BLUE RIBBON COMMISSION

on Transportation Infrastructure Funding and Policy

COMMISSION MEETING

August 19, 2025

Illinois Department of Transportation

WELCOME

ROLL CALL

Secretary
Gia Biagi (Chair)

Commissioner
Romayne 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

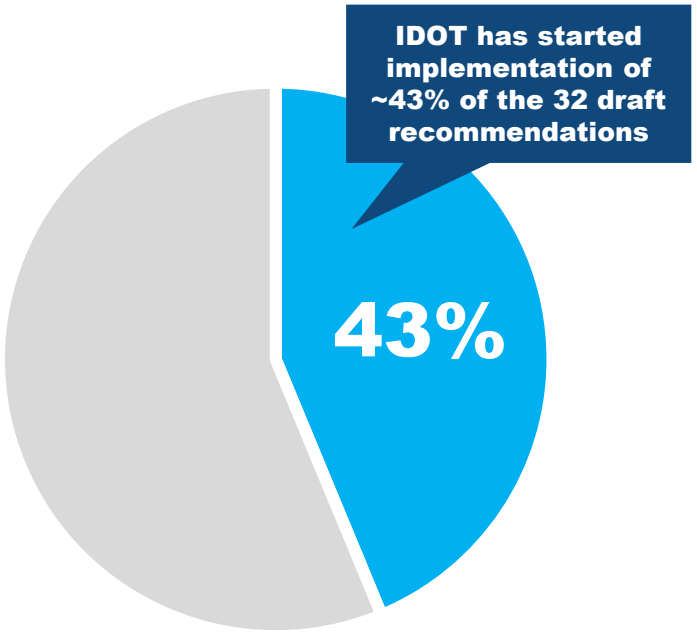
10:00am:	**Introduction** (Chair Biagi) **Roll Call** (KPMG Team)
10:05am:	**Approval of Minutes – June 17th** (Chair Biagi)
10:10am:	**Remarks from Secretary Biagi**
10:15am:	**General BRC Update & Context** (KPMG Team)
10:25am:	**Discuss Draft Recommendations** (Working Group Reps)
11:45am:	**Next Steps** (KPMG Team)
11:50am:	**New Business** (Chair Biagi)
11:55am:	**Public Comment** (Chair Biagi)
11:57am:	**Next Meeting** (Chair Biagi)
12:00pm:	**Adjourn** (Chair Biagi)

APPROVAL OF 6/17 MEETING MINUTES

REMARKS FROM SECRETARY BIAGI

HIGHLIGHTS OF IDOT ACCOMPLISHMENTS SINCE JANUARY

BRC Recommendation Activation



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on Transportation Infrastructure Funding and Policy

Example IDOT Accomplishments

Project Delivery

- ✓ Issued largest PTB in history
- ✓ Negotiated first Fixed Rate / Lump Sum contract
- ✓ Issued an additional PTB with 65 items, including NEPA assignment and Program Management for Bridge and Culvert Bundling Program
- ✓ Kennedy project on schedule

Innovative Project Delivery Initiatives

- ✓ Issued CM/GC RFP for I-290
- ✓ Issued SOQ for ADA ramp projects

Funding

- ✓ Released $400m for local initiatives, including
- ✓ Secured $209m in federal funding for the CREATE Program to enhance rail efficiency

Focus on Equity

- ✓ FY 2025-2030 MYP prioritizes infrastructure projects benefitting underserved communities

Workforce Development Strategies

- ✓ Enhanced recruitment strategies with a performance-based approach
- ✓ Implemented a standardized hiring plan to expedite hiring and improve applicant diversity
- ✓ Reduced the number of steps in the hiring process from 100+ to 6

Employee Retention Initiatives

- ✓ Establishing an employee retention committee
- ✓ Piloting student loan repayment programs

Financial Transparency Improvements

- ✓ Developed a public dashboard for insights into cash balances, revenue, expenditures, and obligations

Industry Partnership

- ✓ Cleared backlog of ~5,000 invoices covering $50m in payments
- ✓ Concluded work with External Project Delivery Working Group

