

Southwestern Pennsylvania Commission
Minutes of the Meeting
September 28, 2020 – 4:30 p.m.
Zoom and In-Room Meeting

The one hundred forty third meeting of the Southwestern Pennsylvania Commission was called to order by Chairman Rich Fitzgerald.

Members: Brian Allen, Darin Alviano, Mike Belding, Kevin Boozel, Morgan Boyd, Scott Bricker, Douglas Chew, Mike Coonley, Scott Dunn, Rich Fitzgerald, Kim Geyer, Mark Gordon, Joe Grata, Kelly Gray, Dick Hadley, Lynn Heckman, Sherene Hess, Diana Irey Vaughan, Fred Junko, Katharine Kelleman, Sean Kertes, Larry Maggi, Jack Manning, Jeff Marshall, Kevin McCullough, Amy McKinney, Leslie Osche, Johnna Pro, Mavis Rainey, Aurora Sharrard, Larry Shifflet, Byron Stauffer, Jr., Vince Vicites, Christopher Wheat, and Blair Zimmerman.

Others: Barry Altman, Pennsylvania Turnpike Commission; Dan Corey, AECOM; Dusty Kirk, Reed Smith; Ann Ogoreuc, Allegheny County Department of Economic Development; Jason Rigone, Westmoreland County Planning and Development; Lisa Kay Schweyer, Carnegie Mellon University; and Douglas Smith, Prime Engineering.

Staff: Vincent Valdes, Kirk Brethauer, Ronda Craig, Dominic D’Andrea, Linda Duffy, Anthony Hickton, Chuck Imbrogno, Jenn Lasser, Vince Massaro, Steve Meredith, Shannon O’Connell, Kay Tomko, Dave Totten, Cathy Tulley, Sara Walfoort, and Andy Waple.

1. Chairman Fitzgerald called to order the September 28, 2020 meeting of the Southwestern Pennsylvania Commission
 - a. Quorum – There being a quorum present the meeting proceeded
 - b. Any Conflict of Interest Declarations on Action Items – None
2. Action on Minutes of the July 27, 2020 Meeting

A motion was made to approve the minutes of the July 27, 2020 meeting by Commissioner Maggi, which was seconded by Larry Shifflet. The affirmative vote was unanimous.

3. Public Comment – None
4. Financial Report – Vince Massaro

Vince Massaro reported on the financials for the fiscal year ending June 30, 2020. Total revenues actual to date are \$10,855,981 compared to the adopted annual budget of \$13,603,991. This reflects 79.80% of the budget recognized. Total expenditures actual to date are \$10,855,981 compared to the adopted annual budget of \$13,603,991. This reflects 79.80% of the budget recognized. Due to COVID-19, projects were extended into the new fiscal year amounting to approximately \$1.2M through June 30, 2021.

The auditors are in the office performing their Single Audit. Their report will be received mid-to-end of October. The final audit will be presented at the December 14th meeting.

Questions/Comments: None

Chairman Fitzgerald mentioned that these Zoom meetings are available to attend in person and he appreciated those who made the trip in.

5. Broadband Presentation – Jenn Lasser

Broadband Activity & Updates

- **Creation of SW Broadband Task Force**
 - First Meeting held September 2, 2020
 - Next Meeting October 2020
 - Focus on regional broadband and implementation
- **ARC POWER Grant – Broadband grant submitted (not yet approved)**
 - Vertical Asset Study & Technical Assistance
- **Individual County Conversations – October 2020**
 - Asset Mapping & Surveys
- **Legislative Update**
 - HB 2438 – Bill amended & referred to Senate Appropriations

Jenn Lasser explained that Broadband is a priority especially with COVID-19 in areas that currently lack high speed internet service.

Questions/Comments:

Both Mavis Rainey and Leslie Osche inquired about the makeup of the task force. Jenn said the first meeting was comprised of economic development organizations and planning directors. It was decided at that meeting to form a special group to include schools, emergency responders, those with technical assistance, and several others. The second meeting will be comprised of additional members suggested in the first. Meetings will be held bi-monthly and the task force will continue to grow with members of the community, schools, providers, COGs, businesses and additional stakeholders.

