



BLUE RIBBON **COMMISSION**

on Transportation Infrastructure
Funding and Policy



COMMISSION MEETING

February 11, 2025

INTRODUCTION & ROLL CALL

MEETING AGENDA

10:00am:	 Introduction (Chair Biagi) Roll Call (Metro Strategies)	11:40am:	 Next Steps (KPMG Team)
10:05am:	 Approval of Minutes – Dec 17th (Chair Biagi)	11:45am:	 Federal Updates (KPMG Team)
10:10am:	 Update from Secretary Biagi	11:50am:	 New Business (Chair Biagi)
10:15am:	 BRC Member Re-Introductions	11:55am:	 Public Comment (Chair Biagi)
10:30am:	 Status & Initial Observations from BRC Commissioner Interviews	11:57am:	 Next Meeting (Chair Biagi)
10:40am:	 Challenges Identified and Peer Examples (KPMG Team)	12:00pm:	 Adjourn (Chair Biagi)
11:10am:	 Proposed Work Plan Updates (KPMG Team)		

APPROVAL OF 12/17 MEETING MINUTES

UPDATE FROM SECRETARY BIAGI

BRC MEMBER RE-INTRODUCTIONS

BRC MEMBER RE-INTRODUCTIONS



Secretary
Gia Biagi (Chair)



Commissioner
Romyne Brown



Commissioner
Laura Calderon



Commissioner
Eileen Chin



Representative
C.D. Davidsmeyer



Senator
Don DeWitte



Representative
Marcus Evans, Jr.



Senator
Dale Fowler



Commissioner
Jacquelyne Grimshaw



Representative
Michael Kelly



Commissioner
Thomas Kotarac



Commissioner
Duana Love



Senator
Laura Murphy



Commissioner
Marc Poulos



Representative
Ryan Spain



Senator
Ram Villivalam

STATUS & INITIAL OBSERVATIONS FROM BRC COMMISSIONER INTERVIEWS

STAKEHOLDER ENGAGEMENT PLAN

**Nearing
Completion**

**BRC
Commissioner
Interviews**

+

IDOT

+

**Transportation
Network
Stakeholders**

Upcoming

STATUS OF BRC COMMISSIONER INTERVIEWS

Commissioner	Outreach Status
Secretary Biagi (Chair)	Completed
Commissioner Brown	Completed
Commissioner Calderon	Completed
Commissioner Chin	Completed
Representative Davidsmeyer	Completed
Senator DeWitte	Completed
Senator Fowler	<i>Scheduling In Progress</i>
Commissioner Grimshaw	Completed
Representative Kelly	Completed
Commissioner Kotarac	Completed
Commissioner Love	Completed
Senator Murphy	Completed
Commissioner Poulos	Completed
Representative Spain	Completed
Senator Ram Villivalam	<i>Scheduled</i>

IDOT STRENGTHS

Strong Staff:

- Knowledgeable, dedicated, and passionate staff
- Accessible and responsive leadership team
- Staff able to accomplish a lot with available resources
- Strong training and development program

Financial Position:

- Well-funded budget

Industry Collaboration:

- Respect of industry
- Willingness to work with industry

Roadway Operations:

- Great at operating and maintaining the system (e.g., safety, maintenance, snow plowing, etc.)

Ability to Be a National Leader:

- National leader in size and diversity of transportation network
- Nationally-leading DBE program
- Ability to “get things done” when the right support is in place



Opportunity for Transformation:

- There is a pressing need to address current transportation challenges while establishing the foundations for long-term success
- The BRC has been established to help IDOT break down historical barriers and establish the foundations needed for success
- With new leadership, IDOT has the opportunity to implement large-scale transformation

CHALLENGES & OPPORTUNITIES TO ADDRESS

Project Delivery:

- Aligning planning objectives with project delivery outcomes
- Improving speed of project procurement / delivery (and deployment of funding)
- Improving consistency of project delivery policies / procedures across IDOT districts
- Ensuring availability of needed labor, equipment, and materials

Workforce / Labor:

- Increasing IDOT workforce capacity (including talent attraction and retention)
- Improving IDOT knowledge management / succession planning
- Establishing a culture of innovation and proactive problem solving at IDOT
- Supporting IDOT's workforce with change management
- Ensuring statewide labor capacity for project delivery

Governance:

- Increasing transparency and local input into key decisions and priorities (e.g., MYP, project design, spec. book, etc.)
- Ensuring effectiveness of overall transportation network governance model (e.g., roles and responsibilities of agencies, performance / accountability measures)
- Ensuring effectiveness of IDOT governance model (e.g., districts, divisions, regions)
- Addressing changing transportation needs (e.g., high-speed rail, ZEVs, transit)

Funding:

- Establishing a long-term funding plan (including alternative revenue sources and delivery models)
- Rationalizing funding allocation (e.g., performance-based programming, alignment to equity / sustainability / economic goals)
- Addressing upstate and downstate transit fiscal cliffs

Equity:

- Addressing DBE program continuity and IDOT / FHWA requirements
- Ensuring markets have capacity to meet DBE goals
- Increasing veteran involvement
- Establishing a statewide transportation network with equitable access

Sustainability:

- Establishing more meaningful climate goals
- Making transportation more resilient to weather events and climate change
- Enabling ZEV adoption

Communications & Reporting:

- Enhancing IDOT's transparency for projects, policies, and program implementation
- Improving IDOT's ability to make data-driven decisions
- Improving IDOT's ability to tell its story and share successes

PEER EXAMPLES

PROJECT DELIVERY

Challenges / Opportunities

- **Aligning planning objectives** with project delivery outcomes
- Improving **speed** of project procurement / delivery (and deployment of funding)
- Improving **consistency** of project delivery policies / procedures across IDOT districts
- Ensuring **availability** of needed labor, equipment, and materials

Peer Examples

- ▶ **Expedited Procurement Processes:** Other Illinois agencies (e.g., universities, DoIT, IDFPR) have recently worked with the State legislature to create expedited procedures through exemptions, specialized provisions, and modifications to procurement requirements
- ▶ **Alternative Delivery Methods:** Virginia, Texas, Florida, California, and Colorado are leveraging alternative delivery methods (e.g., various P3s, progressive DB, CM/GC, pre-development agreements) to expedite project delivery by integrating project phases (e.g., design, financing, construction)
- ▶ **Contracted PMO Support:** Georgia, Texas, California, Florida, and Washington utilize contracted PMO support to obtain specialized expertise and quickly scale to meet project demands
- ▶ **District Standardization:** North Carolina and Indiana are increasing the level of standardization for procurement and project delivery policies and processes to improve internal efficiencies while also making it easier for contractors to do business across regions
- ▶ **NEPA Assignment:** Alaska, Arizona, California, Florida, Ohio, Texas, and Utah leverage NEPA assignment agreements to take on a greater responsibility for the NEPA process

WORKFORCE / LABOR

Challenges / Opportunities

- Increasing IDOT **workforce capacity** (including talent attraction and retention)
- Improving IDOT **knowledge management** / succession planning
- Establishing a **culture of innovation** and **proactive problem solving** at IDOT
- Supporting IDOT's workforce with **change management**
- Ensuring statewide **labor capacity** for project delivery

Peer Examples

- ▶ **HR Dashboards:** NCDOT is establishing HR dashboards to monitor key indicators of workforce health and identify root causes of workforce challenges (e.g., time to hire)
- ▶ **Re-Evaluating Job Requirements:** Indiana removed the requirement for Professional Engineer licenses for roles that had been challenging to fill and whose duties did not require a PE signature
- ▶ **Branding / Employee Value Proposition:** California, New York, and Texas are considering how current and potential employees view the benefits of working at their DOTs and are taking targeted actions to improve their brand (e.g., marketing, improving benefits, pulse surveys)
- ▶ **Supporting Tools & Processes:** Indiana and North Carolina are evaluating how to improve workforce efficiency through improved processes (e.g., risk-based testing) and adoption of technology (e.g., mobile applications, e-construction, AI)
- ▶ **Formal Continuous Improvement Functions:** North Carolina has a "Strategic Initiatives & Program Office" dedicated to strategy and continuous improvement of business operations; Virginia has an "Office of Strategic Innovation" dedicated to innovation
- ▶ **Apprentice Programs:** California, Texas, Virginia, Washington partner with local trade unions and colleges to recruiting and training new workers in various transportation trades and skills

