

ENGINEER / PLANNER FOR FEDERAL AID PROJECTS



REQUEST FOR QUALIFICATIONS

STATEMENT OF QUALIFICATIONS

TRI-COUNTY REGIONAL PLANNING COMMISSION

JUNE 20, 2025

**RISE TO THE
CHALLENGE**





ISO 9001:2015 CERTIFIED

ENGINEERS • PLANNERS • SCIENTISTS • CONSTRUCTION MANAGERS

5001 Louise Drive, Suite 201 • Mechanicsburg, PA 17055 • Phone 717-691-1340

June 20, 2025

Mr. Andrew W. Bomberger, AICP
Executive Director
Tri-County Regional Planning Commission
320 Market Street, Suite 301E
Harrisburg, PA 17101

Subject: TCRPC Engineer / Planner for Federal Aid Projects

Dear Mr. Bomberger:

The Tri-County Regional Planning Commission needs to partner with an engineering and planning team with a wealth of knowledge across all areas of expertise listed in the RFP, an exhaustive knowledge of the MPO, and specialized expertise in areas as diverse as freight planning, non-motorized travel, and traffic. As your planning partner, the KCI team will focus on prioritizing projects while balancing asset management, safety, economic development, and congestion needs. Our team includes McCormick Taylor, Simone Collins, Toole Design Group, and Envision Consultants (a disadvantaged business enterprise).

KCI has worked extensively with District 8-0 on numerous roadway betterment plans, traffic signal designs, and bridge rehabilitation and replacement projects, including the current Interstate 83 South John Harris Memorial Bridge Replacement project. Additionally, as a Project Management consultant, we oversee other firms working on both PennDOT and locally led transportation projects.

KCI offers the TCRPC multiple Senior Advisors who bring a wealth of executive-level knowledge and experience to guide you through the most challenging issues and needs related to transportation planning and programming. Barry Schoch, a former Pennsylvania Secretary of Transportation, brings 42 years of engineering experience encompassing consulting, project management, and key involvement in complex transportation initiatives. Mr. Schoch has keen institutional knowledge of what it takes to develop and maintain transportation programs and the balancing and attainment of funds to pay for it. His expertise includes innovative financing techniques, environmental policy, streamlining the project development process, and building consensus among State and Federal environmental agencies, elected officials, local stakeholders, and the general public.

Mike Keiser and Scott Christie are former District Executives for District 8-0, and both also served as PA Deputy Secretary of Transportation. Mr. Christie also held the roles of Chief Bridge Engineer and Director of Design over his 29-year PennDOT career. Additionally, Tom Zurat served on all three planning organizations in District 2-0, including on the Center County MPO Technical and Coordinating Committees, while holding the Portfolio Manager, Assistant District Executive, and District Executive positions in District 2-0. These three senior engineers have worked extensively with MPOs, and KCI will draw upon their experience to inform TCRPC's planning efforts.

Jeff Kneuppel, KCI's Transit Practice Leader, was a transit executive for 21 of his 32 years with the Southeastern Pennsylvania Transportation Authority (SEPTA). As SEPTA's General Manager from 2015 to 2019, he was responsible for 9,500 employees, an operating budget of \$1.4 billion, and a capital budget of \$700 million. Mr. Kneuppel was also involved with the Pennsylvania Public Transportation Association (PPTA) and regularly interfaced with Rich Farr, Executive Director of rabbittransit. Mr. Kneuppel brings to the TCRPC valuable insight in all aspects of public transportation.

KCI and our partners thank you for the opportunity to submit our qualifications for this contract for Engineer / Planner for Federal Aid Projects, and we look forward to serving you. If you have any questions, please contact our Project Manager, Chad Martin, PE, PTOE, at chad.martin@kci.com or by phone at 717-516-7613.

Respectfully,

Eric Martz, PE, CBSI
Vice President

Employee-Owned Since 1988

1. TEAM'S TECHNICAL KNOWLEDGE AND EXPERIENCE

The KCI team was strategically assembled with firms that have local experience in all tasks listed in the RFP (see matrix, right). The majority of team members focus mainly on transportation planning and design. Additionally, KCI has multiple senior advisors who bring a wealth of knowledge and experience, including trends and issues in the transportation realm. These include a former PennDOT Secretary of Transportation, three former PennDOT District Executives, and a former SEPTA General Manager. The contract will be led by Chad Martin, PE, PTOE, whose focus is traffic engineering—one of the main drivers behind project planning. This group has the knowledge and experience to complete any assignment for the TCRPC.

Project Manager (PM) Chad Martin, PE, PTOE, will lead the KCI team through a systematic study approach by considering local and regional needs for all transportation modes. **KCI will develop and evaluate options for transportation projects by looking at project-specific aspects as well as at a more global view of the future funding needs of the Tri-County region.** Mr. Martin has 15 years of experience in transportation design in Pennsylvania. He has managed multiple PennDOT and municipal-led projects involving both highway and structural components, including providing contract administration and client liaison while leading team communications and coordination with external stakeholders. Mr. Martin is highly proficient in traffic modeling, alternatives analyses, and safety analyses using a variety of software. His design experience includes roundabouts, horizontal and vertical geometry, roadway modeling, utility coordination, traffic control, traffic signals, and signing and pavement marking. Mr. Martin also brings strong local insight through his current role as Chairman of the Swatara Township Planning Commission.

Senior Advisor Michael Keiser, PE's, 36-year career at PennDOT involved experience specific to the infrastructure assets in Cumberland, Dauphin, and Perry Counties as District 8-0 Executive (DE). As a project manager, he had direct daily involvement in the delivery of multimodal transportation improvements. His experience as District 8-0's Highway Design Engineer and DE provides him with detailed oversight knowledge at a program level for federal, state, and local transportation networks and their associated assets. His most recent role at PennDOT was Deputy Secretary of Transportation.

Highway Engineering Lead Robert Nuss, PE, PTOE, has a dual background in traffic and highway engineering. He has led challenging intersection and corridor improvement projects throughout Pennsylvania, conducting traffic studies and alternatives analyses that lead to effective design recommendations and cost-effective construction solutions. He was Project Manager for the Greater Harrisburg Area Susquehanna River Bridges Master Plan that identified existing and future conditions and developed strategies for long-term maintenance and construction projects as well as traffic engineering solutions in response to planned or unplanned disruptions on the structures. Additionally, as a Consultant Project Manager under PennDOT Agreement E03749, he manages locally led projects on behalf of PennDOT District 8-0. He has 31 years of experience in transportation engineering.

Bridge Engineering Lead Eric Martz, PE, CBSI, has 31 years of experience in the inspection, design, and rehabilitation of transportation structures throughout the Commonwealth. In addition to his involvement in the inspection and design of many transportation structures in the Greater Harrisburg area, he has also been involved in two major planning studies for PennDOT District 8-0. He served as Senior Structures Advisor and QA/QC Reviewer for the Greater Harrisburg Area Susquehanna River Bridges Master Plan, and, with his previous employer, managed bridge condition inspections of all five major river crossings, imparting his knowledge of each bridge to establish anticipated scopes of work. This master plan influenced PennDOT District 8-0 to seek and receive a federal grant to expedite the replacement of the I-83 South Bridge.

Environmental Lead Deborah Hoover, was born and raised in the Harrisburg area. She has seen the housing developments explode over the years and traffic become much more congested. She has first-hand knowledge of the area and can offer insight into what has been done in the past. Ms. Hoover has 27 years of experience working on transportation projects, including planning studies such as Lancaster County's connects2040 plan. She leads KCI's Pennsylvania NEPA group and has received environmental approvals for transportation projects ranging from Bridge and Roadway Programmatic Agreements (BRPA) to Environmental Impact Statements (EIS). She has experience writing Purpose and Need reports and understands the considerations that go into establishing a sound purpose and need.

Lead Planner Jon Crum, in his 20 years with the Federal Highway Administration (FHWA), provided valuable oversight of the project development process to PennDOT. Mr. Crum worked directly with PennDOT Central Office and the various Districts to advance projects consistent with the NEPA and associated regulatory requirements. He was directly involved in projects at various levels of NEPA analyses, including EIS, Environmental Assessment (EA), and Categorical Exclusion Evaluation (CEE). Mr. Crum has extensive experience with Individual and Programmatic Section 4(f) Evaluations, Section 7 of the Endangered Species Act, Section 106 of the National Register of Historic Places, and socioeconomic/community impact analyses. He has also guided complicated public and agency involvement and coordination to successful outcomes. In his role at the Federal Railroad Administration (FRA), Mr. Crum reviewed and updated federal environmental policy related to NEPA and was a key resource for interpreting the regulations and providing reasoned, thoughtful guidance. He provided FHWA environmental oversight for the Eisenhower Drive Extension in Adams and York Counties and the I-83 East Shore Section 3 reconstruction in Dauphin County.

Asset Management Lead Heidi Hammel, PMP, GISP, ITIL, is KCI's Asset Management Regional Practice Leader, managing an experienced team of project managers, engineers, business analysts, solution engineers, and GIS analysts. She and her team deliver comprehensive asset management services, including strategic planning, data management, and technology implementation, across all government levels. With 35 years of professional experience, Ms. Hammel has successfully collaborated with a variety of agencies at the state, county, and municipal level, gaining deep insight into the operational needs and strategic drivers that guide asset management at different governmental scales. Her extensive experience includes leading enterprise-wide IT and GIS implementations, such as asset mapping, work order systems, document management solutions, systems integration, and

PROJECT TEAM

KCI KCI Technologies, Inc.
MT McCormick Taylor, Inc.
SC Simone Collins, Inc.
TD Toole Design Group, LLC
EC Envision Consultants, Ltd.

Areas of Expertise	KCI	MT	SC	TD	EC
Roadway design					
Bridge design					
Cost estimating					
Traffic management facilities					
Travel demand modeling / studies / data development					
GIS analyses					
Visualization / scenario planning					
Planning studies					
Safety					
Congestion management					
Freight planning					
Non-motorized travel					
Land use / growth management planning					
Environmental studies					
SWM, modeling & design					

custom application development. Furthermore, Ms. Hammel has directed detailed asset management projects involving needs assessments, strategic and implementation planning, gap analyses, workflow optimization, and database development specifically tailored to meet the diverse requirements of state, county, and municipal organizations.

GIS / Analytics / Visualization Lead Lee Ensminger was raised and lives in York County. Mr. Ensminger brings over 16 years of specialized experience in technology and GIS consulting, seamlessly connecting technical solutions with strategic business objectives. Having progressed from GIS Analyst to Senior Project Manager and Practice Leader, he expertly evaluates organizational operations to recommend, design, and implement impactful GIS and IT solutions. His expertise encompasses extensive proficiency with the ArcGIS suite, including data management, geodatabase architecture, and workflow optimization, along with practical experience in ArcGIS Online, ArcGIS Enterprise, Field Maps, Survey123, Web App Builder, and Experience Builder. With strong project management capabilities and a talent for clear stakeholder communication, Mr. Ensminger consistently delivers innovative, tailored solutions that significantly enhance clients' operational efficiencies.

Public Involvement Lead Leanne Doran has 34 years of experience leading strategic communications and public engagement including visualization and scenario planning on high-profile transportation projects. She focuses on consensus-building and bringing together stakeholders to deliver projects on time and within budget while informing the public through transparent communications using multimedia tools and techniques. Her approach to partnering and team building has led to the successful delivery of all projects, with relationships built on trust and respect in the communities she serves. Ms. Doran led the development of an interactive website for the development of a transportation improvement plan for 100 miles of I-81 in South Central PA for PennDOT and the TCRPC. The website served as the hub for public feedback, which helped to shape plan outcomes. She also managed a robust public outreach program for the Allegheny County Comprehensive Plan and served in a similar role for the Laurel Valley Expressway Project in Westmoreland County.

Stormwater Management Lead Jill Cutler, PE, possesses extensive experience in the planning, design, and modeling of stormwater management facilities. She leads a team that is proficient using Bentley PondPack, HydroCAD, and Flow Master to plan and design stormwater management facilities and is highly trained in applying concepts and regulations presented in both the PADEP BMP Manual and Draft Post Construction Stormwater Management Manual. She is currently designing stormwater management and E&S control for roadway widening and a multi-use trail along a nearly one-mile section of Sporting Hill Road (SR 1013-018) in Cumberland County. The design includes an analysis of existing drainage systems to determine infrastructure upgrades necessary to accommodate proposed widening, sidewalks, and drainage. Unique stormwater management strategies, including permeable paving, infiltration trenches, and micro rain gardens, will be employed to maintain volume/rate control and water quality within the narrow right-of-way.