Jenn stated that we need to be thinking 10 to 15 years ahead on this as technology is improving rapidly and decisions made for internet technology today would already make us behind when implementation is conducted.

Joe Grata said from a regional standpoint, he could not emphasize enough and stress exactly what Jenn had to say about Broadband. We need to do what we can for school districts as soon as possible.

6. Hyperloop Pennsylvania Study Presentation – Pennsylvania Turnpike Commission and AECOM Barry Altman, Pennsylvania Turnpike Commission, explained the technology behind Hyperloop.

Dan Corey, AECOM, explained the project.

PA Hyperloop Study Project

- Legislative mandate authorizing a Hyperloop study
- Passed October 17, 2018
- Sponsored by Representative Kaufer (Luzerne County)
- Focus on linking Pittsburgh, Harrisburg, Philadelphia, and Wilkes-Barre/Scranton
- Tasking the Turnpike as the study lead in collaboration with PennDOT

PA Hyperloop Scope – The Pennsylvania Hyperloop Study Included:

- Technology readiness, existing policy and legislation, and requirements for technology standardization and safety
- Two high-level scenarios, considering the intent of HR 1057, which will be the basis for costs, potential revenue, benefits and impacts of Hyperloop in Pennsylvania
- High-level economic impacts if Hyperloop is constructed inside or adjacent to Pennsylvania

- A review of a possible business case required to advance Hyperloop in Pennsylvania
- Suggested next steps

Other Regional Hyperloop Studies

NOACA Study with Hyperloop Transportation Technologies:

Route to include proposed stations in Chicago – Toledo – Cleveland – Youngstown – Pittsburgh

MORPC Study with Virgin Hyperloop One:

Route to include proposed stations in Chicago – Columbus – Pittsburgh

Transpod Study:

Route to include proposed stations in Chicago – Toronto – Ottawa – Montreal – New York City

Our concern was it bypassed Pennsylvania.

PA Hyperloop Scenario

Conceptual Hyperloop Main Line Scenario

- Potential main line to Wheeling, Columbus & Chicago
 - Portals in Harrisburg, Allentown, ABE Airport & Newark
- Potential main line to Cleveland & Chicago
 - Portals in New Stanton & Monroeville
- Potential main line to Harrisburg & Philadelphia
 - Portals in MDT Airport, Paoli, Northeast Corridor & PHL Airport

Conceptual Hyperloop Branch Line Scenario

- Extension to Erie
- Extension between 2 main lines to include portals in Washington and PIT Airport
- Extension to Altoona & State College
- Conceptual future extension to Baltimore/Washington
- Extension to upstate New York and Toronto with a portal in Scranton/Wilkes-Barre
 - Future Northern Tier Hyperloop
- Portal in Plymouth Meeting

Most of these scenarios include major airports and major distribution centers. The concentration is on high demand products such as electronics, etc.

Economic Impacts

Pennsylvania Only

- \$63B to construct approximately 440 miles of Hyperloop through Pennsylvania
- \$19B in traditional transportation benefits could be realized
- \$260B in wider economic benefits (WEBs) could be realized

All Cities

- \$145B to construct a regional Hyperloop connection between the Chicago and New York City metropolitan area through Pennsylvania
- 7M tons of freight movement of high-valued goods
- 34M-40M riders in analysis year 2040 (Peak demand in 2040)

Travel Time

Potential Hyperloop travel times (Time in vehicle/pod)

- Chicago to New York City – 108 minutes
- Chicago to Pittsburgh – 60 minutes
- Chicago to Philadelphia – 112 minutes
- Pittsburgh to New York City – 55 minutes
- Harrisburg to New York City – 24 minutes
- Allentown to New York City – 12 minutes
- Pittsburgh to Philadelphia – 35 minutes

What does this mean? It means it gives people opportunities to get people to these places faster.