PEER EXAMPLES: GOVERNANCE

Challenges / Opportunities

- Increasing **transparency** and **local input** into key decisions and priorities (e.g., MYP, project design, spec. book, etc.)
- Ensuring effectiveness of overall transportation **network governance model** (e.g., roles and responsibilities of agencies, performance / accountability measures)
- Ensuring effectiveness of **IDOT governance model** (e.g., districts, divisions, regions)
- Addressing **changing transportation needs** (e.g., high-speed rail, ZEVs, transit)

Peer Examples

- ▶ **Multi-Modal Organizational Integration:** Massachusetts, Virginia, Maryland, and Washington leverage organizational structures that integrate multiple agencies / modes (e.g., highways, rail, transit, ferries) under one agency for improved planning and prioritization
- ▶ **District Roles & Boundaries:** South Carolina, Georgia, Ohio, Colorado, Indiana, and North Carolina have re-evaluated the roles and responsibilities of districts, implementing initiatives such as centralizing shared functions, creating shared labor pools, re-drawing district boundaries, re-distributing resources, and establishing districts responsible for specialty programs / projects
- ▶ **Special Purpose Districts:** Colorado and Florida have established special purpose districts with specialized focuses in implementing programs (e.g., Colorado: Front Range Passenger Rail, Florida: Moving Florida Forward)
- ▶ **Local Funding:** Michigan and Arizona allocate large portions (~60% and ~45%, respectively) of their funds to local partners (IL = 30-35%, national avg. = 14%) to empower local governments and provide more tailored infrastructure development

PEER EXAMPLES: FUNDING

Challenges / Opportunities

- Establishing a **long-term funding plan** (including alternative revenue sources and delivery models)
- Rationalizing **funding allocation** (e.g., performance-based programming, alignment to equity / sustainability / economic goals)
- Addressing upstate and downstate **transit fiscal cliffs**

Peer Examples

- ▶ **User Fees and Tolling:** Virginia, California, Texas, Florida, Colorado, Tennessee, Florida, and Washington have (or are) tolling new capacity on existing roadways to generate revenue
- ▶ **Managed Lanes:** Georgia, North Carolina, Tennessee and Virginia have (or are) constructed managed lanes along major interstate corridors to improve reliability, reduce emissions (idling), price demand, and support transit to bypass congestion
- ▶ **Road User Charging (RUC):** California, Ohio, and Oregon are piloting mileage-based charging
- ▶ **Weight-Based Registration Fee:** In addition to Colorado's weight-based registration fee, Texas is considering a weight-based registration fee to reduce the anticipated funding gap from EVs and to discourage larger vehicles that reduce safety
- ▶ **Congestion Pricing:** New York City has implemented congestion pricing to reduce traffic and generate transit revenue. Los Angeles is also considering piloting congestion pricing
- ▶ **Public-Private Partnerships:** Virginia, Texas, California, Maryland, and Florida leverage P3s to access private and innovative financing structures

Challenges / Opportunities

- Addressing **DBE program continuity** and IDOT / FHWA requirements
- Ensuring markets have **capacity** to meet DBE goals
- Increasing **veteran involvement**
- Establishing a statewide transportation network with **equitable access**

Peer Examples

- ▶ **Data-Based Needs Identification:** Minnesota, California, Oregon, and Washington are using data and mapping tools to gain a comprehensive understanding of areas with the greatest accessibility / equity needs to support project / funding prioritization as well as assess the potential equity impacts of planned projects
- ▶ **Accessibility through Micro-Transit:** California, Minnesota, Ohio, Colorado, and Texas have invested in micro-transit programs across their states in efforts to improve equitable access to transportation by addressing first/last-mile challenges, particularly in rural areas
- ▶ **Community Advisory:** California and Michigan have established an equity advisory committees to elevate diverse and historically marginalized voices to advise agencies on how to achieve meaningful outcomes in transportation equity, environmental justice, and equitable economic opportunities, especially as related to transportation planning and programming
- ▶ **Increasing Veterans Participation Goals:** New York and Washington have increased veteran participation goals / requirements to 6% and 5% (vs. the typical 1-3% goals for DOTs)

PEER EXAMPLES: SUSTAINABILITY

Challenges / Opportunities

- Establishing more meaningful **climate goals**
- Making transportation more resilient to **weather events** and climate change
- Enabling **ZEV adoption**

