Comparative Study of Crisis Management in the Post 9/11 American Foreign Policy"

PROFESSIONAL AFFILIATIONS & HONORS

Urban Land Institute, TOD Product Council, Member	August 2017 – Present
Urban Land Institute, Member	December 2011 – Present
Real Estate Executive Council, Co-Chair, Partnership & Advocacy	May 2016 – Present
African American Real Estate Professionals, Board of Directors & Treasurer	December 2014 - Present
National Multifamily Housing Council Racial Equity Taskforce, Member	August 2020 – Present
Emerging Leader Award, AAREP DC, Washington, DC	November 2014

Senate Commerce Committee Nominee Questionnaire, 117th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type “None” or “Not Applicable” if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., “A”, “B”, etc.) on a new sheet of paper.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used): Christopher A. Coes
2. Position to which nominated: Assistant Secretary for Transportation Policy
3. Date of Nomination: April 22, 2021
4. Address (List current place of residence and office addresses)
 - [REDACTED]
 - Office: 1200 New Jersey Ave, SE Washington, DC 20590
5. Date and Place of Birth: August 22, 1983 and Thomasville, GA
6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).
 - Candice D. Coes, Manager for Lending Compliance and Underwriting, Bank-Fund Staff Federal Credit Union, Washington, DC (Spouse)
7. List all college and graduate degrees. Provide year and school attended.
 - St. John’s University, Bachelor of Arts, Government and Politics 2001-2005
 - St. John’s University, Master of Arts, 2005-2006
8. List all post-undergraduate employment, and highlight all management- level jobs held and any non-managerial jobs that relate to the position for which you are nominated. **Managerial and non-managerial jobs related to position are highlighted in yellow below:**

US Department of Transportation

Principal Deputy Assistant Secretary for Transportation Policy
Washington, DC
January 2021 – Present

George Washington University

Professor
Washington, DC
January 2020-Present

Brookings Institution, (non-paid, volunteer position)
Nonresident Senior Fellow - Metropolitan Policy Program
Washington, DC
September 2020 – January 2021

Smart Growth America
Vice President, Land Use and Development August 2018- January 2021
Vice President, Real Estate, Policy and External Affairs September 2016 – 2018

(Other SGA-related positions)
TOD Finance and Advisors, Inc. (a SGA subsidiary)
President & COO and Member of Board of Directors
Washington, DC
September 2016 – January 2021

LOCUS (a program of Smart Growth America)
Executive Director
November 2010 – January 2021
Washington, DC

M+R Strategic Services
Consultant June 2009 - Nov 2010
Senior Associate May 2008 - May 2009
Washington, DC

(Other M+R related positions)
Senior Campaign Advisor (in consulting capacity) July 2010 – December 2010
Deputy Director (in consulting capacity) May 2008 – June 2010
Transportation for America
Washington, DC

DCCC
Research Analyst
Washington, DC
Mar 2007 - May 2008

Lois Murphy for Congress
County Organizer
Chester County, PA
July-Nov 2006

Parliamentarians for Global Action
International Law Research Assistant
New York, NY
Jan - June 2006

St. John's University
Research Assistant
New York, NY
Aug 2005 - June 2006

Congressional Black Caucus Foundation, Inc.
Congressional Intern for Rep. Sanford Bishop (GA-03)
Washington, DC
May - Aug 2005

9. Attach a copy of your resume. See attached.
10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years. N/A
11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.
 - TOD Finance and Advisors, Inc (SGA-owned corporation) President & COO and Board of Directors May 2016 – January 2021
 - Up for Growth, Board of Directors, 2020-2021
 - AAREP, Board of Directors 2016-2021 Treasurer, 2017-April 2021
12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.
 - Real Estate Executive Council, Member, Chair of Partnership and Advocacy May 2017-February 2021
 - Urban Land Institute Member (2010-Present), member of TOD Product Council (2015-2021)
 - The Gathering Spot, Member (in Washington, D.C.) (2020-present)
13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt. NO
14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If

you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

- Stacey Abrams for Governor, Volunteer, Albany, GA, November 2018
- Andrew Gillum for Governor, Volunteer, Tallahassee, FL, November 2018

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

Federal Elections

- Biden for President, \$550, 2020.
- While I made very limited contributions to individual political contributions over \$200 over the past 10 years, the aggregate amount of my contributions to certain entities has exceeded \$200 during individual campaign cycles. Those contributions are listed below by date.

