

READING AREA TRANSPORTATION STUDY  
MINUTES OF THE COORDINATING COMMITTEE MEETING HELD IN-PERSON AND  
VIRTUALLY  
JANUARY 15, 2026

ATTENDANCE

COORDINATING COMMITTEE

Chris Kufro, PennDOT District Executive, Chair\*  
Tom McKeon, Berks County Planning Commission (V)  
Raymond Green, PennDOT Central (V)  
Commissioner Michael Rivera, County of Berks (V)  
Lisha Rowe, 1<sup>st</sup> Class Townships (Cumru Township)  
Keith Boatman, South Central Transit Authority (representing Greg Downing) (V)  
Donna Reed, City of Reading

\*Tie-breaking vote only  
(V) Attended Virtually

COORDINATING COMMITTEE MEMBERS NOT ATTENDING

Arthur Lambert, 2<sup>nd</sup> Class Townships (Upper Bern Township)  
Brian Hoffa, Boroughs (Sinking Spring)  
Dante Santoni, Jr., Reading Regional Airport Authority

OTHERS

Michael Donchez, PennDOT 5-0 (V)  
Lauri Ahlskog, South Central Transit Authority (V)  
Don Edwards, City of Reading (V)  
Ronique Bishop, FHWA (V)  
Alan Piper, Berks County Planning Commission, MPO Secretary  
Ryan Noffke (V)  
Matthew Boyer, Commuter Services of PA (V)  
Nyomi Nonnemaker, PennDOT Central (V)  
Lynne Burns (V)  
Amanda Timochenko, Berks County Planning Commission  
Michael Golembiewski, Berks County Planning Commission  
Devon Hain, Berks County Planning Commission  
Matthew McGough, Berks County Planning Commission (V)

1. CALL TO ORDER

Chairman Kufro called the meeting to order at 1:06 PM.

2. PUBLIC COMMENT/BUSINESS FROM THE FLOOR

Linda Kelleher, chief clerk of the City of Reading and president of the College Heights Community Council, joined the meeting via phone and read a prepared statement regarding the issue of speeding on Hampden Boulevard in the City of Reading and PennDOT's response to the issue. Her statement read:

*Dear Mr. Kufro,*

*As you and your colleagues on RATS know, speeding on Hampden Boulevard is a long-standing problem which dates back at least 70 years. Our neighborhood group – the College Heights Community Council – is relieved that PennDOT has finally looked at this problem and agreed with the need for traffic calming. We understand that the first step is increasing the line-of-sight at various intersections, however, that extreme loss of parking has not reduced speeding and illegal passing. As former police chief Richard Tornielli has pointed out at a meeting with PennDOT. Hampden Boulevard may not have the most accidents, but it does have the most violent accidents due to speeding and loss of control. Not line-of-sight for vehicles entering Hampden Boulevard from a side street.*

*The majority of collisions at intersections are caused by the driver failing to correctly predict when it is safe to enter Hampden Boulevard. At Hampden Boulevard and Robeson Street a friend who owned a neighborhood salon had two parked cars totaled and damage to her building twice due to a loss of control in a five-year period. In the 1600 block of Hampden those who reside in that block know the risk of parking their car near the curb. A friend who lives in that block had four vehicles totaled. Again, by speeding and loss of control. The problem can only be cured by reducing the width of the boulevard.*

*The former City engineer said the next step being considered is medians in certain areas. While that would help to reduce the width of the road and address speeding and passing it would also create challenges for homes with driveways and may cause problems with delivery of emergency services. Properties with driveways start in the 1300 block extending into the 1900 block. Small roundabouts may be a better option as they will not affect those with driveways on Hampden Boulevard and emergency service vehicles are able to navigate over them.*

*City Council enacted the attached ordinance (Ms. Kelleher referenced an enacted ordinance that was not seen by the committee during this presentation) on December 22, 2025 which creates a 6-month moratorium on parking violations at the intersections where parking restrictions have occurred which will provide PennDOT and RATS with time to reconsider this issue and identify a better solution. However, we realize that identifying a solution and implementing it takes time and funding. During this waiting period please consider the use of the temporary installation of chicanes to mimic the medians and/or roundabouts which will also allow the engineers to determine if the devices selected will work to reduce speeding and passing.*

Mr. Kufro thanked Ms. Kelleher for her statement and stated that he does have a copy of the letter and will review it with staff at PennDOT.