Evaluation Scorecard

- Overall State of Hyperloop Industry
- Safety / Security
- Policy Regulations / Legislation
- Capital Costs
- Business Case
- Economic Benefits
- Opportunity
- Speed / Travel Time
- Passenger Demand
- Freight Demand
- Intermodal Connectivity
- Major Markets Served
- Cost Savings From Existing Modes
- Economic Development Opportunities
- Environmental Benefits
- ROW Impacts

What's New in Hyperloop

USDOT Policy Document Establishes Hyperloop funding eligibility

The policy document – *Pathways to the Future of Transportation* – is intended to serve as a road map for innovators of new cross modal technologies to engage with the department.

U.S. Department of Transportation (USDOT) Secretary Elaine Chao and the *Non-Traditional and Emerging Transportation Technology (NETT) Council* have released the policy document *Pathways to the Future of Transportation*.

Posted: 24 July 2020 / Sam Mehmet (Intelligent Transport)

What's Next for PA Hyperloop

- Proactively Monitor
- Develop Partnerships
- Update Business Case

Questions/Comments:

Commissioner Rainey asked if there would be any impacts to residential property or infrastructure, or would they be limited to municipal, county or state rights of way. Mr. Altman said these scenarios are all within the rights of way. At this time we are not looking at any specific parcels.

Commissioner Bricker said he has serious concerns with the technology that exists in the world in terms of high speed rail. Why aren't we spending resources as a region or as a state on studying high speed rail and making that into a long term network? High speed rail technology has been around awhile, but the drawbacks to it are basically very high maintenance and very high wear and tear on systems. Most of that technology is very

complicated and It's expensive in terms of maintaining the technology. Hyperloop is using technology designed by scientists all over the world. That's why there are a lot of testing facilities that we saw on the slides. We are going to test this out. We are going to test out the performance. We are going to test out the safety. We are highly confident that we can test it to the satisfaction of the transportation authorities and governing boards.

Vincent Valdes said in his previous position with the FTA he had an opportunity to look at Hyperloop up close and personal. Everything you're saying is spot on. The issue we really need to address is do comparable studies look at any kind of cost benefit with this technology. Has it been fully developed? Has it been deployed anywhere? No, not yet. We have to think about all the factors. We have to think about doing a rational comparison of different technologies and what we really need. He said SPC will be the mandate here in our region. He doesn't see Hyperloop being deployed nationally without southwestern Pennsylvania playing a role in updating it. He said for further discussion we could bring this before our Regional Policy Group.

Commissioner Grata said he supports Commissioner Bricker's comments. He said we followed and reported on high speed and low speed rail from its very beginning to its bitter end in McKeesport, these same arguments were made. Hopefully this will have a better fate.

Experiencing technical difficulties – there were no further discussions regarding Hyperloop.

7. CMU Smart Mobility Challenge – Lisa Kay Schweyer

Lisa Kay Schweyer thanked all the Commissioners for their time and for Andy and Vincent inviting her to share this information with you. As Commissioner Grata was just talking about the importance of research and being able to look at alternatives, that is what we do. At Carnegie Mellon about 10 years ago, we started this Transportation Research Institute and have successful partnerships with the city of Pittsburgh as well as Port Authority of Allegheny County. We want to be able to look at those lessons and how we could be disseminated throughout the suburban and rural communities in our region. She thanked the Southwestern Pennsylvania Commission for continuing their role as a challenge partner. There are a lot of opportunities to get the word out, like tonight and as we did last week at the meeting of the Transportation Technical Committee.

Lisa Kay said they use the Smart Mobility Challenge as a way to look at the mobility problems within different communities. Our first challenge was held from 2017-2018 and included research conducted in collaboration with Millvale, McKees Rocks, Bethel Park, Greensburg, Mt. Lebanon, Dormont, Cranberry Township and Lawrence County.

The second Smart Mobility Challenge was held 2019-2020 leveraging the Carnegie Mellon University's Mobility Data Analysis Center. These projects supported North Huntingdon Township and the Airport Corridor Transportation Association's RideACTA shuttle program.

