

January 02, 2026

Toks Omishakin, Secretary
California State Transportation Agency
400 Capitol Mall, Suite 2340
Sacramento, CA 95814

Dear Secretary Toks Omishakin,

In accordance with the State Leadership Accountability Act (Leadership Accountability), the California Transportation Commission submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2025.

Should you have any questions please contact Christine Gordon, Deputy Director, at (916) 654-2940, Christine.Gordon@catc.ca.gov.

GOVERNANCE

Mission and Strategic Plan

The California Transportation Commission (Commission) is an independent public agency that holds public meetings throughout California, at which time it discusses a wide range of transportation policy issues, and reviews and approves transportation projects for funding. In June 2025, the Commission adopted its 2025-27 Strategic Plan, which provides a roadmap for executing its mission to invest in transportation that improves communities, the environment, and the economy. This mission will help the Commission meet its vision of a safe, equitable, and multimodal transportation system for all Californians. The Strategic Plan identifies six goals for achieving these objectives: prioritizing safety; elevating community voices; ensuring a healthy environment for all; moving people and goods efficiently; partnering for success; and supporting a team where people continue to thrive. In Fiscal Year 2024-25, the Commission allocated \$13.7 billion in transportation funds, creating over 150,000 jobs, and leading to diverse transportation improvements throughout the state.

The Commission is statutorily responsible for making specific decisions in the programming and allocating of state transportation funds for the following programs: State Transportation Improvement Program; State Highway Operation and Protection Program; Active Transportation Program; Solutions for Congested Corridors Program; Local Partnership Program; Trade Corridor Enhancement Program; Local Transportation Climate Adaptation Program, Propositions 1A and 1B; Local Assistance; Aeronautics and other programs. Senate Bill (SB) 486, enacted in 2014, requires the California Department of Transportation (Caltrans) to work with the Commission to prepare a Transportation Asset Management Plan to inform and guide

project selection for the State Highway Operation and Protection Program; SB 1, enacted in 2017, assigned the Commission increased oversight responsibility including requiring Caltrans to report annually to the Commission on its progress in achieving performance targets.

The Commission's programs fund critical rehabilitation, preservation, and safety projects to improve roads, bridges, transit systems, ports, railroads, and active transportation across California. These projects improve trade corridors; reduce congestion in the most heavily used corridors of the state; provide safe routes to schools; improve and expand transit; and reduce greenhouse gas emissions, improve system resiliency to climate change, and minimize impacts to vulnerable communities.

The Commission continues its commitment to enhance equity considerations in transportation decision making. In January 2021, the Commission adopted a Racial Equity Statement condemning all forms of racism and vowing action to create mobility opportunities, and address investment inequities, so all Californians, especially those from underserved communities, can thrive in all aspects of life. In 2022, the Commission, in partnership with Caltrans and the California State Transportation Agency, convened an Equity Advisory Committee to advise the three agencies on how to achieve meaningful outcomes in transportation equity, environmental justice, and equitable economic opportunities, especially as related to transportation planning and programming.

Throughout 2024, Equity Advisory Committee members supported numerous Commission activities including evaluating the community engagement section of project applications in the Senate Bill 1 funding programs and reviewing and providing feedback on the draft program guidelines. In 2025, members of the interagency Equity Advisory Committee took action to form three ad hoc subcommittees to focus on three areas: 1.) Community Engagement Policies and Practices; 2.) Transportation Planning and Program Guidance; and 3.) Data Implementation. Incorporating the experiences and expertise of the Committee members enhances the Commission's ability to fulfill its commitment to enhance equitable outcomes in its programs and policies.

Control Environment

The Commission is governed by a body of Commissioners. It is composed of eleven voting members and two non-voting ex-officio members. Of the eleven voting members, nine are appointed by the Governor, one is appointed by the Senate Rules Committee, and one is appointed by the Speaker of the Assembly. The two non-voting ex-officio members are appointed one each from the State Senate and Assembly.

The Commission is supported by an organization headed by an Executive Director who oversees a staff of 42 authorized positions and an annual budget of \$11 million. The Executive Director reports to the Commission and acts as a liaison with the California State Transportation

Agency (CalSTA) Secretary, the Caltrans Director, regional transportation agency executive directors and others. The Executive Director also acts as a liaison between the Commission and the Legislature.