McCormick Taylor, Inc., (MT) brings to the team a comprehensive set of transportation planning, design, and other specialty skills that complement and add depth in completing multiple concurrent tasks across diverse scopes. MT employs 10 Certified Planners, two of whom are cross-certified as both professional engineers (PE) and planners (AICP). MT and specifically, **Robert Watts, PE, PTOE, AICP**, led the planning effort for I-83 Section 78 and was in charge of the travel demand modeling, traffic analysis, safety analysis, and traffic data collection associated with preliminary engineering. Travel modeling and traffic forecasting for I-83 Section 78 was conducted in coordination with the adjacent I-83 Section 079, which extends from approximately 29th Street to the Susquehanna River. Mr. Watts coordinated with the TCRPC to acquire and adapt the MPO's CUBE travel model for use in a dual-model travel forecasting system. The four-county MPO model provided high-level context for understanding regional travel feeding the interstate and arterial roadway systems in Central PA. The regional forecasts and patterns were fed into a more detailed project-level model programmed in PTV VISUM that encompassed a Focus Area immediately surrounding the project corridor. The dual model system overcame many limitations inherent in using only one model that loses context by being too detailed or lacks sufficient detail by covering too broad of an area.

Simone Collins, Inc., (SC) a Landscape Architecture firm, worked with the TCRPC on the recently completed Active Transportation Plan and has a good working relationship with TCRPC staff. SC served as the prime consultant on multimodal transportation design and engineering projects in two PennDOT Districts, has successfully authored several TASA, multimodal, and federal pass-through transportation grants, and has an exceptional understanding of the process. SC has successfully worked with the TCRPC in many local municipalities. In Dauphin County, these include the City of Harrisburg, Lower Paxton, West Hanover, and Middle Paxton Townships, and Dauphin Borough. In Cumberland County, these include Lower Allen, East Pennsboro, Hampden, and West Pennsboro Townships, Camp Hill and Carlisle Boroughs, and the County. In Perry County, these include Spring Township and Millerstown Borough. SC has successfully worked on several PennDOT-funded projects as both a prime consultant and a subconsultant.

Toole Design Group, LLC, (TD) was founded on a dedication to creating safer conditions for pedestrians, bicyclists, and motorists throughout North America. Toole's talented researchers, analysts, engineers, planners, and communication specialists work collaboratively with clients to develop data-driven plans that also speak to the human side of traffic deaths and serious injuries. TD has worked extensively with crash data and is intimately familiar with the challenges of urban roadway data and the need to be flexible to enable a comprehensive analysis. Through projects such as the Seattle Bicycle and Pedestrian Safety Analysis and the Denver Vision Zero Action Plan, for example, they have developed scripts to optimize data analysis and generate missing roadway information to provide a more robust understanding of safety challenges.

Envision Consultants, Ltd., (EC) is a DBE firm with significant experience in cost estimating and freight planning. The Envision team has a highly experienced group of cost estimators who provide services for a wide variety of transportation modes and projects, including highway, bus, rail, and non-motorized travel, as well as associated facilities and infrastructure improvements. EC's cost estimators provide their expertise to a number of transportation clients, including the PennDOT Bureau of Rail, Freight, Ports, and Waterways and Bureau of Public Transportation, and they have a refined approach based on an understanding of the technical complexities of transportation cost estimating. EC's approach to freight planning and planning study services is informed by significant team experience in the freight industry. Their staff includes former operations and service design leadership from the freight rail industry with significant experience providing multimodal logistics services to major port, warehousing, intermodal, transload, and bulk facilities. Combined with their team's experience with truckload and LTL freight carriers, EC truly understands what drives freight movements from the perspective of both the freight carriers and freight shippers—an understanding that enhances their ability to provide planning services grounded in realistic assumptions and expectations for service. Further, EC's team has firsthand experience with truckload and pipeline freight terminals and cross-dock facilities, and their firsthand industry experience is informed by advanced post-secondary supply chain management studies.

2. INTEGRATING PLANNING CONCEPTS, TRANSPORTATION NEEDS DEVELOPMENT, AND CONCEPTS FOR ALTERNATIVE IMPROVEMENTS

The KCI team is extremely familiar with identifying transportation needs and integrating planning concepts to develop transportation improvement strategies to meet those needs. As discussed in Section 5 below, our proposed staff has participated in Technical and Coordinating Committees for various MPOs and has also held executive positions at PennDOT's Central Office that were critically involved in planning operations. We have experience with all types of planning concepts, including land use studies, traffic modeling, congestion and air quality evaluations, multimodal and freight mobility, and environmental policy requirements.



The KCI team has extensive experience developing alternatives to meet a variety of transportation needs. The team will perform alternative analyses according to current PennDOT Intersection Control Evaluation (ICE) policy and will perform predictive crash modeling according to FHWA/PennDOT Highway Safety Manual methodologies. In Lewistown Borough, Mifflin County, KCI recently conducted an Alternatives Analysis for a project initially scoped as a structure replacement along US Route 22 Business. The analysis concluded that removing the existing bridge and constructing a new roundabout would be the most cost-effective solution. This alternative meets the needs of the transportation network, as current traffic volumes and operations no longer justify maintaining the existing interchange configuration.

KCI's team has local, state, and national experience related to planning studies focusing on emerging trends and issues to transportation project needs. KCI offers a wealth of experience identifying and addressing the most significant transportation-related issues facing the Commonwealth. During his tenure as Pennsylvania's Secretary of Transportation, Barry Schoch, PE, (now KCI's Senior Vice President for Transportation) was the principal author of the Act 89 Transportation Plan, the state's most comprehensive piece of transportation legislation in decades. At KCI, Mr. Schoch has partnered with stakeholder groups across Pennsylvania to form the Southeast and Southwest Partnerships for Mobility, producing reports offering plans and recommendations for delivering long-term sustainable funding for public transit and the Pennsylvania Turnpike. Grounded in the efforts of those studies, he also worked on the team that facilitated and delivered a Regional Transportation Funding Options Study for the Delaware Valley Regional Planning Commission (DVRPC) in 2021.

The KCI team has leveraged a number of tools to develop multimodal evaluations and studies for municipal clients, focusing on pedestrian safety. In Westmont Hilltop School District, Cambria County, PA in 2020, KCI used field observations and interviews with local officials, state-of-the-practice federal and state planning and design guidance, case studies from around the country, and a number of data sources including PennDOT's PCIT and TIRe systems. Aggregated heat map data from Strava, a publicly available GIS-based activity tracking software, was used to further validate preferred travel patterns of multimodal users as well as key origins and destinations. The result was a list of potential multimodal enhancement projects within the school district addressing specific safety and/or mobility concerns, complete with order-of-magnitude cost estimates and potential funding sources. The report's findings have been used to incorporate multimodal accommodations—such as bike lanes—into a PennDOT resurfacing project constructed in 2022, while the school district and Westmont Borough are advancing additional projects on their local network funded by a variety of statewide grant programs.

KCI is an award-winning pedestrian/bicycle planning and design firm. Our bicycle/pedestrian engineers and planners are extremely well trained, knowledgeable and experienced in successfully managing multiple concurrent projects. KCI has prepared numerous comprehensive pedestrian and bicycle concepts and design plans in Maryland, Tennessee (which includes the Tennessee Statewide Bikeway Plan), Pennsylvania and Delaware. KCI is currently working on Prince George's County, MD, Countywide Pedestrian and Bicycle Facility map updates and Connectivity Plan.

The KCI team provides oversight of rail infrastructure improvement projects on the Norfolk Southern Pittsburgh Line between Harrisburg and Pittsburgh through PennDOT's Bureau of Rail, Freight, Ports and Waterways. These projects are being implemented to allow expansion of the Amtrak Pennsylvanian passenger train service from one to two daily round trips. Major track construction and reconfiguration projects include construction of a third main track in the Harrisburg Terminal, construction of a new connector track in Lemoyne (which required extensive coordination with the Market Street Bottleneck highway project), upgrades to a turnout in Camp Hill, and track construction and interlocking reconfiguration in Enola. These projects have involved extensive coordination with local agencies and public involvement.

KCI is well versed in environmental policy requirements as demonstrated by US 219 Meyersdale, PA, to I-68, MD, an 8-mile, new limited-access highway project. KCI is a subconsultant on this Environmental Impact Statement (EIS) project and is responsible for NEPA approval and public outreach. The purposes of the project are to complete Corridor N of the Appalachian Development Highway System, to improve the system linkage in the region, to provide safe and efficient access for motorists traveling on US 219, and to provide transportation infrastructure to support economic opportunities in existing and planned communities and employment/business centers and natural resource-based industries within the Appalachian Region. The EIS project received environmental approval two years from the date the Notice of Intent was published in the Federal Register to when FHWA signed the Record of Decision (ROD). The project was the first FHWA project under the Trump Administration to receive ROD approval in the two-year timeframe. In addition to the preparation of the EIS, KCI was responsible for all aspects of public involvement, which included public meetings, a Community Advisory Committee, website updates, newsletters, and visualizations, including an artist rendering. KCI also led the mapping and impact on resources utilizing GIS.

As Chairman of District 8-0's Safety Review Committee from 1999 to 2010, Mr. Keiser guided in-house and consultant design teams, taking planning concepts and developing viable alternatives meeting the "Project Intent" identified during the programming phase (TIP Updates). This early oversight effort also contributed to lessening scope creep and maintaining project budgets across all phases of development.

Envision and KCI successfully delivered the first-ever regional freight plan for the South Jersey Transportation Planning Organization (SJTPO), the MPO for the four southernmost counties in New Jersey. With land use, warehousing trends, and population density very similar to the Harrisburg area, that plan included a prioritized list of transportation investments, spread across multiple modes and geographic areas. Further, the plan integrated projects in all phases of construction, from concept through construction, to successfully merge near-term solutions with long-term needs and trends.

Locally, KCI evaluated and documented an alternative truck route for traffic utilizing SR 0772 through downtown Lititz and Manheim Boroughs in Lancaster County. The team developed traffic projections and used them to establish a methodology for rerouting traffic to potential alternative truck routes; modeled existing and future traffic conditions at study area intersections; identified improvements to mitigate level of service and queuing impacts, performed HSM safety analyses; and considered pedestrian and bicycle accommodations at intersections along the proposed route.

For cost estimating during conceptual design phases, the KCI team is proficient in developing roadway and bridge design cost estimates. Envision has experience using inEight Estimate Software, a top-tier estimating package which includes their proprietary cost database and provides customizable estimates which can be delivered in PDF and/or in Excel format. The KCI team can develop detailed estimates conforming to TCRPC's standards, including construction cost estimates for work elements at the conceptual design level, including long-term material, labor, and escalation trends. Our team's transportation industry knowledge allows us to pay special attention to local labor rates, productivity, specific equipment usage, and coordination needs.

3. QUALITY ASSURANCE / QUALITY CONTROL

KCI's quality management system (QMS) is based on the International Organization for Standardization (ISO®) 9001:2015 standard requirements and is certified by ABS Quality Evaluations, Inc. ISO is an independent, non-governmental organization that establishes requirements across more than 160 countries, aiming to standardize business processes across various industries. Adherence to ISO standards enables organizations to achieve quantifiable improvements in quality, safety, sustainability, and consistency. ISO standards require participants to document business processes in several critical areas, which are tested annually to verify reliability and efficiency.

By adhering to ISO standards, KCI commits to the following company objectives:



- Satisfying client expectations through design and professional services that conform to client specifications,
- Continuously reviewing company performance by analyzing objective data regarding both our processes and deliverables, and
- Using data gathered in the above two actions to identify and drive opportunities for continuous improvements to the QMS.

As part of KCI's QMS procedures, we have developed an internal audit program to measure our QMS process performance. Select employees within the firm are trained as Quality Management Systems Lead Auditors who can complete internal system audits throughout the organization. Audit results are evaluated for nonconformity and to identify the root cause. This information is presented to senior management to develop enhancements and implement improvements in our processes to provide the desired results.

Both internal and external audit processes attempt to confirm the following:

- KCI's QMS is in conformance with the ISO standard,
- KCI is following the requirements established in our QMS, and
- KCI is continually improving the QMS to achieve higher quality objectives.

The QMS manual outlines the firm's administrative requirements involving file maintenance, professional licensing, and document retention and also describes the principles forming the foundation of our technical quality control procedures. KCI has developed five principles to track the accuracy and completeness of the work products, which are incorporated into these procedures:

Dissemination of Project Information: Setup documentation is prepared and posted on the network project files so project team members are aware of relevant project information.