Committee Name	Report Year	Type	Employer	Date	Amount
ACTBLUE	2018	INDIVIDUAL	SGA	9/22/2018 0:00	100
ACTBLUE	2018	INDIVIDUAL	SGA	9/10/2018 0:00	50
BIDEN FOR PRESIDENT	2020	INDIVIDUAL	SGA	7/1/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	2/29/2020 0:00	100
BIDEN FOR PRESIDENT	2020	INDIVIDUAL	SGA	7/22/2020 0:00	25
BIDEN FOR PRESIDENT	2020	INDIVIDUAL	SGA	7/22/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	6/18/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	6/3/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	7/22/2020 0:00	25
ACTBLUE	2020	INDIVIDUAL	SGA	7/1/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	7/22/2020 0:00	100
BIDEN FOR PRESIDENT	2020	INDIVIDUAL	SGA	8/22/2020 0:00	100
BIDEN FOR PRESIDENT	2020	INDIVIDUAL	SGA	10/7/2020 0:00	25
BIDEN FOR PRESIDENT	2020	INDIVIDUAL	SGA	9/22/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	10/7/2020 0:00	50

ACTBLUE	2020	INDIVIDUAL	SGA	10/7/2020 0:00	25
BIDEN FOR PRESIDENT	2020	INDIVIDUAL	SGA	10/22/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	10/22/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	11/9/2020 0:00	33.34
ACTBLUE	2020	INDIVIDUAL	SGA	11/9/2020 0:00	33.33
ACTBLUE	2020	INDIVIDUAL	SGA	11/9/2020 0:00	33.33
ACTBLUE	2020	INDIVIDUAL	SGA	11/3/2020 0:00	2.5
ACTBLUE	2020	INDIVIDUAL	SGA	11/3/2020 0:00	2.5
ACTBLUE	2020	INDIVIDUAL	SGA	9/22/2020 0:00	100
ACTBLUE	2020	INDIVIDUAL	SGA	11/28/2020 0:00	35
ACTBLUE	2020	INDIVIDUAL	SGA	12/9/2020 0:00	33.33
ACTBLUE	2020	INDIVIDUAL	SGA	12/9/2020 0:00	33.34
ACTBLUE	2020	INDIVIDUAL	SGA	12/9/2020 0:00	33.33
ACTBLUE	2020	INDIVIDUAL	SGA	8/22/2020 0:00	100
ACTBLUE	2021	INDIVIDUAL	SGA	1/9/2021 0:00	33.33
ACTBLUE	2021	INDIVIDUAL	SGA	1/9/2021 0:00	33.34
ACTBLUE	2021	INDIVIDUAL	SGA	1/9/2021 0:00	33.33

State Elections:

Stacey Abrams for Governor, \$400, 2018

NOTE: The entries listed here are the result of electronic searches (e.g., FEC.gov) and reflect the best of my recollection. Should any additional contributions be identified, I will promptly let the Committee know.

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

- Phi Sigma Alpha Honor Society
- Elks Lounge Public Speaking Scholarship
- Xerox Award
- St. Vincent de Paul Service Scholarship
- Omicron Delta Kappa Society
- President's Society
- Ronald McNair Scholar and Graduate Scholarship
- AAREP DC Emerging Leader Award 2015-2016

