Key Takeaways

Infrastructure Week celebrated its 6th year in 2018 as a resounding success, with consistent expansion in the Week’s programming, stakeholder engagement, and tactical value to participants. Tracking year-over-year growth of as much as 50% for quantifiable growth metrics – the number of events nationwide, the reach in the press and on social media, and participation by affiliates and partners – IWeek 2018 was the strongest Infrastructure Week yet. In keeping with its foundation of non-partisanship and collaboration, the Week united business and labor, bipartisan elected leadership, and non-traditional voices in national and regional infrastructure conversations.

Throughout the Week, programming provided public and private opportunities for education, advocacy, partnership-building and networking at the highest levels of business, labor, and federal, state, and local government. The week kept infrastructure in the news with strong coverage from both national and local press in a highly saturated media environment. It delivered high-quality policy education programs and found a highly receptive audience for state and local success stories in project delivery, policy innovation, and state/local funding initiatives. Topical centers of gravity throughout the week included: federal/state/local funding, P3s/finance, smart cities, automation (passenger vehicles, trucks, drones, etc.), permitting and regulatory streamlining, intermodal/freight transportation, workforce development, and resilience/sustainability.

The confluence of several factors made 2018 a unique environment for the Week, principally: the capacity growth of Infrastructure Week with new/additional staff and as a growing independent organization; limbo/uncertainty around federal infrastructure legislation; and confusion among some members of the press in the wake of the Administration’s own “infrastructure week.” Nevertheless, Infrastructure Week prevailed in growing its brand and impact, and learned valuable lessons for both its own future and for infrastructure advocacy efforts – particularly at the state and local levels.

By the Numbers

- More than 420 affiliate organizations participated in the 2018 (up from 300 in 2017)
- More than 150 events nationwide (up from just over 100 in 2017).
- More than 275 million impressions on social media reaching more than 100 million unique accounts (a more than 50% increase from 2017).
- More than 500 earned media hits and placements (TV/radio and print/online), including a feature on NPR’s All Things Considered and an op-ed by Boston Mayor Martin Walsh and AFL-CIO President Richard Trumka in the Wall Street Journal.
- Events in 29 states and the District of Columbia
- Participation by Transportation Secretary Elaine Chao and key other leaders from the White House and U.S. Department of Transportation.
- Several dozen mayors and governors participated in events in Washington, D.C., Los Angeles, Atlanta, San Francisco, New Orleans, and beyond.
- Hundreds of Congressional offices visited by IWeek-affiliated fly-ins and hill days
Steering Committee
Infrastructure Week, a non-partisan, non-profit organization, is led by its Steering Committee:

- AFL-CIO
- American Society of Civil Engineers
- The Brookings Institution
- Building America’s Future
- Business Roundtable
- National Association of Manufacturers
- U.S. Chamber of Commerce
- Value of Water Campaign

2018 Sponsors
Founders Tier Sponsors

- AECOM
- HNTB
- Siemens
- WSP

Gold Tier Sponsors

- Bechtel
- The Carlyle Group
- Lyft
- Parsons
- Zurich NA

Events
Infrastructure Week 2018 convened or catalyzed at least 150 events around the country, including public forums and thought leadership events, groundbreaking ceremonies, tours of infrastructure assets and private meetings, as well as legislative days in both the U.S. Capitol and State Legislatures. While more than 100 events were posted on the IWeek national event calendar prior to the Week, more than 50 additional events around the country have emerged as IWeek staff conducts its review of programming and media reach. Visit our website for a full list of public events.
Infrastructure Week events and programming took place in a record 29 states and the District of Columbia in 2018.

For the first time, Infrastructure Week launched with bicoastal kickoff events in Washington, DC and Los Angeles, CA. Other tent-pole events organized by Infrastructure Week included the Southeastern Summit and Infrastructure Tours in New Orleans, LA and a regional infrastructure summit in Atlanta, GA.

In 2018, Infrastructure Week saw a marked increase in regional, state, and local events convened by both elected officials and business groups as tactical tools to increase voter awareness and participation around state and local legislative issues. Examples include events across California, Montana, Rhode Island, Texas, Georgia, and Louisiana in preparation for upcoming ballot measures or as education in the wake of recent legislative actions. (Infrastructure Week itself did not and does not take a position on specific legislation, but provided the platform for robust discussion and united key stakeholders.)