Performance of Work by Qualified Personnel: Work is performed by qualified personnel based on education and technical experience in the discipline. It is a violation of company policy for personnel to participate in the design or review of work outside their field of experience.

Detailed Check for Technical Accuracy: Work is checked for technical accuracy by a qualified person as described above.

Independent Quality Review: Senior personnel review work for clarity and comprehensibility before final submittal.

Documentation: Personal signatures accompany documents and checklists, attesting to the fact that quality control procedures were appropriately incorporated into the work product.

4. PLANNING / DESIGNING COST-EFFECTIVE PROJECTS

At the outset of a project, KCI will clearly establish the project's purpose and need to help stakeholders focus on addressing the most critical challenges. By establishing and prioritizing a location's most pressing challenges—safety, traffic operations, network connectivity, multimodal accommodations, facilitating freight operations, preparing for future economic growth, environmental and/or stormwater impacts, or others—the team will be able to follow its own direction when confronted with constraints such as property impacts and available funding. Further, as projects advance, TCRPC will be consulted throughout to verify that designs progress consistent with their long-range goals.

For example, a pavement improvement project may require turn lanes to be added based on land use planning. We will evaluate the right-of-way and utility impacts associated with the alternatives to make sure they are included and accurate. We will also evaluate life-cycle costs to make sure that projects are cost effective over their intended life span. Concrete versus bituminous paving is a common life cycle evaluation. The KCI team will use asset management concepts when evaluating the cost effectiveness of projects. Preventive maintenance and rehabilitation projects, performed at the correct time, can be very effective tools in extending the life of structures and pavements, allowing the MPO to get the most value from their infrastructure investments.

As an illustrative example, KCI recently performed an alternatives analysis for a complex, five-leg intersection along SR 222 approaching the southern gateway to the City of Lancaster. The project involved developing intersection reconfiguration options to improve traffic operations and safety while also providing accommodations for a future long-range trail crossing. After the initial round of alternatives was considered, modifications were made to develop a lower-cost alternative that still provided safe crossing of the trail. In the future, the client will be able to use the analysis to incorporate components of one or multiple alternatives as funding allows, with the confidence that safety and traffic operations will still be maintained at acceptable levels.

KCI understands that a cost-effective project begins in the conceptual stage, using collaborative planning principles. We will use right-sizing tools to develop cost-effective solutions. When preparing conceptual designs, KCI will keep the end product in mind as we consider cost-effective techniques for construction, such as:

- ✓ Evaluate traffic control alternatives and utilize detours where possible to maximize construction efficiency.
- ✓ Confirm adequate areas are included for temporary easements while also balancing ROW acquisition costs.
- ✓ For items that may not have well-defined quantities, specify as "AND" items in lieu of including as lump sum.
- ✓ Use standard items when possible to minimize the need for special provisions.

5. MPO KNOWLEDGE

KCI has extensive knowledge of federal planning regulations and decades of experience working with MPOs and PennDOT on comprehensive and effective transportation planning. The KCI team is familiar with MPO regulations and operations as outlined in Title 23 Section 134, and KCI's staff have effectively coordinated with TCRPC and the Harrisburg Area Transportation Study (HATS) and are familiar with the issues and needs of the region.

Specifically, KCI staff have been members of various MPOs and RPOs during their PennDOT careers. **Senior Advisor Mike Keiser** adds very specific knowledge to the KCI team for this assignment. As District 8-0 Executive, he was a voting member of the HATS Coordinating Committee from 2012 to 2021. In addition to working with committee members to carry out the responsibilities of the MPO, he provided updates on significant projects in the Tri-County region, reviewed bridge condition reports for Dauphin, Cumberland, and Perry Counties, and addressed any transportation-related questions from the committee or members of the public. Mr. Keiser also actively promoted the benefits of Act 89, specifically the increased funding levels as they pertained to the MPO's anticipated financial guidance. He also held similar roles in the Lancaster and York MPO organizations, including a term as Chairman for YAMPO. In addition to his leadership at PennDOT and District 8-0, Mr. Keiser also established strong working relationships with MPO staff, federal and state agency representatives, municipal leaders, and elected officials. He has also maintained working relationships with senior staff at District 8-0.

Additionally, **Senior Advisor Tom Zurat** served on all three planning organizations in PennDOT District 2-0, including on the Center County MPO Technical and Coordinating Committees, while holding the Portfolio Manager, Assistant District Executive, and District Executive positions in District 2-0. Having served in these positions gives our staff a thorough understanding of MPO operations, as well as the federal regulations that apply to them. The KCI team also completely understands the relationship between PennDOT and the MPO and the different roles each play in the planning process. Our team is



familiar with planning organizations' efforts to maintain their Unified Planning Work Program and Long-Range Transportation Plan (LRTP) and develop their Transportation Improvement Plan (TIP). We are keenly aware of the fiscal constraints related to project development and the public involvement requirements associated with MPO operations. **Senior Advisors Barry Schoch and Scott Christie** were both intimately involved with PennDOT's Transportation Planning process while serving as top Executives at PennDOT.

Through our direct involvement on MPO committees, the KCI team understands how planning at the MPO level is directly affected by funding appropriations and funding types, along with federal and state fiscal years. We understand the importance of congestion reduction, multimodal applications, and safety improvements in the planning and project development process. We also understand the significance of accurate cost estimating for all phases of a project, including right-of-way acquisitions, utility relocations, and environmental mitigation and how the estimates are an integral part of a financially constrained long-range Regional Transportation Plan. Our team is familiar with FHWA's PM-3 and risk-based transportation asset management requirements and the tools and data available through PennDOT to assist planning organizations in meeting these obligations.

Senior Planner Jon Crum spent nearly 20 years with the FHWA, during which he provided key oversight of the transportation planning process in Pennsylvania. Mr. Crum's experience includes leading or participating in federally mandated Transportation Management Area (TMA) Certification Reviews, which are used to evaluate the MPO's planning processes and products for consistency with federal regulations. Mr. Crum also provided key reviews of mandatory planning products such as LRTPs, TIPs, and unified planning work programs (UPWPs).

KCI also has experience with considering environmental issues during the transportation planning process. This includes such efforts as Planning and Environmental Linkage (PEL) studies and working with resource agencies and MPOs to determine whether early identification of mitigation opportunities would be an efficient, cost-effective approach to compensating for potential impacts. These early efforts during the planning process are key when considering the importance of timely project development and implementation.

Through decades of experience in transportation planning and programming, KCI is well positioned to support the TCRPC's metropolitan planning processes.

6. PAST PERFORMANCE ON PENNDOT AND FEDERALLY FUNDED PROJECTS

KCI's record of quality and timeliness is demonstrated by our 100% positive evaluations for design-related assignments. Statewide, 32% of KCI's evaluations are Exceeds Expectations (EE) or Consistently Exceeds Expectations (CE). The KCI team strives to adhere to our clients' policies and procedures and provide a high-quality, cost-effective final product, as evidenced by the following examples:

E03760 Greater Harrisburg Area Susquehanna River Bridges Master Plan, District 8-0. (2 EE; Derek Mitch, PE, 717.772.0034) KCI developed a master plan for five significant bridges crossing the Susquehanna River, including strategies that address the needs of each structure over a 100-year timeline to allow PennDOT to allocate long-term funding. The studies considered bridge deterioration rates, regional and local traffic growth, multimodal traffic, environmental resources, other projects in the region, and planning partner needs. KCI conducted meetings with various stakeholders and with Norfolk Southern Railroad representatives to discuss potential railroad impacts. KCI also coordinated with Capital Area Beltway Traffic Incident Management (TIM) teams to present the study scope and findings and solicit feedback from first responders and other incident management personnel on their day-to-day needs and issues related to the Susquehanna River Bridges. To establish deterioration rates, KCI reviewed the condition and maintenance history of 44 additional major river crossings. The master plan established schedules and cost estimates for maintenance, preservation, rehabilitation, and replacement activities for each bridge, and adjusting schedules to prevent concurrent maintenance on adjacent structures.

The performance of the team was excellent and was a major assistance to the Department.

E03760 WO 3

SR 3020-297 Freedom Road, Cranberry Township. KCI completed the design of one mile of widening of Freedom Road from preliminary engineering (PE) NTP to PS&E submission in 16 months. Under contract with Cranberry Township, KCI coordinated closely with the township and PennDOT District 10-0 staff to meet the aggressive schedule dictated by a BUILD grant. KCI obtained approval of a Level 1b CEE 10 weeks after NTP for the PE phase. The final R/W Plan included permanent or temporary takes from 28 parcels; KCI completed and submitted the final R/W Plan 12 weeks after NTP. Indicative of KCI's quality contract documents, there were only four questions during the bidding phase of this \$10M project. The project was recognized as the ASHE Allegheny Chapter's Highway Project of the Year in 2024.

Deb, you and your team were one of the most significant factors in reaching a record of decision within the 2 year time clock. The KCI teams efforts do not go unnoticed and the timeliness and quality of all the submissions and your knowledge of the NEPA process put us in a position to reach the ROD on time. It's hard to imagine us being where we are today with this document without KCI.

Mike Stone, District 9-0 PM, US 219 Meyersdale, PA, to I-68, MD

I have never been involved in a project before with so many different entities all moving in the same direction and common goal in such a limited time frame. There were hours of effort on weekly / bi-weekly conference calls and meetings. The project accomplished a feat that nobody thought could be done in the time frame allotted. KCI gets a ton of credit for pushing and keeping everybody marching in the same direction. The financial commitment from the Township and County also made this project possible. We all built something together.

Tim Zinkham, Cranberry Township Manager of Engineering Services

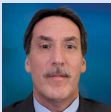
E05060 SR 6219-050 Meyersdale to Old Salisbury Road, District 8-0.

KCI recently obtained environmental approval on a multi-state 8-mile new alignment highway project in Somerset County, PA, and Garrett County, MD. This Environmental Impact Statement (EIS) project required an extremely aggressive two-year schedule. KCI was a subconsultant responsible for all NEPA aspects, including preparation of the EIS and all public involvement activities. This project evaluated a number of alternatives and analyzed environmental impacts to determine which one resulted in the least environmental impact. This was the first FHWA project to receive environmental approval under the current Trump Administration.

SENIOR ADVISORS



KCI Barry Schoch, PE · 42y
Former PA Secretary of Transportation



KCI Tom Zurat, PE · 35y
Former District 2-0 Executive



KCI Mike Keiser, PE · 38y ^R
*Former District 8-0 DE and
PA Deputy Secretary of Transportation*



KCI Scott Christie, PE · 47y
*Former District 8-0 DE and
PA Deputy Secretary of Transportation*



KCI Jeff Knueppel, PE · 38y
Former SEPTA General Manager



Andrew Bomberger, AICP
TCRPC Executive Director



Project Manager
KCI Chad Martin, PE · 15y ^R

PROJECT TEAM

- KCI** KCI Technologies, Inc.
- MT** McCormick Taylor, Inc.
- SC** Simone Collins, Inc.
- TD** Toole Design Group, LLC
- EC** Envision Consultants, Ltd. · DBE

KEY

- ^R Resume included
- y Years of experience

PLANNING

Land Use/Growth Management Planning

- KCI** Charles Kenny, PE · 18y
- KCI** Nichole Mendinsky, RLA, AICP, CPRP, LEED AP, ENV SP · 18y
- MT** Jillian Dierks · 18y
- MT** Carrie Machunga, AICP · 14y
- SC** Pankaj Jobanputra, AICP · 14y ^R

NEPA Requirements

- KCI** Deb Hoover · 27y ^R
- KCI** Jon Crum · 20y ^R
- KCI** Joe Passmore · 10y

Environmental Studies

- KCI** Brionna Marks, ENV SP · 9y
- KCI** Jenn Bird · 27y
- KCI** Amanda Wagoneer · 20y

Freight Planning

- EC** Adam Baginski, PE, PMP · 16y ^R
- EC** Thomas Dutcher · 14y
- EC** Alexander Reinsmith, EIT, PMP · 9y

Planning Studies

- KCI** Rick Hoehn, RLA, ASLA · 38y
- KCI** Charles Kenny, PE · 18y
- SC** Sarah Leeper, RLA · 22y
- TD** Carrie Long, AICP · 12y ^R
- TD** Ayden Cohen, RSP1 · 5y ^R
- EC** Carol Martsolf, PE, PMP, CPTD, ENV SP, LEED AP · 32y ^R