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Publication/Organization/Topic	Date	Source
AARP Livable Lesson: Equitable Development	2021	https://www.aarp.org/livable-communities/livable-in-action/info-2021/video-christopher-coes-equity.html
NAIOP Pittsburgh and Philadelphia	2021	Nothing written, but was recorded. Recording unavailable at this time.
The Great Real Estate Reset	2020	https://www.brookings.edu/essay/the-great-real-estate-reset-a-data-driven-initiative-to-remake-how-and-what-we-build/
Day One Project: Leverage TOD Loan program to accelerate Recovery	2020	https://www.dayoneproject.org/post/leverage-transit-oriented-development-loan-programs-to-accelerate-equitable-economic-recovery#:~:text=Christopher%20Coes%20is%20the%20Vice,to%20build%20equitable%2C%20sustainable%20communities.
The National Opportunity Zones Ranking Report	2018	https://smartgrowthamerica.org/sprawl-or-smart-growth-the-future-of-opportunity-zones
Example of OZ PPT	2019	https://www.nhmrealtors.com/wp-content/uploads/2019/12/COES-New-Haven-Middlesex-OZ-Presentation-Slides.pdf
Interview at the DNC w/the Hill AARP Webinar:	2016	https://smartgrowthamerica.org/locus-director-christopher-coes-talks-walkable-development-at-democratic-national-convention/
Future of Equitable, Walkable Neighborhoods	2018	https://www.aarp.org/livable-communities/livable-in-action/info-2019/the-future-of-equitable-walkable-neighborhoods-webinar.html
Next Stop: Making Transit Oriented Development Work		https://www.youtube.com/watch?v=U5MyuWSu9T8
NAR: Planning for OZ investments	2019	https://www.nar.realtor/videos/planning-for-opportunity-zones-investments-2019-realtors-legislative-meetings
McAllen Tx OZ Summit (NAR)	2019	https://www.facebook.com/watch/?v=417153565837638

Gateway Cities Innovation Awards Summit	2019	https://massinc.org/2019/12/04/christopher-coes-four-crazy-ideas-to-catalyze-tod/
Mitigating Displacement from Transportation Investments" session at 2016 Transportation & Communities Summit.	2016	https://www.youtube.com/watch?v=khRC--aRNYw
Transformational Transit Summit 2016	2016	https://connecthamptonroads.com/events/transformational-transit-summit/
Making TOD work for Rhode Island – Growth Smart RI	2018	https://www.youtube.com/watch?v=U5MyuWSu9T8&t=7s
The Promise and Peril of Opportunity Zones	2019	No written or recorded speech
NJ Governor’s Conference – Opportunity Zones Panel	2018- 2019	No written or recorded speech. https://re-nj.com/developers-state-officials-face-dual-task-with-opportunity-zone-projects/
NAR Opportunity Panel Series	2018- 2019	Spoke to State and regional NAR affiliates on Opportunity Zones and Smart Infrastructure – Texas, Connecticut, Massachusetts, Chicago

NOTE: The items identified for the most up-to-date list of publications and speeches – to the best of my ability. If additional publications or speeches are identified following the submission of this questionnaire, I will promptly let the Committee know.

18. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an “alias” or “handle” you have used on each of the named platforms. Indicate whether the account is active,

deleted, or dormant. Include a link to each account if possible.

- Facebook <https://www.facebook.com/christophercoes> (active)
- Twitter <https://twitter.com/ChristopherCoes> (active)
- Instagram [instagram.com/ccoes202](https://www.instagram.com/ccoes202) (active)
- Pinterest [@ccoes1935](https://www.pinterest.com/ccoes1935) (active)
- Snapchat [metagen912](https://www.snapchat.com/add/metagen912) (deleted)
- LinkedIn <https://www.linkedin.com/in/christopher-coes/>
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19. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

1. Testimony to Senate, EPW, 2017
https://www.epw.senate.gov/public/_cache/files/c/6/c64ff7c0-6d9c-4b71-8e03-a8c20037dafd/0C1E091FA8DE4595ADE33D7CFD6278FF.christopher-coes-testimony-07.12.17.pdf
2. Testimony to House, Budget, 2019
https://budget.house.gov/sites/democrats.budget.house.gov/files/documents/Coes_Testimony_0.pdf
3. Organizational Letter to House Budget on State of the Highway Trust Fund. [Surface Transportation Finance and the Highway Trust Fund](#), February, 2012

20. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

For approximately fifteen years, I have dedicated my career to ensuring all Americans can live, work, and play in healthy, vibrant and equitable communities. I have served as the Principal Deputy Assistant Secretary for Transportation Policy since January 2021. In my Principal Deputy Assistant Secretary position I perform many of the chief responsibilities and duties of the Assistant Secretary for Transportation policy, including advising the Secretary on reauthorization proposals, managing the Department's INFRA and RAISE discretionary grant programs, and managing many of the Department's multimodal initiatives to improve safety, equity and access to the Department's federal resources for disadvantaged and rural communities.

