

**SEDA-COG  
Metropolitan Planning Organization**

**Strategic Plan  
2024–2028**



Adopted June 14, 2024

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## **Purpose and Use**

The 2024 SEDA-COG Metropolitan Planning Organization (MPO) Strategic Plan aims to enhance the MPO's capability and capacity to effectively plan for a safe, multimodal transportation system that supports the economy and quality of life across its eight-county service region. The MPO Board affirmed this mission in its Fall 2023 Strategic Plan workshop.

To focus this mission over the next five years, the plan identifies priorities or areas of focus for the MPO's knowledge development and planning practice. Each priority features a range of initiatives that can strengthen the MPO's collective working knowledge of technical subjects and develop new practices or enhance existing ones.

Strategic plans recognize that meaningful progress often requires incremental steps over a period of a time. The MPO expects to select a few initiatives to implement each year. An implementation framework and annual work program template are included.

This plan outlines a direction but is intended to remain flexible. Transportation planning priorities are fluid; new public policies and large-scale incidents can quickly draw attention to specific subjects that may not be addressed in this plan. As such, progress reporting should identify emerging topics and the urgency with which they should be integrated in the MPO's strategic plan.

The overarching intent of a strategic plan is to answer three fundamental questions:  
**Where are we today?**  
**Where do we need to be?**  
**How will we get there?**

## Strategic Plan Structure

### Mission & Vision

- The strategic plan is guided by the MPO mission, or its reason for being. The vision articulates the MPO aspiration for future growth and impact.

### Priorities

- The framework of the strategic plan comprises the five priorities that will be advanced over the five-year plan horizon. The priorities express what the MPO wants to accomplish. Efforts will be evaluated in terms of the progress made and, where possible, changes in the performance of the regional transportation system.

### Objectives

- Each priority includes several objectives that define how the priority will be advanced. At the objective level, leads and champions can be identified.

### Initiatives

- Finally, specific initiatives are defined—and will be periodically reviewed—that indicate the activities associated with carrying out each objective.

### Implementation Framework

- The implementation framework lays out the approach for ensuring that steady progress is made toward the MPO's strategic direction. Primarily this includes periodic progress tracking and reporting.

## Situational Assessment

### Who We (the SEDA-COG MPO) Are in 2024

#### MPO Members

Consistent with its bylaws, the MPO's governing body, commonly known as the Board, consists of 17 voting members, complemented by non-voting members.

#### Voting members

Voting members are listed below. Eight of the 17 members are new to the Board since 2019, indicated by an asterisk (\*).

- Stephen Gibson, P.E., Planning Director/County Engineer, Clinton County\*
- Eric Stahley, Resiliency Officer, Columbia County
- Brad Kerstetter, Planning Director, Juniata County
- James Lettiere, AICP, Planning Director, Mifflin County\*
- Greg Molter, Planning Director, Montour County
- Justin Skavery, Planning Coordinator, Northumberland County\*
- Lincoln Kaufman, Planning Director, Snyder County
- Shawn McLaughlin, AICP, Planning Director, Union County
- Mark Schultz, PennDOT Engineering District 2-0\*
- Jonathan Ranck, PennDOT Engineering District 3-0
- Nathan Walker, PennDOT Central Office\*
- Michele Holman, Site Manager II, rabbittransit
- Bob Stoudt, Director, Montour Area Recreation Commission\*
- Randy Karschner, SEDA-COG Board, Columbia County Commissioner\*
- Steve Herman, SEDA-COG Transportation Program
- Lisa Dooley, Manager, Town of Bloomsburg\*
- Jack Kytte, Public Works, Berwick Borough

#### Non-voting members

Non-voting members receive MPO reports and agendas and may participate in MPO discussions to inform decision-making and coordinate efforts. Non-voting members include, among others: officials representing Lycoming, Centre, and Luzerne counties, as well as the Federal Highway Administration and Federal Transit Administration; SEDA-COG staff; representatives of other state and federal resource agencies, and private citizens with an interest in transportation and economic development throughout the region.

## MPO Strengths & Potential Constraints

In 2022, the SEDA-COG MPO conducted an Organizational Assessment (OA) to provide an objective evaluation of staff capacity and structure as well as organizational functions and practices in comparison to other MPOs in Pennsylvania. Several limitations have since been addressed. The long-standing strengths and remaining constraints are listed below.

