



BLUE RIBBON **COMMISSION**

on Transportation Infrastructure
Funding and Policy



COMMISSION MEETING

April 28, 2025

WELCOME

ROLL CALL



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

TODAY'S AGENDA

10:00am:	 Welcome (Chair Biagi) Roll Call (KPMG Team)	11:45am:	 Next Steps (KPMG Team)
10:05am:	 Approval of Minutes – Feb 11th (Chair Biagi)	11:50am:	 New Business (Chair Biagi)
10:10am:	 Remarks from Secretary Biagi	11:55am:	 Public Comment (Chair Biagi)
10:15am:	 Update on Recent BRC Activity (KPMG Team)	11:57am:	 Next Meeting (Chair Biagi)
10:25am:	 Discussion: Emerging Opportunities for IDOT (KPMG Team)	12:00pm:	 Adjourn (Chair Biagi)
11:00am:	 Discussion: Working Group Focus Areas (Working Group Reps)		

APPROVAL OF 2/11 MEETING MINUTES

REMARKS FROM SECRETARY BIAGI

UPDATE ON RECENT ACTIVITY

OVERVIEW OF RECENT ACTIVITY

**IDOT
Interviews**
(+ Data Collection)

+

**Stakeholder
Interviews**

+

**BRC Working
Groups**

INTERVIEW PROGRAM UPDATE