The projects in 2017 and 2019 are coming to an end.

Our third Smart Mobility Challenge will begin in July 2021. We are looking for municipalities and public transit operators who have mobility problems in a suburban or rural community that would like assistance in studying. Problems addressing issues of transportation equity and COVID-19 are encouraged. These are 4 of 7 proposed problem areas:

- Evaluate proposed future network impact Evaluate the dynamic impact of salt and brine on road conditions during winter.
- Evaluate, analyze and recommend combined urban design/complete street design responses to impact of COVID-19 and potential future public health conditions Evaluate, analyze and recommend community design responses to impact of changing technologies for mobility and work.

To submit a problem statement, include:

- Municipality or Public Transit Operator Name
- Name, Title, Email, Phone
- Describe the mobility problem (please be as specific as possible, including impacts)
- In which of the 7 problem areas does your mobility problem fit best?
- What data already exists that could be made available to our researchers (if any)?
- Other information that describes why your problem is uniquely positioned to be chosen for this challenge (i.e. support of elected officials, community organizations)

“Submit” by October 14

What Happens Then...

- October – November 2020 – Researchers reach out to discuss problem statements and the possibility of developing a proposal
- December 18, 2020 – Researchers submit their project proposal
- February 5, 2021 – Winning projects (mobility problems) selected
- May/June 2021 – Kickoff meetings will be conducted between project team staff and the municipal or public transit operator representative
- July 1, 2021 – Project begins

- December 2021/January 2022 – Project mid-point check-in meetings will be conducted between project team and the municipal or public transit operator representative
- June 30, 2022 – Project ends
- July 2022 – Project completion meetings will be conducted between project team and the municipal or public transit operator representative

One thing to keep in mind, and this is very important, is there is no money awarded to the winner. It’s just the opportunity to work with the folks here at Carnegie Mellon University and to have their assistance and to be able to look at the mobility problem that you are submitting.

Questions: None

Chairman Fitzgerald thanked Lisa Kay and commented on the great collaboration that CMU and the Smart Mobility Challenge throughout has been a tremendous asset to our region. He said on behalf of all of us he hopes they continue to do great work.

8. Better Utilizing Investments to Leverage Development (BUILD) Discretionary Grants Program Announcement in Butler County – Mark Gordon

History – Gateway 228

- Classical Tactical Approach
 - Forty-Year History
 - Advance via the TIP Process
- Results
 - Never Advanced for Funding
 - No Real Communication, Justification or Advocacy
 - Executed in Isolation
 - No Comprehensive Approach

Gateway 228 – 2018 to Date

- Strategic Approach
 - Leadership
 - Engage Strategic Partner – DELTA Development Group, Inc.
 - Redefine the Corridor, Focus on Regional Impacts (Allegheny, Beaver, Butler, PennDOT, SPC), Connectivity, Identify Stakeholders, Funding Requirements, Cost Benefits
 - Segmentation – Rural versus Urban Sections
 - Identify Barriers – Traditional TIP and SPIKE Inadequate Funding, Lack of Sponsorship
 - Develop Funding Sources – Not Looking for a Handout
 - Municipal Support, County Support and County Infrastructure Bank
 - Identify, Cultivate, Develop and Educate Sponsorship – Build an Alliance
 - Communicate, Communicate, Communicate
 - Advocate, Advocate, Advocate
- Results
 - The Vision – Port to Port Connection
 - Participative Funding Strategy
 - Complementary to the Region
 - Bipartisan Sponsorship
 - Municipal, County, State and Federal Levels

Transportation

- Gateway 228 Corridor
 - BUILD Award 2018 - \$20M - \$61M Project
 - LOCAL CONTRIBUTIONS - \$3.5M
 - BUILD Award 2020 - \$25M - \$62M Project
 - LOCAL CONTRIBUTIONS - \$17M
- Highlights
 - \$30B GDP
 - \$200M Investment to Date
 - Excludes MSA Thruway
 - \$121M Required to Complete – Mars RR Bridge

Leslie Osche thanked PennDOT District 10. As indicated earlier we stand ready to help others with the strategy and whatever we need to do for the southwest region. Again the data that was prepared by SPC that we were able to use in our discussions with legislators on giving them an overall picture on the challenges in southwest PA is really important. She encouraged everyone to make sure that they get fully aware of that information and maybe Andy can send that back out. That's the information on the SPIKE funding. Importantly, the information that's contained in there prioritizes projects throughout the region. It talks about the economic impact of those projects.