### Strengths

- **Effective Convener of Modal Stakeholders.**
  - The MPO is the convener of the Middle Susquehanna Active Transportation Advisory Committee. The MSATC meets quarterly to advance its mission: to enhance quality of life in the Middle Susquehanna Region through (1) the development of a regional network of walkable and bikeable communities, (2) the promotion of a bike-friendly and pedestrian-friendly culture, and (3) the support of active transportation projects of regional significance.
  - The MPO regularly convenes and supports public transportation operators and stakeholders to enhance or expand public transportation service within the region. This collaboration occurs as part of the MPO’s Coordinated Transit Plan development, Transit Transportation Improvement Program development, the rabbittransit’s People with Disabilities Advisory Committee, the Williamsport MPO Transit Advisory Committee, and various planning groups focused on new public transportation proposals.
- **High-Quality Products.** The MPO’s planning liaisons at PennDOT characterize the MPO’s planning products, e.g., long-range transportation plan (LRTP), Unified Planning Work Program (UPWP), as detailed and well-developed.
- **“Transportation Ticker” is a Best Practice.** The report offers highlights of the most recent MPO meeting and provides a recap of the decisions that were made.
- **Detailed Reporting and Transparency.** The MPO’s planning process is clear and transparent.
- **Strong Coordination with Member Counties and Subcommittees.** PennDOT noted that SEDA-COG MPO effectively coordinates with its member counties and its subcommittees, the Active Transportation Committee and the TA Set Aside Project Review Committee, as well as the Central Pennsylvania Transportation Coalition.
- **Public Comment Opportunities.** The MPO excels at providing opportunities for public comment on its transportation plans and programs, regardless of the level of anticipated turnout.

### **Capability & Capacity Concerns**

- **Increasing Workload for an already Overextended Staff.** The MPO’s current staff is at or exceeding 100 percent of the standard workload for a full-time equivalent employee. The MPO workload has increased, particularly with the creation of new funding programs and new planning requirements issued by State and Federal partners. This trend is expected to continue.
- **Measures of Success are Undefined.** The MPO itself does not have a definition of “success” or a measure by which to evaluate success.
- **Planning Efforts within the MPO and to the Broader SEDA-COG Organization are Disconnected.** A 2022 review of the MPO’s strategic plan, SEDA-COG’s agency-wide strategic plan, and the MPO’s 2022-24 UPWP determined that the three plans could be better aligned.
- **Less Emphasis on Transit Planning.** Transit planning receives less emphasis within the SEDA-COG MPO work program than with its counterparts statewide. (Note: Most counterparts in organizational assessment have more urban/transit-served areas.)

### **Partners and Allies in Serving the Region**

In addition to the MPO’s voting and non-voting members, the MPO works cooperatively with the following partners and allies to advance smart investments for the region:

- SEDA-COG, and its community and economic development divisions/departments
- SEDA-COG Joint Rail Authority
- Williamsport Area Transportation Study (WATS)
- The Susquehanna Greenway Partnership
- Colleges and Universities in the region

## Regional Transportation Issues and Trends

### Maintenance

1. State and local highway mileage and associated maintenance costs in the region are increasing.
2. Federal and state asset management requirements shift funding away from the local road and bridge network; planning and reporting mandates continue to expand.
3. The impacts of extreme weather, such as increased flood frequency and severity, threaten mobility and increase emergency maintenance costs.
4. Winter weather is variable, making it difficult to budget for salt orders.

### Means

5. Current formula funding is inadequate to meet needs and is beyond local control.
6. Transportation funding is largely dependent on gas tax revenues, which will continue to decline with the transition to electric vehicles.
7. Discretionary funding is available but is competitive, requiring intensive grant application efforts.
8. Project costs, especially for materials, are rising.
9. MPO planning staff is already stretched thin; MPO requirements, i.e., workload, are increasing.
10. Projected continued population decline will reduce local government revenues.
11. New federal Carbon Reduction Program (CRP) funds are available for investment in clean transportation options.

### Mobility

12. Highway congestion is a concern in several core communities and primary commercial corridors in the region.
13. Transit service needs are growing, in part due to regional trends:
  - A growing senior and disabled population.
  - Daily destinations—residences, employment, service, health care, etc.—are less concentrated.
  - Rising housing and transportation costs (i.e., cost of living).