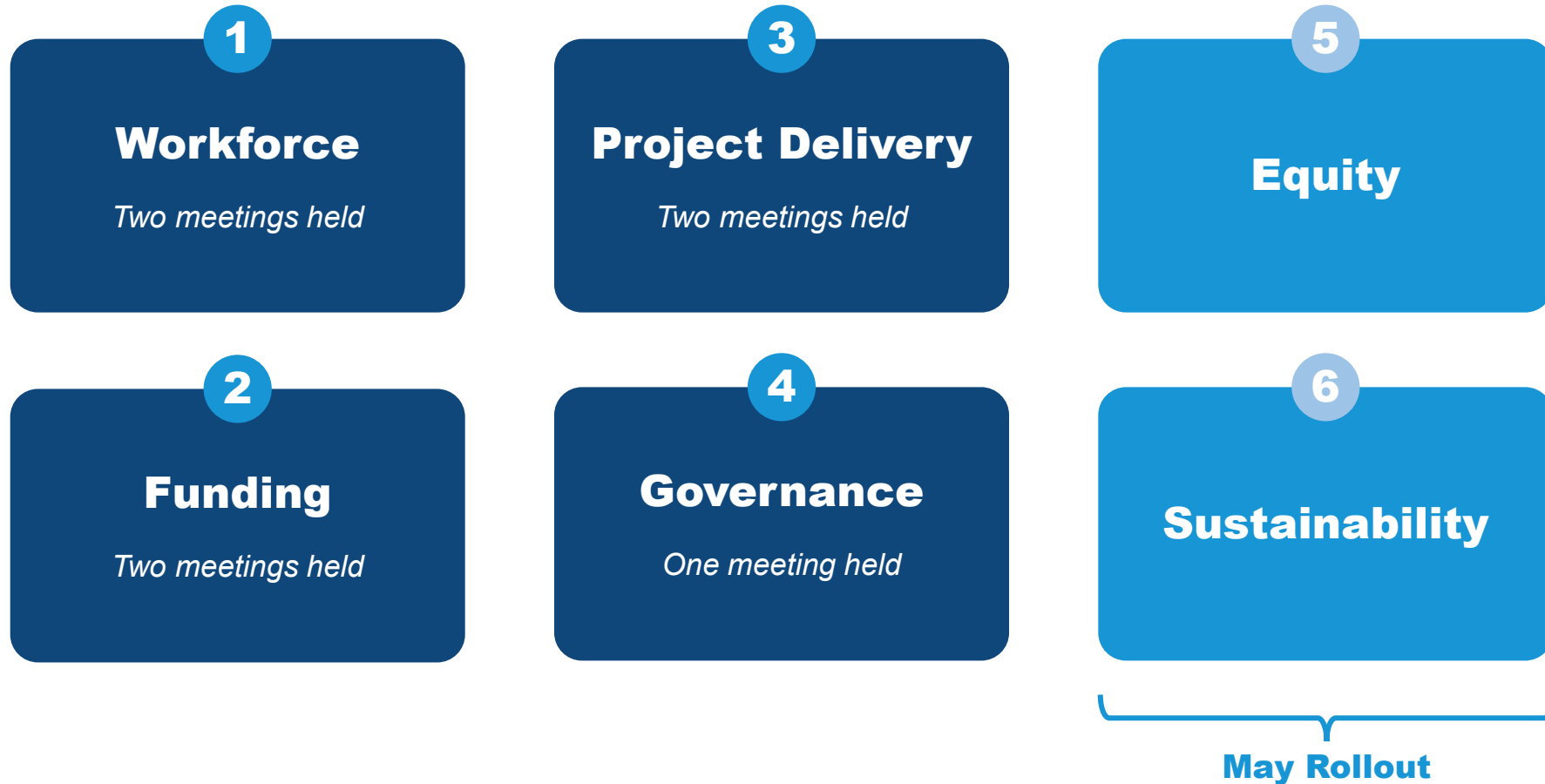
IDOT Staff: 61

- District-level staff
- Region Engineers
- Highways Project Implementation
- Intermodal Project Implementation
- Planning and Programming
- Communications
- Legislative Affairs
- Finance and Administration
- Business and Workforce Diversity
- Deputy Secretaries
- Chief Operating Officer
- Chief of Staff
- Information Technology

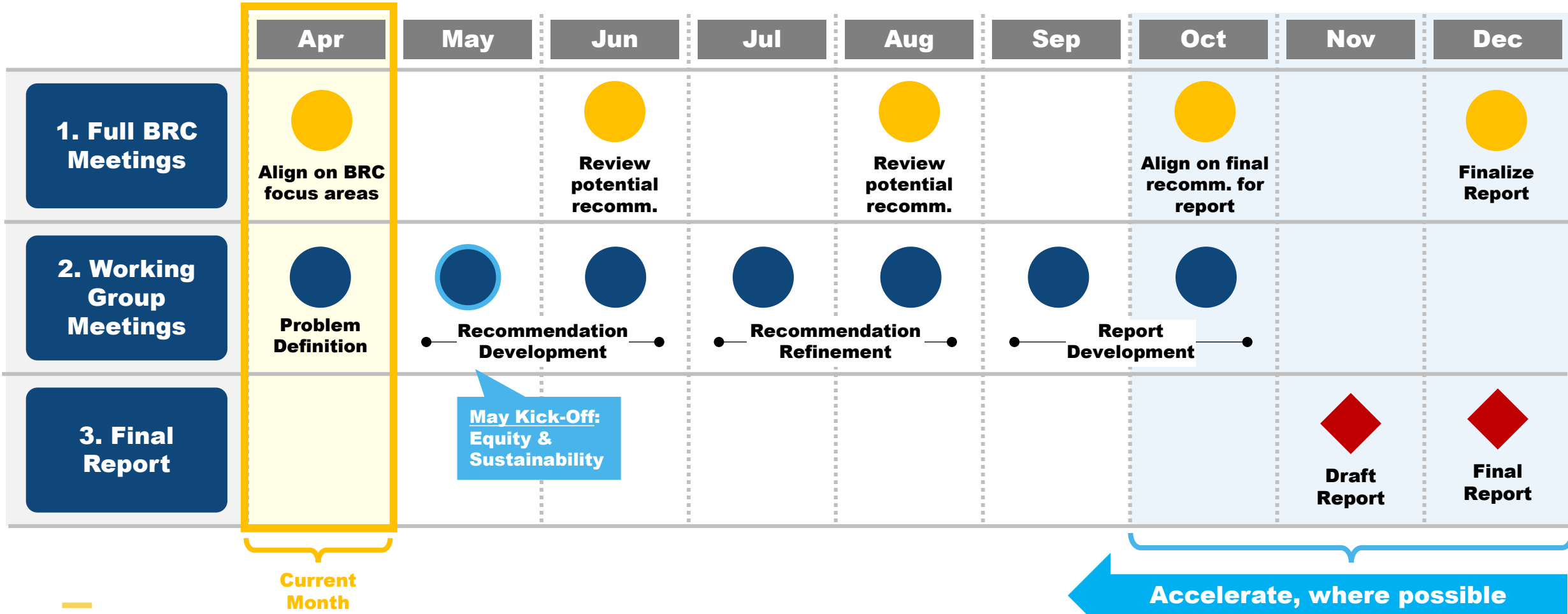
External Organizations: 13

- American Council of Engineering Companies of Illinois
- Associated General Contractors of America
- Asphalt Pavement Association
- Association of County Engineers
- Cook County Department of Transportation and Highways
- Chicago Department of Transportation
- Champaign County Regional Planning Commission
- Chicago Metropolitan Agency of Planning
- DuPage County Division of Transportation
- East-West Gateway Council of Governments
- Illinois Municipal League
- Illinois Road and Transportation Builders Association
- Region 1 Planning Council