Chairman Fitzgerald said congratulations and mentioned how important this 228 corridor is to not only Butler County, but Beaver, Armstrong, Allegheny, all of our friends. There's a lot of economic impact in that to be able to pull everybody together in all levels of government pulling together to get that approved.

Questions/Comments: None

9. Action on Resolution 13-20 to Amend the 2020-2022 Unified Planning Work Program (UPWP) to include the Brodhead Road Corridor Planning Study and the Port Authority of Allegheny County TOD Planning Pilot Program – Andy Waple

Andy said this action is to amend our Unified Planning Work Program to include these two studies. Federal guidance requires that any time federal funds are to be used for a planning study, they have to be included in that

MPO's Unified Planning Work Program. Beaver County was awarded \$250,000 of service transportation funds from the SPC Livability through Smart (SMART) Program.

The second study is a Pilot Program for Transit Oriented Development. It looks at building on the East Busway, Wilkinsburg Station area. The Port Authority of Allegheny County successfully secured discretionary FTA planning funds to conduct the study.

Questions/Comments:

Commissioner Kelleman, CEO of Port Authority, thanked SPC for their consideration on this item.

A motion was made to approve Resolution 13-20 by Commissioner Fred Junko, which was seconded by Lynn Heckman. The affirmative vote was unanimous.

10. Action on Resolution 14-20 to Approve Updated Federal CMAQ Performance Measures and CMAQ Performance Plan – Andy Waple

Andy reported that every two years we update our performance targets and the CMAQ Plan. There are three types of targets: Excess Peak Hour Delay, Percentage of Non-SOV Travel, and Total Emissions Reduction. In 2018 the Commission approved the baseline targets. Since then staff has been tracking the targets. The recommended changes are based on updated information that PennDOT had received from the Federal Highway Administration.

CMAQ Performance Measures

Mid-Term Update

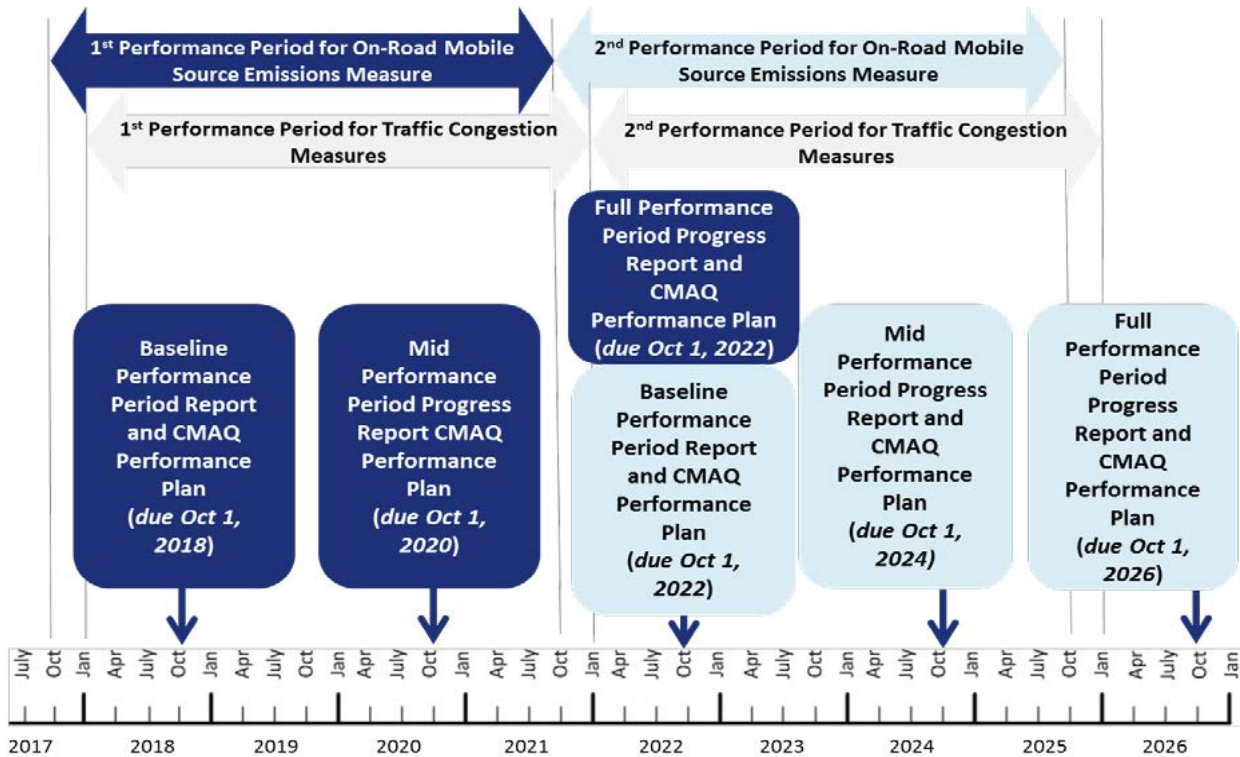
(Chuck Imbrogno, Data/Models Manager)