### Multimodal

14. Communities in the region are actively adding and expanding multi-use trails.
15. Bicycle use on-road and off-road has increased.
16. Scooters and personal mobility devices, including those used by seniors and persons with disabilities, are increasingly observed in use on streets, not sidewalks.

### Markets

17. Employment fluctuates among industries and employers have had difficulty filling jobs; Health Care and Social Assistance, Manufacturing, and Retail Trade remain the strongest sectors.
18. Workers travel long distances to jobs.
19. Freight movement increasingly relies on highways, roadways, bridges, and even local streets as e-commerce delivers to home and office locations.
20. The CSVT corridor may attract distribution/fulfillment centers, increasing freight volumes.

### Measures

21. Safety is an especially significant concern in the following primary corridors:
  - US 15 in Lewisburg,
  - US 11/PA 54 in Danville, and
  - US 11/15 from Mall Drive to Mill Road in Shamokin Dam.
22. There are opportunities for small safety improvements, especially on local roads.
23. Safety for vulnerable road users is receiving increased attention and funding.
24. State and federal transportation agencies view safety in terms of crashes and severity; the MPO's safety priorities encompass emergency response times, emergency management, and evacuation planning, among other topics.
25. MPO planning and implementation efforts for the MPO's strategic plan, SEDA-COG's agency-wide strategic plan, and the MPO's 2022-24 UPWP could be better aligned (as noted in a 2022 review).
26. The MPO has the opportunity to establish measures of organizational success or effectiveness for its staff work and committee operations.

### Multilingual / Multicultural / Equity

27. An increasing percentage of residents are Hispanic or Latino in ethnicity and culture, and may not be native English speakers.
28. Federal policy emphasizes that transportation planning should ensure transportation system investments benefit historically underserved populations and minimize the burdens to disadvantaged communities.
29. ADA accessibility guidelines for pedestrian facilities in the public right-of-way are now mandatory for alterations and additions to existing pedestrian facilities in the public right-of-way as well as newly constructed pedestrian facilities.

### Modernization

30. Travelers increasingly rely on mobile devices for trip planning and navigation.
31. Updated transportation operations technologies are needed to enhance safety and roadway capacity.
32. Electric vehicle sales (including e-bikes) and charging stations are increasing.
33. The connected and autonomous vehicle market, including autonomous delivery vehicles, is developing slowly in the SEDA-COG region; no significant impact is expected in the next five years.

## MPO Vision for 2029

By November 2028, the SEDA-COG MPO is more effective at meeting the region's long-term transportation needs because it consistently leverages:

- **Public and Stakeholder Engagement** – Understanding the transportation system from varied perspectives to define needs and develop solutions.
- **Intergovernmental Coordination** – Communicating, convening, and collaborating from the federal to the local levels to improve planning, programming, and project development.
- **Funding** – Pursuing federal, state, and private-sector funding opportunities to advance a strategic transportation investment plan.
- **Information** – Using PennDOT data and other relevant sources as a foundation for performance-based planning and problem-solving.

## Five Strategic Priorities with Objectives

Over the next five years (2024-2028), the SEDA-COG MPO will focus attention and resources on the following five priority areas.

### 1. System Condition and Modernization

A state of good repair for all modes of transportation are central to our transportation planning mission. A reliable and balanced multimodal system is necessary to meet the region's present and future mobility needs.

#### Objectives

- A. Evaluate **multimodal transportation infrastructure and access**, particularly for low-income, senior, disabled, and Plain Sect residents.
- B. Incorporate **resiliency** into project planning and design.
- C. Assess and plan for **transformational transportation technologies** such as electric vehicles, connected and automated vehicles, drones, etc., as applicable to the region.

#### How We Can Measure Progress

- ◇ Increase in number (or percentage or value) of LRTP projects and/or studies that address multimodal needs.
- ◇ Number of projects with records that document resiliency discussion, i.e., PennDOT Connects meetings or PIFs/Project Information Forms.
- ◇ Number of working “factsheets” (in any format) on transformational transportation technologies with implications for the region and the MPO.

## 2. Public and Stakeholder Engagement

Public infrastructure must be shaped by the needs of the traveling public and stakeholders such as major employers, shippers, and transportation service providers. Engaging and listening to diverse voices yields the best decision-making.

#### Objectives

- A. Improve **communication and engagement** with stakeholders and the public.
- B. Invite **new perspectives** and experiences to inform MPO planning.