WORKING GROUP UPDATE



UPCOMING ACTIVITIES



TODAY'S OBJECTIVES

Discuss:

- 1 **Emerging opportunities for IDOT**
- 2 **Proposed Working Group focus areas**

EMERGING OPPORTUNITIES FOR IDOT

IDOT's Foundation for Transformation

Healthy Financial Position

(e.g., Rebuild Illinois, IIJA)

Strong Pipeline of Infrastructure Improvement Projects

Substantial Increase in Annual Program

(\$2.5b → \$4b+)

Dedicated & Passionate Workforce

3 Emerging Opportunities for IDOT

Immediate Opportunities (Today's Focus)

#1

Capacity

Increase capacity to deliver the MYP through initiatives relating to people, processes, and technology

#2

Data & Reporting

Enhance stakeholder transparency and internal efficiency through improved data and reporting

Long-Term Opportunity

#3

Funding

Align allocations to desired outcomes and address long-term funding decline

EMERGING OPPORTUNITY #1:

Capacity

Rebuild Illinois and IIJA brought significant funding into the Illinois transportation system

Rebuild Illinois
(\$33.2b over six years*)

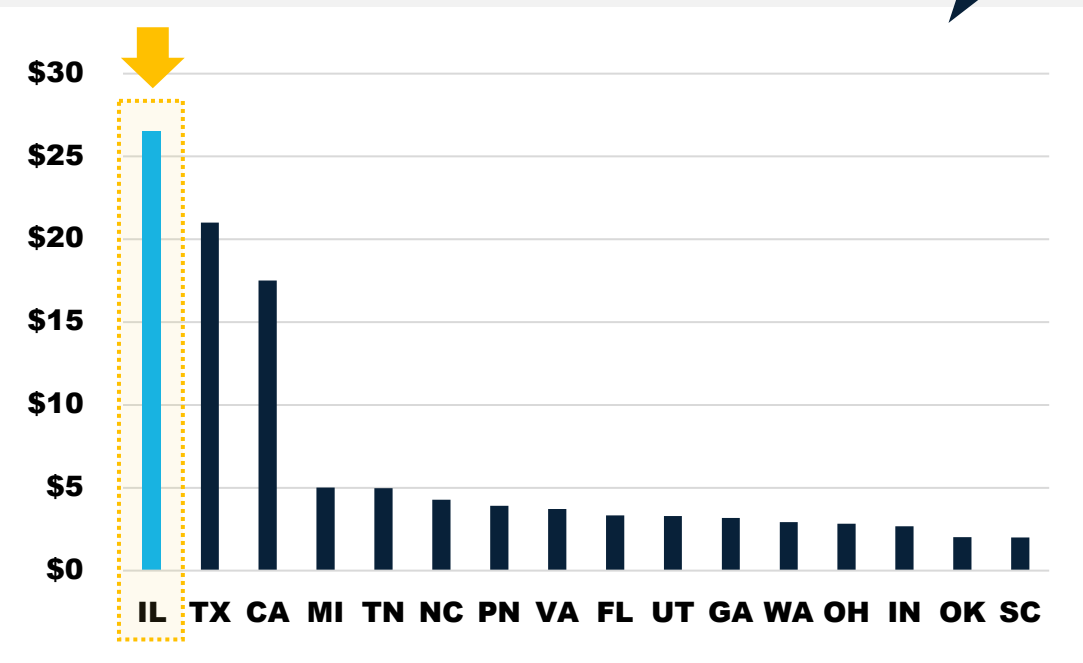


IIJA
(\$17.8b over five years)

As a result, IDOT is delivering a historic amount of transportation improvements

Capital Budgets by State DOT (sample)

FY25 (\$ billions)