PM3 CMAQ Performance Measures

Three performance measures defined in U.S.DOT Rulemakings

- Excess Peak Hour Delay Per Capita – (MPO Target)
- Percent of Non-SOV Travel – (MPO Target)
- Total Emissions Reduction – (MPO/State Target)

- Process Established in Federal Rules:
 - State DOTs / MPOs to Cooperatively
 - Calculate baseline performance
 - Set performance targets
 - Monitor / measure progress toward targets
 - Report to U.S.DOT at the State level of the MPO
 - Revise / update targets on regular schedule



- MPO CMAQ Performance Plans – Updated every 2 years
 - Plan Includes:
 - Baseline condition/performance for the three PM3 measures
 - 2 and 4 year targets for:
 - CMAQ traffic congestion measures.
 - CMAQ total emissions reduction measure.
 - Description of CMAQ funded projects (2017-2021) and how they contributed to emissions reduction targets

Progress in Achieving Targets:

PM3 Congestion Measure	2017 Baseline	2019 2-Yr Target	2019 Actual	2021 4-yr Target	Updated 2021 4-Yr Target
Pk Hr Excess Delay / Capita	11.1	N/A	10.1	11.8	11.8
Percent Non-SOV Travel	24.8%	24.6%	25.5%	24.4%	24.4%

Recommendation - No Changes in 4-year Targets

Andy said we will be revisiting this again in the next two years at the end of the 3-year performance period.

Rationale for Updating Emissions Targets:

- **PM10** - Original target was set assuming PM10 benefits of CMAQ projects across the entire SPC region. The target should only be for the actual nonattainment/maintenance area, which just includes Liberty/Clairton. No CMAQ projects are anticipated in this area over the 4-year performance period. The SPC and statewide targets will be adjusted to 0.
- **CO** - Original target was set assuming CO benefits of CMAQ projects across the entire SPC region. The target should only be for the actual nonattainment/maintenance area, which just includes the Pittsburgh central business district. MPO and statewide targets were updated to reflect historic and future projects anticipated in that area.
- **NOx, PM2.5** - Targets adjusted based on a review of past “carry-over” projects (that do not get counted in emission benefits) and anticipated new projects in the remaining 2-year TIP period.