#### How We Can Measure Progress

- ◇ Increase in the number and/or diversity/representation of stakeholder and public contacts (e.g., website hits, meeting attendees, survey responses, document review period comments, etc.).
- ◇ Number of external speakers to the MPO Board on any and all topics/content through Board meetings or on-site visits.

## 3. Intergovernmental Coordination

The region’s plans, programs, and projects are most effectively implemented through a collaborative approach among federal, state, and local governments. The MPO is the convener between local needs and state and federal guidance and assistance.

#### Objectives

- A. Strengthen the **MPO–local government partnership**.
- B. Expand **planning and technical assistance** for the **local transportation network**, with recognition of the unique needs of rural and urban areas.
- C. Establish protocol for an **ad hoc subcommittee** to advise on special topics and and/or complex projects, like the Central Susquehanna Valley Thruway (CSVT).

#### How We Can Measure Progress

- ◇ Increase in the number of municipalities accessing technical assistance and services, especially through the Local Technical Assistance Program.

### 4. Funding, Resources, & Capacity

Higher funding levels and/or additional funding streams are needed to meet the region's needs for transportation maintenance and improvement. A proactive, fresh-thinking approach to funding and other resources will help to enhance the MPO's capacity to advance essential transportation initiatives.

#### Objectives

- Pursue funding from all relevant public programs** (both transportation sources and non-transportation sources) **and private sources** to meet regional and local system needs.
- Strengthen capacity to pursue and administer state and federal **grant funding** to advance more projects.
- Enhance and expand **staff and Board capabilities**.

#### How We Can Measure Progress

- ◇ Increase in funding levels from relevant sources, public and private.
- ◇ Increase in the number of discretionary grants pursued and awarded.

### 5. Data & Information

System and system user information, including real-time data, is essential to inform the MPO's investment and policy decision-making.

#### Objectives

- Work with PennDOT to **expand data availability** for MPO planning.
- Expand the **Board's knowledge of the region** as a whole.

#### How We Can Measure Progress

- ◇ Establishment and number of updates to a new SEDA-COG MPO data management tool.
- ◇ Use of regional data and visualization for MPO Board awareness and stakeholder engagement.

## Initiatives

The SEDA-COG MPO aims to advance its objectives through various initiatives that educate and equip the MPO. The MPO expects to select a few initiatives to implement each year. Other initiatives may be added or undertaken as current events dictate.

Guest speakers are a valuable source of technical knowledge and practical experience for all five strategic priorities; an initial slate of guest speakers is presented on page 18.

Several national organizations have topical committees or discussion groups that conduct research and foster discussion on transportation generally or on modes, issues, or technologies. Specific committees are listed as applicable to the objectives. These organizations include:

- ◇ **AMPO** – Association of Metropolitan Planning Organizations, <https://amppo.org/>
- ◇ **APA** – American Planning Association, <https://www.planning.org/>
- ◇ **NADO** – National Association of Development Organizations, <https://www.nado.org/>
- ◇ **NARC** – National Association of Regional Councils, <https://narc.org/>; currently limited to annual conference and online blog
- ◇ **TRB** – Transportation Research Board, <https://www.nationalacademies.org/trb/transportation-research-board>

### Priority: System Condition and Modernization

**Objective A: Evaluate multimodal transportation infrastructure and access, particularly for low-income, senior, disabled, and Plain Sect residents.**

Initiatives:

1. Apply the MPO's Complete Streets Policy and continue associated technical assistance services.
2. Establish a safety report card; include federally required safety performance measures (PMs), regionally defined PMs, high-crash locations for all modes, etc.; possibly in conjunction with the next LRTP update.
3. Define a Core Multimodal Network for the MPO region; include a Core Freight Network, other core networks by mode, and a Core Transportation Network (all modes).
4. Research best practices of peer MPOs/RPOs in multimodal planning and planning for low-income, senior, disabled, and Plain Sect residents. Seek examples among the [NADO's Annual Excellence in Regional Transportation Award Recipients](#). Consider adopting or adapting such practices for the region.