Peer Examples

- ▶ **Scope 1, 2, and 3 Emissions Goals:** California, Oregon, Washington, Minnesota, and New York have established Scope 1 (direct emissions by the agency), Scope 2 (indirect emissions from consumption of electricity, steam, heating, or cooling), and Scope 3 (all other emissions) goals
- ▶ **Advisory Councils:** Minnesota established the Sustainable Transportation Advisory Council to guide the agency's sustainability efforts and provide recommendations for reducing carbon emissions and promoting sustainable practices
- ▶ **Sustainability Office:** Caltrans established a "Sustainability Office" to lead the department's work relating to, carbon reduction, complete streets, sustainable facilities and operations, transportation electrification, and VMT reduction
- ▶ **ZEV Infrastructure Investments:** Beyond EVs, states like California, New York, Massachusetts, Connecticut, Hawaii, Colorado, Ohio Texas, Washington, and Oregon have invested in hydrogen fuel cell vehicle technology and infrastructure

COMMUNICATIONS & REPORTING

Challenges / Opportunities

- Enhancing IDOT's **communications and transparency** for projects, policies, and program implementation
- Improving IDOT's ability to make **data-driven decisions**
- Improving IDOT's ability to tell it's story and **share successes**

Peer Examples

- ▶ **Project Reporting:** California, Texas, Florida, Washington, Virginia, and New York have interactive dashboards that allow the public to view and track project information and status
- ▶ **Project Prioritization Transparency:** Virginia's Smart Scale and Kentucky's SHIFT systems score projects against metrics and allow stakeholders to view project scoring and prioritization results
- ▶ **Performance Measures Dashboards:** Texas publishes dashboards with key metrics linked to agency goals to provide public transparency and guide decision making on priorities
- ▶ **Data Governance:** Indiana, North Carolina, and Florida have established robust data governance programs that seek to improve underlying data quality to enable data-driven decisions, accurate dashboards, and the ability to adopt advanced analytics (e.g., AI)
- ▶ **Community Stories:** As a part of its LRTP community engagement, Oregon filmed 14 interviews that highlight the benefits of ODOT's projects through stories told by local residents and business owners affected positively by the improvements

PROPOSED WORK PLAN UPDATES

KEY THEMES FROM BRC COMMISSIONER INTERVIEWS:

BRC WORK PLAN

BRC Outcomes:

- Want outside the box solutions (not same historic approaches)
- Don't want a product that sits on a shelf; want actionable next steps
- Need to identify both quick wins and long-term actions
- Quality over quantity or speed

BRC Meetings:

- Desire for more interaction
- Desire for more tangible progress / outcomes from meetings
- Willing to meet less frequently (e.g., bi-monthly / quarterly) if there are working groups more frequently
- Open to doing 1-2 meetings per year in person

Working Groups:

- Open to creating working groups with a small number (3-4) of Commissioners interested in specific topics
- Once a month for 1-2 hours with a focused agenda (cadence can be increased if schedules allow)
- General preference for virtual, but open to occasional in-person meeting
- Scope and deliverables should be clearly defined for each working group