Mr. Edwards (Don Edwards) asked if he could respond to the statement made by Ms. Kelleher. Mr. Edwards first introduced himself as the new engineer for the City of Reading. He will be replacing a seat on the Technical Committee formerly held by Timothy Krall, who retired at the end of 2025. Mr. Edwards wanted to point out that a meeting has been

scheduled with City Council for February 2, 2026 to discuss traffic calming. The consultant (McCormick Taylor) working for the City has developed a traffic calming policy and has been looking into some specifics and Hampden Boulevard will be one of the topics for discussion during this meeting.

Ms. Reed, speaking on behalf of City Council member Christopher Miller because he could not attend the meeting, informed the Committee about another part of the City that is having the same type of issues as Hampden Boulevard. Specifically, along Business 222 (North 5<sup>th</sup> Street) at the intersections of Douglass and Oley Streets. Even with the expanded sight lines with expanded yellow curbs there are still issues with speeding. It is envisioned that at the next City Council meeting an action will be taken to enact a moratorium on parking violation fines similar to what was done on Hampden Boulevard. The neighborhood group (Centre Park Historic District) will request a reduction in the size of the no parking areas near those two intersections.

Also, on behalf of councilperson Miller, Ms. Reed asked the committee and PennDOT to keep up the dialogue regarding the 5<sup>th</sup> Street and Centre Avenue overpasses over the railroads. Ms. Reed wants to keep informed so that the neighborhood stays abreast of the information surrounding the projects and what to expect once the projects start.

There were no other public comments.

3. REVIEW/APPROVAL OF THE NOVEMBER 13, 2025 JOINT TECHNICAL AND COORDINATING COMMITTEE MEETING

Chairman Kufro asked if there were any questions or comments on the November 13, 2025 Joint Technical and Coordinating Committee meeting minutes. There were no questions or comments.

MOTION: Ms. Rowe made a motion to approve the November 13, 2025 Joint Technical and Coordinating Committee meeting minutes. Ms. Reed seconded the motion and it passed unanimously.

4. ELECTION OF OFFICERS

Mr. Piper stated that at the November 2025 Joint Technical and Coordinating Committee meeting, nominations were made for officers for the Coordinating Committee. Those nominations were for the PennDOT District 5-0 Executive, Mr. Chris Kufro, to remain as Chairman and the Berks County Planning Commission representative, Mr. Tom McKeon, to remain as Vice Chairman.

MOTION: Mr. Green made a motion to elect the nominees. Mr. Rivera seconded the motion and it passed unanimously.

5. COMMUTEPA UPDATE AND APPROVAL OF RECOMMENDATION ON NEW RATS ALTERNATE REPRESENTATIVE TO SUSQUEHANNA REGIONAL TRANSPORTATION PARTNERSHIP BOARD

Mr. Boyer presented the December 2025 Monthly Activity Report to the committee for their information. In December CommutePA added 100 new members, recorded 9,022 commuter trips, saved commuters \$116,134 in gas money, and reduced 165,884 miles on the road by carpooling, biking, or using public transit. Participants in the program burned a combined 258,771 calories by using other modes of transportation like biking or walking and saved 6,952 gallons of fuel.

Mr. Boyer presented a slide deck detailing the outreach efforts at various businesses and agencies that CommutePA performed during the month of December 2026.

Mr. Piper presented that the Susquehanna Regional Transportation Partnership (SRTP) is a private non-profit 501(c)(3) organization promoting travel demand management services in a nine-county region, including Berks County. A primary program of the SRTP is CommutePA. Berks County has been a partner in this organization since 2009. He is recommending his replacement as the alternate representative on the SRTP board. After 16 years serving as either the representative or alternate, Mr. Piper felt it was time to allow other staff members to serve on this Board and help direct the future of the SRTP programs. The current representative from the Reading MPO is Michael Golembiewski. Mr. Golembiewski will continue to be RATS' representative moving forward. It is recommended that the vacant alternate seat be filled by Matt McGough.

MOTION: Ms. Rowe made a motion to approve the designation of Matthew McGough to fill the vacancy as the Reading MPO's Alternate board representative to the Susquehanna Regional Transportation Partnership. Ms. Reed seconded the motion and it passed unanimously.