5. Participate in topical committees or discussion groups of relevant national organizations and/or review their recent research. Examples:
  - [AMPO Active Transportation interest group](#)
  - [TRB Snap Search: Safety & Human Factors](#)
  - [TRB Snap Search: Freight Transportation](#)
  - [TRB: Snap Search: Pedestrian & Bicycle](#)
  - [TRB Snap Search: Social Equity & Underserved Populations](#)

Additional Ideas:

6. Assess student/youth and young adult transportation needs.
7. Assess/Document micromobility use and needs (i.e., bike-ped + electric vehicles/assists for individual users) in the region. For examples and explanation, see [Micromobility: A Travel Mode Innovation | FHWA \(dot.gov\)](#)

**Objective B: Incorporate resiliency into project planning and design.**

Initiatives:

1. Explore and expand PennDOT's Vulnerability Data (current version is Map Data 2017-2022); integrate local data where available, including drone video.
2. Prepare for (and prepare municipalities for) a revised PennDOT Connects/PIF form with new sections on Flood and Drainage History and Extreme Weather Vulnerability of Bridges, Culverts, and Roadways.
3. Identify hazards and asset priorities for federal PROTECT funding by region/by county; include a mapping component for data-sharing with PennDOT and others. List asset priorities in LRTP and prepare for updated coordination with Districts on TIPs.
4. Build upon MPO experience and other MPO best practices for slide/slope mitigation projects and local bridge prioritization.
5. Integrate transportation resiliency with community and economic development and broader climate adaptation efforts.
6. Participate in topical committees or discussion groups of relevant national organizations and/or review their recent research. Examples:
  - [AMPO Environment & Resiliency Interest Group](#)
  - [NADO's Integrating Economic Resilience in Performance-based Transportation Planning – webpage; report](#)

- [TRB Snap Search: Resilience](#)

**Objective C: Assess and plan for transformational transportation technologies such as electric vehicles, connected and automated vehicles, drones, etc., as applicable to the region.**

Initiatives:

1. Implement actions and infrastructure identified in the regional charging station study.
2. Monitor applications of transformational transportation technologies in both urban and rural areas similar to the SEDA-COG MPO region. Consider infrastructure, service, and other technologies applicable to travelers traveling within and through the region.
3. Explore funding opportunities for transformational transportation technologies; specifically, review successful grant applications for the variety of projects.
4. Participate in topical committees or discussion groups of relevant national organizations and/or review their recent research. Examples:
  - [AMPO Emerging Technologies interest group](#)
  - [TRB Snap Search: Connected and Automated Vehicles](#)
  - [TRB Snap Search: Electric Vehicles](#)
  - [TRB Snap Search: Innovation](#)
  - [TRB Snap Search: Shared Mobility](#)
  - [TRB Snap Search: Transit Innovations](#)

## Priority: Public and Stakeholder Engagement

### Objective A: Improve communication and engagement with stakeholders and the public.

#### Initiatives:

1. Prepare and implement an external communication strategy that include timelines.
  - Evaluate the effectiveness of current MPO communications, e.g., messaging, audience/audience segments and available media options, for public information and public engagement.
  - Explore online polling platforms, e.g., mentimeter and Slido, for use within virtual meetings/presentations or for stand-alone polls and surveys.
2. Leverage the MPO's Public Participation Panel for shaping major plans, including the perspective of disadvantaged populations.
3. Leverage the SEDA-COG news platforms to publish/share national news articles within the region.
4. Engage with civic and community/economic development organizations as guest speakers at local meetings/events.
5. Explore new methods to measure engagement in terms of the extent (quantity), value to the participant, and impact to regional transportation planning.
6. Participate as a community/regional organization in one to three large county or regional events per year. Develop criteria for event participation; examples include:
  - Fit with the event purpose or theme, e.g., economic development, climate/weather, technology, etc.
  - Cross-section of population
  - Expected attendance/participants
  - Alignment with hosting organization
  - Opportunity to engage with stakeholders and/or public
  - Cost and capacity to participate
  - Geographic coverage throughout the region

#### Additional Ideas:

7. Identify and leverage best practices of peer MPOs/RPOs, as applicable.
8. Develop easy-to-use tools for Board, stakeholder, and public engagement. One example is a pocket card on the MPO mission and priorities with contact information

and a QR code to submit input/feedback directly to staff.

9. Explore non-traditional partners as data sources, engagement allies, and project funding partners, etc. Examples include academia, human services, health care, large property management organizations, public libraries, etc.
10. Consider producing a SEDA-COG or SEDA-COG MPO podcast or similar.

