



UNIVERSITY OF PITTSBURGH  
OFFICE OF THE CHANCELLOR  
and  
INSTITUTE OF POLITICS

welcome you to the

# **EIGHTEENTH ANNUAL ELECTED OFFICIALS RETREAT**

**Collaborative Leadership:  
The Power of Public, Private, and  
Nonprofit Partnerships**

September 11-12, 2014  
Sheraton Hotel Pittsburgh at Station Square

## **Program Materials**

- Agenda
- Board of Fellows and Committee Lists
- 2014 Policy Committee Priorities
- Speaker Biographies
- Briefing materials

If you have questions about the materials or any aspect of the program, please inquire at the registration desk.

## **Director's Welcome**

Welcome to the University of Pittsburgh Office of the Chancellor and Institute of Politics' eighteenth annual Elected Officials Retreat. We are so glad that you have chosen to join us this year to examine the topic of "Collaborative Leadership: The Power of Public, Private, and Nonprofit Partnerships." In choosing this topic, we are reflecting on the event we held in April 2014 honoring Mark Nordenberg, chancellor emeritus of the University of Pittsburgh, and Jared Cohon, president emeritus of Carnegie Mellon University, with the Elsie Hilliard Hillman Lifetime Achievement Award for Excellence in Public Service, in recognition for their work leading two of the region's major universities but most importantly, in recognition of their willingness to work together to bring about significant regional projects of great importance to the region's economy and quality of life. We refer to their leadership style as "collaborative leadership."

In today's world, leaders who can work collaboratively are being recognized as increasingly valuable across all sectors: public, private, and nonprofit. While leaders must continue to navigate the traditional roles of motivating those within their own organizations and working with outside stakeholders, collaborative leaders face the challenging task of coordinating their internal and external efforts with partners. In order to manage this task, collaborative leaders must have three important characteristics: the ability to handle conflict, build relationships and share control.<sup>1</sup> The most effective of these have the ability to communicate the needs of their own organization clearly while listening to and understanding the needs of their partners.<sup>2</sup>

This retreat attempts to identify a few of those collaborative leaders who have worked with others to create successful public, private, and nonprofit partnerships, both within and outside of southwestern Pennsylvania. First, we will be welcoming the University of Pittsburgh's new chancellor, Pat Gallagher, who already has an established track record as a leader at the federal level within the U.S. Department of Commerce and the National Institute for Standards and Technology. Then, Chancellor Emeritus Mark Nordenberg will be on hand to present the Coleman Award, which is awarded based on criteria that mirror the principles of collaborative leadership.

During our opening session, David Ruppertsberger, who serves as the director of joint economic development initiatives for both the University of Pittsburgh and Carnegie Mellon University, will moderate a panel discussion among Tim McNulty of Carnegie Mellon, Audrey Russo of the Pittsburgh Technology Council, and Byron Kohut, the director of energy programs at Westmoreland County Community College. This panel will highlight the ways in which collaborative leadership has helped to grow certain sectors of the region's economy. It will be followed by a panel of state legislators, who will comment on the ways in which collaborative leadership has led to important projects within their districts and across the state.

After dinner, we will hear from some of the key players in the formation of Strategy 21, a forward-looking public private partnership between the Allegheny County commissioners, the Allegheny Conference, the City of Pittsburgh, the University of Pittsburgh and Carnegie Mellon University. This

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<sup>1</sup> David Archer and Alex Cameron, "Collaborative Leadership," Training Journal, June 2012, 35-38.

<sup>2</sup> Ibid.

partnership, unique at its time, resulted in the completion of a number of major development initiatives that are integral to our economy and our community today. The Carnegie Science Center, the Pittsburgh Supercomputing Center, the Andy Warhol Museum, the Convention Center, the Heinz History Center, and other key projects are all featured in the Strategy 21 proposals, which date from 1985 to the early 1990s. Rick Stafford will moderate a discussion between the panelists that will provide some background information on the partnership but will also help to prepare us for future such partnerships and projects. In his closing remarks, County Executive Rich Fitzgerald will help connect the Strategy 21 program with today's county and regional development initiatives.

On Friday, we will examine in greater detail the use of public private partnerships across various sectors. We will begin by looking at intergovernmental cooperation and partnership in the areas of environmental policy and shale gas development with Barry Rabe, a Brookings Institution fellow and the director of the Center for Local, State, and Urban Policy at the Gerald R. Ford School of Public Policy and a non-resident Senior Fellow at the Brookings Institution. Then, Timothy Weston, a partner at K & L Gates with years of experience at the state government level, will discuss public private partnerships in Pennsylvania as they exist now and what they might look like in the future.

The retreat's breakout sessions, designed to give our diverse constituency the opportunity to learn about specific projects relevant to their interests, offer an array of public, private and nonprofit partnerships that have led to the successful development of initiatives both inside and outside Pennsylvania. To close, Lisa Schroeder from RiverLife will lead a discussion about creating a culture of partnership and collaboration in our region; in some areas, we are doing well, but in other areas, we have a lot of work ahead of us.

As we proceed through this agenda showcasing successful partnerships in a variety of fields, and highlighting the work of visionary leaders, it is important to remember that public private partnerships are not always the right solution. I want to be clear that we are not attempting to call for collaboration as a panacea for all problems that organizations and policymakers face; rather that they are often overlooked or dismissed too easily due to the challenges that they present. It takes courage and hard work to envision an arrangement that results in the loss of some control, even to a highly respected and highly valued partner. We hope that this forum will help to encourage policymakers and others to continue to push the boundaries of what is possible, taking every opportunity to explore creative and unique partnerships that may ultimately result in exponential benefits for the parties involved and, just as importantly, the region and state as a whole. I look forward to working with you towards this goal in the months and years to come.

Sincerely,



Terry Miller  
Director

## **MISSION**

The Institute of Politics delivers timely information about the great issues affecting our region to elected officials and community leaders—and the public whom they serve—and provides a neutral forum where that knowledge and associated diverse viewpoints are discussed, digested, enriched, and applied to the goal of promoting an improved quality of life, government efficiency, and economic vitality in Western Pennsylvania.

## **VISION**

The Institute of Politics will be recognized as the region's most effective partner in the development of enlightened public policy that promotes the vitality of Western Pennsylvania to the benefit of individuals, institutions, and businesses.

## **ELECTED OFFICIALS RETREAT STATEMENT OF PURPOSE**

The March 7, 1997 Institute of Politics Board of Fellows meeting produced a request that the University of Pittsburgh host a retreat for public officials from different levels of government in Western Pennsylvania. Its principal purpose is to provide an informal forum for the discussion of strategies to address regional issues. The meeting also aims to enhance professional relationships among the participants.

## **PURPOSE OF BRIEFING BOOK**

This book provides program materials retreat participants will find useful. **Please remember to bring it with you to the retreat.** Within the briefing sections of this book, we have provided information on the Institute of Politics, its board members, and its committees; an agenda for the retreat; and useful information about the speakers who will be presenting and the organizations they represent.



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President and CEO, WQED Multimedia  
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President & CPO, United Way of Allegheny County  
CEO, Three Rivers Workforce Investment Board  
Chief Executive Officer, Greater Pittsburgh Community  
Food Bank  
Chief Executive Officer, Allegheny Conference on  
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**Business/Labor**

Ms. Candi Castleberry-Singleton

Mr. Evan S. Frazier

Mr. David J. Malone  
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Mr. Richard W. Taylor

Mrs. Doris Carson Williams

Chief Inclusion and Diversity Officer, UPMC Center for  
Engagement and Inclusion  
Senior Vice President of Community Affairs, Highmark  
Blue Cross Blue Shield  
President & CEO, Gateway Financial Services  
Managing Director of Philanthropy, BNY Mellon  
Foundation of Southwestern Pennsylvania  
Regional Director, Southwest Governor's Action Team  
President, Allegheny County Labor Council  
Chief Executive Officer, Imbue Technology Solutions, Inc.  
("ImbuTec")  
President & CEO, African American Chamber of  
Commerce of Western PA

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*Program Agenda*  
Thursday, September 11, 2014

- 1:00-2:00 pm                    **GENERAL REGISTRATION**
- 2:00-2:05                      **INTRODUCTION OF CHANCELLOR PATRICK GALLAGHER** by **Terry Miller**, Director, Institute of Politics
- 2:05-2:15                      **WELCOME** by **Patrick Gallagher**, Chancellor, University of Pittsburgh
- 2:15-2:45                      **PRESENTATION OF COLEMAN AWARD** by **Mark Nordenberg**, Chair-Elect, Institute of Politics, and Chancellor Emeritus, University of Pittsburgh
- 2:45-2:55                      **RETREAT OVERVIEW and INTRODUCTIONS** by **G. Reynolds Clark**, Vice Chancellor for External Relations and Chancellor's Chief of Staff, University of Pittsburgh
- 2:55-3:45                      **GENERATING ECONOMIC AND WORKFORCE DEVELOPMENT THROUGH COLLABORATION IN SOUTHWESTERN PA** moderated by **David Ruppberger**, Director, Joint Economic Development Initiatives, Carnegie Mellon University and University of Pittsburgh
- **Tim McNulty**, Associate Vice President for Government Relations, Carnegie Mellon University
  - **Audrey Russo**, President and Chief Executive Officer, Pittsburgh Technology Council
  - **Byron Kohut**, Director, Energy Programs, Advanced Technology Center, Westmoreland County Community College
- 3:45-4:00                      **BREAK**
- 4:00-5:00                      **THE POWER OF COLLABORATION: STATE ELECTED OFFICIALS PANEL**
- **Jay Costa**, Member, PA Senate
  - **Randy Vulakovich**, Member, PA Senate
  - **Eli Evankovich**, Member, PA House of Representatives
  - **Pam Snyder**, Member, PA House of Representatives

- 5:00-5:30** **OPEN DISCUSSION** moderated by **Stan Thompson**, Education Program Director, The Heinz Endowments
- 5:30-6:00** **RECEPTION**
- 6:00-7:00** **DINNER**
- 7:00-7:50** **STRATEGY 21: A MODEL OF COLLABORATIVE LEADERSHIP AND IMPLICATIONS FOR THE FUTURE OF SOUTHWESTERN PENNSYLVANIA** moderated by **Rick Stafford**, Distinguished Service Professor of Public Policy, Carnegie Mellon University
- **D. Michael Fisher**, circuit judge, U.S. Court of Appeals of the Third Circuit, and former member, PA Senate
  - **Charles Kolling**, Government Relations Professional, Buchanan Ingersoll & Rooney
  - **Tom Michlovic**, Adjunct Professor, GSPIA, University of Pittsburgh, and former member, PA House of Representatives
  - **Robert Pease**, Senior Vice President, National Development Corporation
- 7:50-8:00** **CLOSING REMARKS** by **Rich Fitzgerald**, County Executive, Allegheny County

**Friday, September 12, 2014**

- 8:30-9:00 am** **CONTINENTAL BREAKFAST**
- 9:00-9:05** **OPENING REMARKS and INTRODUCTION** by **Marie Hamblett**, Deputy Director of Finance, Institute of Politics
- 9:05-9:30** **OVERCOMING POLITICAL AND GOVERNANCE CHALLENGES IN THE 21<sup>ST</sup> CENTURY: COLLABORATION AT LOCAL AND REGIONAL LEVELS** by **Barry Rabe**, Director, Center for Local, State, and Urban Policy, Gerald R. Ford School of Public Policy, University of Michigan, and Non-resident Senior Fellow in Governance Studies, Brookings Institution
- 9:30-9:55** **THE FUTURE OF PUBLIC/PRIVATE PARTNERSHIPS IN PENNSYLVANIA – RISKS AND REWARDS** by **R. Timothy Weston**, Partner, K&L Gates and board member, National Council on Public-Private Partnerships
- 9:55-10:15** **OPEN DISCUSSION** moderated by **Caren Glotfelty**, Executive Director, Allegheny County Parks Foundation
- 10:15-10:25** **BREAK/TRANSITION**