GENERAL UPDATE & CONTEXT

The BRC was created to address the following:

1. **Evaluate current transportation funding** in Illinois, taking into account the viability of existing revenue sources and funding distributions
2. **Consider new and innovative funding options**
3. **Evaluate the existing governance of Illinois' transportation system**, including roles and responsibilities for the state and county, township, and municipal governments
4. **Evaluate current and future workforce needs** to design, construct, and manage the state's transportation system within the Illinois Department of Transportation and within the State as a whole.
5. **Evaluate current and future data needs** of the Illinois Department of Transportation.
6. Consider and recommend steps to **expedite project approval and completion**
7. **Consider future trends** that will impact the transportation system, including safety needs, racial equity, electric vehicles, and climate change
8. Consider ways to **improve transportation investment impacts** on goals such as improving racial equity, addressing climate change, and increasing economic growth
9. **Consider improvements to the performance-based programming system**
10. **Consider multimodal system needs**, including public transportation, bicycle facilities, railways, waterways, and airports
11. **Consider alternative solutions employed by other states**

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To complete these duties, 6 Working Groups were formed

1. Workforce
2. Funding
3. Project Delivery
4. Governance
5. Equity
6. Sustainability

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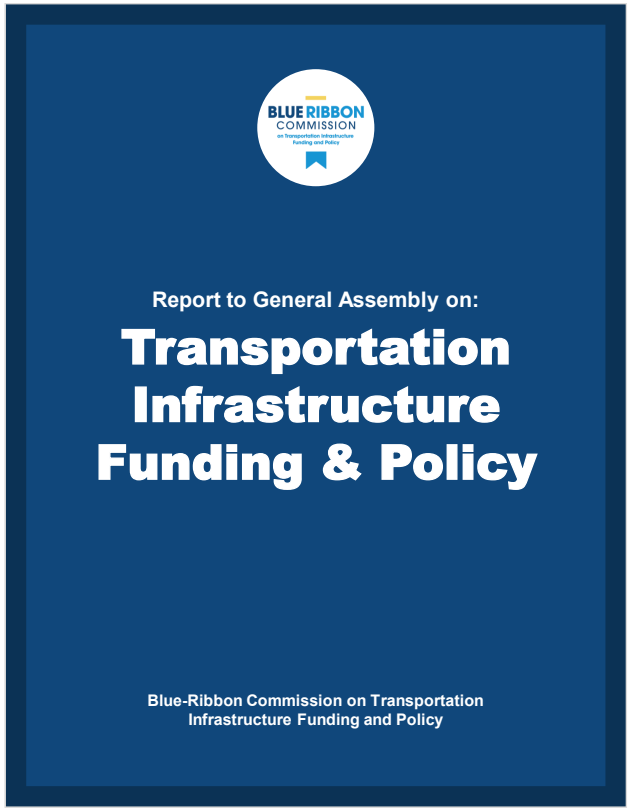
The outcome of the BRC is a report to the General Assembly with findings and recommendations



Report Outline: *(Preliminary)*

1) Background

- Report Objectives
- Methodology & Activities Completed

2) Findings & Recommendations

- Current Challenges & Opportunities
- Recommendations:
  - *Recommendations for IDOT*
  - *Recommendations for the General Assembly*

3) Concurring Views of Task Force Members

BLUE RIBBON COMMISSION on Transportation Infrastructure Funding and Policy

5 emerging opportunities have been identified

#1 Capacity

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

#2 Comms, Data, & Reporting

Enhance stakeholder transparency and internal efficiency through improved data, reporting, and communications

#3 Funding

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

#4 Equity

Protect and enhance internal and external equity programs and initiatives

#5 Sustainability

Address near-term and long-term environmental sustainability needs

TODAY'S OBJECTIVE & UPCOMING MILESTONES

Draft Recommendation Development

Over the last several months, the BRC has been developing recommendations for IDOT and the General Assembly

TODAY'S OBJECTIVE

Aug 19 BRC Meeting

On 8/19, the BRC will discuss draft recommendations to obtain feedback from BRC Commissioners