**Objective B: Invite new perspectives and experiences to inform MPO planning.**

Initiatives:

1. Program an annual slate of guest speakers on the strategic priority topics. Initial suggestions include:
  - Safety and multimodal topics – Representative(s) from PennDOT, FHWA, and national planning associations; spokespersons or representatives of disadvantaged populations and youth/young adult populations; existing freight shippers and carriers; and county and regional economic development representatives.
  - Resiliency – Representative(s) from PennDOT, FHWA, and national planning associations
  - Emerging Technologies – Representative(s) from PennDOT, FHWA, national planning associations, and industry
  - Funding – Representative(s) from PA DCED, DCNR, DEP, FHWA
2. Attend other MPO meetings to observe planning practices, types of communication and engagement, etc.
3. Optionally conduct an optional annual project site or facility tour in the region. Example sites and facilities may include: freight generators, warehousing and distribution centers, county emergency management agencies, and transportation improvement project sites.

Additional Ideas:

4. Utilize a Task Force (2-3 Board/staff per topic) to review presentations via conference/webinar/podcast and bring highlights to the MPO Board (TRB podcast available at <https://www.nationalacademies.org/podcasts/trb>).
5. Encourage MPO Board member participation in TRB.

## Priority: Intergovernmental Coordination

### Objective A: Strengthen the MPO–local government partnership.

#### Initiatives:

1. Publish success stories of transportation needs met or services provided; rely on SEDA-COG communications staff to interview and produce website articles, short videos, or podcasts.
2. In partnership with counties, assess local governments' knowledge of the MPO and services related to local transportation needs. Consider an in-person meeting for municipal representatives or phone interviews.
3. Sponsor at least one transportation workshop/training per year, similar to LTAP topics (but outside the LTAP program), PennDOT Connects, etc. Follow up with participants regarding workshop value and application, and need for intermediate/advanced class or basic class on other topics.
4. Participate in topical committees or discussion groups of relevant national organizations, e.g., AMPO, APA, NADO, NARC, and TRB and /or review their recent research. Example:
  - o [NARC Working Group - Communications and Governmental Affairs](#)

#### Additional Ideas:

5. Prepare and distribute a toolkit to aid Board members in engaging with municipalities and local leaders (such as the pocket card described on page 17).
6. Coordinate a one-day staff exchange program between MPO staff and municipal roadmasters/public works departments.
7. Conduct an MPO outreach session in each county. Invite 1-2 local officials to discuss local transportation topics, particularly in relation to community and economic development. Consider a manageable session frequency and county rotation.

**Objective B: Expand planning and technical assistance for the local transportation network, with recognition of the unique needs of rural and urban areas.**

Initiatives:

1. Educate municipalities on available technical assistance from PennDOT (PennDOT Connects and LTAP), FHWA, and other state agencies and sources.
2. Leverage PennDOT Connects Municipal Program and LTAP (PSATS); facilitate/tailor delivery to ensure relevant information is provided.
3. Identify/prioritize common local transportation planning needs.
4. Participate in topical committees or discussion groups of relevant national organizations and/or review their recent research. Examples:
  - [NADO's Rural Transportation Technical Assistance Reports](#)
  - [TRB Snap Search: Local Aid](#)

**Objective C: Establish protocol for an ad hoc subcommittee to advise on special topics and and/or complex projects, like the Central Susquehanna Valley Thruway (CSV).**

Initiatives:

1. Develop project criteria for convening a task force.
2. Leverage the forthcoming PennDOT Pre-TIP Risk Screening Tool.

## Priority: Funding, Resources, & Capacity

**Objective A: Pursue funding from all relevant public programs (both transportation sources and non-transportation sources) and private sources to meet regional/local system needs.**

### Initiatives:

1. Leverage complementary funding programs for meeting local/regional transportation needs.
2. Sponsor at least one project funding workshop per year.
3. Consider the feasibility of a regional multimodal transportation fund or other TIP set-aside for local projects.

### Additional Ideas:

4. Explore how other regions have successfully funded regional trail development; consider a PA DCNR Peer Study.
5. Explore how a “circuit rider” could provide capacity for regional trail development across multiple counties/communities.

**Objective B: Strengthen capacity to pursue and administer state and federal grant funding to advance more projects.**

### Initiatives:

1. Partner within SEDA-COG to support a multi-year (e.g., 5-year) Community Capacity Coordinator position.
2. Make use of the [PennDOT Grant Development Guide](#), as updated.
3. Establish a pipeline of planning studies and capital projects for grant funding.
4. Partner with PennDOT on discretionary applications.