TRAFFIC

Traffic Model and Demand Analysis

- MT** Robert Watts, PE, PTOE, AICP · 26y
- MT** Josh Cohen, PE, PTOE · 9y

Operational Analysis

- KCI** Ian Preston, PE · 11y
- KCI** Vanessa Galeone, EIT · 4y

Forecasting and Planning

- MT** Robert Watts, PE, PTOE, AICP · 26y ^R

Safety

- KCI** Steve Roman, PE, PTOE · 32y
- KCI** David Rhodes, PE · 7y
- KCI** Jacob O’Neal, PE · 7y

Pedestrian/Bicycle LOS

- KCI** Ian Preston, PE · 11y
- KCI** Vanessa Galeone, EIT · 4y

Transit Operations Analysis

- KCI** Jeffrey Knueppel, PE · 38y

DESIGN

Highway

- KCI** Rob Nuss, PE, PTOE · 31y ^R
- KCI** Elaine Koller, PE · 26y
- KCI** Brian Pinamonti, PE · 23y
- KCI** Jesse Knorr, PE · 7y

Structure Design/Inspection

- KCI** Eric Martz, PE, CBSI · 31y ^R
- KCI** Vince LaCross, PE, CBSI · 28y
- KCI** Mitch Rhodes, PE, CBSI · 16y
- KCI** Jason Reisinger, PE, CBSI · 26y

Bicycle & Shared-Use Infrastructure Design

- KCI** Steve Brown, PE · 16y
- KCI** Megan Frye, EIT · 5y
- KCI** Brian Krul, PE · 28y

H&H/Waterway Permitting

- KCI** James Kester, PE · 36y
- KCI** Yinting Hou, PE · 14y
- KCI** William Medina · 37y

Constructibility Reviews and Scheduling

- KCI** Scott Shimko, PE, DBIA · 24y
- KCI** Marty Hoover, PE · 38y

Cost Estimating

- KCI** Jon Perrego, PE · 39y
- KCI** Zachary Kaczmarek, PE · 8y
- EC** Kyle Baker, PE · 17y
- EC** Jeric Lobete, CEP · 4y

STORMWATER MANAGEMENT

Modeling / Design / NPDES/102 Permitting

- KCI** Jill Cutler, PE · 24y ^R
- KCI** Scott Zellner, PE · 7y
- KCI** Dennis Santeufemio II, PE · 19y
- KCI** Nuan Sun, PE, CFM · 8y
- MT** Craig Smith, PE · 19y
- MT** Josh Durbin, PE · 12y

MS4 Permitting Coordination

- KCI** Nathan Drescher · 26y
- KCI** Yinting Hou · 14y
- KCI** Justin Lee · 3y

SWM Facility Inspection

- KCI** Nathan Drescher · 26y
- KCI** Meghan Junis · 3y

E&S Design/Permitting

- KCI** Elaine Koller, PE · 26y
- KCI** Clinton Amey, PE, ENV SP, CPESC · 28y

PUBLIC INVOLVEMENT

3D Visualization/ Video Rendering/Website

- KCI** Stephen Golebiewski · 1y
- KCI** Cyrus McCall, PE · 28y
- KCI** Brandan Glorioso · 8y
- EC** Natalie Reed · 4y

Stakeholder Outreach

- KCI** Kristen Rowe · 17y
- KCI** Brandan Glorioso · 8y
- KCI** Oren Pincever · 1y
- KCI** Emilie Laychock · 1y

Partnering Strategies

- KCI** Barry Schoch, PE · 42y
- KCI** Deb Hoover · 27y ^R
- KCI** Leanne Doran · 34y ^R

Scenario Planning

- KCI** Andrew Smith · 43y
- KCI** Charles Kenny, PE · 18y
- KCI** Rick Hoehn, RLA, ASLA · 38y
- TD** Lucas Yu · 4y
- TD** Jacob Nigro · 11y

TECHNOLOGY

GIS Analysis

- KCI** Lee Ensminger · 16y ^R
- KCI** Amber McCann · 13y
- KCI** Dustin Henry · 18y
- SC** Rob Gladfelter, RLA, ASLA · 7y

Asset Management

- KCI** Heidi Hammel, PMP, GISP, ITIL · 35y ^R
- KCI** Gabe Creighton, PMP, GISP · 21y
- KCI** Alan Foster, GISP · 12y
- KCI** Bill Press, GISP · 38y
- KCI** Sarah Huber · 35y

ITS / Smart City

- KCI** Kevin Comstock · 43y
- KCI** Peng Zhu, PhD, PE, PTOE · 18y

KCI INDEPENDENT QA/QC

- KCI** Tom Lindsey · 30y

SUBCONSULTANT QA/QC

- MT** Brian St. John, PE, PTOE · 28y
- SC** William Collins, RLA, ASLA · 50y ^R
- TD** Jeremy Chrzan, PE, PTOE, LEED AP · 26y ^R
- EC** Dan Gibbone · 43y

QA OF SUBCONSULTANT DELIVERABLES

- KCI** Rob Nuss · Engineering · 31y ^R
- KCI** Deb Hoover · Planning/Environmental · 27y ^R

CHAD MARTIN, PE, PTOE

Project Manager

15 YEARS

TOTAL EXPERIENCE

2 YEARS

WITH KCI

CERTIFICATIONS & REGISTRATIONS

PE / PA / PE083056

Exp - 09/30/2025

PE / FL / 82934 /

Exp - 02/28/2027

PTOE / 4325

Exp - 11/20/2026

EDUCATION

MBA Business Administration /
Pennsylvania State University / 2017

BSCE Civil Engineering / Pennsylvania
State University / 2010

Mr. Martin has managed multiple PennDOT and municipal-led projects involving both highway and structural components, including providing contract administration and client liaison while leading team communications and coordination with external stakeholders. He is highly proficient in traffic engineering modeling, alternatives analysis, and safety analysis using a variety of software. His design experience includes development of horizontal and vertical geometry, roadway modeling, utility coordination, traffic control, traffic signals, signing and pavement marking, and the generation of final plans, specifications, and estimates.

PROJECT EXPERIENCE

E04024 2025 ITS SR 0030 Corridor PE, Districtwide, PA, Pennsylvania Department of Transportation – District 8-0. Project Manager. KCI is designing ITS improvements that include new signal-pole mounted CCTV cameras at six intersections along the SR 0030 (Lincoln Highway) corridor in East Lampeter Township. The project also includes a new digital message board and integrating the existing fiber optic interconnect system to facilitate backhaul communications to PennDOT's Unified Command and Control signal management system. Mr. Martin is managing the development of the overall project, including client liaison, project administrative services, staff supervision, and oversight of the preliminary ITS design.

E03760 Part 2 Harrisburg Area Projects Scheduling and Risk Assessment, Pennsylvania Department of Transportation - District 8-0. Project Manager. The KCI team prepared a report outlining major roadway and bridge projects planned in the Harrisburg area from 2024 to 2034, focusing on potential impacts, challenges, and risks. The effort included interviews with Department staff and a review of available project information—such as scope, costs, schedules, traffic control, and utilities. The team analyzed how overlapping projects may affect regional traffic and identified non-funding risks critical to project delivery, along with potential mitigation strategies. Mr. Martin managed the assignment and coordinated development of the final report for District 8-0 executive management.

L00294 Manheim Borough Connections Study, Lancaster County, PA, Borough of Manheim. Project Manager. The team evaluated the Borough's existing roadway network and engaged stakeholders to identify ways of improving traffic flow and separating pedestrian and vehicle traffic. A truck bypass route was investigated, as well as improvements to the Borough Square, traffic-calming treatments, sidewalk enhancements, standard pedestrian crosswalk treatments, and transit improvements. Mr. Martin managed the overall project, including staff supervision, client liaison, final report preparation, and preliminary design efforts for recommended improvements to Market Square.

Multi-Municipal Comprehensive Plan Update, York County, PA, Carroll Township and Dillsburg Borough. Subconsultant Project Manager. KCI is the subconsultant responsible for traffic analysis in the comprehensive plan update for Carroll Township and Dillsburg Borough in York County. Mr. Martin serves as subconsultant project manager, overseeing the budget, schedule, and review of final deliverables.

Regional Freight Plan, Multiple Locations, NJ, South Jersey Transportation Planning Organization (SJTPO). Subconsultant Project Manager. KCI was the lead subconsultant on the project team that developed an integrated regional freight plan for South Jersey Transportation Planning Organization (SJTPO), the federally designated MPO for Atlantic, Cape May, Cumberland, and Salem Counties. The plan looked at rail, highway, marine, pipeline, and air freight to support the growth of an inclusive multimodal network within South Jersey. The report developed a prioritized list of issues and analyses, as well as regional recommendations for investment, which were combined with a presentation of available funding sources. Mr. Martin served as subconsultant project manager, contributed traffic expertise during stakeholder engagement and client presentations, led a truck parking study, and authored the freight plan report sections involving freight network analysis and truck parking.



MICHAEL KEISER, PE

Senior Advisor

38 YEARS

TOTAL EXPERIENCE

1 YEARS

WITH KCI

CERTIFICATIONS & REGISTRATIONS

PE / PA / PE043123E

Exp - 09/30/2025

EDUCATION

BS Engineering /
Pennsylvania State
University / 1986

PENNDOT EXPERIENCE

With over 36 years of experience at PennDOT, Mr. Keiser's most recent role as Deputy Secretary of Transportation included overseeing all aspects of the design, construction, and maintenance of innumerable transportation facilities across Pennsylvania. Additionally, he was responsible for supervising 11 engineering districts and six central office bureaus, setting and reviewing policies and all corresponding updates, and coordinating with the governor's office and elected officials.

Prior to his appointment as Deputy Secretary, Mr. Keiser was the District Executive (DE) for Engineering District 8-0, overseeing a team of 1,100 professional, technical, and semi-skilled labor staff. He was responsible for all transportation-related operations in the eight-county region of southcentral Pennsylvania. As DE, Mr. Keiser was a voting member for the HATS MPO Coordinating Committee for over nine years. Responsibilities as part of this committee included the adoption/approval of TIP updates, balancing the program per financial guidance, reporting out on major project status updates (design/construction) and providing overall bridge condition reports for state, local, and county owned structures. Mr. Keiser also played a significant role in explaining the benefits associated with Act 89 prior to it being enacted and passed into law.

Mr. Keiser earned a *Star of Excellence* Award from PennDOT in 2009. He was named Central Pennsylvania Engineers Week Council (CPEWC) *Engineer of the Year* and received the *Ray LaHood Award for Promoting Diversity in Transportation* in 2020.

KCI PROJECT EXPERIENCE

Advisory Services, Hanover Industrial LLC. Senior Advisor. Mr. Keiser provides expertise on large residential and industrial/commercial developments approved through PennDOT's Highway Occupancy Permit process. Advice is given regarding engineering concepts, mitigation options, and potential solutions to help satisfy state and local requirements. Assistance includes meetings with local officials and PennDOT staff.

County Maintenance Facility, Philadelphia, PA, Pennsylvania Department of General Services (DGS). Senior Advisor. Mr. Keiser supports a team of architects and land development professionals in the design and delivery of a bid package for the construction of a new County Maintenance Office. His knowledge of PennDOT's maintenance operations and management needs will help confirm the finished product fully meets the specific needs of the Philadelphia organization.

E05849 WO #4 Highway Safety and Traffic Engineering Metrics Support, Pennsylvania Department of Transportation – Bureau of Maintenance and Operations. Project Manager. As a subconsultant, KCI is supporting PennDOT's efforts to update and modernize their performance metrics, indicators, and reports that help drive key business decisions and impact asset conditions. Mr. Keiser's responsibilities and experience during his PennDOT career provide a unique resource (Institutional knowledge and metric history) for the consultant team.

E05944 Technical Training Agreement for FE and PE Exam Review, Pennsylvania Department of Transportation - Bureau of Project Delivery. Civil Engineer. KCI is delivering statewide training to PennDOT employees for Fundamentals of Engineering (FE) Civil and Professional Engineer (PE) Civil exam preparation. The KCI team supplements resources from an online exam platform by hosting "Office Hours" (instructors review example problems, solutions and address questions for various exam topics. Mr. Keiser was responsible for leading the "Project Management" sessions.

Town Center, Linglestown, PA, Triple Crown Corp. Senior Advisor. Mr. Keiser provided input and expertise to the owner and engineering team, paving the way forward on a Traffic Impact Study approval for a challenging commercial site that has been under consideration for the last two decades.