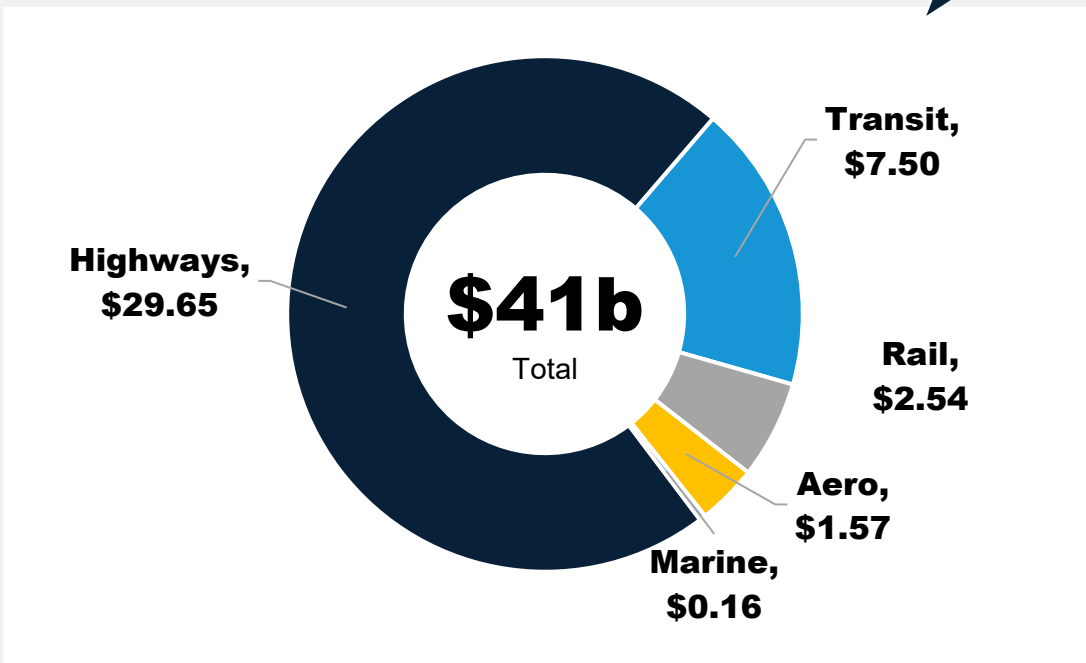


One of the largest in the US

Sources: Budget amounts sourced from each state's FY25 budget

Total Programmed by Mode

FY 2025 – 2030 (\$ billions)



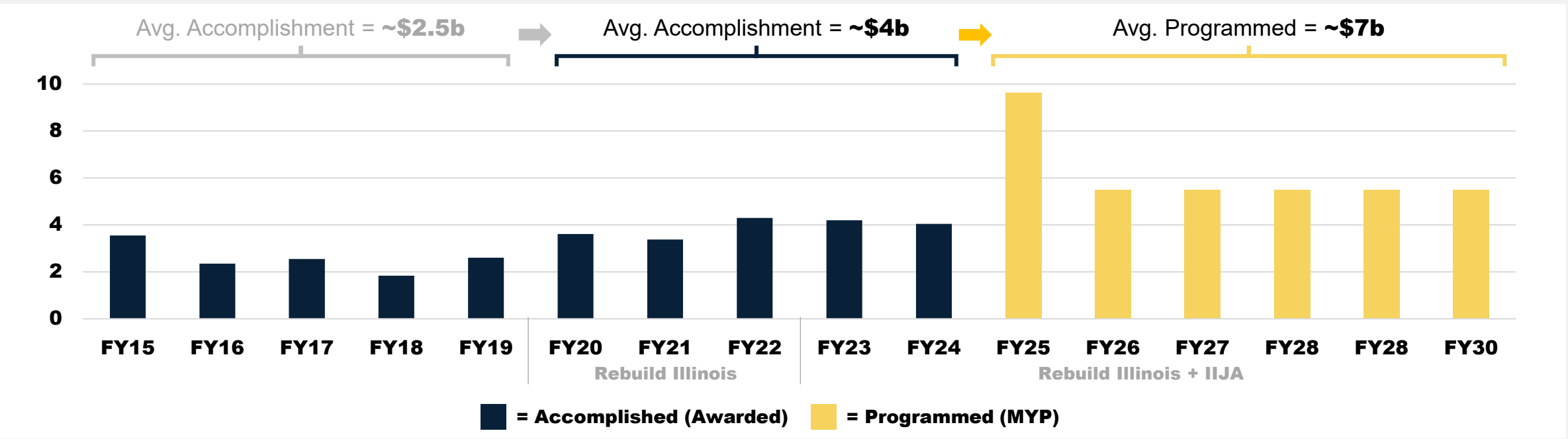
Largest in state history

Sources: IDOT FY 2025-2030 MYP

To deliver its \$41b MYP over the next six years, IDOT needs to increase its capacity

IDOT Annual Program & Accomplishments

FY15 – FY30 (\$ billions)