The Commission creates and demonstrates integrity and ethical values in all aspects of its operation. The tone is set by executive management through the Commission's staff values and discussed with staff during on-going meetings. Commission staff is guided by a set of core values that promote impact; leadership; integrity and accountability; and collaboration and teamwork. Roles and responsibilities are well established and strong lines of authority, collaboration, communication, teamwork, and problem solving are fostered and maintained throughout the organization.

The Commission, including staff, has accomplished an outstanding record of fulfilling its responsibilities, gaining the respect of successive Administrations and Legislatures, and earning a reputation as an effective and well-functioning organization. Its organizational structure is evaluated on an on-going basis as new legislation is enacted that modifies or expands responsibilities. The structure is also re-evaluated annually to ensure that it is effective and efficient in meeting the Commission's commitments.

The Commission has significant documentation to ensure adequate controls are in place to meet its commitments. There is an agenda and meeting minutes prepared for each Commission meeting, including any required follow-up actions. For each transportation program, the Commission adopts guidelines for how funds will be allocated, how projects are selected, and how recipient agencies are held accountable. Any programming action taken is documented through a resolution adopted by the Commission. The Commission also maintains an internal operating procedures manual to guide staff on day-to-day operating responsibilities.

To ensure the Commission has and maintains a competent workforce, a five-year workforce and succession plan was prepared in 2021. The plan is evaluated annually for effectiveness and new initiatives. The plan includes an annual assessment of employee training needs, work shadowing, and contracting for specialized training such as negotiation and facilitation, diversity, and equity. Employee training is tracked individually and assessed annually.

To ensure accountability is in place, managers are required to annually assess the performance of their staff, including reviewing employee expectations, reviewing, and signing updated policies, evaluating performance, and identifying training needs. All employee assessments are reviewed and signed by the responsible Deputy Director.

Information and Communication

The Commission submits an annual report to the Legislature summarizing decisions in allocating transportation funds, identifying relevant transportation issues facing California, providing a summary of major policies and decisions adopted, and discussing any significant upcoming transportation issues. The report includes recommendations to advise and assist the CalSTA Secretary and the Legislature in formulating and evaluating state policies and plans. The Executive Director also meets with key partners, stakeholders, and the Legislature to address transportation related issues.

The Commission communicates information to achieve its objectives through scheduled meetings open to the public, and other events or meetings with stakeholders and partners. In 2025, the Commission continued to hold events in a hybrid in-person and web-based format to allow greater participation by stakeholders and the public and to address accessibility needs. The Commission also uses its website to post meeting agendas and materials, program descriptions and guidelines, upcoming meetings and events, reports and resources, and legislation affecting transportation. Internally, the Commission's executive management sets the tone for an ethical and open environment. Employees are encouraged to report inefficiencies or inappropriate actions through their chain of command, during all staff meetings, weekly team meetings, or directly to the Chief Deputy Director or Executive Director.

Caltrans provides Information Technology (IT) systems and support for the Commission's operational and programmatic information. The Commission utilizes the California State Multi-Modal Accountability Reporting Tool (CalSMART), developed, and maintained by Caltrans, to collect project status and expenditure information for all programs. Other operational and programmatic information is maintained on a server and accessible to Commission staff, as designated.

Caltrans' Staff Central system is used for timekeeping and leave balances and excel spreadsheets are used to capture pertinent management information.

The Commission also uses FI\$CAL for financial information through a contract with the Department of General Services.

MONITORING

The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of the executive monitoring sponsor includes facilitating and verifying that the California Transportation Commission monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to: Paul Golaszewski, Chief Deputy Director; and Christine Gordon, Deputy Director of Administration and Financial Management.

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Through our ongoing monitoring processes, the Commission reviews, evaluates, and improves our systems of internal controls and monitoring processes. As such, we have determined the Commission complies with California Government Code sections 400-13407.