**Objective C: Enhance and expand staff and Board capabilities.**

### Initiatives:

1. Strengthen the orientation and continuing education programs for MPO Board members.
2. Identify staff and Board training opportunities relevant to the strategic priorities.

## Priority: Data & Information

### Objective A: Work with PennDOT to expand data availability for MPO planning.

#### Initiatives:

1. Define what data will meaningfully improve the MPO's planning and decision-making.
2. Work with PennDOT to source needed data, e.g., PennDOT Data Repository.
3. Expand data visualization and data sharing through online maps, dashboards, and Hub sites.
4. Participate in topical committees or discussion groups of relevant national organizations.
  - o [AMPO Data Interest Group](#)
  - o <https://onlinepubs.trb.org/onlinepubs/snap/Data-InformationManagementAndKnowledgeManagement.pdf>

### Objective B: Expand the Board's knowledge of the region as a whole.

#### Initiatives:

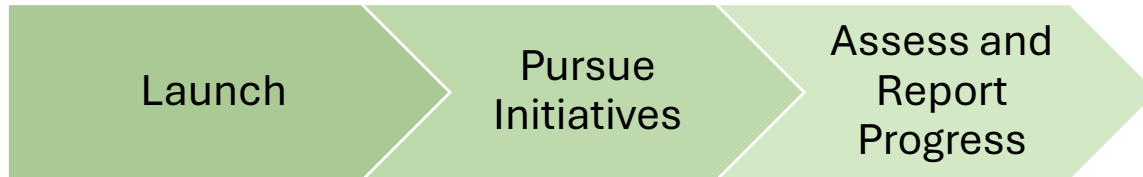
1. Visually represent one or more projects featured on the MPO meeting agenda with Google Street View, photos, and/or drone video.
2. Experience multimodal trips or movements, e.g. transit, freight (JRA), etc., firsthand through ride-alongs, as permitted.

#### Additional Ideas:

3. Brief the MPO Board on the state of development and transportation in each county annually.

## Implementation Framework & Tools

Strategic planning is complete. Efforts now turn to implementation, following three major steps:



The value and effectiveness of the Strategic Plan lies in its steady implementation. Board members and staff should expect to actively participate in the Strategic Plan’s implementation, supported by consultants as needed.

In addition and as stated in the 2022 Organizational Assessment, implementation efforts should “coordinate and align the SEDA-COG Strategic Plan, the MPO Strategic Plan, and UPWP documents, processes, and metrics.” This will entail internal efforts as well as external coordination with the broader SEDA-COG organization.

Internally, the strategic plan should inform the MPO’s LRTP and UPWP. Transportation system condition and modernization should be given attention in the LRTP planning process and document. Enhanced practices for public engagement, municipal/intergovernmental coordination, and data acquisition and use should be implemented within the LRTP planning process and carried out consistently by the MPO and the SEDA-COG organization. The MPO and SEDA-COG as a whole should collaborate on initiatives from their strategic plans to address funding for the transportation system as well as services that support all aspects of living, working, and conducting business in the region. Annual progress reporting by both the MPO and SEDA-COG could be coordinated or combined to demonstrate overall progress.

### Launch

1. **Select one or more initiatives for Year 1** (July 2024 through June 2025). To maintain momentum, selection should proceed promptly after plan adoption. A survey (in-meeting, online, or by paper scorecard) could be used to:
  - o Rank initiatives by importance (or other factor) within each objective and collect Board member interest areas.
  - o Estimate whether resources (time or expense reimbursement) beyond the MPO are necessary to support implementation of any mid-ranked or higher

- initiatives; note implications (e.g., need to defer the initiative until resources can be obtained) in the ranking results.
  - Discuss the results and confirm (or revise) the top-ranked initiatives as the Year 1 initiatives.
  - An annual work program template is shown on page 26.
2. **Publish the Strategic Plan**, in its entirety or only the five strategic priorities with objectives (presented on pages 10-12), along with the selected Year 1 initiatives. Share the Strategic Plan with partner organizations to gauge their interest in collaboration on any of the initiatives which might address shared goals.
  3. **Organize work groups** (or task forces) and develop concise work plans for each Year 1 initiative.
    - Assemble interested Board members and staff to outline a work plan, timeline, lead and support roles, and necessary resources. Recruit others, as needed, aiming for three to six participants in each work group.
    - Invite subject-matter experts or interested individuals from partner organizations, as relevant and available, to participate in initiatives.