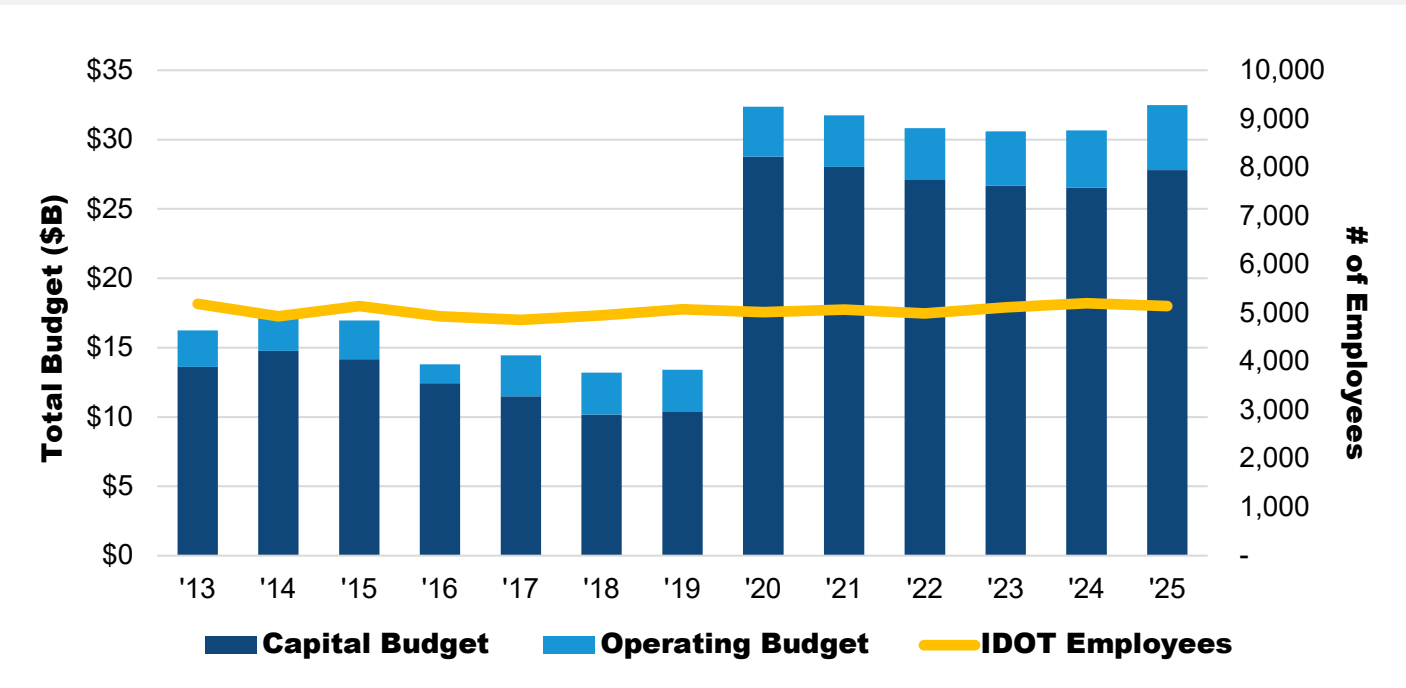


Sources: IDOT

Capacity Opportunity: Workforce

IDOT Employee “Demand” vs. Employee “Supply”

2013 – 2025



Note: Number of employees for 2024 is an estimated figure based on 2024 CMS Workforce Data Report

Sources: State of Illinois Budgets 2013-2025, AASHTO Salary Surveys 2021-2023, Illinois Auditor Reports 2013-2020, CMS 2024 Workforce Data Report

Workforce Opportunities

- Increase headcount through improved hiring attraction, hiring processes, and retention
- Improve internal productivity (e.g., training, process improvement, automation)
- Augment staff and support growth of industry and workforce development

Capacity Opportunity: Project Delivery Process

Challenges Identified

Phase 0: Planning & Programming

- Funding uncertainty
- Study delays

Phase 1: Preliminary Engineering & Environmental

- Environmental survey delays
- Unforeseen technical issues
- Time to reconcile stakeholder feedback

Phase 2: Design

- Long contract negotiations
- Redesign from scope and budget changes
- Delays from third party coordination

Phase 3: Construct

- Unforeseen site conditions
- IDOT staff authority levels / flexibility
- Change order & RFI processing delays

Phase 4: Maintain

- Low spending thresholds for equipment / materials
- Coordination between construction and maintenance