Progress in Achieving Targets:

PM3 Emissions Measure (kg/day)	2019 2-Yr Reduction Target	2019 Actual Reductions	Original 2021 4-Yr Cumulative Target	Updated 2021 4-Yr Cumulative Target
VOC Emissions	58.06	66.76	107.00	107.00
NOx Emissions	256.11	152.55	464.77	250.00
PM2.5 Emissions	7.01	6.21	13.35	10.00
PM10 Emissions	9.54	0.00	17.47	0.00
CO Emissions	284.97	133.37	569.93	250.00

Questions/Comments:

Chairman Fitzgerald asked: What is the benefit of us reaching these targets or changing the targets on the financial end? Does it benefit the SPC region? How will that affect what we’re voting on today? Andy said regarding your first question about funding, if we leave our targets alone and revise them, we are potentially jeopardizing our CMAQ funds. It could also be taken into the hands of Central Office, I believe, to program for CMAQ projects. We don’t want to lose control at the local level. What we need to do at the local level to be more aggressive in achieving the targets is two things: First, we need to look at the areas of nonattainment and maintenance and really focus on those areas. We have a number of tools that we can utilize to assist us in that analysis. Secondly, we really need to focus on project deliverability. 2020 has really been a challenge with COVID-19 as you all know. PennDOT’s construction program was shut down for a couple of months and then

was opened up to a small percentage of the overall ongoing projects. So it was a case of a lot of the CMAQ projects got reprioritized to a lower level.

Chairman Fitzgerald said the County Health Department and DEP both show much better how realistic those targets are following the trends and how things are going particularly when it comes to the PM10. Along those lines in Oakland and downtown Pittsburgh how can this year's significant reduction in travel impact, assuming the targets will be easier to hit, that factor going forward. Andy said we don't have physical air quality monitors..We conduct air quality modeling when we solicit CMAQ projects from PennDOT, the city and the counties, etc. We collect the projects and we determine the air quality benefits using the model. The model project potential benefits to air quality that we can realize of each project and the project benefits are aggregated to determine the overall benefit and to set the performance targets.

Commissioner Sharrard said we're off track on VOC, what's the plan to get back on track and why is 2021 the higher? Andy said we are on track with VOC. That's the only one we are on track for. The numbers shown are cumulative reductions to each pollutant.

Commissioner Geyer asked do all states utilize the same air quality model that we do to measure their consistency. Andy said he couldn't speak for all states, but he could speak for the Commonwealth of Virginia as he spent 10 years there, and they do indeed use the same model.

A motion was made to approve Resolution 14-20 by Commissioner Kevin Boozel, which was seconded by Lynn Heckman. The affirmative vote was unanimous.

11. Committee Reports – None

12. Staff Report/Other Business/Announcements – Vincent Valdes

Vincent Valdes commented that earlier we saw presentations on Hyperloop and Broadband, and issues mentioned like regional conductivity at the airport, multimodal transportation, rail and river freight. As you can see there are a number of significant issues that we're leaning to address in our region. Change is your whole thing, so basically, if you're not leading change you're being led by it. A question to myself before coming to SPC, how can we change ourself? To figure out how to best present our services, how do we connect to our customers our clients our commissioners and how do we get results for the region? How do we organize our thinking around really important mobility and economic development needs? How do we setup a strategy to develop a work program for five years and help to disseminate some of the major issues we're facing now. How do we build connections across the state for transportation and economic development in communities that we serve? Our answer to my fellow board members for your consideration in all of these factors is that we really need to consider how SPC does its work. I've put together a starting framework to consider how to do that reassessment of SPC's work program.

SPC Organizational Assessment

“Serving People through Collaboration”

SPC: Building on Organizational Change

Vision – Strategy – Partnerships - Action

- **Provide a regional, partnership-based forum for transportation, economic development and infrastructure discussions and planning.**

In other words, how do we provide regional partnerships, develop a real forum for discussion of these very important topics? Earlier Mark Gordon talked about the importance of collaboration and partnerships and that's certainly part of how we build a vision.

- **Develop implementation strategies that ensure optimal use of resources, allocated by need and merit.**

And how do you develop a specific in-depth strategy to implement that and now provide across the region, rural or urban or suburban communities throughout the entire region so that we're all benefitting from the work of the SPC?