6. REVIEW/ADOPTION OF SOUTH CENTRAL TRANSIT AUTHORITY (SCTA) FY 2026 TRANSIT ASSET MANAGEMENT PLAN PERFORMANCE MEASURE

Mr. Boatman presented SCTA's FY 2026 Transit Asset Management Plan (TAMP) to the committee. The TAMP was updated in accordance with the Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21) and Federal Transit Administration (FTA) guidelines. The goal of the TAMP is for SCTA to reach and maintain a state of good repair for all of its capital assets through a Performance Based Planning and Programming process. The TAMP process requires SCTA to annually set performance measure targets and report performance against those targets for the three Assets Classes. The Asset Classes are: Rolling Stock (buses), Facilities, and Equipment.

SCTA manages seven (7) facilities within the Lancaster and Berks County area of operations. No facilities ranked below three (3) on the TERM scale. Mr. Boatman explained that "TERM" scale means the five (5) category rating system used in the FTA's Transit Economic Requirements Model to describe the condition of an asset: 5.0 is excellent, 4.0 is

Good, 3.0 is Adequate, 2.0 is Marginal, and 1.0 is Poor with respect to the scale. Currently, SCTA's facility, known as the BARTA Transportation Center in the City of Reading is undergoing rehabilitation.

Mr. Boatman continued regarding equipment. SCTA reports on the condition of equipment with a value of \$50,000 or more. This report includes twenty (20) pieces of equipment in total. Mr. Boatman then presented on SCTA's performance targets and informed the committee that SCTA meets their performance targets each year.

SCTA requested a motion by the Coordinating Committee to adopt the SCTA Transit Asset Management Plan FY 2026 Performance Measures Targets.

MOTION: Ms. Reed made a motion to approve adoption of the SCTA FY 2026 Transit Asset Management Plan Performance Measures. Ms. Rowe seconded the motion and it passed unanimously.

7. SCTA PRESENTATION ON 2026 SAFETY PLAN

Mr. Boatman presented on South Central Transit Authority's (SCTA) 2026 Safety Plan. He stated that in accordance with the requirements of 49 CFR Parts 673.13(a) SCTA, as authorized, in 49 CFR Parts 673.11(d), does hereby certify that it has established a Public Transportation Agency Safety Plan, meeting the requirements of this part, effective April 9, 2024.

The SCTA further certifies that on an annual basis it will certify its compliance with 49 CFR Parts 673.13(b) in accordance with the SCTA Safety Plan adopted by the SCTA Board of Directors on December 18, 2024.

The summary of changes were included in the committee's packets for the meeting. The majority of these changes are verbiage and title changes for positions. Mr. Boatman presented a graphic outlining the Safety Performance Targets for FY 2026 and described them to the committee.

Mr. Boatman finished his presentation by informing the committee that this presentation was for information only and no formal action is needed.

8. REVIEW/APPROVAL OF READING MPO 2026 SAFETY PERFORMANCE MEASURE TARGETS LETTER

Mr. Piper presented that every year MPOs across the state are required to adopt performance targets for safety. Pursuant to the Code of Federal Regulations (23 CFR § 490) regarding National Performance Management Measures for the Highway Safety Improvement Program (HSIP), Pennsylvania has established the 2026 targets for the following Safety Performance Measures:

- 1) Number of fatalities
- 2) Rate of fatalities per 100 million Vehicle Miles Travelled (VMT)
- 3) Number of serious injuries
- 4) Rate of serious injuries per 100 million VMT
- 5) Number of non-motorized fatalities and serious injuries

The Pennsylvania Department of Transportation (PennDOT) is required to establish these targets by August 31<sup>st</sup> each year.

Mr. Piper continued that MPOs are required to establish targets within 180 days of PennDOT establishing its targets (by February 27, 2026) either by agreeing to plan and program projects in support of the PennDOT targets, or by establishing their own quantifiable targets.

In terms of the Reading MPO Mr. Piper presented that we have always elected to utilize the performance targets established by PennDOT and he is recommending that we continue that trend. PennDOT is requesting a letter sent back to the Department indicating which option the MPO chooses to pursue.

MOTION: Mr. Rivera made a motion to approve the Reading MPO 2026 Safety Performance Measures Targets Letter indicating that the MPO will utilize the Statewide targets for safety. Ms. Reed seconded the motion and it passed unanimously.