**10:25-10:55**

**SOCIAL AND COMMUNITY-BASED PARTNERSHIPS**

- *Breakout 1* - LA Community Resilience Project:  
**Anita Chandra**, Research Department Director, Behavioral and Policy Sciences Department; Senior Policy Researcher, RAND Corporation
- *Breakout 2* - Partnership for Sustainable Communities:  
**Kathleen Bailey**, Regional Coordinator, Office of Sustainable Communities, EPA
- *Breakout 3* - Workforce Innovation and Opportunity Act: **Stefani Pashman**, CEO, Three Rivers Workforce Investment Board

**10:55-11:00**

**BREAK/TRANSITION**

**11:00-11:30**

**TRANSPORTATION AND INFRASTRUCTURE PARTNERSHIPS**

- *Breakout 1* - The Water Resources Reform and Development Act: Implications for Partnership: **Bernard Lindstrom**, Commander, Pittsburgh District, U.S. Army Corps of Engineers
- *Breakout 2* - Dauphin County Infrastructure Bank:  
**August Memmi**, Executive Director, Community and Economic Development, Dauphin County
- *Breakout 3* - Atlanta Streetcar: **Thomas L. Weyandt**, Deputy Chief Operating Officer, City of Atlanta

**11:30-11:35**

**BREAK/TRANSITION**

**11:35-11:55**

**OPEN DISCUSSION: FOSTERING A CULTURE OF COLLABORATION**  
moderated by **Lisa Schroeder**, Executive Director, RiverLife

**11:55-12:00 pm**

**CLOSING REMARKS** by **Moe Coleman**, Director Emeritus, Institute of Politics

**12:00–12:45 pm**

**LUNCHEON**

## SPEAKER BIOGRAPHIES

### **Kathleen Bailey**

Kathleen Bailey is a Senior Management Analyst and Regional Coordinator for US EPA's Office of Sustainable Communities. In this role she is actively involved in the HUD, DOT, EPA Partnership for Sustainable Communities, which is celebrating its 5<sup>th</sup> anniversary of coordinating investments and aligning policies to support communities that want to give Americans more housing choices, make transportation systems more efficient and reliable, reinforce existing investments, protect the environment, and support vibrant and healthy neighborhoods that attract businesses and jobs.

She has been at EPA since 1990, working primarily in voluntary partnership programs to improve the environmental performance of business, industry and communities. From 2003-10 she served as the National Port Sector Lead, working with the nation's public port authorities and their business partners to improve their triple bottom line of economy, environment, and social equity. Prior to this, she had EPA assignments as Designated Federal Officer (DFO) for two multi-stakeholder federal advisory committees, including the Common Sense Initiative (CSI) Council, for which she received Vice President Gore's Hammer Award, "for building a government that works better and costs less". She has also worked in EPA's Office of Pollution Prevention and Toxics as a Program Manager for the review of new chemicals and genetically engineered microorganisms under the Toxic Substances Control Act.

Prior to EPA, she spent over 15 years in a variety of leadership positions in the private sector, including sales manager for a Fortune 500 chemical company, and operations manager for small businesses. She started her career in social service.

Kathleen has a B.S. degree in Community Leadership and Development from Springfield College and a Master of Administrative Science degree from The Johns Hopkins University, which included a one year Fellows Program in Organization and Community Systems. She is currently a Senior Fellow with the Council for Excellence in Government.

### **Anita Chandra**

Anita Chandra is a senior policy researcher and director of the Behavioral and Policy Sciences Department at the RAND Corporation. Her background is in public health, child and adolescent development, and community-based participatory research and evaluation. She currently leads or co-leads studies on community well-being; deployment and military families; community resilience and long-term disaster recovery; and child health and development. Throughout her career, Chandra has engaged government and nongovernmental partners to consider cross-sector solutions for improving child and community well-being and to build systems and evaluation capacity. This work has taken many forms including engaging with the Department of Health and Human Services and local government agencies on building systems for emergency preparedness and resilience both in the U.S. and globally; partnering with private sector organizations to build the science base around child systems; and collaborating with city governments and foundations to measure well-being, sustainability, and health transformation. She has also partnered with community organizations to conduct broad-scale health needs assessments, to examine the integration of health and human service systems, and to determine how to address the needs of historically vulnerable populations in health and social services.

These projects have occurred in partnership with local health systems, foundations, and other community organizations.

Chandra earned a Dr.P.H. in population and family health sciences from the Johns Hopkins Bloomberg School of Public Health.

## **Jay Costa**

Jay Costa was first elected to the 43<sup>rd</sup> Senatorial District on April 23, 1996 and is currently serving his fifth full term in the Pennsylvania Senate. Previously he served as Register of Wills (1992-1996) and Deputy Sheriff (1984-89) in Allegheny County.

Senator Costa was elected Democratic leader by his Senate colleagues in November 2010 and reelected in 2012 making him the highest-ranking member of the Senate Democratic Caucus. During the 2009-10 session, Senator Costa served as the Democratic chair of the Senate Appropriations Committee. He also served as Senate Democratic Caucus chair from 2005-08 and formerly served as Democratic chair of the Senate Judiciary Committee.

In addition to his work in the Pennsylvania Senate, Senator Costa has been an adjunct professor at the Community College of Allegheny County (CCAC) and is a member of the Pennsylvania and Allegheny County Bar Associations. In 2001, he was appointed to the Board of Trustees of the University of Pittsburgh and he currently serves as a member of the CCAC Board of Trustees. Senator Costa earned his law degree from the Duquesne University School of Law and holds a bachelor's degree from Indiana University of Pennsylvania.

Senator Costa has a long list and a wide range of legislative initiatives and accomplishments. These include sponsoring and supporting legislation to:

- Create a statewide jury information system to improve diversity and representation in county and federal jury pools;
- Provide certified interpreters for deaf, hearing impaired and limited English proficient litigants in administrative and judicial proceedings;
- Reduce the inequitable inheritance tax by 25 percent which resulted in a savings of millions of dollars each year for Pennsylvania families;
- Provide for a life-sentence to those who commit rape or involuntary deviate sexual intercourse when serious bodily injury occurs to victims thirteen years or younger;
- Impose a rigorous blood alcohol content standard for school vehicle drivers and provide for the suspension of driving privileges;
- Author of law to provide enhanced penalties for those who are driving under the influence with a minor child in the vehicle;
- Strengthen legislation requiring Internet Service Providers to remove child pornography from their services or face tough criminal sanctions;
- Overturn anti-employee Superior Court decision in *Shick v Shirey* to prevent retaliatory firings of at-will employees who file worker's compensation claims;
- Enhance reporting requirements for school district financial advisors in order to protect districts from future fraudulent investment activities;

- Improve Pennsylvania’s crime data reporting system to ensure that municipalities report crime statistics to the state police;
- Expand coverage and reduce prescription drug cost for seniors by leveraging additional rebates from drug manufacturers through a plan called FAIRx, a proposal that was eventually incorporated into state law;
- Improve education with a back-to-basics approach in elementary schools, coupled with funding to permit smaller class sizes;
- Implement new state-of-the-art technologies in the classroom, and to increase tutoring assistance;
- Restore education dollars lost due to a reduction in state support;
- Direct a portion of gaming revenues toward reduction of Pittsburgh and Allegheny County development debt, including the convention center, airport, and redevelopment authorities;
- Recast Pittsburgh’s taxing structure, stabilize city finances and build a strong foundation for future development;
- Expand CHIP health insurance to help children in Pennsylvania and Medicaid to cover over 500,000 Pennsylvanians who do not currently have access to health care;
- Fight to create jobs through a comprehensive plan called PA Works that uses public dollars to leverage development, develop targeted job training programs and foster economic growth;
- Promote the rebirth of small cities and inner urban cores through an initiative called GPS – Growth, Progress, Sustainability;
- Expand state funding for mass transit to rebuild roads, highways, bridges and mass transit systems in addition to creating more than 65,000 new jobs in the building construction.

Senator Costa also advocated for an increase to the Pennsylvania State Police complement and recognized the economic imperative of supporting legislation which led to the construction of two new stadiums and an expansion of the David Lawrence Convention Center.

Senator Costa is the son of the late Allegheny County Treasurer Jay Costa Sr. He is married to the former Roxanne Ross. They have two sons and a daughter.

### **Eli Evankovich**

Representative Eli Evankovich is a second-term Republican member of the Pennsylvania House of Representatives serving the people of the 54th Legislative District, which includes parts of Westmoreland and Armstrong counties. During the 2013-14 session, Eli serves on the Environmental Resources and Energy, Finance, Human Services, Insurance, State Government and Urban Affairs committees. Eli’s top priority is to make our state a better place to raise a family, get a job, and ensure prosperity for the next generation.

Prior to joining the Legislature in 2010, Eli was a financial analyst at U.S. Steel Corporation where he held various management roles of increasing responsibility. He and his wife, Heather, own and operate a small business that employs more than two dozen full- and part-time employees.

As a fourth-generation cattle farmer, husband, and father, Eli brings a unique perspective and vast array of knowledge and experience to the Pennsylvania Legislature.

Eli tends to focus on big-picture, incremental solutions and is a big believer that success is derived through hard work and personal sacrifice rather than government intervention.

Eli is a magna cum laude graduate of the University of Pittsburgh with majors in Finance and General Management, as well as core studies in mathematics and economics. He, Heather and their three children, Mia, Elissa, and John, reside in Murrysville near his family farm.

### **D. Michael Fisher**

Judge Fisher is a Circuit Judge on the United States Court of Appeals for the Third Circuit. He was nominated by President George W. Bush and confirmed unanimously by the U.S. Senate in December 2003. Prior to becoming a judge, he was elected Attorney General of Pennsylvania in 1996 and re-elected in 2000. Judge Fisher personally argued major cases in state and federal appellate courts. In March 1998, he successfully argued before the United States Supreme Court a precedent-setting case ensuring that paroled criminals meet the conditions of their release. Before his election as Attorney General, Judge Fisher served for 22 years in the Pennsylvania General Assembly, serving six years in the State House and 16 years as a member of the State Senate. He was a member of the House and Senate Judiciary Committees, the Chair of the Senate Environmental Resources and Energy Committee and the Majority Whip of the Senate. During his legislative career, he was a leader in criminal and civil justice reform and an architect of many major environmental laws. In 2002, Judge Fisher was the Republican candidate for Governor of Pennsylvania. He began his legal career in his hometown of Pittsburgh following his graduation from Georgetown University in 1966 and Georgetown University Law Center in 1969. As an Assistant District Attorney for Allegheny County, he handled nearly 1,000 cases, including 25 homicides. He continued to practice law during his career in the General Assembly and was a shareholder or partner in various firms, including Houston Harbaugh, where he practiced from 1984 to 1997. Judge Fisher's law practice included civil litigation, commercial law, estate planning and real estate. Judge Fisher served for six years on the Budget Committee of the U.S. Judicial Conference. Judge Fisher currently chairs the PBA's Federal Practice Committee, the Third Circuit Attorney Disciplinary Committee, is a member of the Third Circuit Judicial Counsel and various committees, and is an adjunct professor at the University of Pittsburgh in the School of Law and the Honors College.

### **Rich Fitzgerald**

Rich Fitzgerald took office on January 3, 2012.

Rich grew up in Pittsburgh's Bloomfield-Garfield neighborhood. He earned his B.S. in Mechanical Engineering with a business minor from Carnegie Mellon University. Rich started a small business, Aquenef, which provides water treatment equipment and services for industry in the Western Pennsylvania region.

Rich worked on the campaign to change the form of government in Allegheny County. In 1999, he ran for one of the district council seats on the newly-formed County Council and was elected to represent a district that included suburban municipalities and city neighborhoods. He held the seat for twelve years and was elected as Council President four times before leaving to run for the office of County Executive.