## **Pursue Initiatives**

1. **Execute the work plan for each Year 1 initiative.** For example:
  - Conduct research as individual participants or as a group. Discuss findings from research to reach consensus on actions or practices to be recommended to the full MPO.
  - Pilot a new practice (or template), request feedback, and revise practice (or template) until practical and beneficial.
2. **Report key work plan activity or tasks/milestones** completed to the staff person responsible for the Strategic Plan progress report for MPO Meeting Packet preparation.
3. **Present findings and/or recommendations** to the MPO for action or as information; include future steps, as applicable. After the MPO accepts the results, report the initiative as complete and disband the work group.
4. **Steadily proceed with initiatives in priority order.** As one initiative is completed, organize a work group and work plan for the next-ranked initiative.

## **Assess and Report Strategic Plan Progress**

1. **Report on Strategic Plan implementation status annually.**
  - Summarize progress and completion of the active initiatives in a one-page

report suitable for public distribution and convenient online posting. Acknowledge participant efforts and significant outcomes. An annual progress report template shown on page 27.

- As the plan's horizon (2028) approaches, expand the progress report to convey progress and achievements over the full 2024-2028 period.
2. **Review the Strategic Plan for currency** on an annual basis. If conditions or circumstances have changed in such a way as to warrant additional priorities or objectives, update the Strategic Plan accordingly.
- Planning staff should make an initial assessment of the plan's continued relevance and report its recommendations for updates, if any, to the Board.
  - If recommended and the Board concurs, an update could be prepared in a focused (two-hour) workshop or assigned to a Board representative and staff member.
  - As the plan's horizon (2028) approaches, the assessment should shift to capturing input and direction for the next strategic plan.






**Annual Work Program and Progress Report**, primarily for internal reporting

SEDA-COG MPO Strategic Plan (2024-2028)					
Annual Work Program for the Period:		July 1, 2024 to June 30, 2025	Progress Report as of:	September 30, 2024	
as of 5/21/2024					
Objective	Initiative	Target Outcome	Leadership	Status	Notes
<b>PRIORITY: SYSTEM CONDITION AND MODERNIZATION</b>					
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
<b>PRIORITY: PUBLIC AND STAKEHOLDER ENGAGEMENT</b>					
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
<b>PRIORITY: INTERGOVERNMENTAL COORDINATION</b>					
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
<b>PRIORITY: FUNDING, RESOURCES, AND CAPACITY</b>					
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
<b>PRIORITY: DATA AND INFORMATION</b>					
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	
Select an objective	Select a corresponding initiative	Type a brief desired outcome	Unassigned	Not started	

**Annual Implementation Progress Report**, primarily for external reporting

SEDA-COG MPO Strategic Plan  
**2024-2028**

**Annual Implementation Progress Report**

Priority Goal Area	Baseline	(Year) Efforts	Achievement & Impact	
<b>System Condition and Modernization</b>				
	Planned projects and/or studies that address bicycle, pedestrian, transit, and freight needs	(#) in (Year)	(#)	(Type a highlight here)
	Planned projects and/or studies that address resiliency	(#) in (Year)	(#)	(Type a highlight here)
	Learning sessions attended on transformational transportation technologies	(#) in (Year)	(#)	(Type a highlight here)
<b>Public and Stakeholder Engagement</b>				
	Participant response or comments made	(#) in (Year)	(#)	(Type a highlight here)
	Diversity in participant response/comments	(#) in (Year)	(#)	(Type a highlight here)
	External speakers to the MPO Board.	(#) in (Year)	(#)	(Type a highlight here)
<b>Intergovernmental Coordination</b>				
	Municipalities that accessed technical assistance and services.	(#) in (Year)	(#)	(Type a highlight here)
<b>Funding, Resources, &amp; Capacity</b>				
	Non-traditional funding sources in planned projects.	(#) in (Year)	(#)	(Type a highlight here)
	Discretionary grants pursued; awarded.	(#;#) in (Year)	(#)	(Type a highlight here)
<b>Data &amp; Information</b>				
	Count of data needs.	(#) in (Year)	(#)	(Type a highlight here)
	Visualizations for MPO Board meetings.	(#) in (Year)	(#)	(Type a highlight here)

View the SEDA-COG MPO Strategic Plan at <https://seda-cog.org/departments/transportation/seda-cog-metropolitan-planning-organization/>.