Recommendation Refinement

Following the 8/19 BRC Meeting we will work with IDOT and the Commission to refine each recommendation

Oct 21 BRC Meeting

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Report Development

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DRAFT RECOMMENDATIONS

PROJECT DELIVERY

PROJECT DELIVERY:

CURRENT SITUATION

Current Situation

- While IDOT's project delivery scope has nearly doubled, 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 is a need to use data and technology to foster standardization and greater productivity

Opportunities

Improve IDOT's ability to spend its available funding and deliver infrastructure projects by:

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

PROJECT DELIVERY:

DRAFT RECOMMENDATIONS

1 Implement Enhanced Project Management Practices

- **Cradle-to-Grave Project Management:** *Dedicated Project Managers from Phase 0 through Phase 3*
- **Standardized Project Management Procedures, Tools, & Metrics:** *Establish and enforce statewide standards for project delivery*
- **Dedicated Office:** *Establish a central office to oversee delivery of large, complex, and alternative-delivery projects*
- **Phase 1 Team Support:** *Provide a contingency budget for Phase 1 consultant for support on Phase 2*

2 Improve Third-Party Coordination

- **NEPA Assignment:** *Pursue NEPA assignment*
- **Utilities:** *Begin in Phase 1; hold summits with utilities partners; require utilities to provide annual improvement plans; pay for expedited utilities relocations; explore alternative delivery*
- **Railroads:** *Begin in Phase 1; hold summits with railroad partners; develop template agreements to streamline negotiations*
- **Land Acquisition:** *Increase IDOT authorization amounts; embed AG staff (or pay for AG staff dedicated to support IDOT); reintroduce flexibility for minimal temporary easements*

3 Streamline Internal Processes

- **Execution Timeline:** *Set timeline target for contract execution; establish dashboard to monitor*
- **Standard Baseline Templates:** *Create baseline agreements templates*
- **Exclusions Threshold:** *Increase dollar threshold for Categorical Exclusions*
- **Contract Close Out Aging Policy:** *Establish target timeline for closing out contracts (and establish dashboard to monitor)*
- **Legislative & Policy Requirements:** *Streamline legislative and IDOT requirements/decision thresholds to increase speed*

4 Enhance Transparency & Partnership with Industry

- **PTB Lookahead:** *Share semiannual PTB lookahead*
- **Industry Communication:** *Communicate that firms can compete on all lettings*
- **Industry Partnership:** *Host interactive industry meetings and advance joint initiatives; create an ACEC Working Group*
- **Change Orders & RFIs:** *Establish target processing timeline and allow continuation of construction during review; increase approval thresholds*
- **Digital Project Submissions:** *Mandate e-submissions to streamline documentation and tracking*

5 Adjust Programming & Letting to Reduce Peaks & Valleys

- **MYP Development:** *Provide a two-year lookahead; conduct internal scoping meetings during MYP development; identify opportunities to smooth peaks/valleys across districts*
- **Lettings Smoothing:** *Consider more frequent lettings throughout the year*
- **TAMP:** *Review TAMP practices to identify opportunities to smooth peaks/valleys across districts and bundle improvements*
- **ADA Improvement Bundling:** *Bundle ADA improvements vs. seeking individual improvements (pilot currently underway)*

6 Improve Project Planning & Development Accuracy & Speed

- **Plan Development, Review, and Advertisement:** *Leverage consultant support for bid preparation; release plan sets as searchable PDFs; expand the bidding window; engage contractors earlier for mega projects*
- **Scoping:** *Establish standardized process; leverage start-up agreements or various-various contracts for scoping support; explore utilization of lump-sum contracts*
- **Approval Thresholds:** *Increase contingencies for (a) overall construction costs and (b) scope changes / supplemental work*

WORKFORCE

WORKFORCE:

CURRENT SITUATION

Current Situation

- While IDOT's project delivery scope has nearly doubled, the size of IDOT's workforce has remained flat
- Vacancies in critical roles contribute to IDOT's capacity limitations – and are exacerbated by retirements
- IDOT is striving to improve hiring times and reduce vacancies, which requires significant CMS collaboration
- The external workforce (i.e., the consultant / construction industry) is equally critical to achieving IDOT's capital program goals