ROBERT NUSS, PE, PTOE

Highway/Traffic Engineer

31 YEARS
TOTAL EXPERIENCE

23 YEARS
WITH KCI

CERTIFICATIONS & REGISTRATIONS

PE / PA / PE053101E / Exp - 09/30/2025
PE / MD / 32098 / Exp - 08/15/2025
PE / ME / PE12834 / Exp - 12/31/2025
PTOE / Exp - 01/06/2026

EDUCATION

MS Civil Engineering / Pennsylvania
State University / 1994

BS Civil Engineering / Pennsylvania State
University / 1993

Mr. Nuss has a dual background in traffic and highway engineering. He conducts traffic studies and alternatives analyses that lead to effective design recommendations and cost-effective construction solutions. He has led challenging intersection and corridor improvement projects throughout Pennsylvania for eight PennDOT Engineering Districts and multiple municipalities. His experience includes the preparation of traffic signal plans, sign and pavement marking plans, utility coordination, public involvement, estimates and specifications, maintenance and protection of traffic plans, development of needs studies, preliminary alternative analysis reports, environmental impact statements and final design roadway plans.

PROJECT EXPERIENCE

E03760 Greater Harrisburg Area Susquehanna River Bridges, Dauphin County, PA, Pennsylvania Department of Transportation - District 8-0. Project Manager. KCI developed a Master Plan Report for five major crossings of the Susquehanna River near Harrisburg, PA, identifying existing and future conditions and developing strategies for long-term maintenance and construction projects as well as traffic engineering solutions in response to planned or unplanned disruptions on the structures. Subsequent to this effort, KCI has continued to assist with preliminary design of the revised Lemoyne interchange at the western end of the John Harris Memorial (I-83 South) Bridge.

E03749 Project Delivery Assistance Open-End Agreement for Locally Led Projects - Districtwide, PA, Pennsylvania Department of Transportation - District 8-0. Agreement Manager / Consultant Project Manager. KCI is performing consultant project management for local projects as an extension of the District staff. We are also performing reviews for highway, traffic, environmental, and structure submissions. Mr. Nuss's responsibilities include coordination with the District, local sponsor, and sponsor's consultant to verify projects are designed following appropriate state and federal policies and processes from advertisement through project letting.

E03753 WO #9 HSIP Districtwide Pedestrian Signal Head Replacement, PE/FD, Districtwide, PA, Pennsylvania Department of Transportation - District 8-0. Project Manager. KCI designed pedestrian signal upgrades for approximately 60 intersections in Lancaster County as a subconsultant, which represented the first year of mandated HSIP spending on projects focused on Vulnerable Road Users (VRUs). KCI identified pedestrian traffic signal improvements at 60 intersections in Lancaster County. The project team met the aggressive project schedule by screening intersections categorically for various types of improvements and utilizing consistent templates and decision trees for all District 8-0 counties. The project includes ongoing construction consultation work, specifically the revision of traffic signal permit plan drawings based on the contractor's installation of traffic signal equipment. Mr. Nuss managed the project for KCI.

SR 3020-297 Freedom Road East, Butler County, PA, Cranberry Township. Project Manager. Under contract with Cranberry Township, KCI completed the design of one mile of reconstruction and widening of Freedom Road from preliminary engineering NTP to PSE submission in 16 months. This locally led project involved widening of a 4,500-foot section of existing urban arterial to five lanes, the addition of turning lanes, and signal improvements at three intersections. Accommodations for bicyclists and pedestrians were provided with the inclusion of bike lanes and sidewalks. The project received the **2023 ASHE Mid-Allegheny Outstanding Highway Engineering Award**. Mr. Nuss managed the overall project and was responsible for the highway design tasks, including the right-of-way and traffic control.

E00915 SR 0083 Lemoyne Street Interchange, Harrisburg, PA, Pennsylvania Department of Transportation - District 8-0. Project Manager. KCI completed preliminary engineering and is providing final design of the revised Lemoyne Street interchange to accommodate the replacement of the John Harris Memorial (South) Bridge. The project includes full reconstruction of I-83 from SR 0581 to the South Bridge, two new ramps, realignment of 3rd Street over I-83, and a widening of Lowther Street. Mr. Nuss managed the West Shore portion of the project.



ERIC MARTZ, PE

Lead Structure Engineer

31 YEARS
TOTAL EXPERIENCE

12 YEARS
WITH KCI

CERTIFICATIONS & REGISTRATIONS

PE / PA / 054318E / Exp - 09/30/2025
PE / MD / 32158 / Exp - 07/18/2025
PE / VA / 44579 / Exp - 02/28/2026
PennDOT Certified Instructor
PennDOT Bridge Safety Inspector / Exp - 05/01/2028

EDUCATION

BS Civil Engineering / West Virginia University / 1994

Coursework Engineering Management / Drexel University / 2008

MEMBERSHIPS

American Society of Highway Engineers
Association for Bridge Construction and Design
Central PA Engineers Week Council

Mr. Martz's experience includes management, analysis, design, and inspection of transportation structures. His technical expertise includes substructure design, prestressed concrete and steel superstructure design, historic bridge evaluations and rehabilitations, report preparation, and bridge inspection.

PROJECT EXPERIENCE

Pennsylvania Department of Transportation, E03760 Greater Harrisburg Area Susquehanna River Bridges - Dauphin County, PA. Senior Structures Advisor / QA/QC Reviewer. KCI developed a Master Plan Report for five major crossings of the Susquehanna River near Harrisburg, PA, identifying existing and future conditions and developing strategies for long-term maintenance and construction projects as well as traffic engineering solutions in response to planned or unplanned disruptions on the structures. Mr. Martz served as a Senior Structures Advisor and QA/QC Reviewer for the final report.

Pennsylvania Department of Transportation, E03064 SR 3001-A01 over Kishacoquillas Creek, Bridge Replacement - Mifflin County, PA. Project Manager. This project involved replacement of a concrete deck arch with a single-span bridge in an urban setting. The replacement structure is a prestressed concrete PA bulb tee beam bridge supported on integral abutments. Roadside drainage, signing, pavement markings, curb, and sidewalk were updated. The approach roadway width tapers through the project area to accommodate a left turn lane to the north of the bridge. Pedestrian access is provided by five-foot-wide sidewalks on each side of the bridge. A detour was implemented during construction. Significant utility coordination was required with Penelec, Verizon, and Lewistown Borough. KCI set the replacement span length to place integral abutments behind the existing arch bridge thrust blocks. This configuration provided rock slopes in front of both abutments in lieu of full-height abutments. This alternative was less expensive to construct and will reduce future maintenance demands. The project was recognized as the **ASHE Clearfield 2021 Project of the Year** in the \$20 million category. Mr. Martz managed all project tasks.

E02929 SR 3004-01B over Saucon Creek Bridge Replacement, Northampton County, PA, Pennsylvania Department of Transportation - District 5-0. Project Manager. This project involved replacement of a two-span bridge with portions in three municipalities. Constraints included a Section 6(f) Park, a historic homestead, stream restrictions, and an additional stream running parallel to SR 3004. KCI developed a Design Alternatives Report outlining options for the typical bridge section and construction given the constraints and tight right-of-way limits. To minimize impacts to the surrounding community, KCI developed an accelerated bridge construction (ABC) alternative and a summer detour using local roads, limiting the construction and detour duration to two months. KCI accelerated shop drawing reviews and RFIs to achieve the aggressive construction schedule. Also included were the reconstruction of 325' of roadway, guide rail, drainage, signing, pavement markings, strip right-of-way acquisitions on both sides of the road, and a temporary easement for construction access on the northeast quadrant. An existing dam was also removed just downstream of the structure. The project was recognized as the **ASHE East Penn 2020 Project of the Year** in the Under \$20 Million Category. Mr. Martz managed all project tasks.

E03757 SR 4018-007 Maclays Mill Road Bridge Rehabilitation, Franklin County, PA, Pennsylvania Department of Transportation - District 8-0. Project Manager. This project included an in-depth bridge inspection, an HBRA report, and rehabilitation design for a historic three-span stone masonry arch bridge built in 1827 and spanning the Conodoguinet Creek. The historic bridge had sustained damage from water infiltration, so the project included drainage improvements to reduce future water damage. KCI designed a full-width temporary causeway to facilitate construction access. KCI also created a wetland restoration plan to restore a wetland that was temporarily impacted during construction. KCI coordinated the detour route with the two adjoining townships and facilitated Memorandums of Understanding with both. The environmental documents also included the adjacent SR 4018-009 bridge, a historic two-span stone arch bridge. Mr. Martz managed all project aspects including preliminary engineering, ROW design, permitting, utility coordination, municipal coordination, and PS&E development.



DEBORAH HOOVER

Environmental

27 YEARS

TOTAL EXPERIENCE

7 YEARS

WITH KCI

EDUCATION

BS Agricultural Education /
Pennsylvania State University / 1997

Ms. Hoover is the NEPA Practice Leader for all of KCI's Pennsylvania offices and manages all technical disciplines that fall under the environmental umbrella verifying that the necessary studies are completed. Ms. Hoover authored and edited PennDOT's Local Project Delivery Manual (Publication 740) and the Public Involvement Guide developed by the P3 entity for PennDOT's Rapid Bridge Replacement Project. She has authored and/or reviewed Environmental Impact Statements (EIS) and Categorical Exclusion Evaluations (CEE) and prepared technical reports such as Needs Reports, Alternative Analysis Reports, Environmental Inventory Reports, and Environmental Assessment Forms as well as reports for wetlands, hazardous waste, socioeconomic, air and noise, and historic resources.

PROJECT EXPERIENCE

connects2040 Plan - Part II Final Design Metro Transportation Planning - Lancaster County, PA, Lancaster County Planning Commission. *Subconsultant Project Manager/Public Involvement Lead.* The KCI team led the development of a strategic public outreach effort to obtain feedback from Lancaster County residents and stakeholders involved in the transportation decision-making process to inform Lancaster County Planning Commission's Metropolitan Transportation Plan (connects2040). Public outreach efforts included the development of an environmental resource agency subcommittee, content development and distribution of transportation surveys, and focus group meetings. KCI led the connects2040 survey distribution to under-served Environmental Justice populations. Onsite iPad and paper surveys were prepared in Spanish and English at targeted community-based sites to increase participation with English as a Second Language (ESL), low-income, and minority populations throughout Lancaster. The iPad survey distribution received over 100 responses from environmental justice populations. Ms. Hoover managed all public outreach efforts.

E03760 Greater Harrisburg Area Susquehanna River Bridges - Dauphin County, PA, Pennsylvania Department of Transportation - District 8-0. *Environmental Task Lead.* KCI developed a Master Plan Report for five major crossings of the Susquehanna River near Harrisburg, PA, identifying existing and future conditions and developing strategies for long-term maintenance and construction projects as well as traffic engineering solutions in response to planned or unplanned disruptions on the structures. Subsequent to this effort, KCI has continued to assist with preliminary design of the revised Lemoyne interchange at the western end of the John Harris Memorial (I-83 South) Bridge. Ms. Hoover was responsible for overseeing the environmental portion of the report and conducted research to identify resources that could be impacted by any bridge work.

E03849 WO #3 SR 0030-146 US 30 / SR 0462 Lincoln Highway Intersection Improvements, Design of Locally Led Projects - Lancaster County, PA, Pennsylvania Department of Transportation - District 8-0. *Environmental and Public Involvement Manager.* KCI completed preliminary engineering and is currently in final design for this urban arterial project near a busy outlet shopping center. SR 0030-146 is a reconfiguration of the eastbound SR 0030 bypass off-ramp connection to Business Route 0030 and SR 0462 (Lincoln Highway) in East Lampeter Township. The project includes proposed and upgraded traffic signals, ADA-compliant pedestrian accommodations and a multi-use path, roadway reconstruction, extension of a concrete arch culvert, and signing and pavement markings. It also involves extensive coordination with the municipality and public to appropriately implement the Township's master streetscape plan, which provides improvements for all modes of transportation. Ms. Hoover coordinated the completion of all necessary technical studies, including a De Minimis Use Form for a historic property and CEE 1b document, and coordinated public outreach activities, including preparing materials for a presentation given during a regularly scheduled township meeting.

E03749 Project Delivery Assistance Open-End Agreement for Locally Led Projects - Districtwide, PA, Pennsylvania Department of Transportation - District 8-0. *NEPA Reviewer.* KCI is performing consultant project management for local projects as an extension of the District staff. We are also performing reviews for highway, traffic, environmental, and structure submissions. Ms. Hoover is responsible for reviewing all consultant environmental-related documents in support of environmental approval for the project.