#### 9. PENNDOT REQUESTED AMENDMENTS/MODIFICATIONS TO FFY 2025-2028 TIP

Mr. Donchez stated that there were no requested amendments/modifications to the FFY 2025-2028 TIP to report at this meeting. Mr. Donchez explained that back at the November 13, 2025 joint meeting of the MPO an amendment was presented dealing with the West Shore Bypass Phase 1 Project. This was an amendment for a right-of-way increase for about \$6.8M. Included in this amendment was the acquisition of approximately eleven (11) commercial, sixteen (16) industrial, and four (4) open space properties.

The amendment was approved by the committee and PennDOT Central Office. However, when reviewed by the Federal Highway Administration (FHWA) they wanted the fiscal constraint chart represented in a different way. PennDOT District 5-0 staff revised the fiscal constraint chart and resubmitted to FHWA to consider the revised chart as well as the previous chart. On January 7, 2026 FHWA approved the revised chart, and it was just recently committed into MPMS. There will be no revote necessary for the chart submitted on November 13, 2025 since the differences between the two charts relate to only how the implementation funds are shown between the two fiscal years. The approved chart shows the implementation funding in FFY 2026.

Because new fiscal constraint charts build on the last approved chart, there has not been time to prepare new updates for this meeting. All new actions will be presented at the next meeting.

10. REVIEW/APPROVAL OF TRANSPORTATION ALTERNATIVES-SET ASIDE (TASA) RECOMMENDATIONS

Ms. Hain presented that RATS received three (3) applications for funding consideration for the TASA program. The proposed projects were evaluated through a two-part submission process. Preliminary applications were due by September 5, 2025. Each applicant then met with staff from PennDOT and the MPO to review the draft submission. The applicants were given until October 31, 2025 to revise and resubmit their applications based on guidance received. These were given a preliminary review by PennDOT and then distributed to their respective MPOs for local review and recommendations on funding.

A special one-and-a-half-hour workshop meeting of the Technical Committee was held on Thursday, December 4, 2025 to review the projects and allow the opportunity to ask questions and adjust their preliminary scoring based on discussion. The projects were ranked, and a series of options for funding recommendations were derived. A list of the projects and their average scores were:

**Exeter School District – Campus Connector Bridge Requested Funding: \$1,982,952.00 Score: 2nd Place, 51.1 average score out of 60 possible points**

This project will construct an ADA compliant pedestrian bridge over Antietam Creek and ADA compliant sidewalks on both sides of the campus corridor, creating a safer and continuous, fully accessible pedestrian network between the district’s administrative offices, multiple Exeter School District campuses, athletic facilities, Exeter Community Park, and adjacent residential neighborhoods. These improvements would allow the school district to convert at least 100 students from bus riders to walkers. An additional benefit is that the proposed bridge would be constructed to accommodate emergency response vehicles, enhancing public safety by reducing response times by approximately 10 minutes between key areas of the campus and surrounding neighborhoods.

**Redevelopment Authority of Berks County – Boyertown Safety, Accessibility, and Connectivity Improvements Requested Funding: \$1,298,120.14 Score: 1st Place, 52.0 average score out of 60 possible points**

This project is the third phase of a multiuse, ADA compliant route located around the Colebrookdale Railroad Boyertown Yard. The deteriorated existing sidewalk, curbing, aprons, and ADA ramps would be replaced along S. Washington and East 3rd Streets. New sidewalk, curbing, aprons, ADA ramps, illumination, and landscaping would be constructed along Pear and Marion Streets. This project aims to increase ADA accessibility, separate transportation modes, reduce conflict points, and fill in missing infrastructure between Boyertown’s public gathering area, residential neighborhoods, business district, event space, visitor welcome center, post office, borough hall, and future farmer’s market.

**Sinking Spring Borough – Broad Street Stormwater Improvement and Pedestrian Connector Bridge Requested Funding: \$549,240.00 Score: 3rd Place, 42.4 average score out of 60 possible points**

This project combines flood control with multimodal enhancements through the manual and mechanical clean out of the approximately 575-meter-long stormwater ditch along Broad St,

the construction of a new pedestrian bridge that spans the ditch, and appropriate crosswalks at the intersection of Broad St and Kirkwood Ave. The project will significantly reduce stormwater runoff, localized flooding, erosion, and infrastructure undermining. The proposed pedestrian improvements will provide a connection between an existing trail and sidewalk network connecting neighborhoods, school campuses, recreational opportunities, services, and businesses.