PROPOSED WORK PLAN UPDATES

1

Working Groups

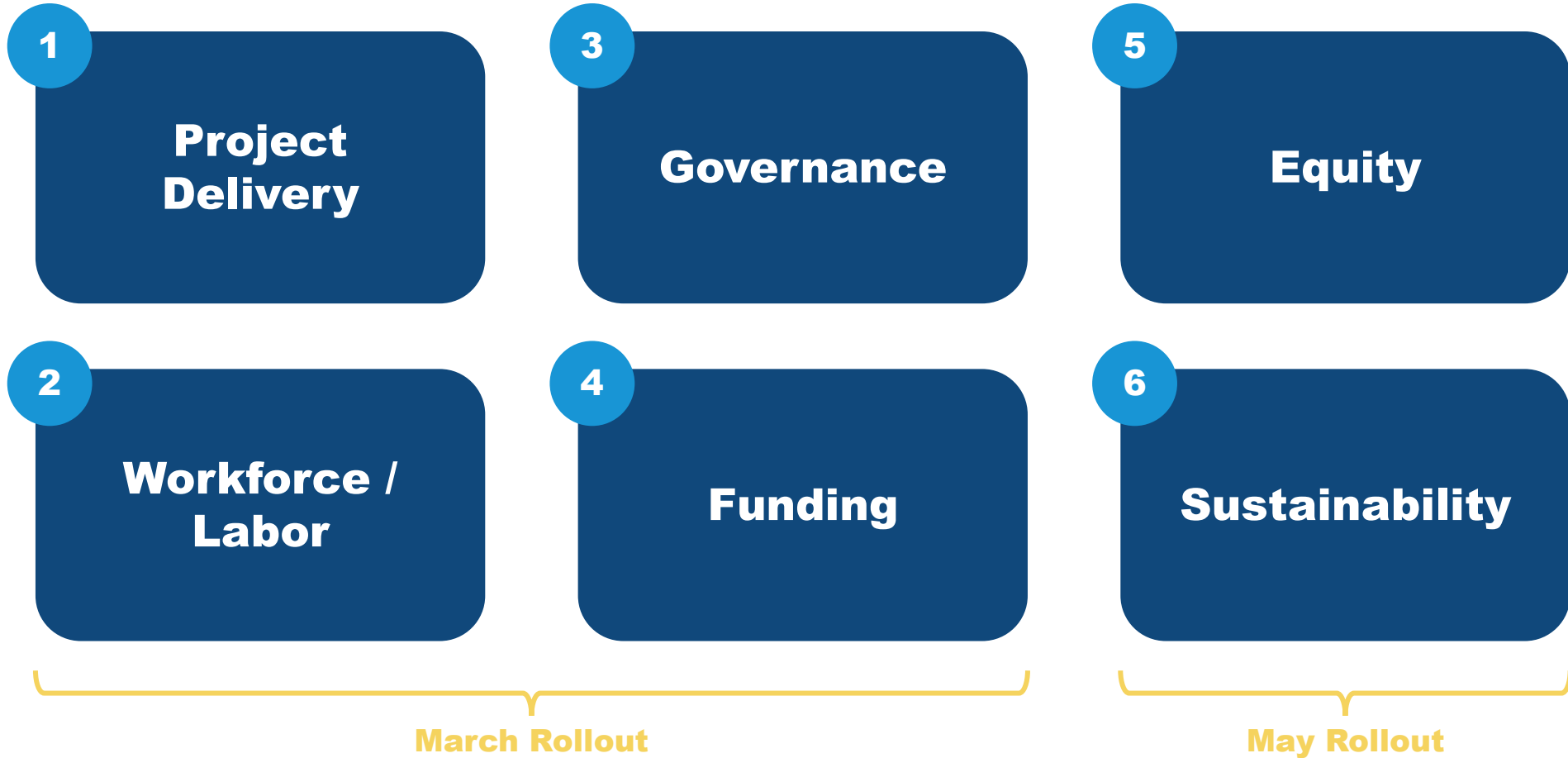
- ▶ Working Groups to be established to focus on developing recommendations for specific challenges / opportunities
- ▶ Working Groups will provide recommendations to the BRC for review and discussion
- ▶ Number of Commissioners per Working Group: 3 to 4
- ▶ Cadence: 1.5 hours monthly (per Working Group)
- ▶ Virtual meetings (option for in person)

2

BRC Meetings

- ▶ Shift from monthly to bi-monthly meetings (with 2 meetings per year in person):
 - Monday, April 21st* *possible in-person mtg. (Springfield)*
 - Tuesday, June 17th
 - Tuesday, August 12th
 - Tuesday, October 14th* *possible in-person mtg. (Chicago)*
 - Tuesday, December 16th

PROPOSED WORKING GROUPS



ESTABLISHING WORKING GROUP CHARTERS

GOVERNANCE WORKING GROUP CHARTER

Scope

- Ensuring effectiveness of overall transportation network governance model (e.g., roles and responsibilities of agencies, performance / accountability measures)
 - Ensuring effectiveness of IDOT governance model (e.g., districts, divisions, regions)
 - Addressing changing transportation needs (e.g., high-speed rail, EVs)
-
- Communications & Reporting:** Increasing transparency and local input into key decisions and priorities (e.g., MYP, project design, spec. book, etc.)