JONATHAN CRUM

Planner

20 YEARS

TOTAL EXPERIENCE

<1 YEAR

WITH KCI

EDUCATION

BS Biology / Albright College / 2000

MS Environmental Science and
Management / Duquesne University /
2005

During 20 years with the FHWA, Mr. Crum provided valuable oversight of the project development process to PennDOT. Mr. Crum worked directly with PennDOT Central Office and Districts to advance projects consistent with the NEPA and associated regulatory requirements. He was directly involved in projects at various levels of NEPA analysis, including EISs, EAs, and CEEs. Mr. Crum has extensive experience with the following: Individual and Programmatic Section 4(f) Evaluations, Section 7 of the Endangered Species Act, Section 106 of the National Register of Historic Places, and socioeconomic/community impact analyses. He has also guided complicated public and agency involvement and coordination to successful outcomes. Mr. Crum also worked with the Federal Railroad Administration (FRA), for which he reviewed and updated federal environmental policy related to NEPA and was a key resource for interpreting the regulations and providing reasoned, thoughtful guidance.

PROJECT EXPERIENCE

Eisenhower Drive Extension, Adams and York Counties, PA, Pennsylvania Department of Transportation - District 8-0. *FHWA Environmental Oversight.* The project involves extension of the roadway on new alignment. Mr. Crum oversaw the preparation of an Environmental Assessment (EA), which included consideration of potential impacts to historic properties, farmlands, aquatic resources, and communities. He provided oversight of the preparation of an Individual Section 4(f) Evaluation, including the review of the document for consistency with Section 4(f) requirements to ensure legal sufficiency. Mr. Crum ensured that the public hearing met the legal and regulatory requirements and that public comments were addressed appropriately.

SR 1012-BRC Headquarters Road Bridge, Bucks County, PA, Pennsylvania Department of Transportation - District 6-0. *FHWA Environmental Oversight.* The project involved the replacement of the Headquarters Road Bridge over Tinicum Creek, which contributed to a historic district. Mr. Crum coordinated extensively with PennDOT Central Office and District 6-0 to advance the project through a very complicated NEPA process. Due to the presence of a historic district and the contributing nature of the bridge itself, he provided key directions to the project team regarding the Section 106 process, as well as the preparation of an Individual Section 4(f) Evaluation. As a result of high levels of stakeholder interest, Mr. Crum provided guidance on, and was personally involved in, communicating key project information to a variety of audiences, including the public, local officials, consulting parties, and resource agencies.

US 219-050, Somerset County, PA, and Garrett County, MD, Pennsylvania Department of Transportation - District 9-0. *FHWA Environmental Oversight.* This project involves eight miles of new alignment of US 219. Mr. Crum oversaw the Environmental Impact Statement (EIS) process for the project, which was the first EIS in PA initiated under the new requirements. Mr. Crum provided guidance on the transition from pre-NEPA to the EIS, including navigating the period between the Planning and Environmental Linkage (PEL) study and publication of the Notice of Intent (NOI). The process was further complicated by compressed timeframes and integrated permitting coordination. Mr. Crum worked directly with PennDOT Central Office and District 9-0, MD State Highway Administration, FHWA HQ and counsel, and resource agencies to advance the project.

Hunter Station Bridge Replacement, Forest County, PA, Pennsylvania Department of Transportation - District 1-0. *FHWA Environmental Oversight.* The project involved the replacement of a historic metal truss over the Allegheny River. In addition to the historic nature of the bridge, the Allegheny River in the project area contained large numbers of mussel species listed as threatened or endangered under the Endangered Species Act. Mr. Crum oversaw and provided guidance on the evaluation of potential effects to these species – which would result in some of the largest ‘take’ of species in the nation. Mr. Crum led the coordination with the US Fish and Wildlife Service (USFWS), the preparation of a Biological Assessment to comply with the Section 7 formal consultation requirements, and the review of the USFWS’s Biological Opinion. The resulting mitigation resulted in the relocation and re-establishment of mussel species in areas where they were no longer present.



HEIDI HAMMEL, PMP, GISP, ITIL

Asset Management

35 YEARS

TOTAL EXPERIENCE

20 YEARS

WITH KCI

CERTIFICATIONS & REGISTRATIONS

Geographic Information Systems
Professional (GISP) / 9067 / Exp -
11/25/2027

Project Management Professional (PMP)
/ 525653 / Exp - 05/09/2027

ITIL Foundation Certificate in IT Service
Mgmt / 9980088393943230

IAM Certificate in Asset Management

EDUCATION

BS Ocean Engineering / Virginia
Polytechnic Institute and State University
/ 1990

MS Management Information System /
University of Maryland University
College / 1998

MEMBERSHIPS

Leadership Maryland / Class of 2020

URISA / Member

Ms. Hammel is KCI's Asset Management Regional Practice Leader, overseeing a team of project managers, engineers, business analysts, solution engineers, and GIS analysts. They provide asset management services such as strategic planning, data management, and technology implementation to municipal clients. Ms. Hammel has worked with local, state, and regional government organizations for 18 years, gaining a strong understanding of municipal government and the drivers for adopting strategic asset management principles. She has led numerous IT and GIS enterprise-wide implementations, including mapping solutions, work order and document management systems, systems integration, and application development projects. Additionally, she has overseen needs assessments, strategic and implementation planning, gap analyses, workflow development, and database development projects.

PROJECT EXPERIENCE

GIS and Asset Management Systems Support, Harrisburg, PA, Capital Region Water.

Principal-in-Charge. KCI supported CRW for eight years on tasks involving program management, strategic asset management, Cityworks work order management expansion, GIS enhancements, and CCTV program management. KCI developed asset management plans for the conveyance and distribution systems, quantified business risk exposure, developed management strategies, defined service levels, and created a long-term funding strategy. Tools like Operational Insights and Assetic Predictor (now Brightly Predictor) were used. Ms. Hammel managed all aspects of the project including staff resources, task execution, reporting, invoicing, deliverable review, client communications, and scope and budget monitoring.

Pavement Condition Assessment and Management System Implementation, Milford, DE, City of Milford.

Principal-in-Charge. KCI assessed pavement conditions, implemented a pavement management system (PMS), and recommended a five-year capital improvement plan (CIP). The project included data collection for approximately 50 miles of roadways using an automated Laser Crack Measurement System (LCMS) equipped Digital Survey Vehicle (DSV), PCI and International Roughness Index (IRI) determination, development of pavement condition prediction models, a pavement treatment matrix, and pavement preservation plans. Ms. Hammel managed the contract, staff resource assignments, and client coordination.

Cityworks Asset Management System Enhancement, Harford County, MD, Harford County.

Principal-in-Charge. The Harford County Water and Sewer Division has utilized Cityworks AMS since 2010 to manage work activities on its horizontal water and sewer assets. The County has been steadily improving asset inventories in GIS and extending the Cityworks implementation. For this project, the County sought expertise to expand their implementation to "vertical" assets, including water treatment plants, wells, booster stations, wastewater treatment plants, and pump stations, along with the warehouse inventory management module, Storeroom. Ms. Hammel managed all aspects of the project including contract management, staff resource assignment, client coordination, and monthly reporting.

Asset Management, Sussex County, DE, Sussex County. *Project Manager.* KCI assisted Sussex County with the development of an asset management program that included creating a GIS sewer system inventory, condition assessment modeling, and an asset management plan. KCI began by developing detailed compilation procedures and a quality plan for a pilot area using Esri's Local Government data models. Ms. Hammel managed all aspects of the project, including contract management, staff resources, client coordination, monthly reporting, and quality control of deliverables.

Town of Georgetown, Wastewater Asset Management Year 5 Support - Georgetown, DE.

Project Manager. The scope of work includes recommended tasks associated with the overall goal of integrating the water GIS with Asset Essentials, permitting staff to access the inventory on mobile tablets, and the development of documentation to serve as a checklist for current and future wastewater asset management and work management activities. Ms. Hammel managed aspects of the project including contract management, staff resource assignment, client coordination, and monthly reporting.



LEE ENSMINGER

GIS / Analytics / Visualization

16 YEARS

TOTAL EXPERIENCE

13 YEARS

WITH KCI

EDUCATION

BS Geography / University of Utah /
2008

Mr. Ensminger brings 16 years of specialized experience in technology consulting within the engineering sector, serving as a bridge between technical solutions and client business objectives. His career from GIS Analyst to senior technology consultant has equipped him to understand technical project intricacies and translate them into actionable insights for clients. As a technology consultant, Mr. Ensminger excels at analyzing clients' operations to recommend, design, develop, and implement GIS and IT solutions that deliver measurable value. His core strength lies in understanding technical aspects of projects and communicating effectively to stakeholders. His expertise spans business process analysis, requirements gathering, and GIS and IT solution design and implementation.

Mr. Ensminger is experienced in data management activities using the ArcGIS suite, including QA/QC processes, geodatabase design, and workflow modeling. He has extensive experience with ArcGIS Online, ArcGIS Enterprise, Field Maps, Survey123, Web App Builder, Experience Builder, and other enterprise solutions, enabling him to recommend and implement technology solutions that optimize client operations. Mr. Ensminger's project management abilities, technical expertise, and communication skills position him as a trusted advisor who manages client expectations while delivering innovative solutions that support operational workflows.

PROJECT EXPERIENCE

PTC GeoAnalytics Program Support, Middletown, PA, Pennsylvania Turnpike Commission.

Project Manager. The Pennsylvania Turnpike Commission has relied on KCI for more than seven years to manage, maintain, and enhance its GIS system. The GIS system comprises a hybrid ArcGIS Online and Enterprise deployment with robust Python and Informatica-based data and system integrations and a robust Azure footprint. KCI provides between four and ten full and part-time staff augmentation resources to support the program, including technical staff, business analysts, and project managers. The staff augmentation team designs and creates GIS web applications, GIS data, system integrations, and associated documentation and technical artifacts, and provides strategic recommendations, Esri licensing management, support to other vendors, and other strategic and tactical tasks as assigned. Mr. Ensminger has led the technical team throughout the duration of this engagement, providing oversight, guidance, project and task management, and backlog management.

PTC Property Management and Map Updates - Middletown, PA, Pennsylvania Turnpike Commission. *Project Manager.* KCI provided PTC with GIS-related support to analyze property parcels and facilitate associated updates to the existing Property Management v1 map application and data layers. As part of this effort, KCI reviewed and analyzed several sources of data to develop a data layer representing property parcels. KCI coordinated with data owners to resolve conflicts in those source systems and successfully deployed the layer into several existing applications. Mr. Ensminger led the configuration and development team through to the production deployment of the GIS dashboard. He managed the overall project schedule and budget, identified and managed risk, provided weekly project updates, managed client expectations, and coordinated directly with the client for successful project delivery.

PTC Property Management and Map Updates, Middletown, PA, Pennsylvania Turnpike Commission. *Project Manager.* KCI provided GIS-related support to analyze property parcels and facilitate associated updates to the existing Property Management v1 map application and data layers. As part of this effort, KCI reviewed and analyzed several sources of data to develop a data layer representing property parcels. KCI coordinated with data owners to resolve conflicts in those source systems and successfully deployed the layer into several existing applications. Mr. Ensminger led the configuration and development team through to the production deployment of the application. He managed the overall project schedule and budget, identified and managed risk, provided weekly project updates, managed client expectations, and coordinated directly with the client for successful project delivery.



LEANNE DORAN

Public Engagement

34 YEARS

TOTAL EXPERIENCE

5 YEARS

WITH KCI

EDUCATION

BA Journalism and Communications /
Point Park University / 1991

Ms. Doran has 34 years of experience leading strategic communications and public engagement on high-profile transportation projects. She focuses on consensus-building and bringing together stakeholders to deliver projects on time and within budget while informing the public through transparent communications using multimedia tools and techniques. Her approach to partnering and team building has led to the successful delivery of all projects, with relationships built on trust and respect in the communities she serves.

PROJECT EXPERIENCE

Interstate 81 Improvement Strategy, Tri-County Regional Planning Commission and Pennsylvania Department of Transportation - District 8-0. *Public Involvement Specialist.* This project involved the development of a transportation improvement plan for 100 miles of I-81 in South Central Pennsylvania. The strategy identified a series of focus areas for use in prioritizing projects for the Statewide Transportation Improvement Program. Ms. Doran led the design of a concise, interactive website that is the hub for public feedback and features a video, survey, interactive map, and corridor facts and figures. Thousands of motorists have visited the website and submitted comments that helped shape the plan outcomes, which are being used to plan and program projects for the TIP.

