

GOVERNOR'S OFFICE OF POLICY INNOVATION & THE FUTURE (GOPIF)

- **GOPIF Mission, Scope, and Staff**
- **Highlights from our work**
 - Maine Jobs & Recovery Plan
 - Workforce Policy & Coordination
 - Bipartisan Infrastructure Law
 - Maine Children's Cabinet
 - Cabinet on Aging
 - Opioid Response
 - Housing Policy & Coordination
 - Climate & Energy Policy and Programs
 - Plan To End Hunger by 2030

ABOUT GOPIF:

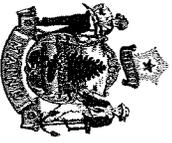
The Governor's Office of Policy Innovation & the Future (GOPIF) was created by Governor Janet Mills in 2019. The Governor said:

"I am following the advice of writer Kurt Vonnegut, who said 'Every government ought to have a Department of the Future.' And so my administration will create an Office of Innovation and the Future. This office will dive into major policy challenges, foster collaboration and propose concrete, workable solutions."

GOPIF's Mission: To foster collaboration and innovative solutions to help solve Maine's most important long-term challenges.

GOPIF AREAS OF STATE COORDINATION & POLICY

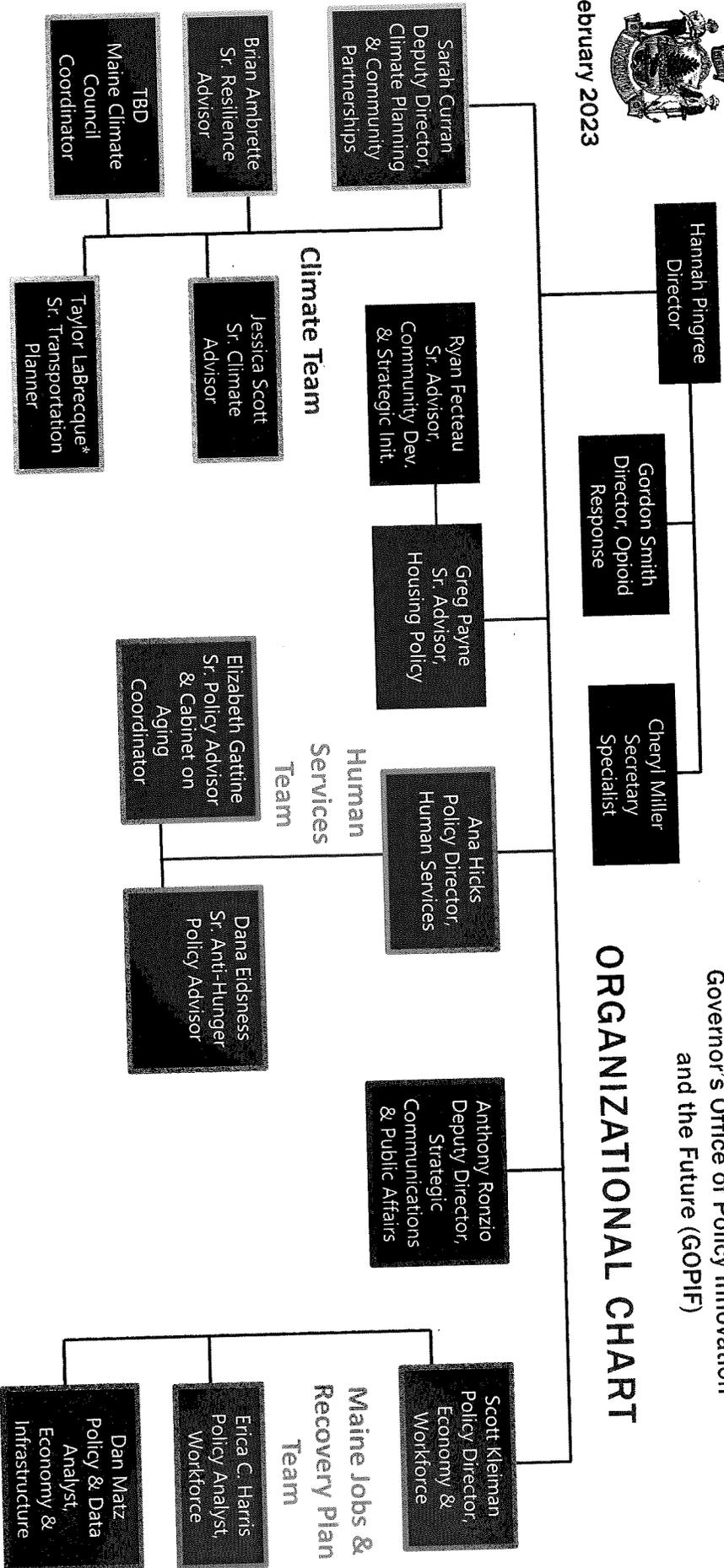
- **Maine Jobs & Recovery Plan (MJRP) & MJRP Workforce Cabinet Coordination** and targeted support for economic and innovation planning
- **Climate Policy:** Maine Climate Council and the *Maine Won't Wait* Plan, and the new Community Resilience Partnership Program for Maine municipalities and tribes
- **Bipartisan Infrastructure Law Coordinating Committee and Working Groups** (Resilience, Broadband, Federal Justice40 compliance, Workforce)
- **Maine Children's Cabinet** and Early Childhood Advisory Council
- **Cabinet on Aging**
- **Director of Opioid Response & Strategic Response Plan Coordination**
- **State Housing Policy & Coordination**
- **Cross-Cabinet Projects & Communications:** State COVID response websites, Maine Jobs & Recovery Plan coordination, and coordination of the Governor's Economic Recovery Committee
- **New:** Coordination of the "**Ending Hunger by 2030 Plan**" (as directed by the Legislature)