**East Coast Kickoff (Washington, DC)**

In Washington, DC, leadership from Infrastructure Week’s Steering Committee were joined by Transportation Secretary Elaine Chao, FEMA Administrator Brock Long, Mayors from Austin, TX and Little Rock, AR, and executives from manufacturing, finance, agriculture, and engineering. Conversations addressed broad themes at the heart of the infrastructure debate, including how to build smarter more resilient infrastructure for the 21st century, rebuilding infrastructure across rural and small town America, and ensuring that America’s workforce and business have the infrastructure they need to compete in the global economy. The kickoff’s webcast reached more than 15,000 unique accounts during the broadcast.


**West Coast Kickoff (Los Angeles, CA)**

For the first time, Infrastructure Week launched on both coasts. In partnership with the Los Angeles’ Mayor’s Office and LA Metro, the West Coast Kickoff event took place on Monday May 14th at Los Angeles’s Union Station, with a keynote by Mayor Eric Garcetti and panels addressing 21st century urban infrastructure, mobility challenges and solutions, regional infrastructure issues across California and the West, and a roundtable conversation with mayors from around the country. The LA kickoff was followed by a VIP tour of the bore tunnels for the future Regional Connector Transit station.
Event Highlights – DC
More than 50 events took place in Washington, DC during Infrastructure Week and the weeks prior and following. The full calendar of events is available online, and a sample of events held in DC is below:

- Rebuild With Us: Updating Infrastructure Requires a Skilled Workforce, hosted by the National League of Cities
- Building Inclusive Infrastructure: How the built environment limits pathways to opportunity, and what we can do about it, hosted by the Brookings Metropolitan Policy Program
- Axios News Shapers: Infrastructure Week, hosted by Axios
- ARTBA Federal Issues Program and Transportation Construction Coalition Fly-in, hosted by ARTBA and AGC
- The Cost of Inaction: A Conversation on U.S. Infrastructure, hosted by Business Roundtable
- BloombergNext: Infrastructure, hosted by Bloomberg Government
- Rail XTech, hosted by the Association of American Railroads
- By Land, by Rail, by Sea: How U.S. Equipment Manufacturers and their Partners Depend on Infrastructure to Stay Competitive and Keep Their Products Moving, hosted by the Association of Equipment Manufacturers
- 6th Annual U.S. Chamber of Commerce Supply Chain Summit, hosted by the U.S. Chamber of Commerce
- Water, Parks, and Cities: Partners in Green Infrastructure, hosted by the National Recreation and Parks Association, the Value of Water Campaign, and the National League of Cities
- Roundtable: Achieving Resilience of Critical Built and Natural Infrastructure in the Ten-State Mississippi River Corridor, hosted by the Delta Regional Authority and MRCTI
- Congressional Briefing: Housing and Infrastructure, hosted by the National Association for County Community and Economic Development
- C-Suite Perspective on the Value of Water, hosted by the Value of Water Campaign
- Removing Transportation Barriers to Healthcare, hosted by Young Professionals in Transportation and the American Action Forum
- Smart Cities/Smart States Capitol Hill Roundtable, hosted by the Intelligent Transportation Society of America
- Putting P3s to work in the United States, hosted by the Bipartisan Policy Center
- Hill Briefing: Disaster Mitigation is Smart Infrastructure, hosted by the Pew Charitable Trusts
- Transportation Stakeholders Briefing on High Speed Rail in the U.S., hosted by the Transportation Stakeholders Group
- Collaborate to Build: Modernizing Infrastructure Policies to Advance Public-Private Partnerships, hosted by the Brookings Metropolitan Policy Program
- How bundling P3s can Address the Needs of Small Water Projects, hosted by the National Governors Association
- Municipal Bonds: The Foundation and Future of Infrastructure Finance, hosted by the Government Finance Officers Association and the National League of Cities
- Coalition for America’s Gateways and Trade Corridors: Annual Meeting and Freight Symposium, hosted by CAGTC
- Hill Briefing: Connected Automation Now, hosted by the Intelligent Transportation Society of America and AECOM
- PORTS Caucus Briefing on Port and Multi-modal Rail Needs, hosted by the PORTS Caucus and the American Association of Port Authorities
- Maritime Port Resilience: Lessons from the 2017 Hurricane Season, hosted by the Committee on the Marine Transportation System
- Infrastructure and Real Estate: Using Transportation to Improve Local Economic Competitiveness, hosted by the National Association of Realtors
- Smart City Works Digital Communities Seminar, hosted by Smart City Works
- The History of U.S. Infrastructure: A Congressional Briefing, hosted by National History Center
- Tour of WMATA’s Carmen Turner Maintenance and Training Facility, hosted by Young Professionals in Transportation
- Hidden Union Station tour, hosted by Atlas Obscura
- From Waste to Water – Tour of DC’s historic Main Pumping Station, hosted by Atlas Obscura
Event Highlights – Around America
More than 100 events took place around America. Below is a sample of events held nationwide.