Tanisha Taylor serves as the Executive Director for the California Transportation Commission and is responsible for the overall establishment and maintenance of internal control systems. Paul Golaszewski, Chief Deputy Director, is designated as agency monitor. Christine Gordon, Deputy Director Administration and Financial Management, is responsible for compiling risk reports based on risks identified by executive management via the weekly deputy director meeting, providing mitigation strategies when possible, and monitoring for organizational impact.

The Commission's organizational structure sets the framework for assigning responsibilities for monitoring activities and addressing vulnerabilities. All programs that the Commission is responsible for are assigned to a Deputy Director who ensures program requirements are met. Responsible managers conduct meetings with staff and determine the effectiveness of baseline internal controls over their responsible program areas. They conduct periodic detailed reviews of work, make necessary changes, and perform on-going evaluation and monitoring to ensure objectives are met. Further, the Deputy Director of Administration and Financial Management conduct independent reviews of functional program areas on a sample basis to ensure adequate controls are in place.

The Commission relies on a system of continuous assessment and evaluation of its control structure. Identified risks, internal controls, and mitigation measures are recorded and reported to Executive Management. Through each subsequent State Leadership Accountability Act cycle, staff continue to reassess the risks and their corresponding controls. The Executive Director and Chief Deputy Director meet with the Commissioners regularly to discuss issues and risks to the organization as well as methods to identify measures to prevent or minimize risks.

All Commission staff meet biweekly to discuss ongoing issues, and to identify internal controls and implementation measures to address identified risks. In addition, the Chief Deputy Director meets weekly with Deputy Directors.

Together, these meetings are used to monitor implementation measures to mitigate known risks and to identify new risks that arise requiring mitigation measures. In addition, Deputy Directors are assigned responsibility for implementing mitigation measures to address identified risks and reporting back to Executive Management on the progress made.

RISK ASSESSMENT PROCESS

The following personnel were involved in the California Transportation Commission risk assessment process: executive management, and middle management.

The following methods were used to identify risks: brainstorming meetings, ongoing monitoring activities, audit/review results, other/prior risk assessments, external stakeholders, consideration of potential fraud, and other.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

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The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

The Commission relies on a system of continuous assessment and evaluation of its internal control structure that includes biweekly staff meetings, weekly executive management meetings, and continuous communication, monitoring and reporting. For example, through regularly scheduled meetings, management is kept apprised by staff of risks and corresponding mitigation methods. Follow-up work, including executive management involvement, is initiated to formulate and implement response strategies to minimize risks of greater threat.

As risks are identified, corresponding existing controls are identified that, if working as intended, provide reasonable assurance that risks are mitigated. For other risks, staff identifies controls for implementation that, once established, would help mitigate such risks.

RISKS AND CONTROLS

Risk: Risk 1 CLIMATE RESILIENCE

Risk: Climate Resilience

The Legislature established the Local Transportation Climate Adaptation Program in 2022, funded with a combination of one-time state funds and federal formula funds from the Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) Program.

With the expiration of the one-time state funds, and the federal authorization for the federal PROTECT formula funds ending in federal fiscal year 2026, the program will be left without a funding source for new projects after the current funding cycle concludes.

The Local Transportation Climate Adaptation Program funds critically needed resilience improvements, projects that enhance community resilience or evacuation routes, and projects that address at-risk coastal infrastructure. It is the only state transportation program dedicated solely to these purposes. With every passing year, California's transportation system is increasingly impacted by the effects of climate change.

For example, the State Highway Operation and Protection Program has included major damage reservations of more than \$1 billion to address emergency repair work necessitated in part by storm damage or coastal erosion.

Additionally, given the significant impacts climate change poses to California's transportation infrastructure, it is imperative that all transportation funding programs study and incorporate, to the extent possible, climate adaptation strategies to address vulnerabilities and increase resilience. The Commission seeks to align its programs and develop climate adaptation policies that can be incorporated into Commission administered programs and planning guidelines. This requires a high level of technical expertise relating to climate change impacts, climate vulnerability and climate adaptation. Maintaining a high level of technical expertise in climate resiliency is critical to the operation and protection of the state's transportation infrastructure.

The Commission received two limited-term positions to implement the Local Transportation Climate Adaptation Program and address climate adaptation policies in other Commission programs. When the limited-term expires, the Commission will lose valuable climate resiliency expertise.