February 2023

State of Maine
Governor's Office of Policy Innovation
and the Future (GOPIF)

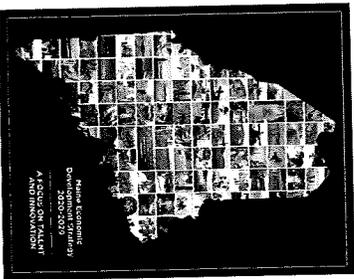
ORGANIZATIONAL CHART



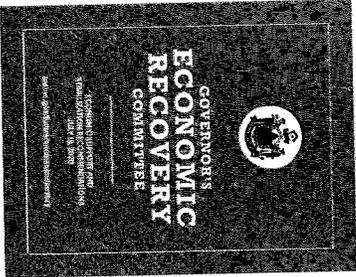
*50% GOPIF time,
FTE paid by DOT

MAINE JOBS & RECOVERY PLAN

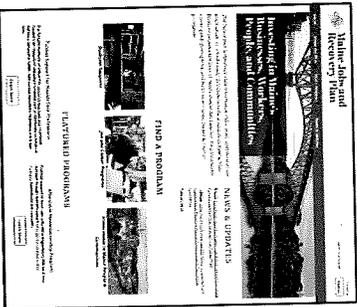
2019
Maine's 10-
Year Economic
Strategy



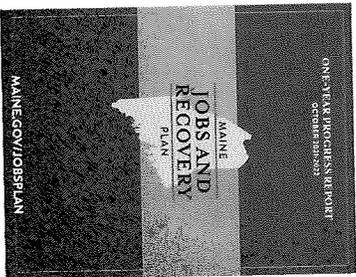
2020
Governor's
Economic
Recovery
Committee



2021
Maine Jobs &
Recovery Plan
(LD 1733)



2022
MJRP 1-Year
Progress Report



MAINE.GOV/JOBSPLAN



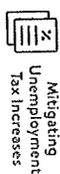
GOVERNOR'S OFFICE OF
Policy Innovation
and the Future

MAINE JOBS & RECOVERY PLAN AT 12 MONTHS
**MAKING AN IMPACT
FOR MAINE**

DIRECT ECONOMIC RELIEF TO NEARLY
1,000 SMALL BUSINESSES



Health
Insurance
Relief



Mitigating
Unemployment
Tax Increases



Economic
Recovery
Grants

WORKFORCE OPPORTUNITIES
FOR 22,000 MAINE PEOPLE



Job
Training



Apprenticeships



Credential
Attainment

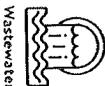


Experiential
Learning

100+ INFRASTRUCTURE PROJECTS
TO CREATE JOBS AND REVITALIZE MAINE



Drinking
Water



Wastewater



Climate + Energy
Efficiency



Early Education +
Childcare



Affordable
Housing

MAINE.GOV/JOBSPLAN/DASHBOARD

Jobs Plan Investment Dashboard

(Updated 1/11/2023)



Jobs Plan Investment Dashboard



Jobs Plan Near You



Filter by Program



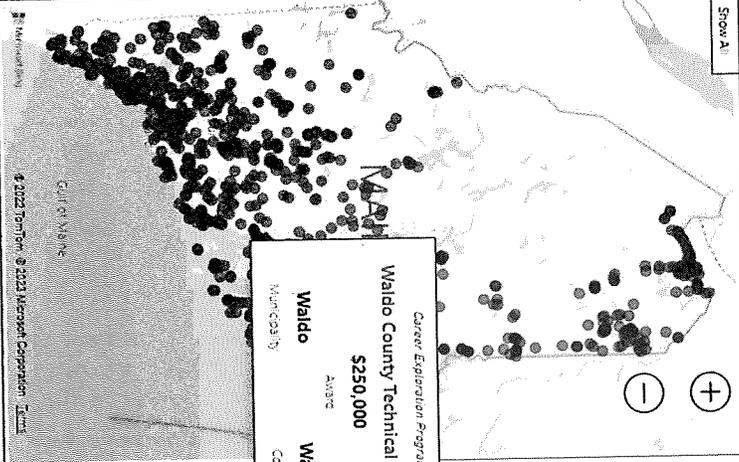
Find a Program



Sign Up for Updates



JOBS PLAN INVESTMENT DASHBOARD



Career Exploration Program

Waldo County Technical Center

\$250,000

Waldo Municipality

Jobs Plan Program	Program Description	Recipients	Awarded	Learn More
Agricultural Infrastructure Investment Program	Funding to provide recovery grants to Maine farm and food producing businesses	64	\$19,277,860	Program Webpage
Career Exploration Program	Funding to develop and/or expand programming and supports needed to connect more Maine youth between the ages of 16 and 24 to meaningful paid work experiences	32	\$16,688,420	Program Webpage
Clean Energy/ Sustainable Woodcrete Development Grants	Funding for state agencies, private-sector partners, Market community colleges, the University of Maine system, labor organizations, municipalities, and others to develop programs and tools to grow the clean energy workforce and support businesses in Maine	9	\$2,492,697	Program Webpage
Economic Recovery Grants	Funding to provide expense-based grant relief to small businesses and non-profits who are continuing substantial expenses stemming from the impacts of COVID-19	402	\$5,236,568	Program Webpage
Energy Efficiency and Weatherization	Funding to expand incentives for energy efficiency upgrades in municipal buildings, low- and moderate-income homes, and small businesses	10		Program Webpage

GOVERNOR'S OFFICE OF
Policy Innovation
and the Future

6

MJRP WORKFORCE POLICY & COORDINATION



BIPARTISAN INFRASTRUCTURE LAW (BIL) - COORDINATION

BIL Investment Categories

By legislative order, Governor Mills, the State has established an infrastructure implementation Committee to coordinate the implementation of BIL initiatives among the State, cities, towns, tribal governments, and other entities in Maine. For more about each BIL category, visit the.Coordinator.GOV.