- Los Angeles, CA: Infrastructure Week West Coast Kickoff Event, hosted by the Infrastructure Week Steering Committee
- Atlanta, GA: Infrastructure Week Atlanta, hosted by Infrastructure Week, the Metro Atlanta Chamber of Commerce, and the Georgia Transportation Alliance
- New Orleans, LA: Infrastructure Week Southeast and Gulf Coast Regional Summit, hosted by the Infrastructure Week Steering Committee, Greater New Orleans, Inc., and the Port of New Orleans
- Rhode Island (statewide): Infrastructure Week CEO roundtables, community forums, and project site visits, hosted by the Rhode Island Infrastructure Bank
- Montana (statewide): Infrastructure Week roundtables, press conferences, community forums, and project site visits, hosted by the Montana Chamber of Commerce and the Montana Infrastructure Alliance
- Colorado (statewide): Infrastructure Week community forums, media tours, and project site visits, hosted by the Colorado Department of Transportation
- Houston, TX: Hurricane Harvey Recovery and Resiliency – The Future of Houston Area Stormwater Infrastructure
- Salt Lake City, UT: Governors’ Energy Summit 2018, hosted by Crossroads of Innovation
- Baton Rouge, LA: i-49 South Day at the Louisiana State Legislature
- Dallas, TX: North Texas and the Infrastructure Report Card, hosted by the American Society of Civil Engineers (Texas Section)
- Boston, MA: Engineers and Land Surveyors’ Day at the Massachusetts State House, hosted by the Boston Society of Civil Engineers
- Las Vegas, NV: Careers in Motion, hosted by the Regional Transportation Commission of Southern Nevada
- Cleveland, OH: Project groundbreakings, community forums, and open houses, hosted by the Northeast Ohio Regional Sewer District
- Chicago, IL: Wastewater and Water Treatment Plant Open Houses, hosted by the Metropolitan Water Reclamation District
- New York, NY: Infrastructure Week Walking Tour, hosted by Atlas Obscura
- Salt Lake City, UT: Aligning Infrastructure, Land Use, and Economic Development, hosted by the Salt Lake City Chamber of Commerce
- Tampa, FL: Investment that Matters: Keeping America’s Airports Competitive, hosted by Building America’s Future, Airports Council International-North America, and the Tampa International Airport
- Toronto, ON: Grey to Green Conference, hosted by Green Roofs for Healthy Cities
- St. Louis, MO: Freight Week St. Louis and Inland Marine Expo, hosted by the St. Louis Regional Freightway
- San Francisco, CA: Bay Area Infrastructure Press Conference with Mayors of San Francisco, San Jose, and Oakland, hosted by the Bay Area Council and Silicon Valley Leadership Group
- Phoenix, AZ: North American Governors Summit, hosted by the National Governors’ Association
- New York, NY: Accelerating Infrastructure Development in a Growing Economy, hosted by the Association for the Improvement of American Infrastructure
- Sacramento, CA: Engineers Day at the California State Capitol, hosted by the American Society of Civil Engineers
- Southfield, MI: What you need to know Below and Beyond, hosted by the Water Resources Commissioner of Oakland County
Social Media Reach
During Infrastructure Week and the immediate ramp-up to it, there were at least 53,000 tweets mentioning Infrastructure Week or its related hashtags, leading to more than 275 million impressions on more than 101 million unique accounts. Most frequent mentions included:

- @InfraWeek – 3,790 mentions
- #TimeToBuild – 14,402 mentions
- #InfrastructureWeek – 11,020 mentions
- #InfrastructureWeek2018 – 3,944 mentions
- For reference, Infrastructure Week 2017 yielded 177 million impressions on Twitter.