As County Executive, he is focused on economic development of the region and job creation and works with companies on a weekly basis to address the issues that are priorities to them in growing and being supported in the county. That focus includes making our airport better, ensuring our public transit system is reliable and sustainable, and providing a climate where a skilled workforce is a key component of our growth. Rich's interest in making government more effective and efficient began with the consolidation of row offices when he was on Council, has expanded to include a top to bottom review of county departments and functions by the County Manager and direction to make changes to ensure that county government is responsive to taxpayers and protects their interests.

He and his wife, Cathy, a pharmacist, live in Squirrel Hill. They have eight children.

### **Patrick Gallagher**

Patrick D. Gallagher, age 50, was selected in February 2014 by the University of Pittsburgh Board of Trustees as the 18<sup>th</sup> chancellor of the university. He officially began his tenure on August 1, 2014. He previously served as Deputy Secretary of the U.S. Department of Commerce and the Director of the National Institute of Standards and Technology (NIST) and Undersecretary of Commerce for Standards and Technology.

Gallagher was appointed Acting Deputy Secretary of the Department of Commerce by President Obama on June 1, 2013. The U.S. Department of Commerce promotes job creation, economic growth, sustainable development, and improved standards of living for all Americans by working in partnership with businesses, universities, communities, and our nation's workers. The department manages a wide range of programs in the areas of trade, economic development, technology, entrepreneurship and business development, environmental stewardship, and statistical research and analysis. As Deputy Secretary, Gallagher supported the Secretary and acts as the chief operating officer of the Department, with overall responsibility for budget, planning, and operations. The Department has a total operating budget of over \$10 billion and has 40,000 federal employees.

Gallagher was confirmed as the 14th Director of NIST on Nov. 5, 2009. In this capacity, he provided high-level direction for the agency. The agency promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology. NIST's FY 2014 budget includes \$850 million in direct and transfer appropriations, an estimated \$50 million in service fees and \$120 million from other agencies. The agency employs about 3,000 scientists, engineers, technicians, support staff, and administrative personnel at two main locations in Gaithersburg, Md., and Boulder, Colo. NIST also hosts about 2,700 associates from academia, industry, and other government agencies who collaborate with NIST staff and access user facilities.

Under Gallagher, NIST greatly expanded its participation, often in a leadership role, in collaborative efforts between government and the private sector to address major technical challenges facing the nation. NIST's participation in these efforts stems from the agency's long history of technical accomplishments and leadership in private sector-led standards development organizations and in

research fields such as manufacturing engineering, cybersecurity and computer science, forensic science, and building and fire science.

Prior to assuming the directorship of NIST, Gallagher served in a number of capacities with that agency, including deputy director, director of the NIST Center for Neutron Research, and leader of the Research Facilities Operation Group in the Center for Neutron Research as well as a NIST agency representative at the National Science and Technology Council. Prior to joining NIST in 1993, he worked as a research associate at Boston University.

During the first stages of his career, Gallagher did work on the physics of soft condensed matter, using both laser lights and neutron beams as probes. As he took on broader responsibilities at NIST, he worked on important aspects of national policy for applying science to technological challenges. In the years since becoming head of NIST, he has played a key role in formulating federal policy related to national efforts to encourage entrepreneurship, promote effective standards setting, and support advanced manufacturing.

In 2006, the U.S. Department of Commerce awarded Gallagher its Gold Medal for his leadership in interagency coordination efforts.

In 2013, he gave the commencement speech at the University of Pittsburgh, and Pitt awarded him an honorary Doctor of Public Service degree at that event in recognition of his contributions to advancing our nation through science and technology.

He is a member of the American Physical Society, the American Association for the Advancement of Science, the Sigma Xi Honor Society, and the Sigma Pi Sigma Honor Society. He worked as a research assistant at the University of Pittsburgh and received his PhD in physics from Pitt in 1991.

Gallagher received a bachelor's degree in physics and philosophy from Benedictine College. Before his graduate study at Pitt, he taught science and math at a high school in St. Joseph, Mo., where he also served as head coach for the cross-country track team. Prior to moving to Pittsburgh this summer, he resided in Brookeville, Md., with his wife, Karen, and their three sons.

### **Caren Glotfelty**

Caren Glotfelty is the executive director of the Allegheny County Parks Foundation. Most recently, Glotfelty served as the Senior Program Director of the Heinz Endowments Environment Program for 13 years, where she was responsible for managing a grant portfolio totaling \$8-13 million per year, addressing issues such as community revitalization, environmental health, parks, trails and land conservation. Previously, Glotfelty served as the Maurice K. Goddard Chair in Forestry & Environmental Resources Conservation at Penn State University for 5 years, and her work included teaching, research, outreach and leadership on topics and issues related to state and local environmental and natural resources policy. She has also served as the Deputy Secretary for water management in the Pennsylvania Department of Environmental Resources for 4 years developing and managing all state

policy and regulatory programs related to water quality, sewage treatment, stormwater management, and stream protection. Glotfelty serves on the board of directors of the Pittsburgh Water and Sewer Authority, and cochairs the Sewer Regionalization Implementation Committee. She is also a member of the Environment Policy Committee, as well as a member of the Board of Fellows at the Institute of Politics, where she has also previously served as cochair of the Environment Policy Committee and as a member of the Shale Gas Roundtable. Glotfelty holds a bachelor's degree from the University of the Pacific, as well as a master's degree in regional planning from the University of Pennsylvania.

### **Byron Kohut**

Byron Kohut, Ed.D., is currently the director of energy programs at Westmoreland County Community College (WCCC), Pennsylvania. As part of a new initiative aimed at developing an energy-sector workforce for southwestern Pennsylvania, WCCC developed an Advanced Training Center to deliver academic and workforce education and training programs in welding, natural gas and oil, HVAC, mechatronics, and electric utilities. Previously, Dr. Kohut was the director of ShaleNET. This program helped thousands of individuals find employment in the natural gas and oil industry in Ohio, Pennsylvania, Texas, and West Virginia. Dr. Kohut was part of a team of community colleges, workforce agencies, and economic development entities that authored and managed United States Department of Labor grants totaling nearly \$20 million. The objective of ShaleNET is to design and implement community college associate degree programs in petroleum technology. Dr. Kohut has presented his work with ShaleNET across the world. Prior to his time as director of the ShaleNET program at WCCC, Dr. Kohut worked at the Community College of Allegheny County (CCAC) designing successful grant applications focused in energy located at the CCAC West Hills Center. Dr. Kohut is a graduate of the University of Pittsburgh with a Doctorate in Education with a focus on community college management.

### **Charles Kolling**

Charles J. Kolling, Jr. has represented a number of public and private clients, before the legislative and executive branches of federal, state and local governments for over 35 years. He was a consultant with Klett Rooney Lieber & Schorling for 10 years before it joined Buchanan in 2006.

Chuck began his government affairs career in 1977 when he was appointed executive assistant to the chairman of the Allegheny County Board of Commissioners and was subsequently given the responsibility of representing the board before the Pennsylvania General Assembly and the U.S. Congress. Prior to joining Klett Rooney Lieber & Schorling, he maintained his own lobbying firm representing clients before all levels of government.

He was a member of the Strategy 21 Economic Development and Strategic Investment Partnership working groups and the Pittsburgh/Allegheny County Investment Coordination Staff Group, which advised a committee comprising the Allegheny County chief executive and the mayor of Pittsburgh, as well as various business leaders, regarding strategies to encourage economic development in



Southwestern Pennsylvania. One of his specialties is securing state and federal capital and operating grants. It is safe to say that he has worked on every major economic development initiative in Pittsburgh and Allegheny County in the last three decades. Most recently, Chuck served as a member of Allegheny County Chief Executive Rich Fitzgerald's Intergovernmental Cooperative Vision Team.

In addition to his government affairs work, he is a past member of the Steel Industry Heritage Corporation Board of Directors and has served on Senator Arlen Specter's Service Academy Candidate Civilian Review Committee, which makes recommendations to the senator on individuals under consideration for nomination to the United States Military, Naval and Air Force Academies. He served as a delegate to two Democratic National Conventions and as an alternate elector in the presidential Electoral College.

He was named by *Harrisburg Magazine* as one of the 12 most influential lobbyists in the capital and was included in the 2007 and 2008 issues of *The Pennsylvania Report* as one of the top 100 people in Pennsylvania most likely to affect policy and politics in the commonwealth. He is a Pittsburgh native and attended Pennsylvania State University.

### **Bernard Lindstrom**

Colonel Bernard R. Lindstrom assumed Command of the Pittsburgh District, U.S. Army Corps of Engineers, on January 11, 2013. As the District Commander he is responsible for leading the District's Civil Works mission in the Ohio River Basin to provide navigation, flood damage reduction, recreation, environmental restoration, hydropower, storm damage reduction, regulatory, water supply and emergency response. The District's area of responsibility encompasses 328 miles of navigable waterways on the Allegheny River, Monongahela River, and upper Ohio River and is defined by a watershed basin spanning more than 26,000 square miles that includes portions of western Pennsylvania, northern West Virginia, eastern Ohio, western Maryland and southwestern New York. Key water infrastructure in the basin includes 23 navigation locks and dams, 16 multi-purpose flood damage reduction reservoirs, 80 local flood damage reduction projects, and other projects to protect and enhance water resources. During his tenure in command, Colonel Lindstrom will contribute directly to a legacy of engineering accomplishment and excellence in the Ohio River Basin since 1866.

Colonel Lindstrom was born in Monroeville, Pennsylvania and moved to Acme, Pennsylvania at the age of nine. He is a 1986 graduate of Connellsville High School in Connellsville, Pennsylvania. He was commissioned in the U.S. Army Corps of Engineers in 1988 through the Reserve Officers' Training Corps upon completion of studies at Georgia Military College in Milledgeville, Georgia.

Colonel Lindstrom holds a Bachelors of Science degree in Mechanical Engineering from Mercer University in Macon, Georgia, a Masters Degree in Business Administration from Benedictine College in Atchison, Kansas and a Masters of Strategic Studies from the U.S. Army War College in Carlisle, Pennsylvania. He is also a graduate of the U.S. Army Command and General Staff College and the Engineer Officers Career and Basic Course. Prior to assuming command of the Pittsburgh District,

Colonel Lindstrom served in a variety of engineer command and leadership assignments across the globe.

Key command and leadership positions include Executive Director, Directorate of Civil Works, U.S. Army Corps of Engineers in Washington, D.C.; Commander of the Nashville District, U.S. Army Corps of Engineers in Nashville, Tennessee; Joint Engineer Plans and Operations Chief for U.S. Forces Korea in Seoul, Korea; Executive Officer to the Deputy Chief of Staff Engineer, U.S. Army Europe in Heidelberg, Germany; Executive Officer for the 18th Engineer Brigade in Bagram, Afghanistan; Executive and Operations Officer for the 94th Engineer Battalion in Baghdad, Iraq; and direct leadership of an engineer company and platoons in the 317th and 16th Engineer Battalions.

His awards and decorations include the Bronze Star Medal, the Defense Meritorious Service Medal, the Meritorious Service Medal, the Army Commendation Medal, the Army Achievement Medal, the National Defense Service Medal, the Afghanistan Campaign Medal, the Global War on Terrorism Expeditionary and Service Medals, the Korean Defense Service Medal, and the Military Outstanding Volunteer Service Medal.

### **August Memmi**

For more than 2 decades, August “Skip” Memmi has developed a reputation as an experienced public servant (elected 15 years to the Township of Derry Supervisors) with a specialty in economic development, redevelopment, and job creation. In doing so, he has helped guide an ongoing renaissance in Derry Township.

As a member of the Township of Derry Industrial Commercial Development Authority, Skip played an integral role in a number of economic development/job creation projects, including the Giant Center, a revamped Hershey Press Building and the new museum, The Hershey Story.

Since 2002, Skip has used his experience to assist all of Dauphin County as the Deputy Director of the county’s Office of Community and Economic Development, and as the Executive Director since 2009. During that time he has worked with county officials to create family-sustaining jobs through a number of landmark projects.