Control: Control 1

The Commission will work with the Department of Finance and the California State Transportation Agency to address the program funding and workload issues.

Control: Control 2

The Commission will borrow staff from Caltrans to meet short-term needs.

Control: Control 3

The Commission will hire a student assistant to assist with the additional workload.

Risk: Risk 2 TRANSPORTATION FUNDING AND STATE AND LOCAL TRANSPORTATION NEEDS ASSESSMENT

Risk: Transportation Funding and State and Local Transportation Needs Assessment
Gas tax revenues are projected to steadily decrease due to increased vehicle fuel economy and the shift toward improved vehicle technologies, which do not rely on traditional fuel sources and whose drivers therefore pay no fuel tax. This poses a significant risk to long-term transportation funding using the existing state and federal gas tax structure. As a result, the gas tax will not be a sustainable financing mechanism for transportation in the coming decade.

Pursuant to the provisions of Senate Bill 1121 (Gonzalez, Chapter 508, 2022), the Commission must prepare a State and Local Transportation Needs Assessment to identify the cost to operate, maintain, and provide for the necessary future growth of the state and local transportation system for the next 10 years. As part of the Assessment, the Commission must forecast the expected revenue, including federal, state, and local

revenues, to pay for the cost identified in the needs assessment, any shortfall in revenue to cover the cost, and recommendations on how any shortfall should be addressed. In determining the cost to provide for the necessary future growth of the state and local transportation system in the Assessment, the Commission must include the costs of transportation system improvements included in regional, interregional, and state transportation improvement programs, the California State Rail Plan, and the State Highway System Management Plan.

Any analysis of necessary future growth must be consistent with the transportation vision and preferred scenario contemplated in the most recent California Transportation Plan. In addition, the Commission must include the cost to address climate change impacts to provide for system resiliency in the needs assessment.

In developing the Assessment, the Commission must coordinate with the Transportation Agency, Caltrans, community-based organizations, environmental justice and equity-based organizations, organized labor, the transportation industry, metropolitan planning organizations, county transportation commissions, regional transportation planning agencies, local governments, and transit operators. The Commission must submit an interim Assessment to the Legislature by January 1, 2024, and a completed Assessment by January 1, 2025, and every five years thereafter.

The Commission received a three-year limited term position through 2025-26 to oversee the Needs Assessment effort and stakeholder engagement. In addition, the Commission executed a contract using one time consultant funding to conduct revenue projections, identify multimodal transportation needs, conduct a gap analysis, and develop policy recommendations. These resources, however, are not sufficient to sustain this workstream over the long term.

The initial assessment was completed in January 2025, and SB 21 requires the needs assessment to be updated every 5 years. The findings and policy recommendations from the 2025 Needs Assessment have been communicated to the Legislature and shared broadly with state, regional, and local governments as well as labor, industry, and community-based organizations. The 2025 State and Local Transportation Needs Assessment identified a 10-year funding gap of almost \$215 billion between multimodal transportation needs and available revenue between 2025 - 2035. The assessment recommended a phased implementation of a sustainable funding alternative to fuel taxes as well as further development of information around Tribal transportation needs, transit operations and accessibility, and climate resilience needs. These policy recommendations made within the assessment to address long-term funding gaps will need to be further developed and implemented moving forward through subsequent Needs Assessments.

Between assessments staff responds to legislative inquiries, participates in legislative hearings, and makes presentations on findings to governmental and non-governmental organizations. Refinement of data and assessment methodology is also conducted after each assessment. Absent permanent staffing and additional consultant funding, the Commission's ability to deliver updated assessments and to implement policy recommendations from the assessments will be extremely limited. If the Commission is unable to implement recommendations the state may not be able to secure a long-term sustainable replacement for the gas tax which puts California at risk of losing federal infrastructure funding and threatens the delivery of critically needed multimodal transportation infrastructure needed to achieve safety, equity, economic development, and climate goals.

Control: Control 1

The Commission will work with the Department of Finance and the California State Transportation Agency to address the increased workload issue.

Control: Control 2

The Commission will hire a student assistant to assist with the additional workload.