Transportation
BIL funding will support important investments in Maine's transportation system to support economic opportunity and quality of life.
Coordinating Agencies: Maine Department of Transportation, Governor's Energy Office, Governor's Office of Policy Innovation and the Future, Department of Environmental Protection, Efficiency Maine, and Department of Economic and Community Development.



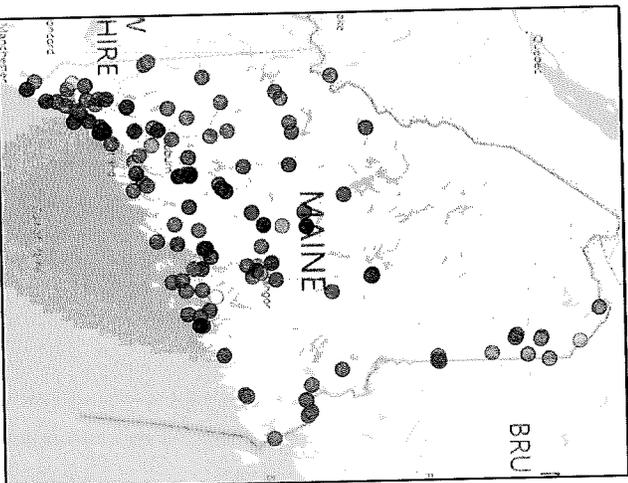
Resilience & Environmental Protection
Programs to strengthen the state's preparedness for storm events, flooding, and wildfires; to build resilience of transportation networks, drinking water and wastewater systems; to mitigate contaminants and pollution; and to improve natural capacity of watersheds and ecosystems.
Coordinating Agencies: Coordination of these investments is through a BIL Resilience Working Group, a cross-agency effort established to take advantage of BIL resilience opportunities which include over \$50 million for evacuation routes, coastal resilience, improving infrastructure resilience, or efforts to move infrastructure to nearby locations less impacted by extreme weather and natural disasters.



Energy Programs & Building Efficiency
Programs supporting improved energy efficiency in buildings and the expansion of affordable, clean energy generation and transmission networks.
Coordinating Agencies: Governor's Energy Office, Maine Department of Transportation, Governor's Office of Policy Innovation and the Future, Efficiency Maine, MaineHousing, and the Maine Public Utilities Commission.



Broadband & Technology
Programs to expand the interconnection and economic viability of Maine communities through improved, robust, affordable and universally available high speed internet (broadband) and secure information systems.
Coordinating Agencies: Department of Economic and Community Development, Maine Connectivity Authority, Department of Administrative and Financial Services, and Maine Department of Transportation.



MAINE.GOV/BIL

MAINE CHILDREN'S CABINET

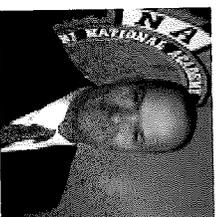
The Children's Cabinet was reinstated by Governor Mills in 2019. The Cabinet plays a vital role in convening and facilitating coordination across State agencies on initiatives and policies that will improve and promote the healthy development of children and youth in Maine.

The Cabinet meets bimonthly. High level staff from participating agencies meet several times per month to coordinate and collaborate on the implementation of Children's Cabinet strategies. GOPPF coordinates the work of the cabinet and the staff, and the associated Early Childhood Advisory Council. The Children's Cabinet has two overarching goals for children and youth.

Members of the Children's Cabinet



Commissioner Lambrew
Dept of Health & Human
Services
Children's Cabinet Chair



Commissioner
Liberty
Dept of Corrections



Commissioner
Makin
Dept of Education



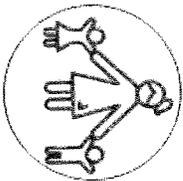
Commissioner
Fortman
Dept of Labor



Commissioner
Sauschuck
Dept of Public Safety

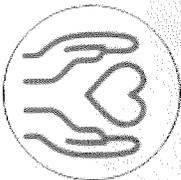
Children's Cabinet Plan for Young Children: All Maine Children Enter Kindergarten Prepared to Succeed

Access



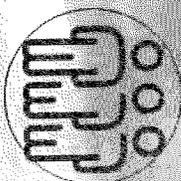
Increase access to affordable early care & education, preventive and early intervention services for young children and their families.

Quality



Raise the quality of our early care and education system and support families to access quality programming.

Workforce



Recruit, prepare and retain a diverse early childhood workforce.



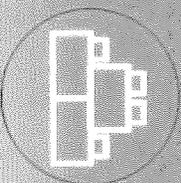
Children's Cabinet Plan for Youth: All Maine Youth Enter Adulthood Healthy, Connected to Workforce and/or Education

Basic Needs



Ensure basic needs of youth and their families are met.

Prevention



Increase prevention services and programming in schools and at the community level.

Treatment



Increase access to needed behavioral health, including substance use disorder, screenings and treatment.



CABINET ON AGING

Cabinet Members: Commissioners Lambrew and Fortman serve as the co-chairs. Cabinet Members include the Commissioners of Health and Human Services, Labor, Administrative and Financial Services, Economic and Community Development, Professional and Financial Regulation, Public Safety, Transportation and the director of the Maine State Housing Authority.

