

Appendix A:

Work Groups

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Economic Development Strategies Work Group

Membership: Member economic development organizations, other key regional economic development organizations.

Role: The work group will serve in an advisory capacity to SPC in the area of economic development strategies for Project Region. Outcomes of the work group will be presented for discussion to the Partners and SPC for further consideration and inclusion in Project Region.

Responsibilities:

- Review of policy statements for presentation to Partners and SPC.
- Assist in the development of measures for anticipated outcomes of policies.
- Assist in coordinating policy statement themes with scenario development.
- Assist in the alignment of policy statements with financial strategies.

Work Program:

1.) Review of policy statements for presentation to Partners and SPC.

The Work Group will be asked to review and assist in developing in categorizing and/or grouping of the policy statements. This categorization and grouping is needed to make it easier to evaluate, use and present the strategies in the continued development of Project Region.

2.) Assist in the definition and refinement of measures related to the policy statements for presentation to the partners and SPC.

The Work Group will assist in the preliminary definition of measures. Each statement will need further review of suggested measures defined in a manner that allows for scenario development, testing, and differentiation of outcomes based on level of emphasis on a policy.

3.) Assist in coordinating policy statement themes with scenario definition and development.

The work group will assist in coordinating the themes of the policy statements with the scenario development process.

4) Assist in the alignment of policy statements with financial strategies.

The work group will assist in aligning the policy statements with the financial strategies being reviewed and dimensioned by the Financial Resources work group.

Outcomes:

- Identify policy statements most relevant to Economic Development
- Identify and evaluate most appropriate measures related to policy statements
- Differentiate policies by theme for scenario labeling and evaluation
- Review scenario outcomes for preferred scenario or complementary scenario components

Participants:

Chris Beichner, *Northwest PA Regional Planning and Development Commission*
Donald Berman, *Citizen*
Denise Brinley, *PA Department of Environmental Protection, Southcentral Regional Office*
Terri Campbell, *Private Industry Council of Westmoreland/Fayette Inc*
Doris Carson Williams, *African-American Chamber of Commerce*
Dennis Davin, *Allegheny County Dept of Economic Development*
Lynn DeLorenzo, *NAIOP - Pittsburgh Chapter*
Patrick Ford, *Pittsburgh City Planning*
Kathy Frankel, *PA Department of Conservation & Natural Resources*
Caren Glotfelty, *The Heinz Endowments*
Courtland Gould, *Sustainable Pittsburgh*
Deborah Grass, *Governor's Center for Local Government Services*
Lynn Heckman, *Allegheny County Dept of Economic Development*
Dana Henry, *Indiana County Chamber of Commerce*
Robert Hurley, *Allegheny County Department of Economic Development*
Ellen Kight, *PA Department of Community and Economic Development*
Jeff Kotula, *Washington County Chamber of Commerce*
Deborah Lange, *The Western Pennsylvania Brownfields Center*
Larry Larese, *Westmoreland County Planning Department*
Frank Mancini, Jr., *Beaver County Planning Commission*
Robbie Matesic, *Greene County Department of Economic Development*
Joseph McGrath, *Visit Pittsburgh*
Bernie McShea, *Pittsburgh Regional Alliance*
Terry Miller, *University of Pittsburgh, Institute of Politics*
Linda Nitch, *Lawrence County Economic Development Corporation*
Richard Palilla, *Armstrong County Department of Planning and Development*
Denny Puko, *Governor's Center Southwest Regional Office*
John Schombert, *Three Rivers Wet Weather Demonstration Program*
John Scott, *PA Department of Agriculture*
Diane Sheets, *Community Development Corporation of Butler County*
Byron Stauffer, Jr., *Indiana County Office of Planning and Development*
Arthur Tintori, *Catalyst Connection*
Dave Washburn, *Representative Bill DeWeese's Office*

Forecasting / Modeling Work Group

Membership: A.) Representatives of university, private sector and government agencies/organizations with expertise / interest in the forecast.

B.) Representatives from SPC members.

Role: The work group will advise SPC on the demographic forecasting process and allocation of forecasts to municipalities and traffic zones. The work group will also assist the other work groups in defining the scenarios and evaluation measures in a manner that can be used by the forecasting process.

Responsibilities: Review REMI forecasts for reasonableness.

Advise Project Region on scenario specifications for modeling.