Overarching

- Standardization gaps
- Lack of delegated approval authorities
- Lead times for Local Road Agreements
- Large number of stakeholders requiring coordination

Capacity Opportunity: Technology

Core Systems

- Adopt time-saving systems (e.g., project management)
- Establish and adopt agency-wide data capture, storage, and reporting standards
- Use data visualization platforms to create dashboards and reports
- Enable secure and seamless data access across departments
- Increase speed of technology implementation and adoption

Automation / Analytics / AI

- Automate highly manual or repetitive processes
- Deploy targeted automation / analytics / AI to save time in the near term
- Establish a process to rapidly identify, evaluate, and implement automation / analytics / AI
- Invest in scalable AI infrastructure for long-term efficiency benefits

EMERGING OPPORTUNITY #2:

Data & Reporting

There is a desire from internal and external stakeholders for improved data and reporting

Within IDOT

- Use and publish metrics, dashboards, and reports to monitor performance
- Address limited enterprise data sources that are not easily accessible and shared across IDOT
- Break down organizational and cultural siloes (e.g., central vs. district, across modes) that limit communications

Between IDOT & Stakeholders

- Increase transparency and near-time information for stakeholders (e.g., prioritization process, cash balance, project status)
- Improve ease / speed of data sharing between IDOT and other agencies

PROPOSED WORKING GROUP FOCUS AREAS

Proposed Working Group Focus Areas

..... May Launch

Project Delivery

- Rationalizing State & IDOT process requirements
- Improving third-party coordination points
- Increasing the use of alternative delivery
- Ensuring equipment and materials availability
- Enhancing data / technology

Governance

- Aligning authority with capacity / skills (e.g., local agency authorities)
- Enhancing third-party collaboration effectiveness (e.g., permits, procurement)
- Removing operational siloes (e.g., between modes, districts)

Workforce

- Reducing vacancies through improved hiring times
- Improving attraction / retention
- Enhancing / re-activating training programs
- Expanding statewide labor capacity
- Enhancing data / technology

Funding

- Aligning allocations with desired outcomes
- Improving funding transparency
- Addressing long-term funding gaps

Equity

- Protecting and enhancing DBE / small business programs
- Increasing veteran involvement
- Linking project evaluation / prioritization to equity goals
- Enhancing data / technology

Sustainability

- Defining sustainability goals (e.g., GHG emissions)
- Identifying actions / mechanisms to support achievement of goals
- Linking project evaluation / prioritization to sustainability goals
- Enhancing data / technology

PROPOSED WORKING GROUP FOCUS AREAS:

Project Delivery

CURRENT SITUATION + PROPOSED FOCUS AREAS

Current Situation

- IDOT needs to double its capacity to deliver a capital program that has tripled in size over the last 6 years
- While the program size has tripled, the size of IDOT's workforce has remained flat
- Increasing the workforce size will only solve part of the capacity challenge
- Processes have gaps in standardization, metrics, effective delegation of authority, and efficient collaboration with third parties
- Further, there are gaps in data and technology to foster standardization and greater productivity

Proposed Working Group Focus Areas

- 1 **Enhancing processes and policies to increase project delivery capacity and speed**
- 2 **Enhancing data and tools to increase project delivery capacity and speed**

TO DISCUSS: WHAT OPPORTUNITIES SHOULD THIS WORKING GROUP CONSIDER?

Emerging Opportunities to “Start Now”

1) Enhance Reporting

Establish standard project metrics and reporting across districts; develop a project delivery dashboard

2) Expedite Agreements Timelines

Establish reporting policy for agreement execution

3) Increase Approval Thresholds

Increase approval thresholds for contracts, change orders, project approvals, and purchases

4) Establish a Major Projects Team

IDOT team focused on delivering high dollar value or complexity projects with end-to-end oversight

5) Expedite Permits / Approvals

Explore use of NEPA assignment, temporary use permits / easements; coordination with AG office

Opportunities to Consider

- Delegation to local authorities
- Coordination with utilities and railroads
- Project management tools / automation / AI
- Digitization / e-construction
- Increased use of alternative delivery models
- Center of excellence for city infrastructure

PROPOSED WORKING GROUP FOCUS AREAS:

Governance

CURRENT SITUATION + PROPOSED FOCUS AREAS

Current Situation

- Illinois has a large and complex network of transportation infrastructure to manage
- The Illinois transportation network is managed by many agencies with decentralized authority
- There is a critical need to establish a governance model that increases project delivery speed
- Additionally, there is a desire to establish a governance model that improves transparency and modal integration

Proposed Working Group Focus Areas

- 1 **Evaluating the effectiveness of the network governance model** (i.e., how decisions are made across agencies)
- 2 **Improving the effectiveness of IDOT's governance model** (i.e., how decisions are made within IDOT)

TO DISCUSS: WHAT OPPORTUNITIES SHOULD THIS WORKING GROUP CONSIDER?