Skip is the Executive Director of the Dauphin County Industrial Development Authority, Economic Development Corporation, Redevelopment Authority, and Landbank Authority. These organizations oversee the Dauphin County Community Development Block Grant, Community Development Block Grant-Disaster Relief, and HOME programs and the distribution of the county Tourism Tax Dollars, Local Municipal Share Gaming Grant funding and the Dauphin County Infrastructure Bank funding. He serves as the Dauphin County Representative to HATS (MPO), the Dauphin County Planning Commission, the Tri-County Planning Commission, and is the Chairman of the Dauphin County Tax Collection Committee, which oversees the collection of EIT taxes in the county.

Skip has lived in Derry Township his entire life. He currently resides in Hershey with his wife, Diane. He attended Shippensburg University and prior to coming to County Government, was the owner of many successful businesses.

### **Thomas A. Michlovic**

Tom Michlovic is an adjunct professor of public policy at the University of Pittsburgh Graduate School of Public and International Affairs. Previously, he served as a member of the Pennsylvania Securities Commission (PSC). Prior to joining the PSC, Michlovic was a representative in the Pennsylvania General Assembly for 24 years during which he represented the 35<sup>th</sup> state legislative district in eastern Allegheny County. He was chairman of the Allegheny County Democratic Delegation for ten years and then served as a chair of the Tourism Committee. After that, he completed two terms as chairman of the Veterans Affairs & Emergency Preparedness committee. Michlovic also participated in many other committees including Insurance, State Government, Consumer Affairs, Environmental & Conservation and Mines & Energy.

In 1995, Michlovic was appointed as a congressional representative to the White House Conference on Travel and Tourism. In 2002, he was awarded the Champion of Good Government Award from the Mon Valley Initiative, and prior to that, he received the Lifetime Achievement Award from the Family Support Program of Allegheny County.

He holds a bachelor's degree in political science from the University of Pittsburgh in 1972, and in 1976 obtained his masters in public administration from the Graduate School of Public & International Affairs at the University of Pittsburgh, where he currently teaches.

He served in the U.S. Army from 1967 to 1969 and was awarded the Purple Heart, Combat Infantry Badge and Vietnam Service Award for his actions as an infantryman in Vietnam.

Michlovic founded the Medal of Honor Scholarship, which offers scholarships to worthy high school graduates to honor local military heroes. He was a charter member of the Steel Valley Industrial Heritage Corporation on which he served as a board member for 20 years. He also helped to establish the Steel Valley Authority to protect and retain manufacturing jobs and still serves as vice chairman of the board. Michlovic is advisory board chair of the Office of Child Development within the University of Pittsburgh, and is a member of the Board of Fellows of the university's Institute of Politics.

Born in Braddock, Michlovic is married to Gwen Thomas.

### **Stefani Pashman**

Stefani Pashman is CEO of the Three Rivers Workforce Investment Board (3RWIB), a Pittsburgh-based non-profit organization that directs the public workforce development system for the City of Pittsburgh and Allegheny County. As the steward of public workforce dollars for two distinct areas, Ms. Pashman transformed the organization, eliminated redundancy, and streamlined the management of more than \$10

million in public and private funds. She further created the innovative Pittsburgh Works initiative to align and connect a network of more than 80 workforce development agencies united to link businesses with talent and job seekers with well-paying jobs.

Prior to accepting this position in February 2010, Ms. Pashman spent nearly 7 years in the PA Department of Public Welfare under an appointment from Governor Rendell. She has also worked in private consulting and in the White House Office of Management and Budget. Ms. Pashman holds an M.B.A. and a Masters in Health Administration from the University of Michigan and a B.A. from Washington University in St. Louis.

Ms. Pashman is active in numerous national and local organizations. She serves on the Board of Trustees for the US Conference of Mayors Workforce Development Council; chairs the University of Pittsburgh Institute of Politics' Workforce Development Committee; and serves on the Federal Reserve Bank of Cleveland, Pittsburgh Advisory Board, the United Way Women's Leadership Council, as well as the boards of PA Partnerships for Children, the Jewish Community Center of Greater Pittsburgh, and Health Careers Futures. She resides in the Squirrel Hill neighborhood of Pittsburgh with her husband and three young children.

### **Robert Pease**

Robert Pease received a BS in Civil Engineering from the Carnegie Institute of Technology in 1949.

Since February 1, 1991, Robert, a Professional Engineer, has been Senior Vice President of National Development Corporation, a Pittsburgh company with development activities in Pittsburgh, Boston, Florida and Washington, DC. From 1968 to 1991, he was Executive Director of the Allegheny Conference on Community Development, a civic organization which played a leadership role in rebuilding Pittsburgh and the surrounding region. From 1953 to 1968, he served as Engineer, Chief Engineer and Executive Director of Pittsburgh's Urban Redevelopment Authority. From graduation to 1953, he was Engineering Assistant at Carnegie Institute of Technology, overseeing campus improvement projects.

Robert developed an international reputation as a leader in the city and urban development field. In 1967, he was a consultant to the Ford Foundation reviewing, analyzing and writing about the programs of the Metropolitan Planning Organization in Greater Calcutta, India. He has participated in a number of meetings at Ditchley Park, Oxford, England on urban problems and growth. He has been a visiting Professor at the University of Pittsburgh Graduate School of Public and International Affairs. He has served on numerous boards and committees, including Board Member, American Institute of Architects, Blue Cross, Pittsburgh Section ASCE (two terms) and one term as president of the Section. He was a two term Trustee of Carnegie Mellon University, and for 25 years, a Trustee of Alaska Pacific University in Anchorage, Alaska. He is a Fellow and Life Member of the American Society of Engineers and was awarded an Honorary Membership in the Society, its highest honor. He is a past Director of DQE and Duquesne Light Company.

Robert has received numerous awards and honors, including Honorary Doctor of Social Sciences Degree from Duquesne University, the Carnegie Mellon University Alumni Merit Award, and The Metcalf Award from the Engineers Society of Western Pennsylvania.

### **Barry Rabe**

Barry Rabe is a Professor of Public Policy in the Ford School and also holds appointments in the School of Natural Resources and Environment and the Program in the Environment. He is a non-resident senior fellow in the Governance Studies Program at the Brookings Institution. Much of his recent research examines state and regional development of policies to reduce greenhouse gases, which has been conducted in collaboration with the Brookings Institution, the Miller Center of Public Affairs at the University of Virginia, and the Pew Center on Global Climate Change. In 2006, Rabe became the first social scientist to receive a Climate Protection Award from the U.S. Environmental Protection Agency in recognition of his contribution to both scholarship and policy making. His 2004 Brookings book, *Statehouse and Greenhouse: The Evolving Politics of American Climate Change Policy*, received the 2005 Lynton Keith Caldwell Award from the American Political Science Association in recognition of the best book published on environmental politics and policy in the past three years.

Rabe has also written extensively about such topics as nuclear and hazardous waste management, cross-border and cross-media transfer of pollutants in federal regulatory systems, and the conditions necessary to achieve intergovernmental cooperation in the implementation of federal grant and regulatory programs. During the 2008-09 year, he was a visiting professor at the Miller Center of Public Affairs at the University of Virginia, where he organized the National Conference on Climate Governance and edited a series of subsequent publications. In 2004, he completed a ten-year term as editor of the *American Governance and Public Policy* book series for Georgetown University Press. At Michigan, he previously served as Director of the Program in the Environment and as Interim Dean of the School of Natural Resources and Environment. In 2007, he received the Daniel Elazar Award for Career Contribution to the Study of Federalism from the American Political Science Association. In 2009, he was named a fellow of the National Academy of Public Administration.

### **David Ruppertsberger**

David Ruppertsberger is the Director of Joint Economic Development Initiatives for Carnegie Mellon University and the University of Pittsburgh. In his position with Pitt and CMU, he serves as the universities' liaison to the Mayor's PowerUp Pittsburgh initiative. Prior to June 2012, Mr. Ruppertsberger served as president and CEO of The Technology Collaborative, a technology-based economic development organization created by the merger of the Pittsburgh Digital Greenhouse (PDG) and the Robotics Foundry in January 2005. Mr. Ruppertsberger joined the Pittsburgh Digital Greenhouse team in 2000 and became president & CEO in 2003. Mr. Ruppertsberger's experience includes senior management positions with Unisys, Symbolics, and Carnegie Group, Inc., CEO positions for two high tech start-ups in the Pittsburgh area, and partnership in a retail business. Mr. Ruppertsberger has been active in the Pittsburgh high technology community for over 30 years. He has served on many local

Boards, including The Technology Collaborative, the Pittsburgh Regional Alliance, Innovation Works, and the Greater Oakland KIZ; and is an Executive Fellow in the Center for Economic Development at Carnegie Mellon University's Heinz College. Mr. Ruppertsberger has a degree in Economics from the University of Pittsburgh.

### **Audrey Russo**

Since 2007, Audrey Russo has served the technology business sector for southwestern PA as President and CEO of the Pittsburgh Technology Council ([www.pghtech.org](http://www.pghtech.org)), the oldest (1983) and largest technology trade association in North America. In this role, Russo facilitates strong interaction across all sectors of the regional economy. With a background in information technology, operations and finance, Russo previously worked for large multi-national Fortune 500 companies (Alcoa, Reynolds Metals), as well as at MAYA Design, and in an adjunct faculty and project role at Virginia Commonwealth University. She loves the complexity of Pittsburgh's physical, literal and metaphorical terrain and believes the city will succeed and grow through technology innovation and commercialized disruptions across every platform and experience. Pittsburgh's technology roots are essential and imperative in achieving competitive, diverse and vibrant economies.

Russo earned her Bachelor of Science from Ohio State University. She also has a Masters in Public Administration from Syracuse University's Maxwell School of Public Affairs.

Russo is the Board Chair for the World Affairs Council of Pittsburgh, as well as serving as a board member of the following organizations; Regional Industrial Development Corporation (RIDC), Jewish Community Center (JCC) of Greater Pittsburgh, CityLab, Highmark Business Advisory Board, and the Power of 32. Russo also co-hosts TechVibe Radio on FM News Talk 104.7 every Saturday at noon to explore technology companies and entrepreneurial issues.

### **Lisa Schroeder**

Lisa Schroeder is President and Chief Executive Officer of Riverlife: a non-profit organization with the mission to reclaim, restore and promote Pittsburgh's riverfronts. Under her leadership, Riverlife has grown from a "startup" into an organizational force with the mission to create "Three Rivers Park" as Pittsburgh's grand, 13-mile continuous loop of riverfront parks and trail (now 80% complete). The project follows a *Vision Plan for Pittsburgh's Riverfronts*, which was created based on citizen input and received the American Institute of Architects' Honor Award in Planning and Design and the International Downtown Association Merit Award.

In the past decade, over \$120 Million has been invested to support planning, design and construction of 63 acres of new riverfront trails, parks, water landings and bridge improvements through a unique public-private partnership that includes public agencies, private landowners, foundations and corporations. More than 4 billion has been invested in mixed use real estate development along the banks of the three rivers with the result that the rivers have become the "front door" of the city.

Lisa has become an advocate and a spokesperson for the power of sustainable waterfront development to transform cities as a featured speaker at international conferences in Lisbon, Naples and Toronto and at the annual meetings of the American Institute for Architects, the International Downtown Association and the World Waterfront Expo. She was awarded the AIA Gold Medal in 2012 and was recognized as an Outstanding Woman in Business by the Pittsburgh Business Times (2011).

Growing up in Baltimore, Lisa developed a deep love for cities and has worked throughout her career to improve the quality of life through urban planning, preservation and environmental conservation, holding positions at the Port Authority of New York and New Jersey, the New York City Landmarks Commission, the Real Estate Services Group and Maine Preservation.

Ms. Schroeder is a Phi Beta Kappa graduate of William Smith College and received a Masters of Science from Columbia University where she was awarded a William Kinne Fellows fellowship for her work teaching children about architecture and historic preservation. In addition to her work with Riverlife, she serves as a Fellow at Carnegie Mellon University's Heinz School for Public Policy and a Director on the Boards of Dollar Bank and the Regional Industrial Development Corporation.