Press and Media Reach
Infrastructure Week 2018 was, by far, the most successful year ever had in terms of generating earned media coverage. In breadth, depth, and scope of coverage, the Week greatly exceeded the coverage Infrastructure Week attained in past years. Overall Infrastructure Week received more than 500 earned hits in print, online, on the radio, and on television.

Print and Digital Highlights
With approximately 200 clips in print and online, Infrastructure Week 2018 was highlighted in national and local newspapers, in trade publications, on corporate wires and featured in think tank blogs. For a full list of reporting and full content of articles from the week, download our press clippings report (opens PDF).

Print and digital highlights include:

- An op-ed by Richard Trumka and Mayor Marty Walsh in the Wall Street Journal
- Several stories in Politico, The Hill, Roll Call, National Journal, Bloomberg Government, and other outlets read widely in Washington, DC
- Stories in the Atlanta Journal Constitution, the Providence Journal, the Pittsburgh Tribune Review, the St. Louis Dispatch, the Juneau Empire, the Poughkeepsie Journal, the Colorado Springs Gazette, the Rochester Business Journal, the Times Picayune, the San Francisco Examiner, the Columbus Dispatch, and others, reached Americans across the country in their hometown newspapers.
- Blog posts and stories on the websites of think-tanks, such as Brookings; foundations, including Pew Charitable Trusts; and dozens of industry-focused publications, like Bond Buyer and Transport Topics, reached industry leaders, thought leaders, and influencers in the public sector, infrastructure sector and beyond.

Broadcast Highlights
IWeek achieved nearly 300 hits on radio and television news.

- Featured on NPR’s All Things Considered, which airs on hundreds of member stations across the country reaching millions of listeners. Major stations in markets, like WTOP in Washington, DC, and Bloomberg Radio also ran Infrastructure Week segments.
- Local television coverage in major markets, including Los Angeles and New Orleans, of Infrastructure Week themed events.
- CSPAN included floor remarks about Infrastructure Week, and CNBC had multiple Infrastructure Week guests, including steering committee members.
High Profile Speakers and Participants

The below leaders took part in Infrastructure Week core and affiliated events in Washington, DC and around the country.

- The Honorable Elaine Chao, U.S. Secretary of Transportation
- Jason Andringa, President and CEO, Vermeer Corporation
- Brian Annis, Secretary, California State Transportation Agency
- Brendan Bechtel, Chairman and CEO, Bechtel Group
- The Honorable Brendan Carr, Commissioner, Federal Communications Commission
- Thomas J. Donohue, President and CEO, U.S. Chamber of Commerce
- Renaud Deraison, Co-Founder and Chief Technology Officer, Tenable
- Jamie Dimon, Chairman and CEO, JPMorgan Chase and Co.
- The Honorable Jon Bel Edwards, Governor of Louisiana
- Daniel Elwell, Acting Administrator, Federal Aviation Administration
- Stephen Engblom, Senior Vice President, AECOM
- Rich Goldsbury, President, Doosan Bobcat North America and Oceania
- The Honorable Gary Herbert, Governor of Utah
- Alex Herrgott, Associate Director for Infrastructure, The White House
- The Honorable John Hickenlooper, Governor of Colorado
- Ambassador Joe Hockey, Australian Ambassador to the United States
- Paul Horgan, Head of North American Commercial Insurance, Zurich NA
- Barbara Humpton, President and CEO, Siemens USA
- Joe Kaeser, CEO, Siemens AG
- The Honorable Derek Kan, Undersecretary for Policy, U.S. Department of Transportation
- Gregory Kelly, President and CEO, WSP USA
- Lawrence Kudlow, Director, National Economic Council, The White House
- The Honorable Ray LaHood, Co-Chair, Building America’s Future
- The Honorable Kevin McAleenan, Commissioner, U.S. Customs and Border Protection
- Ambassador David McNaughton, Canadian Ambassador to the United States
- The Honorable Ernest Moniz, Former U.S. Secretary of Energy
- Terry O’Sullivan, General President, Laborers’ International Union of North America
- Michelle Patron, Director of Sustainability, Microsoft
- John Porcari, President, Advisory Services, WSP USA
- James Ray, Senior Advisor to the Secretary for Infrastructure, U.S. Department of Transportation
- The Honorable Edward Rendell, Co-Chair, Building America’s Future
- Robert Slimp, Chairman, President and CEO, HNTB
- Carlos Braceras, Executive Director, Utah Department of Transportation
- Kristina Swallow, President, American Society of Civil Engineers
- Tom Smith, Executive Director, American Society of Civil Engineers
- Richard Trumka, President, AFL-CIO
- Sarah Urbanowicz, Corporate Vice President and Chief Information Security Officer, AECOM
- J.D. Vance, Author and Managing Director, Revolution’s Rise of the Rest Seed Fund
- Randi Weingarten, President, American Federation of Teachers
- Larry Willis, President, Transportation Trades Department, AFL-CIO
- Shawn Wilson, Secretary, Louisiana Department of Transportation and Development
- Glenn Youngkin, Co-CEO, The Carlyle Group
Participating Mayors
Infrastructure Week continued its long tradition of strong engagement with mayors in Washington, D.C. and in programming throughout the country. Participating mayors in 2018 included (this list is not exhaustive and will be expanded):