Governor's Executive Order: "The Cabinet on Aging is established to eliminate silos across State government, enhance communication, and accelerate actions and improved coordination **to help every person in Maine age safely, affordably, in ways and settings that best serve their needs**, including examining new modes of long-term care."

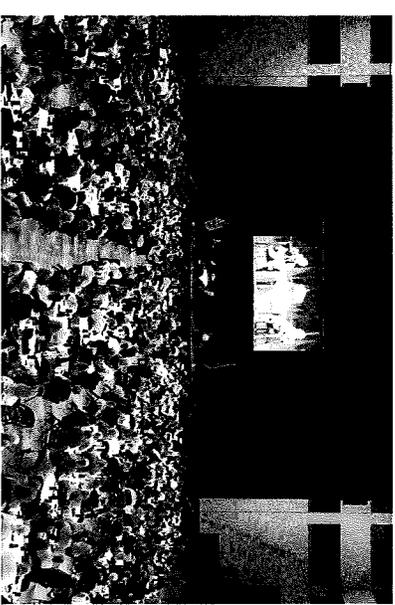
Areas of Focus for the Cabinet: Several key areas of focus have emerged from listening sessions and other feedback provided to the Cabinet this past fall.

- Supporting sustainable living for older Mainers in their communities.
- Supporting community connections that improve quality of life, inclusion and engagement of older adults.
- Engaging older Maine residents in active retirement and work.

OPIOID RESPONSE AND PREVENTION

KEY ACTIVITIES:

- Coordinating implementation of the Opioid Response Strategic Plan with key agencies and stakeholders
- Developing and maintaining [mainedrugdata.org](http://mainedrugdata.org/in), in partnership with the University of Maine and AG
- Organizing the annual Opioid Response Summit (pictured)



ADMINISTRATION ACTIONS:

- **Expanding Medicaid:** Expansion is providing health insurance coverage to over 25,000 individuals receiving treatment for substance use disorder.
- **Bolstering Recovery Resources:** Increasing the number of Recovery Community Centers and Recovery Residences; recruiting and training hundreds of new recovery coaches.
- **Expanding Medication Assisted Treatment Options:** Increased the availability of Medication Assisted Treatment (MAT) to incarcerated individuals and release programs.
- **Creating the OPTIONS program:** A rapid-response program in each Maine county to engage with at-risk individuals to promote drug prevention and harm reduction, connect them to recovery and treatment, and distribute naloxone.
- **Creating An Overdose Review Panel and Strengthening Maine’s “Good Samaritan” law**

HOUSING ACCOMPLISHMENTS 2019 - 2023

Focus on adding housing supply has led to 1,500 new affordable housing new units and the largest production pipeline in Maine Housing's history:

- Release of \$15M senior affordable housing bond
- Creation of Maine Affordable Housing Tax Credit Program (\$80M over 8 years)
- Refinance of 2009 housing bond which created \$38.6M in new funding opportunities
- Appropriation of \$50M from Maine Jobs & Recovery Plan for more affordable housing production
- Supplemental budget allocation of \$22M for short- and long-term housing solutions and \$21M for additional

Under this Administration, affordable housing investment has been 3x greater than the total of all state investment prior to 2019.

Passage of land-use reforms to further long-term increases in housing supply:

- Strengthened homeowners' right to build an accessory dwelling unit, with limits
- Added statewide affordable housing density bonus and increased housing density in locally-identified growth areas
- \$2.5M in new annual funding for DECD support locally-identified zoning/land use reforms that will increase housing opportunities.

HOUSING PRIORITIES

Homelessness/emergency housing:

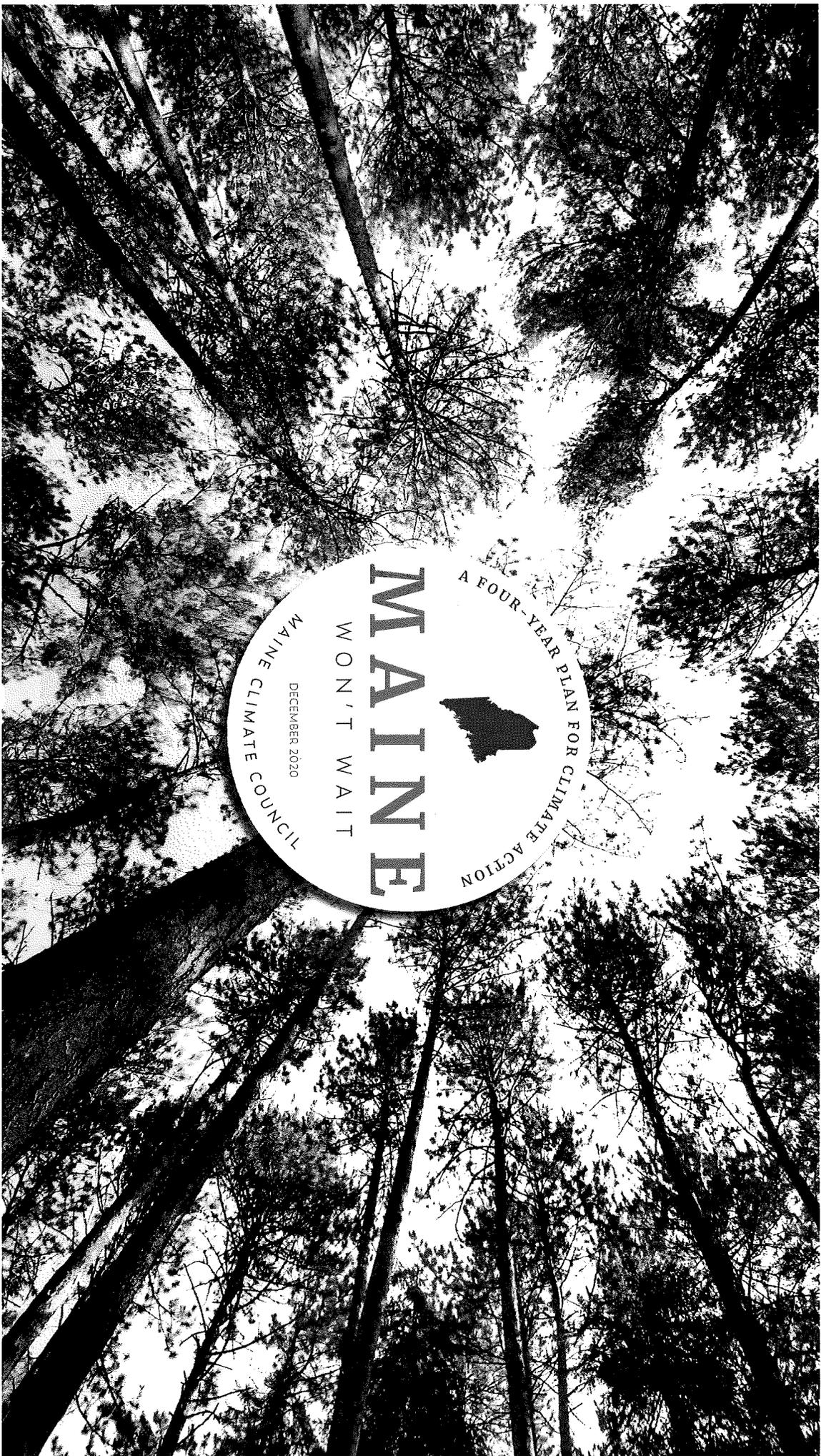
- Ensure Mainers have a safe and warm place to be through the winter months
- Work with MaineHousing and local partners to increase emergency shelter capacity and other interventions to address homelessness (including alternatives to use of hotels)
- Develop scalable, long-term solutions to chronic homelessness