## **Pam Snyder**

PA State Representative Pam Snyder was elected to her first term in office in November 2012 after serving nine years as a Greene County commissioner.

Snyder was elected chairman of the Board of Commissioners throughout her entire tenure as commissioner. She cultivated the development of many major projects in Greene County, including a Wal-Mart, a new county water park, enhanced day camp programs for youth and the Heroes Run/Walk race to honor and memorialize two of the county's fallen veterans. As commissioner, Snyder also oversaw the creation of a grant program to help municipalities enhance sewage and water lines, the endowment of a scholarship to assist teens pursuing higher education and the prevention of a 500-kV power line. Snyder also took a proactive approach to the Marcellus Shale gas-drilling boom, helping to position Greene County as a leader in the energy industry and bringing millions of additional revenue into the county.

Before her terms as a Greene County commissioner, where she helped to administer \$25 million county budgets, Snyder served as a senior aide to U.S. Rep. Frank Mascara from 1994 to 2002, working with constituents from Greene, Allegheny, Fayette, Washington and Westmoreland counties.

As deputy district director for the 20th Congressional District, Snyder helped secure funding for several local projects, including a water line in the Khedive area; an expansion of the Carmichaels-Cumberland sewage plant for Paisley Industrial Park; an education grant for technology improvements in all Greene County schools; and infrastructure improvements for county-owned property.

Beginning in 1990, Snyder worked for two years as the administrative assistant to the Greene County commissioners, and then spent two years as an assistant project engineer for the Whiting-Turner

Contracting Company, where she oversaw local economic development projects. In the 1980s, Snyder served as the chief office deputy in the Greene County Sheriff's Office for six years.

As an elected official, Snyder remains active in many political, professional and civic roles. She has served as vice chairman of the Greene County Democratic Committee and as a member of the Pennsylvania Democratic State Committee. In 2004 and 2008, Snyder served as a delegate to the Democratic National Convention. She is also a member of the Greene County Democratic Women's Club and the Waynesburg Lodge Women of the Moose.

Previously, Snyder has served on the boards of directors for the United Way of Greene County and the Greene County Cooperative Extension, on which she served as treasurer. Snyder also served previously on the Southwest Region Medical Center Citizen's Advisory Board.

In August 2012, Snyder was named the County Commissioners Association of Pennsylvania's 2012 Outstanding County Commissioner of the Year. She also received a special President's award in recognition of her outstanding contributions, service and commitment to CCAP. Before stepping down as Greene County commissioner, Snyder served as first vice president of CCAP and secretary/treasurer of the Southwestern Pennsylvania Commission. In December 2012, Rep. Snyder was recognized as a Paul Harris Fellow by Waynesburg Rotary Club.

In November 2008, the Pennsylvania Federation of Democratic Women honored Snyder with an Outstanding Elected Democratic Woman award. She was among 14 women selected from across the state to receive the honor.

A graduate of Jefferson-Morgan High School, Snyder received in March 2008 an honorary Bachelor of Arts from Waynesburg University, and in May 2008, she attended the County Leadership Training Institute at New York University's Wagner Graduate School of Public Service.

Snyder and her husband, Jack, live on a small family farm in Jefferson. The couple's older daughter, Joy Eggleston, is senior public affairs officer at Southwest Regional Medical Center and lives in Jefferson with her husband, Kevin, and their two children, Jackson and Theresa. Their younger daughter, Maddie Warrick, is a special education teacher at Carmichaels Area School District and lives in Jefferson with her husband, Melvin. Snyder and her family are active members of St. Marcellus Catholic Church in Jefferson, where Snyder serves as a lector and Eucharistic minister.

Snyder's top issues include public education, term limits for legislators, property taxes, transportation funding and small games of chance.

## **Richard Stafford**

Rick Stafford is a Distinguished Service Professor of Public Policy at the H. John Heinz III College of Public Policy and Management, of Carnegie Mellon University. He holds bachelor's and master's degrees from Carnegie Mellon University. He served as Chief Executive Officer for the Allegheny



Conference on Community Development for over a decade. Prior to the Conference, he served as Secretary of Legislative Affairs in the cabinet of Pennsylvania Governor Dick Thornburgh during the governor's first term and as chief of staff for the last year and one-half of his second term.

He was born in Greene County Pennsylvania and his family owns Laurel Vista Farm in Somerset County Pennsylvania.

### **Stan Thompson**

Stan Thompson is director of The Heinz Endowments' Education Program, which works with schools and community-based organizations to promote equity in education for all underserved students in the Pittsburgh region. Before joining the Endowments in September 2008, he was the executive director of Times Academy for Engineering, Mathematics, Science and Technology. As a charter school in Providence, R. I., Times provides a learning environment that exposes children, particularly students of color, to challenging, real-world applications of engineering, mathematics, and science. Before becoming executive director of Times, Stan was the school's academic dean for kindergarten through 12<sup>th</sup>-grade education. His diverse professional background also includes working as a middle and high school English teacher in Kansas and New York; a middle and high school principal in Wisconsin and Rhode Island; a senior associate with the Coalition of Essential Schools, which was formerly based at Brown University; director of a career and technical center in Rhode Island; and associate director of high schools for the New England Association of Schools and Colleges in Massachusetts. He also has served as an adjunct faculty member for National Louis University in Illinois.

Stan has presented at regional and national conferences on the topics of school change, team building, assessment and leadership. He was the 2000 Metropolitan Life/National Association of Secondary Schools State Principal of the Year for Rhode Island High Schools. In addition, he has served as a former member of the Coca-Cola School Partnership Council, which nationally promotes healthy lifestyle initiatives for students in grades six through 12. Stan has been on numerous panels, committees and advisory boards including those of the Association for Supervision and Curriculum Development, the Governor's Blue Ribbon Panel on Mathematics and Science Education in Rhode Island, Breaking Ranks in the Ocean State Steering Committee, and Exchange City.

He holds a bachelor's degree in English literature from Wheaton College, a master's in English literature from The State University of New York at Stony Brook, a master's in educational administration from Harvard University and a doctorate in educational leadership from Nova Southeastern University.

### **Randy Vulakovich**

A lifelong citizen of Allegheny County who cares deeply about the same issues and shares the traditional values of the more than 240,000 residents of the 40th Senatorial District, Senator Randy Vulakovich was elected to serve in the Pennsylvania Senate in August 2012. Prior to joining the Senate, he was elected to three terms in the state House of Representatives.

Senator Vulakovich serves as Chairman of the Aging and Youth Committee. He also serves on five other committees: Appropriations; Communications and Technology; Community, Economic and Recreational Development; Judiciary; and Transportation. He is also a member of the Senate Majority Policy Committee and serves on the Pennsylvania Commission on Crime and Delinquency and the Advisory Board of the Southwestern Pennsylvania Veterans Center.

Known to many throughout the community as simply “Officer V,” Senator Vulakovich has dealt with a wide variety of demanding situations and valuable life and leadership experiences during his 27 years of dedicated service as a sergeant with the Shaler Township Police Department, including six years serving as the public school instructor in the nationally recognized anti-drug and life-skills D.A.R.E. program.

Senator Vulakovich is strongly committed to fighting for the following platform of family values and fiscal conservatism:

- Cutting taxes, government waste and frivolous spending to allow taxpayers to keep more of their hard-earned money.
- Providing true school property tax and business tax reform.
- Standing up for pro-life principles, family values and other faith-based efforts.
- Enacting meaningful state government reforms to restore public trust.
- Supporting a smaller, more-efficient government that allows for greater free market economic growth and fosters family-sustaining jobs.
- Ensuring support for police, fire and EMS services.
- Keeping Second Amendment rights “Second to None” in Pennsylvania and protecting our children through a strong Jessica’s Law and tough anti-drug enforcement legislation.
- Protecting the services and benefits for veterans, seniors and people with disabilities.
- Reforming Pennsylvania’s health care system through strong transparency legislation in the medical, pharmaceutical and health insurance sectors.

Senator Vulakovich resides in Shaler Township with his wife “Bobbie.” They have been married for 40 years and have two children, Stacy and Randy Jr., and two grandchildren.

The 40th Senatorial District includes the following Allegheny County communities: the boroughs of Bradford Woods, Etna, Franklin Park and West View and the townships of Hampton, Marshall, McCandless, Pine, Richland, Ross, Shaler and West Deer; as well as the following Butler County communities: the boroughs of Callery, Connoquenessing, Evans City, Harmony, Mars, Seven Fields, Valencia and Zelienople and the townships of Adams, Buffalo, Clinton, Connoquenessing, Cranberry, Forward, Jackson, Middlesex and Penn.

## **R. Timothy Weston**

R. Timothy Weston is a partner in the Harrisburg, Pennsylvania office of K&L Gates LLP, and co-practice group coordinator of K&L Gates’ global energy and utilities practice group. With more than 42 years of experience in environmental and natural resources management, energy and infrastructure

project development, administrative and legislative issues, his practice includes representation of both private enterprise and public agencies in project development, resource management and regulatory matters. He has represented clients in a significant number of public-private partnership projects, including wastewater, water supply and stormwater projects in states ranging from California and Washington to Florida and Massachusetts, as well as major projects involving other infrastructure, such as the proposed leasing of the Pennsylvania Turnpike and several municipal parking system concession transactions. He currently serves as an Executive Board member and Vice-President - Programs of the National Council on Public Private Partnerships (NCPPP).

Mr. Weston is 1972 *cum laude* graduate of Harvard Law School, and earned his B.A. in mathematics with high honors from the University of California at Santa Barbara in 1969, where is was Phi Beta Kappa. Mr. Weston served for eight years as an Assistant Attorney General in the Pennsylvania Department of Environmental Resources. From 1979 to 1987, Mr. Weston served as Associate Deputy Secretary for Resources Management in the Pennsylvania Department of Environmental Resources, overseeing a wide range of engineering projects, resource management functions, and regulatory programs affecting water and related resources. During this same period, he served as Pennsylvania's Commissioner on the Delaware and Susquehanna River Basin Commissions, and served various terms as Chair of both DRBC and SRBC.

A nationally recognized practitioner in the field of environmental law and natural resources management, Mr. Weston was honored with listings in CHAMBERS USA AMERICA'S LEADING LAWYERS FOR BUSINESS, BEST LAWYERS IN AMERICA, and SUPER LAWYERS.

### **Thomas L. Weyandt**

Tom Weyandt is Deputy Chief Operating Officer for the City of Atlanta. In that capacity he has oversight of the Department of Public Works and the Department of Planning and Community Development.

Prior to his current position he was Senior Policy Advisor for Transportation to Atlanta Mayor Kasim Reed. He remains engaged in issues ranging from developing new funding resources for the City to planning and construction of the Atlanta Streetcar project and the Atlanta Beltline.

Prior to joining the Mayor's staff in February of 2011, he was Director of Comprehensive Planning for the Atlanta Regional Commission where he managed long range planning activities for transportation, land use, water resources, socio-economic research and transportation demand management.

He has served as Executive Director of Research Atlanta in the Andrew Young School of Policy Studies, Director of Transportation for the 1996 Paralympic Games, and was Commissioner of Community Development and Director of Planning for the City of Atlanta.

Tom received his B.S.F.S from the School of Foreign Service at Georgetown University and studied in Germany and Switzerland.