- Mayor Eric Garcetti, Los Angeles, CA
- Mayor Martin Walsh, Boston, MA
- Mayor Mark Farrell, San Francisco, CA
- Mayor Keisha Lance Bottoms, Atlanta, GA
- Mayor LaToya Cantrell, New Orleans, LA
- Mayor Libby Schaaf, Oakland, CA
- Mayor Sam Liccardo, San Jose, CA
- Mayor Steve Adler, Austin, TX
- Mayor Karen Weaver, Flint, MI
- Mayor Mark Stodola, Little Rock, AR
- Mayor Martin Heines, Tyler, TX
- Mayor Karen Freeman-Wilson, Gary, IN
- Mayor Jonathan Rothschild, Tucson, AZ
- Mayor Belinda Constant, Gretna, LA
- Mayor Andy Shore, Flint, MI
- Mayor Aja Brown, Compton, CA
- Mayor Frank Klipsch, Davenport, IA
- Mayor Debbie King, Nampa, ID
- Mayor Wade Troxell, Fort Collins, CO

Legislative Engagement

Affiliated Hill Visits and Fly-ins
Infrastructure Week collaborated with Affiliates to coordinate the scheduling, and in some cases the content, of advocacy efforts on Capitol Hill.

- 2017 ARTBA Federal Issues Program
- Coalition for America’s Gateways and Trade Corridors Annual Meeting
- National League of Cities City Leader Fly-In
- Transportation Construction Coalition Legislative Fly-In
- APTA Business Council Fly-In
- National Association of Realtors Legislative Conference and Fly-in

Congressional Engagement – speakers and active participants
(Does not include private Member-meetings during hill visits and fly-ins)

- Senator Shelley Moore Capito (R-WV)
- Senator Ben Cardin (D-MD)
- Senator Tom Carper (D-DE)
- Senator James Inhofe (R-OK)
- Senator Gary Peters (D-MI)
- Senator Todd Young (R-IN)
- Senator Chuck Grassley (R-IA)
- Representative Don Beyer (D-VA)
- Representative Earl Blumenauer (D-OR)
- Representative Gerry Connolly (D-VA)
- Representative Rodney Davis (R-IL)
- Representative Peter DeFazio (D-OR)
State and Local Legislative Advocacy
Increasingly, stakeholders around the country leveraged Infrastructure Week in 2018 as a tactical tool to address upcoming ballot initiatives and to defend recent legislative actions. This included forums on state gas taxes, press conferences on tolling increases, and other programming educating voters on the importance of local and state legislation investing in infrastructure improvements. Cities and states where this was particular the case include California, Texas, Louisiana, Georgia, Montana, and Rhode Island.

Infrastructure Week Podcast Series
For the first time, Infrastructure Week began a podcast series, with interviews from Steering Committee members, sponsors, and other business and thought leaders. Successfully adding depth and content to the week, the Infrastructure week podcast received several thousand listens in its first few weeks of promotion. Season 1’s episodes and contributors included:

- **IT'S MORE THAN CONCRETE AND ASPHALT, HOW BUILDING INFRASTRUCTURE BUILDS RESPECT AND DIGNITY**
  American Federation of Teacher’s President Randi Weingarten teaches us a lesson about the big and small ways that infrastructure investment impacts our lives. It's about dignity, respect, trust in government and more. We also get to go deep on using pension capital to rebuild America.