Allegheny County Comprehensive Plan - Allegheny County, PA, Allegheny County Department of Economic Development - Planning Division. *Project Manager.* Ms. Doran led a team of 10 sub-consultants and worked with intergovernmental agencies and organizations to establish a system for consistency with local municipal plans. The plan development included a comprehensive public outreach program to allow for the exploration of five alternative growth scenarios working with 10 technical resource panels, a steering committee, advisory committee and the general public. An interactive project website served as a central location for online discussion boards, document sharing and resource management. A key element of the outreach program was the commitment to equity and diversity to ensure equal access for all County residents. She facilitated public meetings and special groups across the 130 municipalities in Allegheny County.

Bicycle and Pedestrian Accommodation Study, Pennsylvania Department of Transportation - Center for Program Development and Management. *Public Involvement Specialist.* Ms. Doran provided facilitation, issue identification, and outreach support to identify statewide bicycle and pedestrian issues and opportunities through a task force of stakeholders. This included a series of workshops to prioritize the issues, explore national best practices and provide recommendations.

Long Range Transportation Plan, Southwestern Pennsylvania Commission. *Public Involvement Manager.* Ms. Doran organized and facilitated the first region-wide webcast to collect input on alternative development scenarios. This included a webcast public meeting that was simultaneously streamed to in-person locations in each of the 10 counties in the region. The American Planning Association honored SPC with the **National Planning Excellence Award** for Public Outreach and the Technology Division Award for Best Use of Technology for Public Participation.

Asset Management Office Communications and Messaging Support - Baltimore, MD, Maryland Department of Transportation. *Public Involvement Specialist.* KCI is providing services to introduce, brand, and publicize the MD State Highway Administration (SHA) Asset Management Program (AMO) as a new major program of SHA, directed by the AMO. The project includes branding, messaging, graphics, content inventory and development, and publication across various communications platforms, including the Internet, intranet, AGOL, and print media. The project has entailed extensive support for executive and strategic communications that are technical in nature while also being understandable for everyday customers of the agency. Ms. Doran facilitated sessions with SHA staff to determine what information needed to be included in the asset management database.



JILL CUTLER, PE

Stormwater Management

24 YEARS
TOTAL EXPERIENCE

10 YEARS
WITH KCI

CERTIFICATIONS & REGISTRATIONS

PE / PA / PE-049102-E
Exp - 09/30/2025

PE / MD / 21666
Exp - 07/20/2025

EDUCATION

MS Business / Johns Hopkins University /
1998

MS Civil Engineering / Lehigh University /
1993

BS Civil Engineering / Lafayette College /
1989

Ms. Cutler leads post construction stormwater management (PCSM) and erosion and sediment (E&S) control design tasks and coordination efforts for intersection improvements, corridor safety, and reconstruction projects. She coordinates and completes PADEP NPDES Permit applications, performs stormwater design and modeling, and develops E&S plans. Ms. Cutler has extensive experience in storm drain analysis, H&H engineering, and water pollution control.

PROJECT EXPERIENCE

Toughkenamon Stormwater Assessment, Chester County, PA. *Project Manager / Lead Stormwater Engineer.* The purpose of the project was to locate, assess, and link to GIS the drainage infrastructure within a neighborhood that had a history of flooding during storm events. Ms. Cutler gathered field data, assessed pipe/drainage structure conditions, input data to GIS, performed Hydraflow analyses of 2- and 25-year storm events for existing and upgraded storm drain systems, prepared construction cost estimates, analyzed the feasibility of infrastructure replacement and implementation of stormwater measures, and analyzed funding options. She prepared the Stormwater Assessment Study and presented the results, the benefit-to-cost analysis, and funding opportunities at Township meetings.

E04728 SR 1013-018 Sporting Hill Turn Lane, Cumberland County, PA, Pennsylvania Department of Transportation - District 8-0. *Water Resources Engineer.* The project consists of roadway widening, turn lanes, pedestrian and bicycle enhancements, signal upgrades, drainage, and milling/overlay to a 0.87-mile section of urban minor arterial roadway. Existing drainage systems were reviewed to determine infrastructure upgrades to accommodate proposed drainage and PCSM features. Multiple access points, narrow right-of-way, and proposed multi-use path required investigating unique PCSM strategies, including permeable paving with infiltration trenches and micro rain gardens. Ms. Cutler performed PCSM design, E&S control, drainage design, and permitting.

E05410 Project Management and Review Assistance, Franklin County, PA, Pennsylvania Department of Transportation - District 8-0. *Water Resources Engineer.* KCI is acting as a District Consultant Project Manager to advance projects from design through construction. KCI manages and coordinates all aspects of each project with the Department, design consultants, regulatory and resource agencies, utilities, private stakeholders, public officials, the media, residents, and the public. KCI also provides structure, NPDES, and H&H reviews. Ms. Cutler performed detailed reviews and back-checks of NPDES Permit application packages for a new 60-acre interchange and an 8-acre roadway with a proposed roundabout, including the NOI application, E&S, PCSM, and Anti-Degradation modules; E&S and PCSM plans and computations; and construction phasing.

Hempt Road Improvements and Roundabout, Cumberland County, PA, Silver Spring Township. *Stormwater Management and E&S Control.* The project involves coordination and design of roadway improvements associated with development of the Hemp Farms property. Ms. Cutler was responsible for NPDES permitting for construction of a roundabout and a waterline installation. The stormwater design included infiltration ponds in karst terrain. Ms. Cutler worked with the Cumberland County Conservation District during the Individual NPDES permit application process to obtain applicable permit exemptions for roadway maintenance activity (RMA), implement site restoration to minimize impacts within the limit of disturbance, and coordinate a future permit amendment for a second phase of roadway widening improvements.

E04543 SR 0022-A37 Interchange Improvements, Allegheny County, PA, Pennsylvania Department of Transportation - District 11-0. *Lead Water Resources Engineer.* The project addresses structural deficiencies of the SR 0022 bridge over I-376 and improves existing and future traffic flow, operations, queuing, and safety on I-376 and SR 0022. KCI analyzed eight alternatives, recommended three for further evaluation, and is progressing final design of a Diverging Diamond Interchange (DDI). Ms. Cutler prepared PCSM plans and designed two swales with check dams, an extended detention pond, and Managed Release Concept (MRC) stormwater control measures (SCMs) compliant with PADEP regulations. The SCMs were designed to minimize grading and fill in areas where previously buried concrete slabs will be removed. She prepared plans, narratives, and NPDES Modules and coordinated with the Allegheny County Conservation District to obtain the NPDES permit.





ROBERT WATTS, PE, PTOE, AICP

McCORMICK TAYLOR, INC.
PROJECT MANAGER

ABOUT

EDUCATION

- M.Eng., Civil Engineering, Pennsylvania State University, 1997
- B.S., Civil Engineering, Pennsylvania State University, 1995

PROFESSIONAL REGISTRATIONS

- Professional Traffic Operations Engineer: #2668
- Professional Engineer (PE): Virginia #0402053930, 2014
- PE: Pennsylvania #071831, 2005
- PE: New Jersey #24GE04823400, 2009

SUMMARY OF EXPERIENCE

Mr. Watts has 26 years of engineering consulting experience and brings a uniquely balanced understanding of the planning, engineering, and communications disciplines to the team. His breadth of expertise extends across transportation planning, operations, and design, encompassing project management and technical roles in preliminary engineering, transportation studies, travel forecasting, long-range planning, transportation programming and grant writing, traffic and safety analysis, corridor studies, and study reviews. With this experience, he is well-acquainted with the transportation and land development roles and interests of municipal, county, MPO, state, and agency clients.

EXPERIENCE

SR 0083 Section 078, Eisenhower Interchange Reconstruction, PennDOT District 8, Dauphin County, PA: Mr. Watts served as the Lead Traffic Engineer in charge of travel demand modeling, traffic analysis, safety analysis, and traffic data collection associated with preliminary engineering for reconstruction/replacement of the Eisenhower Interchange in Harrisburg. The interchange is a critical junction of I-83, I-283, and US 322, all together carrying more than 250,000 vehicles per day. The re-design addresses mainline geometry, congestion, poor pavement and bridge conditions, and ongoing maintenance issues while accommodating future growth and evolving travel patterns.

For the travel demand modeling effort, Mr. Watts coordinated the Tri-County Regional Planning Commission (TCRPC) to acquire and adapt the MPO's CUBE travel model for use in a dual-model travel forecasting system. The four-county MPO model provided high-level context for understanding regional travel feeding the interstate and arterial roadway systems in Central PA. The regional forecasts and patterns were fed into a more detailed project-level model programmed in PTV VISUM that encompassed a Focus Area immediately surrounding the project corridor. The dual model system overcame many limitations inherent in using only one model that loses context by being too detailed or lacks sufficient detail by covering too broad of an area.

To avoid the models becoming too much of a "black box", Mr. Watts organized and facilitated the Traffic Users Group, including PennDOT, Planning Partners, and FHWA staff that vetted analysis decisions, reviewed methodologies, and provided peer review of the consultant's traffic modeling, forecasting, and analysis products. He also managed the traffic analyses that provided input for the alternatives analysis, including selection of measures of effectiveness and completing analysis in VISSIM, VISTRO, and the Highway Capacity Software.

Laurel Valley Transportation Improvement Project, PennDOT District 11, Westmoreland County, PA: Mr. Watts, Traffic Lead, managed the travel demand modeling and traffic forecasting tasks of for preliminary design of the Laurel Valley Transportation Improvement Project. He coordinated with the Southwestern Pennsylvania Commission (SPC), the MPO for the ten-county planning region for Pittsburgh, to obtain their travel demand model and update it for scenario modeling. Alternatives to the original four-lane freeway design were tested as concepts to gauge the regional travel benefit of strategic capacity improvements and a new interchange with the Pennsylvania Turnpike. Concepts were further developed through an intensive public involvement program, and a preferred alternative will be advanced for environmental clearance.

Staunton-Augusta-Waynesboro Metropolitan Planning Organization (SAWMPO) Long Range Transportation Plan, 2014, SAWMPO, Staunton, Augusta, and Waynesboro, VA: Mr. Watts, Traffic Lead, provided traffic forecasting and traffic engineering support for preparation of the newly designated SAWMPO's first long range transportation plan. Land use illustrations, representing trend and alternative development patterns, were formulated and assessed according to the traffic generation and distribution on the roadway network. Guidance from the Institute of Transportation Engineers (ITE) was used to account for proximity to transit and development mixture and density. A planning-level capacity analysis was provided for freeways, multi-lane highways, and two-lane highways using the Generalized Service Tables found in the Highway Capacity Manual.





WILLIAM COLLINS, RLA, ASLA

Vice President

wcollins@simonecollins.com

Bill practiced in Atlanta, Philadelphia and Boston after graduation from The Ohio State University in 1975. He won two federal awards to design, build, live in, and monitor a passive solar house in 1981. Bill founded and edited the Citizens Voice newspaper about the Delaware River water diversion in Bucks County in 1983-4. He joined the firm in 1992, became a shareholder in 1995, and a VP in 1998. Bill serves as principal for transportation, recreation, and ecological planning/design projects. Personal priorities include family, water, art, music, writing and activism.

SELECTED PROJECTS

Recreation

- **South Bethlehem Greenway**, MP/Funding Strat./Design/CD/CO, PA
- **Lansdowne Greenway Trail**, MP/Design/CDs, Lansdowne, PA
- **Allegheny Highlands Trail**, MP/EC, Somerset Co., PA
- **PW&S Railroad Bike Trail**, Master Plan, Westmoreland Co., PA

Transportation

- **Forty Foot Road Pedestrian Bridge**, Design/CD/CO, Towamencin Twp., PA
- **Pottstown Pedestrian Underpass**, Adaptive Design/EC/CD/CO, Pottstown, PA
- **Kings Covered Bridge Rehabilitation**, Design/EC/CD/CO, Somerset Co., PA
- **Camelback Bridge Rehabilitation**, Design/Funding, Solebury Twp., PA
- **Linn Run King Post Truss Bridges**, Design/CDs, Westmoreland Co., PA
- **Schuykill Valley Metro**, Feasibility/MIS-DEIS Study, PHL to Reading, PA
- **Canal Park Pedestrian Bridge**, Funding/Design/CDs, Solebury Twp., PA

Ecology

- **Bear Creek Preserve**, Public Use Plan, Bear Creek, PA
- **Stroud Preserve**, Public Use Plan, Chester County, PA
- **Lake Wallenpaupack Visitor Center**, MSP, Pike County, PA
- **Elmwood Zoo Campus**, Master Plan, Norristown, PA
- **Lacawac Sanctuary**, MSP/Feasibility Study, Wayne County, PA
- **Cheslen Preserve**, Public Use Plan, Chester County, PA

REGISTRATION

Landscape Architect – Pennsylvania (License # 001276-E)

EDUCATION

Ohio State University, B.S. in Landscape Architecture, 1975

AFFILIATIONS

American Society of Landscape Architects (ASLA)
American Society of Highway Engineers (ASHE)
Timber Frame Builders Guild of North America (TFGNA)



PANKAJ JOBANPUTRA, AICP

Planner, Project Manager

pjobanputra@simonecollins.com

Pankaj Jobanputra (PJ) is a planner/project manager at Simone Collins since 2014. His experience is focused on zoning analysis; zoning and SALDO drafting; comprehensive planning; comprehensive park, recreation and open space planning; master site development planning; community and economic development; urban design; corridor planning and project management. He is exceptionally articulate and experienced in conducting inclusive public participation programs.