Opportunities

Increase IDOT's workforce capacity, agility, and resiliency through:

1. Increasing IDOT headcount
2. Improving talent attraction, hiring, development, and retention
3. Enabling greater workforce productivity through process and technology levers (e.g., AI)
4. Strengthening partnerships and programs to grow the workforce talent pipeline

WORKFORCE:

DRAFT RECOMMENDATIONS

1 Increase IDOT Employer Competitiveness

- **Satellite Offices:** *Establish offices in desirable locations*
- **Flexible Work Options:** *Sustain flexible work options*
- **Training & Mentorship:** *Increase opportunities for training and mentorship*
- **Technology & Innovation:** *Make IDOT a leader in technology and innovation*
- **IDOT Brand:** *Implement cultural change program; conduct an external re-branding of IDOT as a great place to work*

2 Fill Vacancies and Expand IDOT Headcount

- **Increase Headcount Target by ~2,000 people:** *Use benchmarking data to set an ambitious and achievable headcount growth target including interim milestones and dependencies; e.g., add ~2,000 employees to IDOT to increase headcount to ~7,000*
- **Sustain and Grow Headcount:** *Use retention incentives, skills-based hiring models, and other tools*

3 Reduce Time-to-Hire

- **Hiring Process Reform:** *Reform hiring process – with state agency support – to maximize IDOT agility while balancing risk (building on recent process improvements)*
- **Expedite Hiring:** *Deploy additional process improvements to achieve greater efficiency; e.g., use of SHP-E hiring plan (no interview), embed staff at CMS*

4 Relaunch & Expand Workforce Development Programs

- **Internal Workforce Development:** *Deploy entry-level and leadership programs at scale for engineering, technical and managerial roles*
- **External Workforce Development:** *Partner with industry, DCEO/ Illinois Works, education and training organizations to forecast labor market trends, proactively respond and track outcomes, e.g., # of apprentices placed on IDOT projects*

5 Increase Staff Capacity

- **Increase Staff Supply:** *Identify priority positions which have long-term vacancies, low application rates or high turnover levels – apply alternative delivery options to increase "supply"*
- **Manage Staff Demand:** *Identify and streamline priority processes and activities where delays or rework exist – deploy technology and AI to automate manual / repeatable activities and reduce "demand" of staff*

6 Expand HR Support Services

- **Enhanced HR Role:** *Continue to empower HR to support and deliver on the substantial change program that IDOT is embarking on; e.g., to coach managers of interns on behaviors that will drive retention and productivity*
- **Expanded HR Capabilities:** *Continue to grow the strategic planning, communications and analytical capabilities of the HR team, supported by data and technology tools*

GOVERNANCE

GOVERNANCE:

CURRENT SITUATION

Current Situation

- With its largest capital program in history and limited increases in workforce size, IDOT is experiencing capacity constraints in project delivery
- At the same time, local agencies seek increased authority over their own project delivery activities to improve delivery speed
- Currently, IDOT has a high level of involvement in reviewing and coordinating local projects, even when they are relatively standard

Opportunities

Improve the coordination between IDOT and local agencies in the delivery of transportation through:

1. Increasing the delegation of authority from IDOT to locals (provided they meet IDOT's standards and requirements)
2. Enhancing the technical support provided by IDOT to local agencies

GOVERNANCE:

DRAFT RECOMMENDATIONS

1 Increase the Delegation of Authority from IDOT to Locals

- **Delegate infrastructure management:** *Transfer jurisdiction to local agencies with clear governance framework, engineering/operating standards, and performance-based funding*
- **Delegate design reviews:** *Authorize local agencies to conduct phase 2 design reviews using standardized systems*