Increasing the supply of affordable housing:

- Build on success of Rural Rental and Tax Credit Leverage programs - \$30M in additional housing production funding in proposed budget
- Consider increasing impact of other housing development tools, including TIFs

Support communities and needed growth through implementation of LD 2003:

- Support communities through rulemaking, technical assistance, guidance and funding to communities through DECD Housing Opportunity Program and Fund; support and share innovative approaches
- Guide regional housing production research, provide key data to inform/benefit partners



MAINE

WON'T WAIT

A FOUR-YEAR PLAN FOR CLIMATE ACTION

DECEMBER 2020

MAINE CLIMATE COUNCIL

CLIMATE COUNCIL GOALS



12.01.20

Climate Action Plan
Delivered



ACHIEVE STATE
CARBON NEUTRALITY BY

2045

REDUCE MAINE'S GREENHOUSE GAS EMISSIONS
BY TARGETS OUTLINED IN STATE LAW

45%

BELOW 1990 LEVELS
BY 2030

80%

BELOW 1990 LEVELS
BY 2050



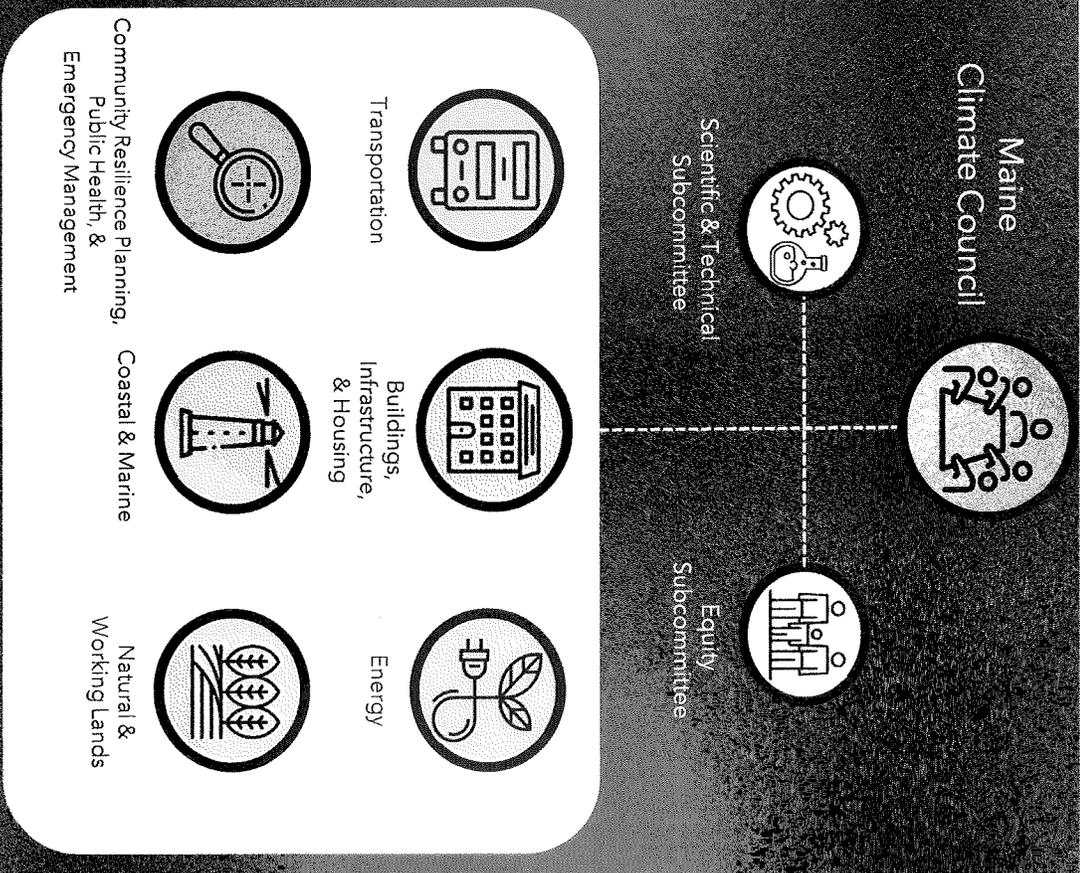
ENSURE MAINE PEOPLE, INDUSTRIES, AND COMMUNITIES
ARE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE.