Risk: Risk 3 FUNDING FOR MEDIUM/HEAVY DUTY ZERO EMISSIONS INFRASTRUCTURE

Senate Bill 671 (Gonzalez, Chapter 769, Statutes of 2021) requires the Commission, in coordination with the California Air Resources Board, California Public Utilities Commission, California Energy Commission, and the Governor's Office of Business and Economic Development, to develop a Clean Freight Corridor Efficiency Assessment to identify corridors, or segments of corridors, and infrastructure needed to support the deployment of zero- emission medium-duty and heavy-duty vehicles and to submit the

Clean Freight Corridor Efficiency Assessment to the relevant policy and fiscal committees of the Legislature. The Commission submitted the Assessment to the Legislature on December 6, 2023.

Furthermore, the Governor's Executive Order N-27-25 tasks state agencies with the immediate assessment of actions to advance medium- and heavy-duty zero-emission vehicle adoption by addressing strategies to implement charging and refueling infrastructure projects. In the CARB-led state agency response to EO N-27-25, the Commission's Trade Corridor Enhancement Program is noted as a conventional funding program to be utilized to support medium- and heavy-duty zero-emission vehicle infrastructure needs throughout the State.

As outlined in the Commission's SB 671 Clean Freight Corridor Efficiency Assessment, the transition to zero-emission infrastructure for medium- and heavy-duty vehicles will be vital for the State to meet its climate goals. In developing the Assessment, the Commission worked in partnership with the California Air Resources Board, the California Energy Commission, the California Public Utilities Commission, the California Department of Transportation, and the Governor's Office of Business and Economic Development to develop the Assessment. In that time the Commission has become a key leader, and important funding partner, in the zero- emission medium- and heavy-duty infrastructure space.

The SB 671 Assessment provides a recommended path for the transition by identifying an initial viable network of zero-emission charging and hydrogen fueling stations needed to support fleets as they increasingly transition to zero-emission medium-duty and heavy-duty vehicles within the deadlines established by the California Air Resources Board's Advanced Clean Trucks and Advanced Clean Fleets regulations. Among the critical recommendations included in the Assessment is the need for allocating additional public funding to support public infrastructure.

Specifically, the State must allocate available public funds, where feasible, to support the build out of the 2035 initial viable network cost.

The total cost of \$10 to \$15 billion will need to be shared between private and public funding and come from all available fund sources. One of the existing funding sources that could contribute to this identified cost is the CTC's Trade Corridor Enhancement Program, which can fund zero-emission infrastructure as an eligible project type.

Recognizing that the Commission has undertaken the large effort to develop the SB 671 Assessment and become an important agency in the zero-emission medium- and heavy-duty infrastructure space, adequate ongoing resources will be required to keep the Commission and its Trade Corridor Enhancement Program, Program Manager

involved in the implementation of zero-emission freight infrastructure. The Commission received two limited-term positions (a Staff Services Manager I and a Staff Services Analyst) for three years through 2024-25 to support the SB 671 Assessment, which have since termed out, limiting the Commission's staff capacity to focus on this workload. In addition, the Commission's Trade Corridor Enhancement Program Manager dedicates a portion of their time to the effort.

Control: Control 1

The Commission will continue to divide the Trade Corridor Enhancement Program Manager's time to maintain the additional workload taken on during the development of the SB 671 Assessment to ensure the Commission is still engaged in zero-emission medium- and heavy-duty infrastructure policy

Control: Control 2

The Commission will work with the Department of Finance and the California State Transportation Agency to address the ongoing and likely permanent increased workload issue around zero-emission medium- and heavy-duty infrastructure.

Risk: Risk 4 COMMISSIONER COMPENSATION

Compensation for serving on the Commission is inadequate to alleviate the financial constraints that may affect an individual's ability to serve.

The Commission has eleven voting members. Government Code authorizes each member of the Commission to receive a compensation of \$100 per day, not to exceed \$800 for any Commission business during any one month. Per diem compensation was established in 1977, and the monthly compensation maximum was last adjusted in 1984. Compensation rates have not been adjusted for inflation since that time.