Ms. Hain presented four (4) options to the Technical Committee on January 8, 2026 for their consideration, recommendation. The options included:

1. Recommend offering the \$1,186,000 funding available from the Reading MPO to be applied to the Boyertown Safety, Accessibility, and Connectivity Improvements (\$1,298,120.14). It would then be recommended that the Reading MPO ask that the shortage (\$112,120.14) be considered for statewide funding. If the state does not select to fund the shortage, the Redevelopment Authority of Berks County would be asked to rescope their project to the available \$1,186,000.

If they are unable to rescope the project, our MPO funds would be recommended to be applied to the Broad Street Stormwater Improvement and Pedestrian Connector Bridge Project (\$549,240) and the balance (\$636,760) placed into a line item to be applied should a different project arise that would be eligible to receive this funding within the next two years.

2. Recommend offering the \$1,186,000 funding available from the Reading MPO to be applied to the Exeter School District Campus Connector Bridge Project (\$1,982,952). It would then be recommended that the Reading MPO ask that the shortage (\$796,952) be considered for statewide funding.

If the state does not fund this project, the MPO funds would be recommended to be applied to the Broad Street Stormwater Improvement and Pedestrian Connector Bridge Project (\$549,240) and the balance (\$636,760) would be placed into a line item to be applied should a potential project arise within the next two years that would be eligible to receive this funding.

3. Recommend splitting the TASA funds available from the Reading MPO (\$1,186,000) equally between the Boyertown Safety, Accessibility, and Connectivity Improvements and the Exeter School District Campus Connector Bridge Project with a recommendation that the remaining balances be considered for statewide funding. If the state does not select both projects, our MPO funds would be applied to the project selected by the state.

If the state does not fund either of these projects, the funds would be recommended to be applied to the Broad Street Stormwater Improvement and Pedestrian Connector Bridge Project (\$549,240) and the balance (\$636,760) would be placed into a line item to be applied should a potential project arise within the next two years that would be eligible to receive this funding.

4. Recommend fully funding the Broad Street Stormwater Improvement and Pedestrian Connector Bridge Project (\$549,240) with the funding available from the Reading MPO. Split the remaining MPO funds (\$636,760) equally between the Boyertown Safety, Accessibility, and Connectivity Improvements and the Exeter School District Campus Connector Bridge Project with a recommendation that the balances be considered for statewide funding.

If the state selects only one project, our MPO funds would be applied to the project selected by the state. If the state does not fund either of the projects, the remaining MPO funds would be placed into a line item to be applied should a different project arise within the next two years that would be eligible to receive this funding. This option guarantees that one Berks County submission gets fully funded.

Mr. Piper added that regardless of whichever project the committee approves for local funding, staff would still recommend that the remaining projects be forwarded to the State for consideration of funding from the statewide resources.

The Technical Committee opted to recommend option one (1) to the Coordinating Committee for funding with modification to have both the Exeter and Sinking Spring projects considered for Statewide funding. The priority would be the Colebrookdale Railroad project. Mr. Piper recommended that the Coordinating Committee approve this recommendation.

MOTION: Ms. Rowe made a motion to approve Option one (1) for TASA funding. Ms. Reed seconded the motion and it passed unanimously.

11. REVIEW/APPROVAL ON “FINAL” DRAFT TRANSPORTATION IMPROVEMENT PROGRAM (TIP) PROJECT LISTINGS-HIGHWAY/BRIDGE & TRANSIT

Mr. Piper presented the Draft TIP project listing to the committee and reviewed the project map with the committee. He stated that a small amount of work was done since the November 13, 2025 meeting by adding an additional bridge removal project to the draft TIP. The project deals with the closed SR 1003, West Shore Drive bridge in Maiden creek Township over Lake Ontelaunee, known locally as “Graffiti Bridge.” It was a request from the Township to have it removed because it has become an attractive nuisance.