Advise Project Region on parameters for representing and evaluating alternative scenarios with the REMI, MERLAM, and INDEX models.

Work Program: The work group will complete the following tasks over a period of three months through a series of facilitated Work Group meetings:

A.) Review INDEX software and its use in developing and testing alternative scenarios. Offer advice on performance measures / indicators for scenario evaluation.

B.) Review how SPC has used the REMI model in previous Long Range Plans. Review REMI model outputs for “reasonableness”. Assess sensitivity of outputs to changes in key policy variables. Offer advice on use of REMI’s policy-sensitive variables in scenario development and testing.

C.) Review SPC’s MERLAM modeling process for allocating REMI forecast of population and jobs to municipalities. Review process for “reasonableness”. Assess sensitivity of outputs to changes in key variables. Offer advice on parameters to vary during scenario testing.

D.) With assistance from PennDOT, review modeling work done for Pa. Mobility Plan and use of REMI for input to Mobility Plan Scenarios. Assess applicability of Mobility Plan procedures to Project Region.

E.) Develop draft population, employment, and household forecasts (2005 base year through 2035 horizon year) for use in the Plan.

Outcomes:

Work Group to gain basic understanding of REMI model, its underlying data, and sensitivity of key policy-sensitive variables.

Work Group to gain basic understanding of MERLAM process and how it is used in the development of travel estimates.

Work Group to gain basic understanding of INDEX software and its use in scenario development and evaluation.

Provide recommendations for forecast assumptions and performance measures for scenario testing and for the Plan.

Review draft population, employment, and household forecasts (2005 base year through 2035 horizon year) for use in scenario testing and Plan evaluation.

Participants:

Lena Andrews, *Pittsburgh Department of City Planning*
Christopher Briem, *University Center for Social and Urban Research*
Lisa Cessna, *Washington County Planning Commission*
Rich Feder, *Port Authority of Allegheny County*
Marilyn Gelzhiser, *Allegheny County Dept. of Economic Development*
Christine Goswick, *Allegheny County Dept of Economic Development*
Alex Graziani, *Smart Growth Partnership of Westmoreland County*
Lynn Heckman, *Allegheny County Dept. of Economic Development*
Eric Large, *Washington County Planning Commission*
Jeff Leithauser, *Washington County Planning Commission*
Dewitt Peart, *Greater Pittsburgh Chamber of Commerce*
Denny Puko, *Governor's Center Southwest Regional Office*
Daniel Santoro, *Cranberry Township*
Matt Smoker, *USDOT Federal Highway Administration*
Wilbur Steger, *CONSAD Research Corporation*

Financial Resources Work Group

Membership: Key regional transportation, economic development and utility (water/sewer) stakeholders, including representatives from all transportation modes.

Role: The work group will serve in an advisory capacity to SPC in the area of financial projections and strategies across transportation, economic development and utility (water/sewer) infrastructure. Outcomes of the work group will be presented for discussion to the Partners for further consideration and to SPC for inclusion in Project Region.

Responsibilities:

- 1) Develop/document technically sound estimates based on reasonable and realistic funding assumptions for the Plan's entire design horizon to satisfy federal transportation planning regulations with regards to fiscal constraint.
- 2) Develop reasonable and realistic funding assumptions to guide development of economic development and utility infrastructure components of Project Region.
- 3) Explore non-traditional financing techniques (innovative finance) to support advancement of Project Region's vision that extends beyond available resources. In the case of transportation federal regulations, this would provide the basis for inclusion of "illustrative projects" in Project Region.

Work Program: 1) Develop/present financial projections through Year 2035 for transit, highways, economic development and utility infrastructure (water/sewer) using historic data resources and documents, and current federal and state direction. For transportation, this includes revisiting Pennsylvania's biennial Transportation Financial Guidance, past TIP's "FTA Financial Capacity Analysis" documentation, current work of the Governor's Transportation Funding & Reform Commission, related work of the Pennsylvania State Transportation Commission, ISTEA/TEA-21/SAFETEA-LU resources, and U.S. DOT's recent Major Project Guidance. For economic development, seek feedback from members of Work Group. For utility infrastructure, review University of Pittsburgh Institute of Politics Framing Paper, "Regional Water Management in Southwestern Pennsylvania: Moving Toward a Solution (July 2006)" and input from members of Financial Resources Work Group.