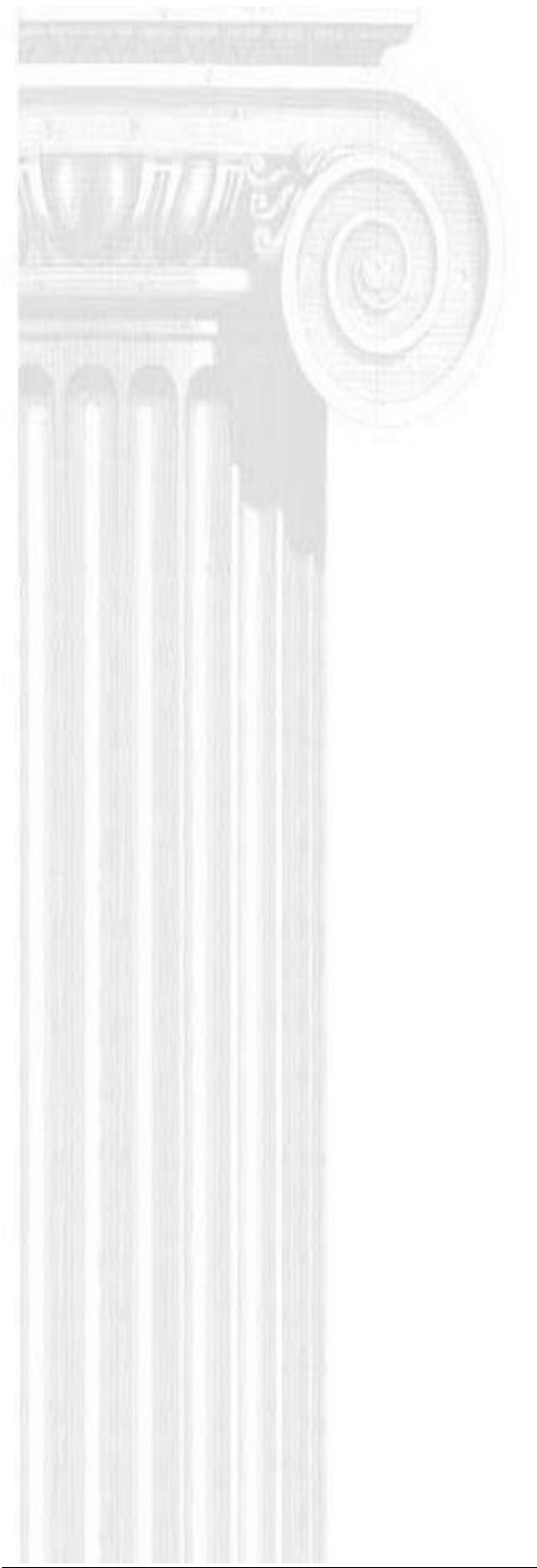
Tom has been engaged in a wide range of civic activities including the Grady Health System Board of Visitors, the United Way of Metropolitan Atlanta and the Piedmont Park Conservancy.

He and his wife, Karen, a visual artist, are long time residents of Atlanta. Tom is a graduate of the Regional Leadership Institute, the Institute for Georgia Environmental Leadership and is a 1983 graduate of Leadership Atlanta.

## **POLICY COMMITTEES**

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## **Program Criteria and Strategies**

The Institute of Politics committees and staff use the following criteria to develop publications and forums relating to key regional policy issues.

### **The Criteria**

- **The two primary criteria for Institute programs are that they are planned, developed, and implemented with the involvement of elected officials and that there are policy outcomes.**
- A unique role of the Institute of Politics is to serve as a neutral catalyst to bring together elected officials from different levels of government, community and civic leaders, foundation, business and labor executives, and other stakeholders to freely discuss the critical policy issues facing our region. Thus, **the Institute will conduct its business in a politically neutral environment where open, inclusive, candid, civil discourse is both promoted and valued.**
- The signature programming strategy of the Institute will continue to be to serve as a catalyst for regional policy making. Unless otherwise determined by its governing structure, **Institute sessions will be regional, intergovernmental, interdisciplinary, non-partisan, and off the record.**
- Effective policy discussions and desirable outcomes are dependent on an informed exchange of ideas rooted in up-to-date information that measures the region's performance against best practices. To that end, **policy committees will utilize available sources of regional data to inform their deliberations.**
- To ensure that Institute programs and publications meet the approval of its governing structure—Board of Fellows, Executive Committee, and Policy Committees—**Institute strategies will be generated and fulfilled through this internal governing structure and the Institute staff.**
- The Institute hopes to achieve policy outcomes in the forms of public policy education, public discussion and dialogue, dissemination of publications, and dissemination of regional information to inform state and national policy development. **All programs will be individually evaluated; an overall evaluation will be conducted periodically.**

### **The Strategies**

- **Educational Forums:** In the form of seminars, conferences, retreats, and programs on substantive regional issues for elected officials and civic, community, and business leaders.
- **Federal, State, and Local Government Policy Sessions:** Small-scale data-driven forums on policy issues facing the region. Sessions can be held in southwestern Pennsylvania, Washington, D.C., and Harrisburg.
- **Development of Policy Guidance Documents:** A committee may determine that it makes good sense to research, produce and disseminate a policy guidance paper to inform the development of an education forum, a policy session, or pending legislation.

- **Policy Committee Working Sessions:** Policy committees may determine that it is appropriate to meet on an ongoing basis to develop and refine particular policy issues relative to their committee prior to pursuing other Institute strategies.
- **Continuing Briefing Sessions:** These may be held in the case of a need to resolve specific issues arising from the Institute’s seminars. They may include committee members and other key stakeholders.
- **Programs for the General Public:** In the past, in cooperation with WQED, the Institute developed a series of discussions among public officials, business executives, and civic leaders to provide information on civic, social, and public-policy issues facing the region. The exchanges may be broadcast statewide. Other formats can also be explored.
- **Student Programming:** To stimulate student interest and knowledge about elected officials and the region’s issues.
- **Publications:**
  - **ISSUE BRIEF** – Provides in-depth analysis of a specific critical policy issue affecting the region.
  - **REPORT** – Semiannual publication that summarizes the recent activities of the Institute.
  - **STATUS REPORT** – Provides a “snapshot” analysis of the current legislative/administrative status of a public-policy issue.
  - **FORUM** – Provides an overview of all major viewpoints in a particular regional public-policy debate through the transcription of a roundtable discussion with major policy makers and stakeholders.
  - **CASE STUDY** – Through access to world-class academic resources, including archival collections and utilization of editorial boards, provides cutting-edge, research-based analyses of regional public-policy issues through the use of specific state and regional cases.
  - **NEWS BRIEFS** – A bi-weekly electronic publication that provides links to news articles that may be of interest to policymakers and other constituents.
  - **CASE IN POINT** – A shorter snapshot publication that features pivotal policy issues and events.
  - **POLICY BRIEF** – The Institute’s newest form of publication, the policy brief takes an in-depth look at a particular issue and offers policy options for consideration.



## **Economic Development Policy Committee**

***The Honorable Brian Belder***

*Commissioner  
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***Mr. Henry S. Beukema***

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McCune Foundation*

***Dr. Andrew Blair***

*Faculty Emeritus  
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***\*The Honorable Steve Craig***

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***Ms. Mary Ann Eisenreich***

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***The Honorable Michael J. Finnerty***

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*President & CEO  
African American Chamber of Commerce of  
Western PA*

***Mr. Dennis Yablonsky***

*Chief Executive Officer  
Allegheny Conference on Community  
Development*

***\* Cochair***

## **Economic Development Policy Committee - 2014/15 Policy Priorities**

The Economic Development Committee met in August 2014 to discuss potential new policy initiatives for the committee. The discussion primarily revolved around connecting small businesses in the area with larger industries, as well as addressing new demographic and economic trends. To that end, the committee agreed that there is a need for talent recruitment and retention of “on-the-move” populations to offset these new trends. Additionally, there is a need to focus on creating and sustaining a “talent pipeline” in Western PA. Currently, the committee is working on:

- Identifying gaps in worker recruitment and retention programs.
- Identifying organizational overlap in these programs and serving as neutral arbitrators in case of a conflict.
- Identifying the best practices in education to improve the regional school system, which is not currently producing students with the skills employers want.
- Identifying best practices in other cities and regions that attract “on-the-move” groups or have their own “talent pipelines.”
- Identifying opportunities for the next step in the talent recruitment process, which is connecting the identified new worker populations in the region to the companies/industries that need their talents.

The committee will reconvene in fall 2014 to discuss next steps.

## **Education Policy Committee**

**Mr. Gregg S. Behr**

*Executive Director  
The Grable Foundation*

**Dr. Robert H. Coad, Jr.**

*Executive Director  
ARIN Intermediate Unit 28*

**Mr. Ron Cowell**

*President  
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**Mr. Mike Crossey**

*President  
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**Dr. Linda L. Croushore**

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**Ms. Susan S. Everingham**

*Director, Pittsburgh office  
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**The Honorable Jake Wheatley**

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## Education Policy Committee – 2014/15 Policy Priorities

In 2011 it became clear that with tight federal and state budgets, the financial stability for many school districts is uncertain. Federal stimulus money that had been supplementing state basic education funding and providing additional funding for other education-related programming had long expired and the governor's then budget proposed eliminating several line items on which districts had depended.

As a result, following the announcement of the 2011/12 state budget, school districts began to examine options both to reduce costs and to generate revenue. In April 2011, the Institute's Education Policy Committee expressed an interest in knowing more about the efforts that school districts were engaging in along these lines. Using local media as the primary source for information, the Institute was able to report on the potential cost-cutting/revenue-generating strategies that were under consideration in 82 school districts in Southwestern Pennsylvania.

The resulting report identified 32 categories of strategies, ranging from personnel reduction through attrition and furloughs to more creative strategies such as holding alumni fundraisers and starting a musical instrument lending library in lieu of purchasing new band instruments. In October 2011, the Institute provided testimony based on this report to the House Democratic Policy Committee.

After receiving this information, and recognizing that school districts had used up many of their one-time cost-cutting options to balance budgets in the 2011-2012 fiscal year, the committee decided in 2013 to examine shared services to see if there was room for an expanded use for shared services among districts as a way of potentially weathering the financial challenges that lie ahead. This white paper *Shared Services and Cooperation: Creating Opportunities for Students in the Face of Financial Challenges* examines the status of shared services in Pennsylvania, especially as provided through Pennsylvania's intermediate units. It also examines state and local efforts around cooperation across district lines.

In April of 2014 Institute staff met with Education Secretary Carolyn Dumesq to discuss the report and its recommendations as well as future policy priorities for the administration. The secretary indicated that administration priorities were aligned with some of the recommendations made in the report; however, the recent projected budget shortfalls make it less likely that any new education initiatives will be enacted this year.

Also in April 2014, the Institute received a request to partner with the Center on Regional Politics at Temple University on the topic of education funding. A three-part series will be held in various locations throughout the state; the Institute's Education Committee has agreed to host the second forum, to be held on **October 3, 2014**. This work will be designed to be aligned with the priorities and needs established by the General Assembly's basic education funding commission, which was created through legislation passed in summer 2014. The forum, entitled "Funding Pennsylvania's Schools: A Look Ahead," will examine the fiscal and demographic trends facing school districts in the next five years and provide the business community with an opportunity to express what they expect from preK-12 education going forward in order to meet their human capital needs.

## **Environment Policy Committee**

**Mr. Craig Brooks**

*Executive Director  
Joint Conservation Committee  
PA General Assembly*

**Mr. Andrew Butcher**

*CEO and Founding Principal  
GTECH Strategies*

**\*The Honorable Frank Dermody**

*Member  
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**The Honorable Mike Doyle**

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*Senior Vice President, Western Region  
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**Mr. Robert Zulick**

*Associate Vice President  
Buchart Horn, Inc./BASCO Associates*

## **Environment Policy Committee – 2014/15 Policy Priorities**

The Environment Committee met in June 2014 to discuss potential new policy initiatives for the committee. While several topics were discussed, there was consensus amongst committee members that the topic of a regional energy strategy would be an appropriate follow-up activity to the committee's 2011 publication, *Regional Energy Survey*. Court Gould, Executive Director of Sustainable Pittsburgh and cochair of the committee, announced that his organization was recently awarded a grant from the Benedum Foundation to create a regional (Power of 32 region) baseline assessment of energy production and use across key sectors of the economy. The baseline will focus on the source and location of energy, amount of energy produced/consumed, economic productivity, and emissions information. This will serve as the foundational step toward developing a regional energy strategy. Research and data gathering for the baseline has commenced and the final results will be released during Sustainable Pittsburgh's annual Smart Growth Conference in December 2014.