Prior to joining the Biden-Harris Administration, I served as a Senior Campaign Advisor and Deputy Director for the Transportation for America (the largest transportation reform coalition), founding Executive Director for LOCUS (a national coalition of responsible real estate developers and investors), and Vice President for Land Use and Development at Smart Growth America. While at Smart Growth America, I advised cities and the

private sector on sustainable transportation policy and equitable economic development, including serving as an advisor to USDOT's LadderSTEP Pilot Cities and FTA's Transit-Oriented Development Technical Assistance programs. If confirmed, I will continue to leverage this valuable experience in my role at the Department of Transportation.

21. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

For the last four months, I have had the privilege to serve as the Acting Assistant Secretary in my role as the Principal Deputy Assistant Secretary for Transportation Policy. In this role, I have worked closely with the Office of the Under-Secretary and the Department's budget and management teams to ensure effective stewardship of budget and personnel management is occurring. If confirmed, I will continue to work closely with the Under Secretary for Transportation, and the management and budget staff to ensure effective budget stewardship and excellence.

22. What do you believe to be the top three challenges facing the department/agency, and why?

(1) Safety is the number one priority at the Department. Whether in rural, suburban or urban communities, the Department must be committed to reducing the growing number of transportation-related crashes and fatalities, particularly in disadvantage and rural communities. Additionally, the Department must continue its leadership in ensuring safe, affordable, and reliable movement of people and goods to combat the COVID-19 public health crisis and help spark an equitable and robust economic recovery that secures America's economic future.

(2) Addressing the growing decline in transportation affordability. Over the last decade, American middle to low-income household's annual transportation costs have been on the rise. The Administration recognizes that improving affordable access to economic opportunity, services, and healthcare through an integrated and fiscally responsible plan while providing greater investments in local and regional mobility solutions is key to improving the quality of life and economic competitiveness.

(3) The Administration has made equity and climate key priorities. For both, transportation will play a significant role in advancing equity, climate, and mitigation outcomes. It will be important to target federal resources to disadvantaged communities, including Tribal and rural, to ensure these communities have the capacity to address the disparities of the past as well meet the opportunities and challenges of the 21st century, particularly in the clean energy economy. If confirmed, I will continue to work with Congress on surface reauthorization legislation while supporting the President and Secretary's efforts to pursue the enactment of the American Jobs Plan. The enactment of this Plan will help to reconnect thriving communities and ensure federal transportation investments not only reduce greenhouse gas emissions and air pollution but also produce the good paying jobs of the future here in the United States.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

I do not have any financial arrangements, deferred compensation agreements, or other continued dealings with my former employer. I rolled my former employer-sponsored John Hancock retirement account into an IRA as of May 2, 2021.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

No

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement I have entered into with DOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Department of Transportation's Designated Agency Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement I have entered into with DOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with the Office of the Government Ethics and the Department of Transportation's Designated Agency Ethics

Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of the ethics agreement I have entered into with DOT's Designated Agency Ethics Official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

While working for SGA, I occasionally met with Members of Congress and congressional staff, wrote and provided testimony to Congress, and served as a subject matter expert on matters related to brownfields, community development, equitable and walkable communities, climate and mitigation, surface transportation reauthorization, safety, public transportation, transit-oriented development, public private partnerships and innovative financing, including DOT federal credit assistance programs.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group?

NO

If yes:

- a. Provide the name of agency, association, committee, or group;
 - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
 - c. Describe the citation, disciplinary action, complaint, or personnel action;
 - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.
2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

NO

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

NO

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

NO

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

NO

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority? Yes
2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures? Yes
3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee? Yes
4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so? Yes

(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Christopher A. Coes being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.



Signature of Nominee

Subscribed and sworn before me this 10 day of June, 2024.



Notary Public

TYONNA LETITIA CHAMBERS
NOTARY PUBLIC DISTRICT OF COLUMBIA
My Commission Expires March 14, 2025