- 2) Endorse financial assumptions to guide Project Region. Work Group will review/endorse all assumptions consistent with projections of existing fiscal revenue sources. Funding shortfalls will be identified to permit evaluation of alternative funding sources and financing strategies.
- 3) Develop recommendation on Project Region's fiscal structure. Work will begin by revisiting the 2030 Plan layered structure – Available Resource Element (by three stages), Future Resource Element, and Early Options Analysis. The Work Group will consider other structure options and develop their fiscal structure recommendation on how to package and stage Project Region. This will include recommendations for the stages of the fiscally constrained element of Project Region.
- 4) Develop Project Region guidance, cognizant of fiscal realities over the Plan horizon, creative opportunities to expand the fiscal envelope (in the case of transportation, consistent with federal guidance on “illustrative projects”). This will include techniques and strategies to better manage existing resources and assets, and revenue generating techniques. As an example, innovative transportation funding tolls to be investigated will include techniques such as: money management, alternative funding, regional initiatives, and state initiatives. Recent research will be utilized to advance this task. As an example, for transportation this will include the current efforts of the Governor's Transportation & Funding Reform Commission, and the current work of the Congressionally authorized National Surface Transportation Policy and Revenue Study Commission. Focus will be on maximizing the return on the available funds and expanding the pool of available funds. Policy input will be essential in documenting assumptions and in packaging the staged financial plan.

Outcomes:

- 1) Fiscal projections based on existing resources and reasonable and documented trends for transit, highways, economic development and other infrastructure (water/sewer).
- 2) Recommendations regarding expanded funding options to reflect various policy assumptions to deliver for Project Region's Vision, including asset management techniques, innovative funding strategies, and any new funding initiatives.

Participants:

Donald Berman, *Citizen*
Stephen Bland, *Port Authority of Allegheny County*
Thomas E. Donatelli, *Allegheny County Department of Public Works*
Rich Feder, *Port Authority of Allegheny County*
Karen Fitch, *Representative Jake Wheatley's Office*
Jim Gagliano, *Lawrence County*
Ty Gourley, *University of Pittsburgh, Institute of Politics*
Lynn Heckman, *Allegheny County Dept of Economic Development*
Robert Hurley, *Allegheny County Economic Development*
David Johnston, *Butler County Planning Commission*
Charles Kolling, *Buchanan Ingersoll & Rooney*
Allen Kukovich, *Governor's Southwest Regional Office*
Philip La May, *Allegheny County Public Works*
Andrew Quinn, *Kennywood Entertainment Company*
James Ritzman, *PennDOT*
John Schombert, *Three Rivers Wet Weather Demonstration Program*
Timothy J. Smith, *Pennsylvania Turnpike Commission*
Matt Smoker, *USDOT Federal Highway Administration*
Allen Wampler, *Synergy Real Estate Corp.*
Ken Zapinski, *Allegheny Conference on Community Development*

Transportation Strategies Work Group

Membership: Two to four representatives from each of SPC's six regional transportation committees: Transportation Technical Committee (TTC), Transit Operators Committee (TOC), Freight Committee, Pedestrian-Bicycle Committee, Transportation Operations & Safety Committee, and Airport Committee. Also, two to four representatives addressing special needs transportation and other traditionally underserved areas.

Role: The work group will serve in an advisory capacity to SPC in the area of transportation and will serve as a conduit between the Project Region management team and SPC's six regional transportation committees. Outcomes of the work group will focus on long-term transportation investment strategies and will be presented for discussion to the Partners for further consideration and to SPC for inclusion in Project Region.

Responsibilities:

- Develop and define multimodal transportation goals
- Assess transportation needs in the SPC region
- Develop transportation strategies and scenarios utilizing defined transportation investment categories
- Incorporate transportation strategies and scenarios into multidisciplinary Project Region scenarios
- Identify transportation projects that correspond to preferred scenario(s)

Work Program:

1.) Compile multimodal transportation goals.

The work group will review a compilation of the transportation-related goals and objectives contained in SPC's 2030 long-range transportation plan as well as those in County Comprehensive Plans, the Mobility Plan, PennDOT's District Business Plans, the regional transit visioning study, the Transportation Systems Operations Plan (TSOP), transit authority strategic plans, and other documents. The work group will confirm the common threads identified among the various plans and assist in identifying performance measures to gauge progress toward a series of regional strategies that reflect these established plans.