- **Create inclusive, equitable and long lasting partnerships to enhance community benefits, leading to...**

Again, we think about how we're serving the residents of this region. How we're serving the commissioners, all of you, and how we're making real compatible projects that can be included in real time to benefit all of you.

- **EFFECTIVE and IMPACTFUL projects.**

SPC: Strategic Focus Areas

Purpose: To support sustainable, livable communities in Southwestern Pennsylvania through planning, economic initiatives and project implementation for the good of the region.

What I developed here is as a bullet form framework for thinking about the reassessment of SPCs work functions and work flow is a strategic framework is represented simply by this triangle. I tried to develop something that most people at a glance would understand and really grasp what it is I'm trying to get through. I've done this for two other organizations. I set up one at FTA focused on safety, the first in a federal program at the FTA in 25 years. So I have some experience in that. I'm really interested in taking advantage of the enthusiasm and the skill set that we have here at SPC so that I can then provide real value to all of our customers.

Transportation Programs & Projects / Regional Partnerships / Economic Development Regional Mobility / Infrastructure / Quality of Life

What you see in that triangle is the kind of tools that we have that really kind of focus on the vision and the strategy. So we understand that we have the capability to tweak the transportation program and all the projects that come with that. We understand that we have responsibility for regional partnerships and how we can make that happen, again targeting back to what Mark Gordon mentioned. At the baseline of it, is economic development. There is not any way that you can develop the transportation program without consideration of economic development and vice versa. And I want that to become kind of a mantra of SPC. If you remember on the first page, I had an unofficial motto for SPC and that is "Serving People through Collaboration". Again, thinking about how we can develop ourselves and make development easier throughout the region.

SPC: Organizational Change Milestones

Immediate

- Identify consultant support for change activity
- Create common understanding of the need for change
- Define the starting point. Where are we now?

We need to understand the need for change and we also need to understand very clearly what needs to be changed. Again, we're getting back to the idea that we need to be needing change and not be controlled by it. That's working with the Board, that's working with the Commissioners, that's working with all the regional partners to figure out the value added to SPC. We need to develop a strategic business plan for the agency as a whole – a specific performance plan for each of the offices here. We'll have an economic development plan, a transportation plan, and a communications plan for help communicating our results with our stakeholders. All

of that leading into a better service for the community. What are other MPOs around the country doing? Are they making duplications of similar work that we do here at the SPC? And how can we make sure that we're not duplicating work or doing things to us? These federal reviews from top to bottom, again I've conducted two others in my career at the FTA, one of the things that comes out of those top to bottom reviews is that there are no sacred cows. So, we consider everything. We think about how this organization has been setup. This way we are going to be updating the Board and Commission as planned out. What I'm trying to do at this point is figure out what the resources are going to be and figure out what kind of external support we need because we have been working with the networks with the tools for years. And finally, a good idea or best practice affect is take someone from the outside to look at your processes and your structure and really give you an objective view of what's going on within your own house. What I'd like to do, is develop this within the next couple of months and be able to come back with the Commission and the Board and present our progress that we're making and hopefully within the next six months have real substantive change that I can report to everyone for further discussion.

Near Term

- Interview staff for an assessment of baseline conditions
- Conduct a deep dive on SPC "business" processes
- Evaluate SPC's ability to effectively deliver product and services

Intermediate

- Plan specific change activities and timeframes
- Determine additional areas of responsibility for SPC (as needed)
- Change management implementation.

Long Term

- Evaluate the effectiveness of the changes made
- Rethink and modify measures undertaken
- Make the changes permanent **AND** make change permanent

Questions/Comments:

Chairman Fitzgerald said he thought it was a great idea for the Commission to really prioritize where we are and is looking forward to talking with you.

Next Meeting Date – December 14, 2020

13. New Business – None

14. Adjourn

Chairman Fitzgerald adjourned the meeting at 6:00 p.m.

Respectfully Submitted,

Leslie Osche
Secretary-Treasurer