Network Governance

- Aligning project delivery roles and responsibilities with capabilities and capacities across agencies
- Improving transparency on how decisions are made (e.g., project selection, funding, project approvals)
- Improving speed of project delivery coordination with third (e.g., permits, railroad, utilities)
- Improving administrative workflows with intra-State agencies (e.g., procurement, HR, IT)
- Enhancing integration across modes

IDOT Governance

- Reducing operational siloes (e.g., between modes, between central and district offices, between districts)
- Balancing district workloads
- Improving delegation authority to enhance speed (e.g., approvals)
- Improving standardization across districts
- Enhancing internal coordinating mechanisms
- Increasing the use of dashboards and performance metrics

PROPOSED WORKING GROUP FOCUS AREAS:

Workforce

CURRENT SITUATION + PROPOSED FOCUS AREAS

Current Situation

- IDOT needs to increase its capacity to deliver a capital program that has tripled in size over the last 6 years
- Filling vacancies is a key step to improving capacity and increasing headcount
- Internally, IDOT can increase capacity through delegation of authority, enabling technology, ways of working, process improvement
- Externally, IDOT can increase capacity through workforce development and efforts to support the growth of industry

Proposed Working Group Focus Areas

Increasing IDOT's workforce capacity through:

- 1 **Increasing headcount**
- 2 **Improving productivity**
- 3 **Partnering with industry**

TO DISCUSS: WHAT OPPORTUNITIES SHOULD THIS WORKING GROUP CONSIDER?

Emerging Opportunities to “Start Now”

1) Reduce Time to Hire & Fill Critical Vacancies

Work with CMS to improve overall hiring speed and reduce the number of vacancies

2) Augment Staff

Utilize consultant support to build near-term project delivery capacity (e.g., PMO)

3) Improve Attraction / Retention

Review value proposition (e.g., salary, benefits, experience) to increase the talent pool and reduce turnover

4) Scale Workforce Development Initiatives

Reinstate and scale legacy workforce development initiatives (e.g., Co-Op, PACE, DATE)

5) Reprofile Job Requirements

Evaluate job requirements to identify opportunities to increase candidate pool

Opportunities to Consider

- Increase IDOT headcount
- Expand HR dashboard and analytics
- Satellite offices
- Federal funding for workforce development
- IDOT brand / reputation
- Capacity-building technology
- Authority levels

PROPOSED WORKING GROUP FOCUS AREAS:

Funding

CURRENT SITUATION + PROPOSED FOCUS AREAS

Current Situation

- In the near-term, there is a desire to assess the alignment of funding allocations to desired outcomes
- In the long-term, revenue projections are flat or declining despite recent actions (e.g., Rebuild Illinois)
- New funding sources will be needed to address long-term gaps
- Inconsistent historical funding levels have also led to difficulty scaling project delivery

Proposed Working Group Focus Areas

- 1 **Identifying opportunities to improve the alignment of allocations with desired outcomes**
(e.g., multi-modal, equity, sustainability)
- 2 **Prioritizing potential new revenue sources to fill projected funding gaps**

TO DISCUSS: WHAT OPPORTUNITIES SHOULD THIS WORKING GROUP CONSIDER?

Funding Allocations

- Revisiting statutory distributions and allocations of MFT
- Assessing alignment of funding allocations to desired outcomes / goals (e.g., delivery speed, equity, sustainability, multi-modal)
- Improved tracking of restricted projects
- Evaluating “efficiency of spend” across accounts, project types, etc.
- Considering mechanisms for strategically reallocating carry-over funding

Funding Sources

- Projecting the scale / timing of funding sources and decline
- Prioritizing potential replacement revenue sources, such as:
 - Usage-based charging (e.g., road user charging, distance charging, tolling / managed lanes)
 - Vehicle-based registration fees (e.g., by weight, value, age, fuel economy)
 - Transportation innovation fees (e.g., retail delivery surcharges, statewide Transportation Network Company taxes)
- Funding opportunities with alternative delivery models (e.g., P3s)

NEXT STEPS

NEXT STEPS

**May Kick-Off:
Equity &
Sustainability**

BRC Working Groups

Meet to evaluate and identify recommendations to propose beginning at the next BRC meeting (June)