The Environment Committee will be partnering and offering their guidance to Sustainable Pittsburgh as they move forward with their baseline assessment. Specifically, the committee will help to review the draft of the assessment from a purview of communications to elected officials. The draft is scheduled to be ready for review in fall 2014.

## **Fiscal Policy and Governance**

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**\*The Honorable Rich Fitzgerald**

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**\*Mr. Frederick W. Thieman**

*President  
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**Mr. Sala Udin**

*Former City Councilman  
City of Pittsburgh*

**The Honorable Chelsa Wagner**

*County Controller  
Allegheny County*

## **Fiscal Policy and Governance Committee – 2014/15 Policy Priorities**

The Fiscal Policy and Governance Committee will continue to monitor ongoing activities surrounding two topics that the committee addressed during the fiscal year 2013/14.

### **Land Banks**

- In June 2013, the Fiscal Policy and Governance Committee hosted a forum designed to educate attendees on recently passed legislation authorizing the creation of land banks across the state. The forum provided an overview of the Pennsylvania legislation, as well as offered examples of several land bank models that currently exist in various parts of the nation. The forum was acknowledged as a starting point for community dialogue. Since that time, significant progress has been made in this region regarding the creation of land banks, including legislation allowing for the creation of land banks in the City of Pittsburgh. The Steel Valley Council of Governments, Turtle Creek Valley Council of Governments, and the Twin Rivers Council of Governments (Tri-COG Collaborative/TCC) have also made significant progress on their land bank initiatives. After months of consulting member municipalities, studying and analyzing existing land bank models, TCC created a detailed plan for the creation of the proposed Tri-COG Collaborative Land Bank. Their business plan was released in July 2014 and implementation/follow-up efforts are currently underway. In addition to these major steps forward, the Local Government Academy has also been instrumental in offering a series of training programs on land banking, vacant and blighted properties. Lastly, the Congress of Neighboring Communities (CONNECT) has been working with their member communities and the City of Pittsburgh to advance the creation of a land bank. The Governance Committee is closely following the development of all of these simultaneous efforts and will offer support and any necessary follow-up activities.

### **Libraries**

- In November 2013, the Fiscal Policy and Governance Committee partnered with the Allegheny County Library Association (ACLA) and the Carnegie Libraries of Pittsburgh (CLP) to provide a symposium on the future of libraries with a focus on how libraries keep pace with technological changes and providing services and programs for the future, while also tending the needs and demands of more traditional patrons. The program addressed these issues as related to new fiscal realities of dwindling resources while examining innovative collaborative administrative, functional and structural strategies to meet consumer and library needs in the 21<sup>st</sup> Century. Two hundred library affiliates and local government officials attended the forum. Much like the land bank forum, this event was acknowledged as a starting point for community dialogue. Following the November forum, the CLP and ACLA began a robust public engagement campaign as well as the establishment of a County-City Library Services Panel, comprised of key leaders chosen to flesh out policy and programmatic strategies to enhance libraries as critical learning and social centers in our communities. This Panel released their final report in July 2014. While the Panel found that public libraries are important and highly valued by the people of Allegheny County, it also found that there is an inherent tension within the culture surrounding libraries in the County. The Panel made five over-arching recommendations:
  - Establish mandatory standards for library service in Allegheny County.



- In order to maximize the efficiencies of centralized services, combine CLP district services, ACLA, and eiNetwork into one integrated entity responsible for the provision of agreed upon required centralized services for all public libraries in Allegheny County, and for supporting compliance with mandatory service standards.
- Establish conditions that permit interested local libraries to opt into certain additional non-mandatory, centralized services or to become members of a centrally integrated system, while at the same time permitting those libraries that wish to not opt-into the system the ability to remain anonymous.
- Allocate RAD funds and other applicable funds from the state to support required centralized services provided through the integrated entity.
- Identify and secure new funding sources for library services in Allegheny County that ensure mandatory levels of service are provided countywide while, at the same time, ensuring that local municipal funding is equitable and fair.

### **Riverfront Development**

In addition to monitoring land bank and library activities, the committee met in August 2014 to discuss a potential new project. The committee agreed to assist in the coordination of the region's riverfront development. In late fall 2014, the IOP is planning to convene a small group of key stakeholders, including elected officials, business leaders, foundations, and other impacted community organizations, to launch a conversation around the most efficient, effective, and sustainable development of the region's riverfronts. At the same time, Riverlife will be convening financial experts to explore financial opportunities, including the possibility of securing a Transportation Infrastructure Finance Innovation Act (TIFIA) loan, to expedite this development process. The goal will be to achieve consensus from all parties on a sustainable development strategy that will increase, as well as create new economic and recreational growth opportunities for our region via our riverfronts.



## **Health and Human Services Policy Committee**

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DSF Charitable Foundation*

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**\*Ms. Candi Castleberry-Singleton**

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UPMC Center for Inclusion*

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*Professor Emeritus  
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**Ms. Mary A. Crossley**

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University of Pittsburgh*

**The Honorable Anthony M. DeLuca**

*Member  
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**Mr. John Denny**

*Principal  
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**\*The Honorable Dan B. Frankel**

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**Dr. Bernard D. Goldstein**

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**Mr. Seth T. Hufford**

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University of Pittsburgh*

**Dr. Kevin P. Kearns**

*Professor  
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**Dr. James M. Kelly**

*Associate Professor & Director of Field  
Education  
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**Dr. Judith R. Lave**

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**Dr. Beaufort B. Longest, Jr.**

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**Ms. Kathleen McKenzie**

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**Mr. David E. Mitchell**

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**The Honorable Brandon Neuman**

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**Ms. Mary Anne Papale**

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**Ms. Sandra L. Phillips**  
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*Peoples Oakland*

**\*Cochair**

**Dr. Loren H. Roth**  
*Associate Senior Vice Chancellor*  
*University of Pittsburgh/UPMC*

**Ms. Kristy Trautmann**  
*Executive Director*  
*FISA Foundation*

## **Health and Human Services Policy Committee – 2014/15 Policy Priorities**

The Health and Human Services Committee is currently working on several concurrent projects for fiscal year 2014/15.

### **The Future of Medicaid in Pennsylvania**

- Under the leadership of Karen Feinstein, member, Institute HHS Committee, and Moe Coleman, Institute director emeritus, a group of high-level healthcare thought leaders has been convened as a Subcommittee to examine the future of Medicaid/Medicare in Pennsylvania and implications of the Affordable Care Act. The purpose of this special subcommittee was to examine the need to reform how Medical Assistance-funded long-term care services and supports were provided and financed. The meetings of this stakeholder group resulted in consensus recommendations for reform which is reflected in the Institute of Politics Report: *The Future of Medicaid Long-Term Care Services in Pennsylvania: A Wake-Up Call*.

One of the recommendations in the IOP report is that the commonwealth create a Commission on Long Term Care; there are now two such commissions in Pennsylvania. Another recommendation is that the Pennsylvania Department of Public Welfare (DPW) should “pilot” managed long-term services and supports (MLTSS), utilizing many of the recommendations in the IOP Report. The Institute and the Jewish Healthcare Foundation are currently in discussions with local leaders and the Corbett administration surrounding the development of a pilot in Allegheny County.

IOP staff will continue to work with the administration in 2014/15 to determine next steps.

### **Health Care Cost Containment**

- Health care costs have been a growing problem in the United States for decades; currently, health care spending represents 16-17 percent of U.S. gross domestic product, and is projected to reach 20 percent of GDP by 2020. This is much more than what other developed countries spend on average. The implementation of the Affordable Care Act will likely only exacerbate the situation as more people gain access to the health care system. However, only recently have the media and other interested parties begun to draw attention to this issue. Although this is a nationwide problem, it is becoming more and more apparent that there are a number of policy solutions available to states that can help to achieve greater quality at a lower cost. As a result, in 2013/14 the Health and Human Services Committee hosted a three-part series to examine this problem in more detail and provide policymakers with the tools and information they need to make informed decisions to ensure the availability of affordable health care in Pennsylvania.

**The August 2, 2013 program** was attended by over 100 elected officials, community leaders, and business and health care executives and advocates to discuss state-level policy reforms that could lead to greater value in our health care system. The program featured a keynote address by Harold Miller, panels comprising physicians, consumer and business representatives. The program was designed to lay out potential cost containment options and respective opportunities and barriers and to give attendees and panelists the opportunity to suggest which reforms might work best from their experience.

**On October 10, 2013**, the IOP hosted the second health care cost containment program which featured best practices from other states. Maryland and Massachusetts were featured as states that have instituted state-wide commissions to examine issues relative to cost containment, and Wisconsin also was held out as an innovative example and leader in the development of a system for price and quality transparency.

**On January 30, 2014**, the final program was held to give local/regional health care systems and insurers the opportunity to highlight what they currently are doing to help curtail health care costs. In addition, they addressed what they would like to see in terms of new and improved state policy, and how they envision their role in the process moving forward. Over 100 elected officials, health care providers and insurers, community, civic and business leaders attended this final program. In the summer of 2014, Institute staff will continue to work with the committee to determine next steps as related to legislative and non-legislative outcomes as a result of this work.

### **Regional Health Literacy Coalition (RHLC)**

A product of the Institute's Health and Human Services Policy Committee, the Regional Health Literacy Coalition is working to carry out a community education campaign targeted at seniors, individuals with disabilities, low-income individuals and the English-as-second-language population.

The Coalition leadership comprises members from: Highmark, Allegheny Health Network, UPMC, Gateway Health Systems, Western PA Hospital Council, Jewish Family and Children Health System, Pittsburgh Mercy Health System, Consumer Health Care Coalition, Pittsburgh Hearing, Speech and Deaf Services, the FISA Foundation, and several more key regional entities.

To date, the Coalition has:

- Conducted a consumer survey to set a health literacy baseline. (Completed.)
- Determined appropriate health literacy education intervention strategies in alignment with the CDC's Health Literacy 2020 Campaign.
- Worked with coalition network to implement intervention strategies.
- Launched a Health Literacy Website
- Developed a YouTube channel
- Launched Provider and Consumer Health Literacy Working Groups
- Hosted RHLC region-wide educational forums for provider, insurers, advocates, community, civic, foundation leaders and academics

The CDC is monitoring the Coalition as a potential national model and participated in the March 2014 meeting.

It has been determined by the RHLC Advisory Committee that this effort be a long-term 2020 campaign to coincide with the CDC's effort, and therefore, the Western PA Hospital Council has stepped up to serve as the organizational home of the project. The IOP's HHS committee will continue to be involved in the initiative, providing staffing and leadership, monitoring the activities of the group, and convening the RHLC on occasion.

## **Infrastructure Policy Committee**

**Mr. Stan Caldwell**

*Executive Director, Traffic 21 Institute  
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PA Department of Transportation*

**\*The Honorable Paul Costa**

*Member  
PA House of Representatives*

**Mr. Michael P. Crall**

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HDR Engineering, Inc.*

**Ms. Jackie Erickson**

*Southwestern PA Regional Director  
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**Mr. Shaun Fenlon**

*Vice President, Conservation Programs  
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**Dr. James R. Hassinger**

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**Mr. Paul Messineo**

*Business Development Manager  
Allen & Shariff Engineering*

**The Honorable William Peduto**

*Mayor  
City of Pittsburgh*

**Mr. John Schombert**

*Executive Director  
3 Rivers Wet Weather, Inc.*

**The Honorable William Shuster**

*Member  
U.S. House of Representatives*

**Mr. Richard A. Stafford**

*Distinguished Service Professor of Public  
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**Mr. Ron Steffey**

*Executive Director  
Allegheny Valley Land Trust*

**The Honorable Richard R. Stevenson**

*Member  
PA House of Representatives*

**The Honorable Donald C. White**

*Member  
PA Senate*

**\*Cochair**

## **Infrastructure Policy Committee – 2014/15 Policy Priorities**

In the spring of 2014, the Infrastructure Committee met and agreed to pursue the production of a publication on the status of the current and future impacts of green infrastructure on our region. Southwestern Pennsylvania is fortunate to have an abundant water supply, providing residents with clean drinking water, as well as access to an endless supply of recreational activities. With the abundance of this highly valued natural resource comes the responsibility to develop and maintain it in a sustainable manner to ensure that future generations have the same accessibility to safe and clean water.