2 Streamline IDOT Oversight and Improve Visibility for Local Agencies

- **Streamline local agreement processes:** *Consolidate to one reviewer, limit duplicate signatures, limit edits to boilerplate agreements, authorize upfront dollar amounts*
- **Implement structured form updates:** *Establish predictable form update schedule, allow projects to proceed with forms valid at submission, eliminate need for re-submissions*
- **Improve ability for locals to track project / review status:** *90-day review policy and external dashboard*
- **Joint / bundled procurements:** *Group simple services (e.g., signage, striping, resurfacing); reduce multiple contracts; conduct joint procurements with state and local agencies*

3 Increase Flexibility of Funding for Locals

- **Expand Federal Flexible Match (FFM):** *Expand eligibility to consider local spend from Phases 1 and 2 towards local match requirements for Phase 3, subject to approval from FHWA*
- **Allow STP / MFT swap:** *Allow exchange of federal dollars for state dollars, reducing federal compliance bottlenecks; potentially at 0.9:1 ratio)*
- **Transfer funding at letting:** *Enable IDOT to provide upfront funding for federally funded projects let/managed by counties and larger municipalities); support with technical assistance*

4 Provide Enhanced Technical Services to Support Delegation to Local Agencies

- **Technical support on project development** *Provide support to help local governments more accurately perform project risk management and cost estimation, reducing schedule and budget inaccuracies; embed staff at local agencies with high volumes of request / technical support needed*

FUNDING

FUNDING:

CURRENT SITUATION

Current Situation

Funding Sources:

- In the near term, despite revenue increases from IIJA and Rebuild Illinois, IDOT estimates at least $2.3b in additional investment is needed by 2032
- In the long term, the state's primary sources of transportation funding—motor fuel taxes (MFT), motor vehicle registration (MVR) fees, and sales tax on motor fuel—are expected to decline or plateau
- The future of federal funding sources are subject to reauthorization and administration priorities (e.g., federal motor fuel taxes, discretionary funding)
- At the same time, inflation and escalation have decreased IDOT's purchasing power of existing revenue sources

Funding Allocation:

- A comprehensive understanding of needs is not readily available across agencies and investment categories
- Allocation decisions are siloed by mode, geography, and level of government with limited performance indicators to inform prioritization decisions
- Legislative set-asides, restricted program requirements, and inconsistent readiness assessments impede flexible, efficient allocation decisions

Opportunities

Enhance IDOT's funding sources and uses through:

1. Activating new, sustainable funding sources
2. Increasing flexibility and linkage of funding prioritization and allocations to IDOT objectives

FUNDING:

DRAFT RECOMMENDATIONS

1 Pursue Additive Revenue Sources

- **Tolling Authorization:** *Expand authorization*
- **MVR Fees:** *Index to inflation and consider adjustments (e.g., based on age, weight)*
- **Heavy-Vehicle User Fees:** *Pursue statewide usage-based charges on commercial vehicles*
- **Road-Usage Charging:** *Conduct a pilot for light-duty vehicles*
- **Indirect User Fees:** *Pursue retail delivery fees and taxes on transportation network company usage*
- **Statewide Carbon Tax:** *Study opportunities to generate funding and reduce emissions*

2 Strengthen Metrics-Based Investment Goals

- **Quantify Funding Needs:** *Quantify investment needs for the existing system and potential enhancements, spanning across modes, geographies, and levels of government*
- **Update Metrics for Investment & Prioritization Decisions:** *Develop and maintain KPIs based on IDOT and state goals (e.g., LRTP, equity, sustainability); integrate KPIs into investment targets for investment categories and individual projects;*

3 Expand the Flexibility of Funding Uses

- **Across Modes:** *Adopt a flexible cross-modal allocation approach*
- **Across Regions:** *Evaluate investments on a statewide geographic basis, starting with a pilot program that provides a pool of statewide funding for specific goals (e.g., asset preservation, safety)*
- **Across State and Local Government:** *Increase flexibility to use funding for state or local government opportunities; allocate funds to local governments if they meet maintenance-of-effort requirements (with allowances for low-capacity jurisdictions)*

4 Implement Active Program Management Practices

- **Active Program Mgmt:** *Implement processes, including active capital project tracking, to increase transparency of project delivery processes / progress to inform funding allocations*
- **Funding Reallocation:** *Implement a funding reallocation process based on project progress*
- **Readiness Criteria:** *Implement a standard readiness criteria in grant/project selection to prioritize funding projects ready for delivery*