Stakeholder Interviews

Conduct follow-up or additional interviews with internal and external stakeholders to support recommendation development



Full BRC Meeting (June 17)

(1) Discuss any new emerging themes and (2) discuss any proposed recommendations from Working Groups

NEW BUSINESS

PUBLIC COMMENT

NEXT MEETING: JUNE 17

ADJOURN

APPENDIX

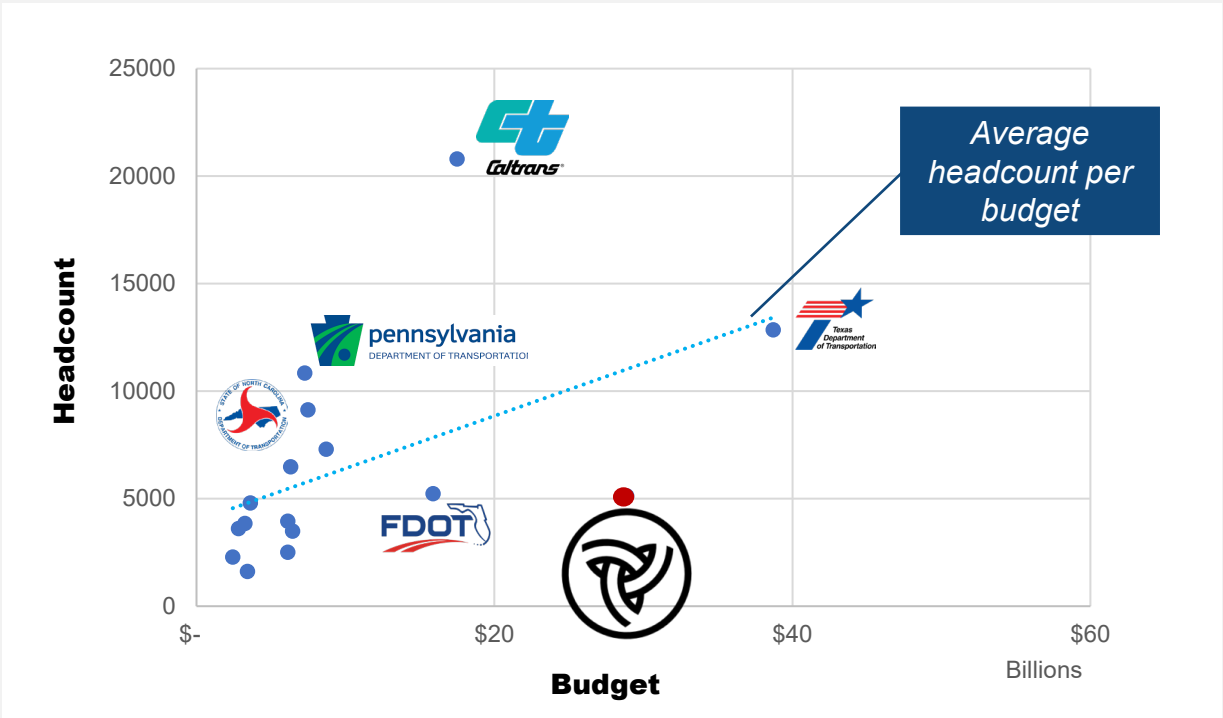
WORKING GROUP MEMBERS

	Governance	Labor/Workforce	Project Delivery	Funding	Equity	Sustainability
Commissioner Brown				●	●	
Commissioner Calderon	●					●
Commissioner Chin			●		●	
Representative Davidsmeyer			●			
Senator DeWitte	●					
Representative Evans				●		
Senator Fowler		●				
Commissioner Grimshaw					●	●
Representative Kelly		●				
Commissioner Kotarac	●			●		
Commissioner Love		●				●
Senator Murphy						●
Commissioner Poulos		●	●			
Representative Spain				●		
Senator Villivalam	●					

Benchmarking shows that IDOT's workforce is lower than other DOTs delivering programs of similar scale

Peer DOT Budget & Headcount Comparison

FY24-25



Sources: 2023 AASHTO Salary Survey, Various State Budget Documents

Key Takeaways:

- IDOT has the **2nd** largest budget in the nation and the **1st largest** capital budget at \$26.5B last FY
- IDOT ranks **10th** in the nation in headcount at 5,116 employees (in 2023)
- Average number of employees per \$1B of budget:
 - Average across 16 peers (8 of which unionized): **835 employees**
 - IDOT: **177 employees**