- **HIMES IS AHEAD OF THE TIMES**
  Congressman Himes isn't looking backwards, he's thinking about what's next in infrastructure. Take a few minutes to get a view of what Congress needs to do to address tomorrow's infrastructure challenges-innovative finance, self-driving cars, and more. The Congressman also shares some hometown love for Connecticut.

- **MARTIN POWELL EXPLAINS IT ALL**
  Siemens' Martin Powell tells us how cities can make better use of data, updates us on some cool projects (including applying blockchain technology to solar), and why cities have to personal.

- **CONGRESSMAN GRAVES CUTS TO THE CORPS OF THE ISSUE**
  Congressman Graves is one of the most passionate and knowledgeable infrastructure advocate on the Hill. Pull up a chair and learn more about the Army Corps and what it takes to get a project done (we may also talk about dolphins).
• **CONGRESSMAN DUTCH RUPPERSBERGER NEEDS NO INTRODUCTION**
  Representative Dutch Ruppersberger, fierce defender of Maryland’s 2nd District, knows what his constituents and America needs. Tune in to learn more about fixing your morning commute, the right way to budget, and why local governments need bonds.

• **I SWEAR THIS PODCAST WILL GET YOU EXCITED ABOUT INFRASTRUCTURE MAINTENANCE**
  Roy Kienitz, master of all things urban planning and development, goes deep on infrastructure maintenance, what it takes to get a big project done, and what big data actually means for cities.

• **TMI ABOUT ATC-WHAT YOU NEED TO KNOW ABOUT AIR TRAFFIC CONTROL**
  Rob Puentes: The Man, the Myth, the Transportation Legend. Tune in to hear the President of the Eno Center for Transportation discuss the future of aviation, air traffic control reform, and why air travel isn’t as bad as you think it is.

• **MR. ERSHOW OR: HOW I STARTED WORRYING ABOUT EFFICIENT USE OF CURB SPACE**
  Corey Ershow from Lyft blows my mind as he walks us through how he’s working to reshape the urban environment to make your commute faster, your night life safer, and your city greener.

• **MORE INFRASTRUCTURE BANG FOR YOUR BUCK**
  Cal Dooley, President and CEO of the American Chemistry Council, is a master of Capitol Hill and the world of Chemistry. As it turns out, he also knows a lot about transportation, the USDA, procurement, infrastructure innovation, project finance, and more.

• **AROUND THE WORLD IN ALMOST 80 RESILIENCE PROJECTS**
  AECOM’s Josh Sawislak takes us on a journey from Kansas, to London, to Jakarta and back again to explain what resilience actually means.

• **THE STATE OF OUR UNION STATION**
  Beverley Swaim-Staley, Union Station Redevelopment Corporation President and CEO, tells us that the state of our Union Station is strong. Beverly walks us through the past 100 years of DC’s iconic and economically critical transportation hub and then gives us a glimpse of how we’ll be using it for the next 100 years.

• **REAL TALK AND RAIL TALK**
  Paul Skoutelas, all around public transportation all-star and new president of the American Public Transportation Association, talks us through what’s next and how we’re going to pay for it.

• **GENDER EQUALITY, SUSTAINABILITY, CUTTING EDGE URBAN DESIGN, BIG DATA, WHAT ELSE COULD YOU ASK FOR?**
  Veronica Siranosian and Andrew Bui from AECOM cover all the cool new stuff in urban planning.

• **THE MAN WITH THE 25 CENT (PER GALLON) PLAN**
  Ed Mortimer is the man with a 25 cent per gallon plan at the U.S. Chamber. Listen in to learn more about the future of transportation funding and finance.

• **THE GOOD, THE BAD, AND THE STATE OF GOOD REPAIR**
  Kristina Swallow, the new president of ASCE, talks about the stat of our nation’s infrastructure and an embarrassing report card.

• **THE JUDGE WILL HEAR YOUR INFRASTRUCTURE PLAN**
  Judge/Executive Gary W. Moore, proud National Association of Counties member and Boone County Kentucky big wig, talks Brent Spence Bridge, the Cincinnati Airport, the future of urbanism.