The Green Infrastructure Status Report, scheduled to be publicly released in fall 2014, examines some of the following questions in detail:

- In what ways is green infrastructure used in the region?
- What are the expected impacts of investment in green infrastructure?
- How have we progressed over the past five years?
- What do innovators in green infrastructure see in our future?
- In what way will the region benefit most from the use of green infrastructure?
- How are different levels of government, as well as the private sector, making use of green infrastructure?

The goal of this publication will be to inform public policy makers and other regional leaders of the various costs of and benefits to green infrastructure, and how our region compares with other areas.

In addition to the release of the status report, the committee will continue to publish regular updates to the Infrastructure Primer, first released in 2009, with input from the Infrastructure Working Group and other key stakeholders. These updates will be maintained in an electronic format and will be available on the IOP's website.



## **Public Safety and Emergency Preparedness Policy Committee**

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*Dean, GSPH  
University of Pittsburgh*

**\*Mr. G. Reynolds Clark**

*Chief of Staff & Vice Chancellor for  
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**Mr. Robert Full**

*Chief Deputy Director  
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**The Honorable Kim Ward**

*Member  
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**\*Cochair**

## **Public Safety and Emergency Preparedness Policy Committee – 2014/15 Policy Priorities**

The committee was invited to present its work on volunteer firefighter recruitment and retention at the November 2012 Pennsylvania Fire and Emergency Services Institute conference in Camp Hill, PA. While there, additional relationships were developed with the Center for Rural Pennsylvania and the office of Lieutenant Governor Jim Cawley in the areas of emergency management and intergovernmental cooperation.

In early 2014, the committee met and discussed several topics related to public safety and emergency response, and selected the topic of community resilience as their focus for the coming year. The committee plans to meet again in fall 2014 to narrow the topic and choose an appropriate activity. In the meantime, the committee will be tracking RAND's pilot on community resilience, currently in place in Los Angeles County, as a starting point for research on best practices. The next step in this process is to engage with Dr. Anita Chandra, RAND researcher, who is presenting on this topic at the Elected Officials Retreat in one of the breakout sessions.

## **Workforce Development Policy Committee**

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## Workforce Development Policy Committee – 2014/15 Policy Priorities

The committee has continued its focus on two topics: career readiness and Pennsylvania's CareerLink system. Building upon the Institute's previous work on governance and funding reform in career and technical education, Representative Eli Evankovich has proposed the following ideas and policy options to comprehensively strengthen career readiness in Pennsylvania:

- 1) Adding industry to the joint operating committees of career and technical centers (**requires legislative change – two possible pathways**)
- 2) Create a tax credit program that would enable employers to receive partial credits for setting up apprenticeship programs with third party educational institutions to provide training for new hires (**requires legislative change—Passed December 2013**)
- 3) Making it easier to make SIP/SOC code changes in line with current program offerings (**could require legislative or regulatory change**)
- 4) More uniform data capture at the CTC level to make it easier to determine job placement rates for graduates of the various programs (**could require legislative or regulatory change**)
- 5) Allowing CTCs to participate in the Educational Improvement Tax Credit program (**A recent clarification of the law has made it possible for CTCs to participate in the current program; Evankovich and staff are now working to instruct CTCs on how to participate.**)
- 6) Investigate the status of professionals (masons, plumbers, etc.) serving as instructors for CTCs; we believe that they are permitted under current law, but how difficult is it for them to become certified, what is the process, and how common is it? (**may not require legislative or regulatory change**)

At the committee's May 2014 meeting, Evankovich introduced several new initiatives to the committee, including the following:

- 1) Pennsylvania Workforce Investment Strategy Program: PA WInS (HB 1878) – establishes a tax credit for businesses that collaborate in a group called a Cooperative Workforce Investment Partnership (to be organized by the WIBs) to address common issues in labor and training using preexisting infrastructures (secondary and post-secondary schools, training and apprenticeship programs, etc.) (**This bill passed the House unanimously at the end of 2013 and awaits consideration in the Senate.**)
- 2) CareerBound legislation (HB 1725) – establishes a pilot education/workforce development program that will allow workforce investment boards to partner with businesses and schools to collectively develop school-to-work programs for high priority occupations (**This bill passed the House unanimously at the end of 2013 and awaits consideration in the Senate.**)
- 3) Pathways To Success bill proposal (has not been introduced) – is a program that will help students identify their strengths early on so that they and their parents can make informed decisions about courses and scheduling in high school and beyond. The process begins in 6<sup>th</sup> grade with an optional aptitude test and permits but does not require eighth graders to choose an area of focus for high school (STEM, arts, business and industry, or career and technical).

In addition, IOP staff is working to better understand the challenges to the WIB and CareerLink program. To date, IOP staff has conducted benchmarking trips and extensive research to understand the challenges

to CareerLink programs including: system fragmentation, limited employer engagement, achieving consistent quality service at one-stop centers, lack of useful data/feedback, and outdated service areas/locations. The Institute may continue to investigate other models of one-stop centers across the county, conducting additional interviews as needed.

At the May 2014 meeting, the challenge of meeting the needs of the long-term unemployed was discussed in relation to a federal grant program called Ready to Work, and the committee decided to investigate a model that would enable the long term unemployed to proceed through the unemployment and career training process (addressed through CareerLink) with the assistance of a case manager (provided through a local human services agency) who would work to provide the supports that the individual needs to succeed in the workforce. Next steps relating to this initiative include developing a draft proposal for a project that involves multiple partners in the workforce development arena and the human services arena to create a program for the long-term unemployed.

## **ALCOSAN Governance Committee**

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**Mr. Stephen M. Feller**

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**The Honorable Dan Gilman**

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*Distinguished Service Professor of Public  
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**The Honorable John K. Weinstein**

*Treasurer  
Allegheny County*

## **Special Project: ALCOSAN Governance Committee**

In coordination with ALCOSAN, the Allegheny Conference on Community Development facilitated an intensive stakeholder outreach process, the Sewer Regionalization Review Panel, to develop and evaluate regionalization options for the ALCOSAN service area. (The full report can be found at [www.alcosan.org](http://www.alcosan.org).) Through an in-depth review process, the Panel arrived at a series of findings and recommendations concerning regionalization for the ALCOSAN service area and implementation of the ALCOSAN wet weather plan. They are:

- Governance changes to reflect the multi-jurisdictional interests in ALCOSAN decision-making and performance.
- Transfer of intermunicipal conveyance lines and wet weather control facilities to ALCOSAN.
- Financial incentives to promote municipal flow control.
- Consolidation of municipal wastewater collection systems.
- Consolidation of municipal stormwater collection systems.
- Integrated municipal stormwater and wastewater planning.

In order for the above recommendations to be considered for implementation, the first of them must be addressed; that is, the governance of ALCOSAN. Because changes in multi-jurisdictional governance entail delicate political tradeoffs, it is important that specific recommendations regarding changes to ALCOSAN's governance and system-wide planning include broad-based and open discussion. To that end, because of its proven track record in serving as a trusted neutral convener of critical policy dialogues, the University of Pittsburgh Institute of Politics was asked by the Mayor and County Executive, who currently appoint the board, to convene key stakeholders to examine the current configuration of the ALCOSAN board, and offer multi-jurisdictional governance and system-wide planning recommendations to them. These recommendations would be to ensure that the interests and performance expectations of the municipalities in the ALCOSAN service area are fairly represented.

IOP leadership worked with the City of Pittsburgh Mayor and Allegheny County Executive to identify co-chairs to lead the initiative and to develop a balanced group of individuals to serve on this special ALCOSAN Governance Committee. Throughout the past year, the Committee has been meeting regularly to investigate ALCOSAN's by-laws and articles of incorporation for the current governance structure and has been discussing options to make the board more representative of ALCOSAN's service area, as well as effective in its role. The committee worked to educate one another, build relationships and identify common ground where consensus-building could occur. The Committee finished their work at the end of summer 2014, delivering final recommendations to the Mayor and the County Executive. IOP staff will continue to work with the Mayor, County Executive, committee members, and other key stakeholders as work progresses regarding regionalization options for ALCOSAN.



## **Joint Committee Initiative: Shale Gas Roundtable**

The Economic Development and Environment Committees together expanded upon the Economic Development Committee's previous shale gas work by establishing a Shale Gas Roundtable in 2011. A 26-member Roundtable, comprising diverse representation from throughout Southwestern Pennsylvania, and supported in research and administrative details by the University of Pittsburgh's Institute of Politics, issued a report setting forth recommendations for the improvement of unconventional oil and gas development in Pennsylvania, including development in the Marcellus and Utica shale formations.

The culmination of two years of study and dialogue, the final report of the Shale Gas Roundtable was released in August 2013 and promotes increasing research, modernizing state regulations, and building relationships across sectors to support environmental protection, quality of life, and economic development goals for the region. This report, which contains a list of members who participated in the Roundtable and signed off on the report, can be found on the Institute's website at [www.iop.pitt.edu](http://www.iop.pitt.edu).

IOP staff, along with the Economic Development and Environment Committees is currently monitoring the outcomes and implementation activities of the Roundtable. Below are several of the highlights of implementation activities.

**\*Research Fund:** The Roundtable recommendation for an independent shale gas research fund is on its way toward implementation. The first step, which is the setting of a multi-year research agenda tailored to the information needs of policymakers, is already underway. In very positive news, the board and staff of the Health Effects Institute (HEI) have agreed to lead the Appalachian region through an agenda setting process using their deep experience and expertise in such work. The initiative will result in an effective foundation for future research, communication, and decision-making by providing an independent, priority-based assessment of key research questions and gaps. The HEI Model of providing credible, impartial science will result in a research plan that effectively answers questions at the center of the controversy over unconventional shale gas and oil development and can be used by regulators, oil and gas developers, environmental and public health experts to better understand the implications of ongoing and future development. In 2014/15 IOP staff will offer organizational support to HEI as they begin implementing their multi-year research agenda. To date the HEI Special Scientific Committee on Unconventional Oil and Gas Development has been empaneled, and met for the first time on June 9, 2014 to begin its deliberations. On June 10, the first public forum was held with the Committee to educate it on cross-sector concerns around responsible shale gas development. The forum provided the Committee with ideas to consider as they go about setting the Appalachian Shale Gas Region research agenda. The Committee is scheduled to have another committee meeting, as well as an additional public forum in December in West Virginia. In the meantime, committee members are preparing white papers on a wide variety of topics that will be taken into consideration as they set their research agenda. IOP staff is again offering organizational support in these efforts.

**\*Oil and Gas Bureau Annual Report:** Another one of the Roundtable's core recommendations, for the PA DEP to produce and distribute an Oil and Gas Bureau Annual Report, came to fruition with the first ever release of such report in late spring 2014. The report details the prior year's activities and future priorities across the program.

**\*Joint Pipeline Working Group:** There is talk of the pending creation of a "Joint Pipeline Working Group" between the PA DEP and the PA Public Utility Commission. The group is expected to examine and evaluate the current safety conditions and practices associated with the construction of gas pipelines

in PA. This is one of the recommendations that the Roundtable's Midstream Working Group advocated for.

**\*Auditor General Audit:** In July 2014, the state Auditor General performed a long-awaited performance audit of the DEP. The report study period which the audit was based on extended from 2009 through 2012. Many of the recommendations found in the audit were similar to those recommended by the Roundtable. Many of the recommendations have already been implemented or are currently being considered for implementation at the state level.





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