Maine Climate Council

The **39-member Maine Climate Council**, an assembly of scientists, industry leaders, bipartisan local and state officials, is responsible for **developing Climate Action Plans** for Maine every four years.

Six working groups comprised of 230+ volunteer members recommend strategies to the Council.

An expert **Scientific and Technical Subcommittee** is responsible for identifying the impacts of climate change in Maine.



Tracking the Progress of *Maine Won't Wait*

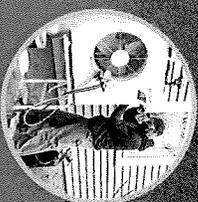
This dashboard tracks numerical targets included in *Maine Won't Wait* to inform the public and help evaluate whether evidence-based adjustments, enhancements or replacements to policies are needed in pursuit of the plan's climate objectives. Over time, the dashboard will expand to include other key *Maine Won't Wait* metrics as updated data becomes available, new programs are established, and state and federal climate investments are realized.



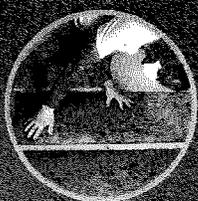
8,594
Electric & Plug-in Hybrid Vehicles
Goal: 219,000 by 2030



389
Public EV Charging Stations
Up from 184 in 2019



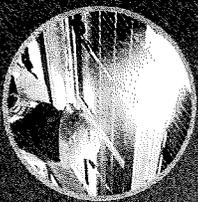
82,326
New Heat Pumps since 2019
Goal: 100,000 new by 2025



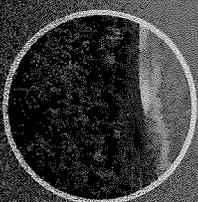
9,112
Homes Weatherized since 2019
Goal: 17,500 by 2025



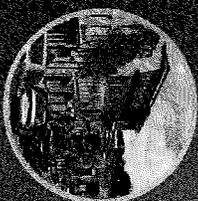
48%
Clean Energy Use
Goal: 80% by 2030



14,477
Clean Energy Jobs
Goal: 30,000 by 2030



22%
of Maine Land Conserved
Goal: 30% by 2030



127
Communities in Resilience Partnership
Goal: 100 Communities by 2023

Visit our online dashboard to learn more: maine.gov/climateplan/dashboard

Community Resilience Partnership

\$6 million for local, tribal, and regional grants to reduce carbon emissions, transition to clean energy, and prepare for climate change impacts (proposed FY23-24/24-25)

Grants

Two funding opportunities

Technical Assistance

- **Grants to communities** for planning and implementation
- **Grants to service provider organizations** to help communities get started