Members

- Chair:** Commissioner Smith
- Commissioner Jones
- Commissioner Doe
- Commissioner Lee

Meeting Cadence

- 1.5 hours per month
- Virtual

Expectations

- Working Group will develop proposed recommendations to the BRC to address identified scope areas
- KPMG Team to facilitate Working Groups meetings
- Working Group Chair will lead presentation of recommendations / preliminary findings to BRC

Each working group will establish a “charter” that defines the scope, membership, meeting cadence, and expectations

NEXT STEPS FOR WORKING GROUPS

1

Working Groups to begin meeting in March*

**Equity & Sustainability to begin in May*

2

In March meetings, Working Groups will:

- 1) Agree on Working Group charters
- 2) Align on a work plan and next steps
- 3) Review preliminary observations
- 4) Identify possible short-term recommendations / quick wins

3

For the April BRC Meeting, Working Groups will present:

- 1) Proposed Working Group scope
- 2) Proposed work plan
- 3) Review updated observations
- 4) Identify possible mid-to-long term recommendations

UPDATED 2025 TIMELINE

		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
BRC Meeting		●		●		●		●		●		●
Working Groups	Project Delivery		●	●	●	●	●	●	●	●		
	Workforce / Labor		●	●	●	●	●	●	●	●		
	Governance		●	●	●	●	●	●	●	●		
	Funding		●	●	●	●	●	●	●	●		
	Equity				●	●	●	●	●	●		
	Sustainability				●	●	●	●	●	●		
Draft Report											◆	
Final Report												◆

NEXT STEPS

NEXT STEPS

1

Standup Working Groups

2

IDOT Engagement (Interviews + Survey)

3

External Stakeholder Interviews

FEDERAL UPDATES

FEDERAL UPDATES

(AS OF FEBRUARY 5, 2025)

Changes in Priorities

1) De-prioritization of reducing carbon emissions

- Reductions in fuel economy requirements being considered
- References to the “social cost of carbon,” (including in benefit-cost analyses) being eliminated by federal government
- USDOT Sec. seeking to rescind CO2 reduction requirements for state DOTs

2) Elimination of diversity, equity, inclusion, and accessibility (DEIA programs)

- USDOT implementing executive order to eliminate DEIA programs
- Justice40 initiative rescinded

Recent Activities

1) Funding pauses

- Paused disbursement of Congressionally-appropriated fed. funds, including USDOT funds, to review alignment with priorities
- Disbursements temporarily restored
- USDOT reviewing programs; NEVI and EV charging programs have been targeted → could impact \$100m grant to IPEA for EV freight charging

2) Revisions to criteria of ongoing programs

- Shift in USDOT prioritization (e.g., user pay models, direct funding to opp. zones)
- USDOT will prohibit recipients from imposing vaccine and mask mandates
- USDOT will require cooperation with Federal immigration enforcement and with other goals as a condition of receiving funds

Key Items to Follow

1) USDOT funding

- USDOT interpretation / definition of climate change and DEIA
- Potential shift to formulaic vs. discretionary grant programs
- Impact on specific modes (e.g., transit)

2) NEPA

- Potential changes to NEPA process / regulations

3) DBEs

- Potential impact to DBEs on federally-funded projects

1) Federal workforce

- Impact of deferred resignation and potential layoffs on capacity of federal partners (e.g., NEPA process)

NEW BUSINESS

PUBLIC COMMENT

NEXT MEETING: APRIL 21

ADJOURN

APPENDIX

RELEVANT EXECUTIVE ORDERS AND MEMOS

(AS OF FEBRUARY 5, 2025)

Executive Orders and Rescissions:

- [EO 14148](#): Initial Rescissions of Harmful Executive Orders and Actions
- [EO 14151](#): Ending Radical and Wasteful Government DEI Programs and Preferencing
- [EO 14154](#): Unleashing American Energy
- [EO](#): Defending Women from Gender Ideology and Restoring Biological Truth to the Federal Government
- [Rescission](#) of [EO 14008](#) (Tackling the Climate Crisis at Home and Abroad), which established the Justice40 Initiative
- [Rescission](#) of [EO 12898](#) (Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations), which established environmental justice as a federal priority
- [Rescission](#) of [EO 11991](#) (Environmental Impact Statements), which directed CEQ to adopt regulations for the implementation of NEPA

OMB Memos:

- [M-25-13](#): Temporary Pause of Agency Grant, Loan, and Other Financial Assistance Programs [M-25-14](#): Rescission of M-25-13

USDOT Memos, Orders, and Notices of Proposed Rulemaking (NPRM):

- [Memo](#): Implementation of Executive Orders Addressing Energy, Climate Change, Diversity, and Gender
- [Order](#): Ensuring Reliance upon Sound Economic Analysis in Department of Transportation Policies, Programs, and Activities
- [Memo](#): Fixing the CAFE Program
- [Approved submittal of NPRM](#): Rescinding Greenhouse Gas Measurement Rule