2.) Assess transportation needs in the SPC region.

The work group will assist with assembling and coordinating secondary data from local, state, and regional sources, much of which is contained in the aforementioned planning documents, and analyzing this information in order to assess current and future transportation needs in the SPC region. This effort will include establishing current funding and performance

levels as well as desired funding and performance levels for each of the defined transportation investment categories.

3.) Utilizing defined transportation investment categories, identify combinations of transportation strategies that fit together to create multiple transportation investment scenarios.

The work group will utilize the data and information from Task 2 to illustrate the gaps between existing conditions and strategy targets. The work group will identify relationships between various investment categories and develop multiple potential transportation investment scenarios that strive to meet long-term transportation needs and goals.

4.) Incorporate transportation strategies and scenarios into multidisciplinary Project Region scenarios.

The work group will help to incorporate these transportation strategies and scenarios into multidisciplinary Project Region scenarios.

5.) Identify transportation projects that correspond to preferred Project Region scenario(s).

The last task of the work group will be to assist in identifying the transportation projects that correspond to a scenario(s) identified in Project Region. This could include a fiscally constrained scenario to meet transportation planning requirements and a preferred/vision scenario to meet the goals of Project Region. This could also include identifying methods for determining a project's level of synergy with strategies and scenarios.

Outcomes:

- List of regional multimodal transportation strategies
- Assessment of long-term regional transportation needs
- Transportation investment scenarios
- Multidisciplinary scenarios
- Transportation project list(s)
- Recommendations for methods to evaluate a project's level of synergy with strategies and scenarios

Sample Resource Materials:

- 2030 LRTP
- TIP database, including TIP gap information
- PA Mobility Plan
- County Comprehensive Plans (transportation elements)
- PennDOT District Business Plans
- A Regional Strategic Vision For Public Transportation Serving Southwestern Pennsylvania

- Regional ITS Architecture
- Project Evaluation Criteria
- PennDOT Transportation Systems Operations Plan (TSOP)
- Transit authority strategic plans and other planning documents
- Freight planning documents
- Corridor and sub-area studies

Participants:

Gary Antonella, *Butler Transit Authority*

Alan Bailey, *PennDOT District 12-0*

William Beaumariage, *PennDOT District 12-0*

Karen Bennett, *Greene County Human Services*

Dan Cessna, *PennDOT District 11-0*

Dave Cook, *PennDOT District 10-0*

Lynn DeLorenzo, *NAIOP - Pittsburgh Chapter*

Dan Disk, *MAGLEV, Inc.*

H. Brian Dombroske, *Area Agency on Aging*

Joseph Dubovi, *PennDOT District 10-0*

Rich Feder, *Port Authority of Allegheny County*

Lynn Heckman, *Allegheny County Dept of Economic Development*

David Johnston, *Butler County Planning Commission*

Sidney Kaikai, *Pittsburgh City Planning*

Todd Kravits, *PennDOT District 11-0*

Larry Larese, *Westmoreland County Planning Department*

Lynn Manion, *Airport Corridor Transportation Association*

Robbie Matesic, *Greene County Department of Economic Development*

James McCarville, *Port of Pittsburgh Commission*

Kevin McCullough, *PennDOT Center for Program Development and Management*

Gabe Monzo, *Westmoreland County Airport Authority*

Mary Jo Morandini, *Beaver County Transit Authority*

Larry Morris, *Westmoreland County Transit Authority*

Henry Nutbrown, *Port Authority of Allegheny County*

Rick Packer, *Beaver County Planning Commission*

John Paul, *Butler Transit Authority*

Mavis Rainey, *Oakland Transportation Management Association*

Jeff Raykes, *Indiana County Office of Planning and Development*

Michael Silvestri, *Peters Township*

Matt Smoker, *USDOT Federal Highway Administration*

John Surmacz, *Westmoreland County Planning Department*

Joe Szczur, *PennDOT District 12-0*

Jerry Vest, *Genesee & Wyoming Inc.*

Gealy Wallwork, *Southwestern Pennsylvania Commission*

Ned Williams, *Western Pennsylvania Wheelmen*

Dave Wohlwill, *Port Authority of Allegheny County*