✓ **More than 100
communities engaged!**

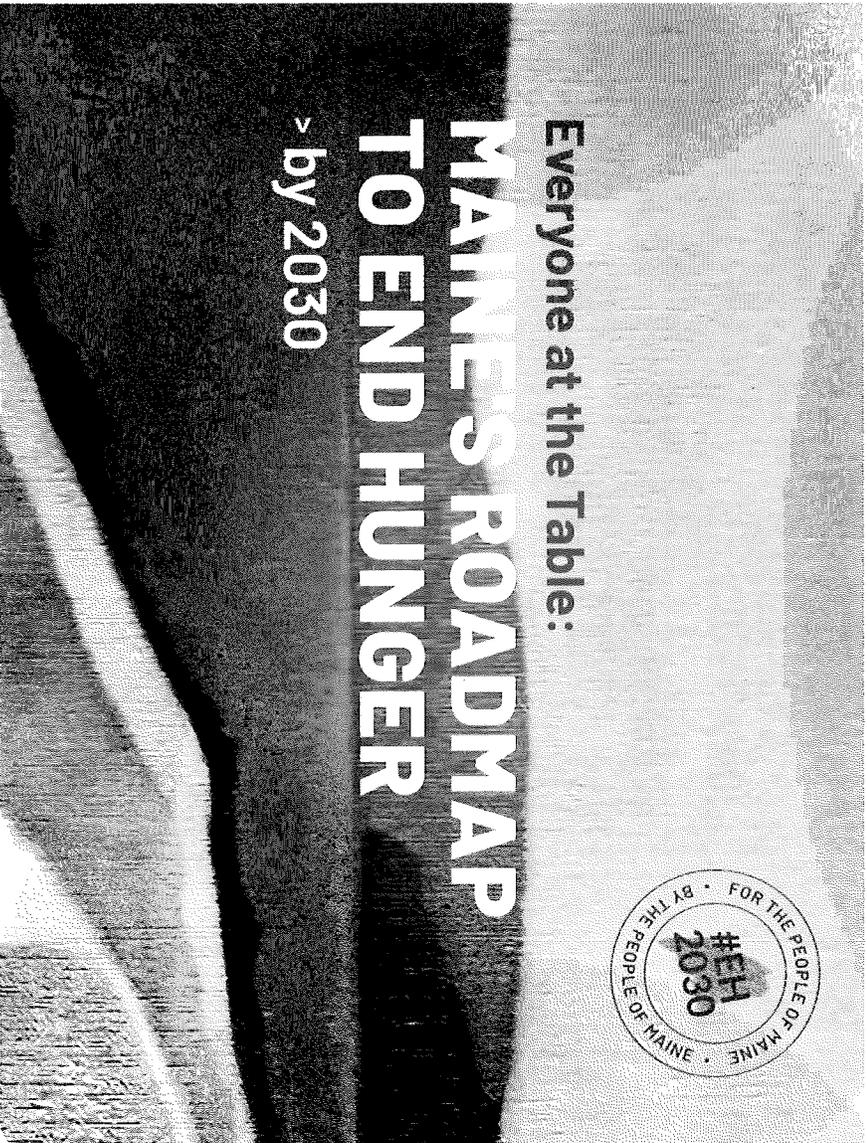
131 participating communities

- 81 fully enrolled communities
- 50 communities working with Service Providers to enroll



COMMUNITY ACTION GRANT AWARDEES
COMMUNITIES RECEIVING ASSISTANCE
FROM SERVICE PROVIDERS

PLAN TO END HUNGER BY 2030



**TESTIMONY OF HANNAH PINGREE, DIRECTOR
GOVERNOR’S OFFICE OF POLICY INNOVATION & THE FUTURE**

**Before the Joint Standing Committee on Appropriations & Financial Affairs,
and the Joint Standing Committee on State & Local Government**

**“An Act Making Unified Appropriations and Allocations from the General Fund
and Other Funds for the Expenditures of State Government and Changing
Certain Provisions of the Law Necessary to the Proper Operations of State
Government for the Fiscal Years Ending June 30, 2023, June 30, 2024
and June 30, 2025.”**

Senator Rotundo, Representative Sachs and members of the Joint Standing Committee on Appropriations and Financial Affairs; Senator Nangle and Representative Stover and members of the Joint Standing Committee on State and Local Government, my name is Hannah Pingree, and I am the Director of the Governor’s Office of Policy Innovation and the Future. I am here today to testify in favor of LD 258, the Biennial Budget.

This budget advances Governor Mills’ guiding belief that to build a stronger, more prosperous state where opportunity is available to all, then we must invest in the infrastructure that supports the people of Maine, our greatest asset.

That is why this budget proposal strengthens the very things that Maine people rely on every day to succeed, building on the strong success of the currently enacted budget and the last legislative session to tackle Maine’s greatest challenges. We have governed cautiously and in a fiscally prudent way over the past four years, making sure that – even in the hardest of times during the pandemic – we lived within our means. This budget proposal continues that practice.

For the Governor’s Office of Policy Innovation and the Future (GOPIF), the biennial budget presented to you today includes continued staffing and funding for our office to support the range of policy and coordination projects we manage, as well as three new funding initiatives. The most significant initiative provides an increase in funding to the state’s new Community Resilience Partnership program which provides grants and technical support for Maine’s municipal and tribal governments.

OFFICE OVERVIEW

The Governor’s Office of Policy Innovation and the Future (GOPIF) was created by Governor Mills in 2019 to foster collaboration and innovative solutions to help solve Maine’s most important long-term challenges. The office replaced the former Office of Policy and Management and retained funding and staff positions from both that office and the former State Planning Office, which was dissolved in the previous administration.

The Office manages broad cross-agency policy development, coordination, and implementation projects, as assigned by statute and the Governor. GOPIF also works closely with municipal, tribal,

and regional governments to ensure that state and federal programs are benefiting Maine's communities, with a significant focus on leveraging federal opportunities currently available. Staff work closely with stakeholders and leaders across the state in a variety of policy areas.

The Office's current areas of policy coordination, project support and leadership include:

- **Maine Jobs & Recovery Plan (MJRP) and related MJRP Workforce Cabinet Coordination**, in partnership with the Department of Administration and Financial Services, Department of Economic and Community Development, and the Department of Labor;
- **Maine Climate Council and the coordination of the Maine Won't Wait, Four-Year State Climate Plan**, including the Community Resilience Partnership Program, and other related climate and energy planning in collaboration with the Governor's Energy Office, the Maine Department of Environmental Protection, and other relevant state, local, private and public agencies and organizations;
- **Bipartisan Infrastructure Law (BIL) Coordinating Committee** and Working Groups;
- **Maine Children's Cabinet** and the Early Childhood Advisory Council, in close collaboration with the Department of Health and Human Services, which chairs the cabinet;
- The newly launched **Cabinet on Aging** together with co-chairs from the Department of Health and Human Services and the Department of Labor;
- **Director of Opioid Response** and related coordination planning for response, recovery, and prevention programs;
- **Housing & Community Development Policy**;
- Coordination for the "Ending Hunger by 2030" plan, as directed by the Legislature;
- And **targeted support for economic development, workforce and innovation projects** including coordination of the Governor's Economy Recovery Committee, service on the MTI board, the 10-year economic plan, and other tasks as directed by the Governor and in close partnership with DECD.

I have included a short power point presentation deck with an overview of GOPIF's current projects and relevant websites, and current staffing. I will not review the presentation at this time but we are happy to answer questions about our specific initiatives anytime.

Our office's website is maine.gov/future and it includes links to our relevant projects, public meetings, reports, and current staff. The office has 13 permanent, general funded positions, plus one special revenue position, and we currently have several limited period and temporary positions associated with management of the Maine Jobs & Recovery Plan and to support climate programs, including grant-writing support for competitive applications for federal infrastructure opportunities for state and local projects.

Two new positions were added to GOPIF since FY 21-22, taking the total number of general funded positions from 11 to 13 FTEs, including a new position to coordinate the work of the new Cabinet on Aging and a new position to coordinate the “Plan to End Hunger by 2030”, as directed by LD 174, passed by the 130th legislature.