5 Improve the Efficiency of the Programming Process

- **MYP Horizon:** *Extend MYP horizon from 6 to 10 years to align with project development timelines and inform investment decisions*
- **Federal Funding Concentration:** *Concentrate federal dollars into fewer projects to reduce administrative activities and accelerate delivery*
- **Standardized Assumptions:** *Establish IDOT-wide standard assumptions (e.g., cost escalation) to inform the project selection and programming process*

6 Prioritize Funding Improvements to Existing Assets

- **Increase Prioritization of Maintenance & Preservation:** *Ensure adequate resources are available for asset maintenance and preservation of the existing system, in alignment with statewide goals*
- **Holistic Network Considerations:** *Implement programming considerations for policy, technological changes (e.g., ITS), and relationship with other modes before investing in expansion projects*

EQUITY

EQUITY:

CURRENT SITUATION

Current Situation

Policies & legal issues are impacting IDOT equity programs:

- **Executive Orders:** Executive Orders 14151 and 14173 require the termination of all activities relating to "diversity, equity, inclusion, and accessibility" and DEI / affirmative action hiring for federal departments and subcontractors
- **Injunction:** Federal District Court for the Eastern District of Kentucky issued an injunction requiring DOTs to remove DBE requirements if Mid-America Milling Company or Bagshaw Trucking indicates a desire to bid on contracts
- **Letter from USDOT Secretary:** Warns recipients of USDOT funding that “discriminatory policies or practices designed to achieve so-called diversity, equity, and inclusion, or DEI, goals, presumptively violates Federal law”

Opportunities

Protect and enhance IDOT’s equity programs through:

1. Supplementing IDOT’s DBE program with race and gender-neutral programs
2. Improving the ability of small businesses to work with IDOT (e.g., working capital, bonding, mentorship)
3. Expanding and improving coordination IDOT’s external workforce development programs

EQUITY:

DRAFT RECOMMENDATIONS

1 Establish a Statewide Small Business Enterprise (SBE) Certification Credential

- **Race-Neutral Certification:** *Create a race-neutral certification program to enhance small business access to state and federally funded contracts*
- **Statewide Reciprocity:** *Align or create reciprocity with CMS's CEI program, Illinois Tollway's SBI, and/or Capital Development Board*
- **Outreach & Monitoring:** *Build an online portal, outreach materials, track certification outcomes, and publish annual results*

2 Revise the Existing Small Business Initiative (SBI)

- **Expand SBI Program:** *Modernize and expand the SBI program to allow for participation by small businesses on FAA and FTA federally assisted contracts*
- **Race-Neutral Contracting Tools:** *Implement race-neutral contracting tools by using small business goals, set-asides, or evaluation points on state-funded contracts*
- **Technical Assistance:** *Build technical assistance and access to capital (e.g., training, bonding support, bid preparation services, revolving loan / escrow mechanisms)*

3 Launch an Economic Disadvantaged Area (EDA) Pilot Program

- **EDA Designations:** *Establish Economic Disadvantaged Area (EDA) designations and certify firms using objective, data-driven socioeconomic criteria*
- **Pilot EDA Goals:** *Collaborate with USDOT to pilot EDA-based participation goals on federal projects*
- **Outreach & Technical Assistance:** *Fund outreach, technical assistance, monitoring, and reporting to ensure measurable equity and expanded opportunities for EDA-certified firms*

4 Reimagine Supportive Services to Build Small Business Capacity

- **Mentor-Protégé Program:** *Enhance the mentor-protégé program with formal agreements and incentives for mentors*
- **Access to Capital:** *Strengthen access to capital through short-term loans, bond guarantees, mobilization advances, and partnerships with lenders and CDFIs*
- **Bonding:** *Provide bonding support with credit counseling, readiness assessments, premium reimbursements, and a state-backed guarantee fund*