According to the California Department of Industrial Relations Consumer Price Index, the inflation adjusted Per Diem Rate for 2025 would be \$550 and the adjusted maximum monthly Commissioner compensation would be \$4,400.

The Commission is responsible for allocating billions of dollars in transportation funds annually and setting policy for the state's transportation system, which significantly impacts all Californians. The estimated \$ 260,000 required annually to adjust Commissioner compensation for the effects of four decades of inflation is a fractional amount of these overall transportation expenditures.

Commissioner compensation has been identified as a concern limiting the ability of Commissioners to serve at their own expense. The Commission must be able to adequately compensate its Commissioners to perform the expected duties and to mitigate any financial burdens to serve the state. The Administration must also ensure it can attract and retain Commissioners with the appropriate expertise by mitigating the potential for financial constraints that may impact an individual's ability to serve.

Control: Control 1

The Commission will work with the Department of Finance and the California State Transportation Agency to address the issue

Risk: Risk 5 ENVIRONMENTAL PROGRAM MANAGEMENT

There is risk that the Commission will be unable to fulfill its statutorily designated role as Responsible Agency under the California Environmental Quality Act (CEQA). The Commission reviews draft environmental documents and is required to analyze and consider final environmental documents prepared by Lead Agencies and determine whether to approve the project involved. The Commission cannot allocate funds to projects for design, right of way or construction, nor exercise powers of eminent domain, until the Commission's role as a Responsible Agency is fulfilled. The Commission's Environmental Program is essential to ensuring the Commission meets its statutory requirements related to environmental analysis for the allocation of transportation funding as well as eminent domain actions, and other matters.

Currently, the Commission's Environmental Program is administered by only one

Supervising Transportation Planner position. The lack of dedicated support staff for this program places at risk the allocation of funding for projects and timely action on eminent domain matters. No existing staff positions are available to be redirected to support this workload and as such there is a lack of succession planning for the program. As the number of funding programs under the Commission's purview has grown, the number of projects that the Commission must consider and act on as a CEQA Responsible Agency has increased proportionally. The single Commission Environmental Program staff conducts all analysis of CEQA and National Environmental Policy Act (NEPA) documentation as well as coordination with Caltrans or other lead agencies. Environmental documents are often hundreds of pages in length, not including additional support documentation that must also be reviewed.

In addition to the increased quantity of environmental reviews being conducted, multimodal projects and their associated environmental analysis have increased in complexity as CEQA requirements have changed and evolved. As such, the environmental document evaluation process has become more elaborate and time-consuming over time. The estimated average time to review a project's environmental documents has grown steadily over time. The volume and complexity of environmental documents requiring analysis, summaries, and evaluation are expected to continue to increase.

Control: Control 1

The Commission will work with the Department of Finance and the California State Transportation Agency to address the ongoing and likely permanent increased workload issue.

Risk: Risk 6 STAFF DEVELOPMENT

The Commission is losing knowledgeable, well-trained staff because there are limited promotional opportunities due to its small size, low number of permanent full-time positions, and classification profile. The Commission invests in training new staff and since

internal opportunities are not as vast, the Commission will continue to lose staff to Caltrans or other agencies when they are ready for promotional opportunities. On-going turnover of trained and knowledgeable staff impacts the Commission's ability to accomplish its mission, goals, and objectives efficiently and effectively.

Control: Control 1

The Commission prepared a Workforce Development and Succession Plan to develop and implement initiatives to address identified workforce gaps, including staff retention.

Control: Control 2

In 2025, the Commission adopted the 2025-2027 Strategic Plan, with one goal dedicated to supporting a team where people continue to thrive and associated strategies under development to meet fulfill it.

Control: Control 3

The Commission is working with the California Department of Human Resources on the statewide Learning and Development Strategy Project.

Control: Control 4

The Commission will schedule regular team-building meetings for staff with the option of virtual or in-person attendance.

CONCLUSION

The California Transportation Commission strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising risk mitigation strategies as appropriate. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

Tanisha Taylor, Executive Director

CC: California Legislature [Senate, Assembly]
California State Auditor
California State Library
California State Controller
Director of California Department of Finance
Secretary of California Government Operations Agency