There was a review meeting with PennDOT and federal staff on January 5, 2026. There were no changes made but there was an offer by the department to review projects that are eligible for Highway Safety Improvement Program (HSIP) funding that go beyond the funds available locally. That could potentially free up dollars that the MPO could use to advance additional projects that the MPO was not currently able to fund. Projects that were originally on the TIP in study phases that we were not able to advance include: roadway work on PA 183 (between Old 22 to New Schaefferstown Road), the intersection of New Holland Road and High Boulevard, improvements to PA 737 (between Kutztown and Interstate 78), and Lancaster Avenue (Business US 222) safety improvements from where the West Shore

Bypass improvements stop near Arlington Street to the Reading City line near Kenhorst Boulevard.

Mr. Piper asked the Coordinating Committee to move these projects forward. This would include all of the projects approved in November along with the Lake Ontelaunee West Shore Drive Bridge removal. Mr. Piper stated that we would have to wait to see if we could negotiate adding any projects for additional HSIP funding. He did not anticipate that any of these would impact air quality conformity.

MOTION: Ms. Reed made a motion to approve the “Final” draft TIP Project listings for Highway, Bridge and Transit. Ms. Rowe seconded the motion and it passed unanimously.

## 12. UPDATE ON FFY 2027-2050 LONG RANGE TRANSPORTATION PLAN

Ms. Timochenko presented the status report for the LRTP development process. The LRTP Steering Committee last met on November 17, 2025 via Microsoft Teams. During that meeting the committee reviewed the draft sections of the LRTP including the Congestion Management Process, Roads and Bridges, Issues and Needs, and Amendment Procedures. The committee also reviewed the LRTP project list and project development. Staff presented the draft LRTP at the Agency Coordination Meeting (ACM) on December 10, 2025.

Ms. Timochenko informed the committee that the next steps in this process include updates to the Introduction, Environment/Resiliency, Public Participation, Recommendations (Chapter 4), Air Quality Conformity, and Demographics. Staff will continue to update the LRTP Development Portal on the Berks County Planning Commission website, coordinate for the public outreach/comment period (in conjunction with the Transportation Improvement Program (TIP), Community Demographic Assessment, and Air Quality.

It is anticipated that staff will request approval to proceed with the public outreach portion of the LRTP development from March 23, 2026 to April 24, 2026. During this time there will be four (4) public outreach meetings scheduled. There would be two in-person meetings held on April 7, 2026 and April 14, 2026. There would also be two (2) virtual meetings held – one during the day and another during evening hours on April 21, 2026. This proposal will be brought to this committee in March 2026.

The next LRTP Steering Committee meeting is scheduled for January 26, 2026 from 1PM – 2:30PM and the final meeting of the Steering Committee is scheduled for February 9, 2026 from 1PM – 2:2:30PM.

## 13. REPORT ON 2025 ANNUAL LIST OF FEDERALLY OBLIGATED PROJECTS

Mr. Piper presented that in accordance with federal regulations the RATS Annual List of Federally Obligated Projects was prepared and posted to the MPO’s website on December 12, 2025. The document identifies all the highway, bridge, and transit projects in Berks

County that have received obligated federal funding during the Federal Fiscal Year (FFY) October 1, 2024 to September 30, 2025.

14. UPDATE ON PROPOSED DRAFT FEDERAL AID FUNCTIONAL CLASSIFICATION REVISIONS

Mr. Piper informed the committee that, after the November meeting, the proposed Functional Classification revisions were forwarded to PennDOT for their review. PennDOT returned the revisions and asked for more detail on why some of the upgrades are being recommended. Staff will prepare that material and then resubmit it to PennDOT prior to their submission to the Federal Highway Administration (FHWA).

15. LTAP PROGRAM UPDATE

Mr. McGough updated the committee on the current status of the 2026 LTAP program in Berks County. Mr. McGough informed the committee that the requests for classes were submitted and we currently have one class scheduled for 2026. That class will be on Public Works Safety on March 11, 2026. Currently, staff is waiting for coordination from PSATS on scheduling the remaining classes for 2026.

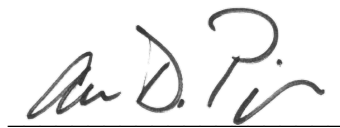
16. OTHER BUSINESS/PUBLIC COMMENT

There was no other business or public comment.

17. ADJOURNMENT

MOTION: Ms. Rowe made a motion to adjourn the meeting. Ms. Reed seconded the motion and the meeting adjourned at 2:25 PM.

Date: \_\_\_\_\_



Alan D. Piper, MPO Secretary