5 Enhance External Workforce Development Programs

- **External Partnerships:** *Partner with local workforce boards, community colleges, trade associations, and training providers to design regional talent pipelines*
- **Workforce Advisory Committee:** *Establish a standing workforce advisory committee composed of contractors, unions, training entities, and community organizations*

SUSTAINABILITY

SUSTAINABILITY:

CURRENT SITUATION

Current Situation

- Transportation has been the largest contributor to greenhouse gas (GHG) emissions in Illinois since the 1970s, accounting for 33% of the state's total emissions
- Extreme weather events (e.g., flooding, heat) threaten the resiliency of transportation, impacting supply chains, roads, and worker safety
- However, sustainability and resiliency factors are not currently major factors in IDOT prioritization or decision-making processes

Opportunities

Implement an approach to foster sustainability with the Illinois transportation system through three types of measures:

1. **Mitigation:** Measures to reduce or eliminate carbon emissions to reverse climate change
2. **Adaptation:** Measures to preserve and enhance mobility in the face of increasing climate impacts
3. **Community Resilience:** Measures to ensure that benefits from safer, cleaner, and more accessible mobility are equitably distributed

SUSTAINABILITY:

DRAFT RECOMMENDATIONS

1 Elevate the Sustainability Function

- **Dedicated Function:** *Establish a dedicated team within IDOT to oversee sustainability program; embed sustainability responsibilities within other functional areas (e.g., planning, design / construction, ops / maintenance, procurement); identify an executive sponsor*
- **Funding Plan:** *Quantify funding needs for sustainability initiatives / program; develop funding plan*

2 Set Formal Sustainability Goals & Targets

- **Updated Definition & Sustainability Framework:** *Establish an updated IDOT definition of sustainability; Adopt an established sustainability framework to help set performance indicators and guide decision-making (e.g., FHWA INVEST, AASHTO, Greenhouse Gas Protocol)*
- **Targets, Data, & Reporting:** *Adopt formal sustainability goals and targets; embed into IDOT planning and programming (e.g., project prioritization); Develop a robust measurement and reporting system*

3 Implement Climate Mitigation Strategies to Reduce GHG Emissions

- **EVs / Alternative Fuels:** *Explore P3s and utilization of state funding to accelerate deployment and continue progress on NEVI; monitor alternative fuel adoption (e.g., hydrogen)*
- **Transit Support:** *Identify opportunities to for increased IDOT support to transit (e.g., BRT)*
- **Active Transportation:** *Fund and implement IDOT's Active Transportation Plan (e.g., biking, walking, micro-transit) initiatives; update design manuals*
- **Intelligent Transportation Systems (ITS):** *Embed sustainability initiatives into ITS planning / configuration*
- **IDOT Land Use:** *Utilize land for renewable energy generation, native vegetation, active transportation, etc.*
- **Low Carbon Materials:** *Increase utilization of low-carbon materials in project delivery*

4 Integrate Climate & Resiliency Risks into Assets & Operations

- **Climate Risk Assessment:** *Complete an updated climate risk assessment to identify and address vulnerable assets*
- **Infrastructure Resilience & Design:** *Embed resilience-focused engineering, construction, and maintenance practices into multi-modal manuals (e.g., BDE)*
- **Heat Strategy:** *Develop and implement Heat Strategy to incorporate climate projections and enhance operational readiness*
- **Multimodal Adaptation:** *Expand climate and resiliency support over modes (e.g., transit, biking, walking)*
- **Nature-Based Solutions:** *Integrate nature-based solutions into planning and design*
- **Emergency Preparedness & Response:** *Integrate climate hazards into emergency management*

5 Conduct Community Environmental Impact Assessments

- **Targeted Improvements for At-Risk Communities:** *Conduct a data/mapping exercise to identify communities most at risk (e.g., for flooding, extreme heat, pollution, etc.); develop / implement improvement strategies; integrate goals into statewide planning; activate accountability measures*
- **Transition Support:** *Provide direct relocation assistance to individuals or communities displaced by climate or environmental harm*

NEXT STEPS

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NEW BUSINESS

PUBLIC COMMENT

NEXT MEETING: TUESDAY, OCTOBER 21ST

ADJOURNMENT

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	●					

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