I will briefly provide an overview of our budget, as is described on pages 289 – 290 of the budget documents, and I will highlight the three new budget initiatives for our office.

The current total general funded biennial budget for our office for FY 2022-23 is \$4,891,520 and this budget provides a total of \$5,394,632 and \$5,444,049 for FY 23-24 and FY 25-26 from the general fund.

Of this total, approximately \$3M is provided in each year of the proposed budget in the “all other” line, providing for an \$1.25M increase in funding for the Community Resilience Partnership program over the last biennial budget, and a \$3M increase over the baseline budget over the two years of the biennium. The Community Resilience Partnership program utilizes all of this program funding to provide direct grants to communities to support locally determined energy efficiency and clean energy projects, infrastructure planning, and other climate actions, and additionally provides grants to support service providers who provide technical support to communities as they navigate this work.

The remaining funds in the GOPIF budget provide for personal services and for all other for all the initiatives of the office, including the work of the Maine Climate Council, the Children’s Cabinet, and the Cabinet on Aging.

The budget includes an allocation of federal funds and an allocation for other special revenue funds – should either of these funds be made available through federal or private sources. In the past, GOPIF has received private philanthropic and federal grant funding to support climate programs and staff, and other related office activities, including the re-start of the Maine Children’s Cabinet programs. The budget also includes ARPA fiscal recovery funds (American Rescue Plan Act) for all-other to support limited period staff and associated program activities related to Maine Jobs & Recovery Plan Coordination.

This budget includes three new initiatives for GOPIF.

The first initiative provides an allocation for other special revenue funds for the Maine Climate Council, including an allocation of \$261,546 in FY 23-24 and \$260,508 in FY 24-25. Over the past four years, we have received funds from entities such as the Maine Community Foundation, to supplement the work of the climate council and to provide early seed funding for council programs – including a pilot version of the Community Resilience Partnership program.

The second initiative reflects the funding needed to support the rate increases from MaineIT, including \$25,633 in FY 23-24 and the same in FY 24-25.

The third initiative provides for additional Community Resilience Partnership program funding, as detailed above, and provides for one new public service coordinator position (PS II) to coordinate the work of this program. This position would serve as the only staff person dedicated fully to this program.

MORE ON THE COMMUNITY RESILIENCE PARTNERSHIP PROGRAM

The Community Resilience Partnership provides grants and directs support to municipal and tribal governments and unorganized territories across Maine to help them address local priorities for reducing carbon emissions, transitioning to clean energy and improving energy efficiency, and becoming more resilient to the climate change impacts such as extreme weather, flooding, sea level rise, public health impacts and more. While many of the actions have emission reduction and climate benefits, they are also contributing to savings for taxpayers, improving the quality and comfort of public buildings, and protecting public safety and health. This program implements several key recommendations from Maine's current four-year climate action plan including "empowering local and regional resilience efforts".

In addition to direct grants to communities, the Community Resilience Partnership also awards grants to service providers to help municipalities identify climate priorities, enroll in the program, and apply for funding. The program provides a larger grant award for communities who work together with surrounding municipalities and the program is providing extra support for smaller, rural and underserved communities who lack paid planning staff.

The program was established through the last biennial budget and received a \$4.75M allocation for the two-year period. In the first biennium, the program awarded \$4.65M during two grant rounds, including 74 grants to communities totaling \$3.71M and 24 grants to service providers to assist 82 communities to get started with climate resilience and planning. There are currently 131 communities enrolled in or in the process of enrolling in the program through service provider grants.

I have attached the first annual report of the Community Resilience Partnership, and, as you will read, the program and its grants are spurring diverse actions to promote energy efficiency, clean energy projects, and essential planning for infrastructure needs for our cities and towns, and tribal governments. These grants are also supporting the development of key shovel-ready projects that will enhance municipal applications for current and upcoming federal grant opportunities, especially from Bipartisan Infrastructure Law and the Inflation Reduction Act.

From Dover-Foxcroft to Paris to St. George, communities across Maine are engaging their citizens and are making plans for diverse and locally important actions. Here is a small sample of those activities:

Dover-Foxcroft – The Town of Dover-Foxcroft is using a \$50,000 grant to develop an emergency sheltering plan for vulnerable residents, especially seniors, during extreme heat and cold weather. The town's plan includes identifying potential warming and cooling shelters and planning needed improvements, conducting public outreach, and developing an extreme temperatures emergency communications plan for the community.

Paris – The Town of Paris will use a \$41,695 grant to install 144kW solar array on the roof of the police station. This system will have the option to integrate battery storage in the future to ensure the police station remains operational during power outages, which increases its resiliency and eliminates costs and emissions associated with a gas-powered generator. The town will also contract with energy consultants to assess the suitability of the fire station for solar, batteries, heat pumps, and required weatherization.

St. George – The Town of St. George has received a \$49,600 grant to conduct a vulnerability assessment for critical community infrastructure to effects to climate change. This assessment will gauge the exposure of town infrastructure to climate hazards, and how these hazards may evolve over time; how susceptible vulnerable town infrastructure is to damage or failure, based on design, location, age, and current condition; and the consequents to the community if that infrastructure is either becomes impaired or fails.

We are heartened to see local leaders engaging deeply in this work, and we know that these projects and planning efforts will have long term impacts that benefit citizens across our state, including reduced emissions, energy savings, and better planning for emergency management and infrastructure needs.

This concludes my testimony for the Governor’s Office of Policy Innovation and the Future. Thank you to both committees for your attention and for your commitment to this important process.