SELECTED PROJECTS

Recreation

- **Comprehensive Recreation, Open Space & Parks Plan**, Allentown, PA
- **Open Space, Rec. & Env. Resources Plan**, East Fallowfield Township, PA
- **Comprehensive Park, Rec, and Greenway Plan**, Sullivan County, PA
- **Daniel Boone Homestead Master Site Development Plan**, Exeter Twp., PA

Planning

- **Comprehensive Plan**, Carroll Township & Dillsburg Borough, PA
- **Comprehensive Plan Update**, Towamencin Township, PA
- **Comprehensive Plan Update**, Milford Borough, PA
- **Comprehensive Plan Update**, Lehman Township, PA
- **West Conshohocken Vision Study**, West Conshohocken, PA
- **Commercial and Industrial Zoning Study**, College Township, PA
- **Flex Industrial and Twp. Commons Districts Dev.**, Exeter Township, PA
- **18th Ward Area Comprehensive Plan**, City of Reading, PA

Ecology

- **Delaware Canal Vision Study**, Bucks and Northampton Counties, PA

Transportation

- **Transit Oriented Development Overlay Ordinance**, City of Reading, PA
- **Downtown Vision Zero Action Plan**, City of Reading, PA
- **Walk Park Train Abington**, Abington Township, PA
- **PA Route 6 Management Action Plan/Historic Conservation Strategy and Corridor Management Plan**, PA Northern Tier

RECENT SPEAKING ENGAGEMENTS

- **APA PA Wednesday Webinar, March 2025**
Take a Ride on the Reading – Passenger Rail and TOD in Reading, PA
- **2024 Mpact Transit & Community Conference**, Philadelphia
Old Downtown, New Life: Revitalizing Legacy City Centers with TOD
Regional Day: The Future of Regional Rail

EDUCATION

Rutgers University, Master of City and Regional Planning (MCRP), 2011
Concentration in Physical Planning

Drexel University, B.S. in Business Administration, 2001
Concentrations in MIS and Marketing



JEREMY CHRZAN, PE, PTOE, LEED AP®

MULTIMODAL DESIGN PRACTICE LEAD

PROFESSIONAL HIGHLIGHTS

Years of Experience: 26

Toole Design: 2014-Present

Pennoni Associates: 1999-2014

EDUCATION / CERTIFICATION

Bachelor and Master of Science,
Civil Engineering, Drexel
University: 2002

Professional Engineer: CA, CO,
CT, DC, DE, FL, GA, IN, MD, MN,
NJ, PA, TX, VA

Professional Traffic
Operations Engineer

LEED® Accredited Professional

NACTO Certified Trainer

AWARDS

ASCE Philadelphia Section
Young Civil Engineer of the
Year: 2012

Greater Valley Forge
Transportation Management
Association Top Travel Demand
Management Professionals
Under 40: 2014

APPOINTMENTS / AFFILIATIONS

Association of Pedestrian and
Bicycle Professionals - Former
Member, Board of Directors

Bicycle Coalition of Greater
Philadelphia

Washington Area Bicyclist
Association

National Committee on Uniform
Traffic Control Devices
Council Member

Jeremy is a Professional Engineer with over 25 years of experience in transportation, municipal, and site engineering projects. His engineering background is varied, encompassing bicycle, pedestrian, highway, and roundabout design; green street projects; project management and permitting; traffic mitigation; stormwater management; erosion control; maintenance and protection of traffic; utility coordination; and construction oversight. Jeremy uses his technical knowledge of design standards, construction best practices, and quality control review to identify key project issues and identify viable engineering solutions. At Toole Design, Jeremy combines years of design and permitting experience with technical knowledge of design standards to identify key project issues and practical solutions for multiple modes of transportation, including motor vehicles, mass transit, pedestrians, and people on bicycles.

SELECTED PROJECT EXPERIENCE

TLC Frederick Golden Mile Multimodal Access, Frederick, MD

Jeremy served as the Project Manager for this project. The project goal was to improve transit, bicycle, and pedestrian access along 1.25 miles of Route 40 by providing transit-only bus lanes and a shared use path. Project responsibilities included client, stakeholder, and public engagement, concept design development and evaluations for two difference designs, and development of 30% design plans.

TLC DC Metrorail Walkshed, Washington, DC

Jeremy served as the project engineer responsible for the development and review of recommended station area improvements to make biking and walking to WMATA stations more accessible. Recommendations included new shared use paths, traffic calming measures, wayfinding, intersection redesign, staircase improvements, and signal improvements. Jeremy developed cost estimates for each improvement location to allow jurisdictions to pursue funding opportunities.

AASHTO Guide for the Development of Bicycle Facilities

Jeremy is serving as a contributing engineer and author to identify best practices related to separated bike lane design, intersection design, and other bicycle facility types. Specific areas of investigation include accessible for people with disabilities, sight distance analysis, the use of mountable curb designs, signalization, signing and markings at intersections and pedestrian crossing locations, geometric design, buffered bike lanes, contraflow bike lanes, and treatments at roundabouts.

OTHER RELEVANT EXPERIENCE

FHWA Guide for Achieving Multimodal Networks:

Applying Design Flexibility and Reducing Conflicts

FHWA Incorporating On-Road Bicycle Facilities into Resurfacing Projects

Seven Bike Lane Corridors and Workshop, Philadelphia, PA

Philadelphia Streets Department On-Call, Philadelphia, PA



CARRIE LONG, AICP

SENIOR PLANNER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 12

Toole Design: 2023-Present

Gannett Fleming: 2020-2023

University of Pennsylvania: 2018-2020

Delaware Valley Regional Planning Commission: 2015-2018

Pathways to Housing National: 2013-2015

EDUCATION / CERTIFICATION

Master of City Planning, University of Pennsylvania: 2018

Bachelor of Science, Industrial-Organizational Psychology, State University of New York: 2012

Bachelor of Arts, Sociology, State University of New York: 2012

[IN]CITY Planning Certificate, University of California, Berkeley: 2015

Certificate, Leading Smart Cities with Trust, Syracuse University: 2022

American Institute of Certified Planners

APPOINTMENTS / AFFILIATIONS

Institute of Transportation Engineers

Urban Land Institute, Co-Chair, Community and Economic Development Council

Community Design Collaborative

Women's Transportation Seminar

Carrie is a transportation planner focused on improving the safety and equity of transportation networks and policies. She supports research and planning initiatives to help clients prepare for emerging mobility services, with focus on active transportation and multimodal connections. She is recognized for convening diverse stakeholders and advocating for vulnerable road user safety in policy and design. Carrie is an instructor in the University of Pennsylvania School of Design and previously worked for the University's Center for Safe Mobility, supporting the development of metrics for cyclist safety and pedestrian wayfinding. Her background includes conceptual design and analysis for transit, bicycle, and pedestrian planning at the MPO level (at DVRPC), as well as several years of experience with grant writing and project development for community development agencies at both local and national levels.

SELECTED PROJECT EXPERIENCE

PennDOT Connects Training and Technical Assistance: Leveraging Trails for Local Benefits

Carrie provided technical support and multiple training offerings related to the development of trail facilities and programming to encourage economic development. The trainings included a workshop at the PSATS Annual Meeting, an online PennDOT Connects webinar, and a drop-in technical assistance session for municipal leaders interested in trail planning, design, and project delivery.

Complete Streets Policy and Technical Assistance, Union County, PA

Carrie drafted a Complete Streets Policy for adoption by the SEDA-COG MPO, as well as a model municipal policy to serve as a template for policy design and implementation across the region. She provided on-call technical assistance for municipalities related to Complete Street planning, such as an assessment and recommendations for a pedalcycle ordinance in Bloomsburg, PA.

Transportation Planning Services, Montgomery County, MD

Carrie supported research and planning activities including development of a Capital Improvement Program Prioritization Tool to achieve a more transparent and equity-driven CIP process, a review of transportation financing authority structures and opportunities to advance the regions BRT program, and grant writing support for USDOT opportunities, including the Regional Infrastructure Accelerators Program.

OTHER RELEVANT EXPERIENCE

Various Comprehensive Plans and Updates, Municipalities across PA, including the Borough of Hollidaysburg, City of Shamokin, Forward Township, and West Manchester Township

Consulting and Grant Writing Services to support clients pursuing Federal funding opportunities through USDOT, including grant writing support for PennDOT and NJDOT, and grant opportunity educational materials for ODOT

Concept Development for Transit on Delaware Avenue, Philadelphia, PA

Capital Crescent Trail Closure Bicycle Reassessment, Montgomery County, MD



AYDEN COHEN, RSP₁

PLANNER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 5

Toole Design: 2022-Present

Research Triangle Foundation:
2021-2022

Town of Waxhaw: 2020-2021

VADE Group: 2021

EDUCATION / CERTIFICATION

Bachelor of Science,
Geography, University of
North Carolina: 2021

Road Safety Professional 1

APPOINTMENTS / AFFILIATIONS

American Planning Association

Association for Commuter
Transportation

Ayden is a planner with both public and nonprofit sector ranging from small town economic development to regional level TDM efforts. Ayden brings a diverse skillset to each and every project with specialties in planning and design, GIS, micromobility planning, and public engagement. Ayden is extremely passionate about designing inviting street networks and public spaces that put the people first while also being equitable and inclusive. Additionally, with a background in public health studies Ayden also hopes to foster an environment that promotes higher levels of activity in communities.

SELECTED PROJECT EXPERIENCE

National PedBike Info Center

Ayden served as a writer for multiple case studies evaluating pandemic streetscape changes in cities across America. The case studies were developed as a sample compilation of pandemic pilot projects for developers and cities to reference. Her responsibilities included evaluating survey responses, interviewing submittals, and writing the final case studies.

Virginia Safe Routes to School, Program Support, VA

Ayden serves as a program assistant for VA SRTS, a program that expands across the state of Virginia working to provide infrastructure improvements and awareness for children across the state. Her responsibilities include website updates, accessible document remediation, material development, and other various tasks.

Prince George's County Transportation Master Plan, Prince George's County, MD

Ayden serves as support staff for the Prince George's County Transportation Master Plan update, in which Toole Design is working specifically to forecast plans for trails, bikeways, and Vision Zero through 2035. Her responsibilities include developing existing conditions report, providing mapping of the existing conditions, and assisting to determine the alignment of the future trails network.

Snow Hill Bikeway Feasibility Study, Snow Hill, MD

Ayden serves as support staff for both the in-person charrette process and the development of the draft report for Snow Hill's bikeway. Her responsibilities include creating proposal maps for community meetings and developing eye-catching maps for the final report.

OTHER RELEVANT EXPERIENCE

RTF 10-Year Capital Improvements Plan, Durham, NC

CFAP Grant Micromobility Integration, Durham, NC

VADE x Sarasota Case Study, Sarasota, FL

Town of Waxhaw Pedestrian Plan Updates, Waxhaw, NC

Adam Baginski, PE, PMP

Vice President - Rail/Transit Services

Mr. Baginski has more than 16 years of hands-on experience in the planning, engineering design review, project management, and project management oversight of major rail infrastructure projects including highly complex track, structures, communications, and signaling work throughout the United States. A subject matter expert in the fields of Rail and Transit engineering, operations, construction, and management, Mr. Baginski specializes in managing both work planning and processes, developing and managing prudent capital budgets, and ensuring compliance with standards and regulations across multiple agencies and locations. As Envision's Rail and Transit Lead and Program Manager for the firm's prime Federal Transit Administration (FTA) Project Management Oversight (PMO) Contract, Mr. Baginski surrounds himself with a team of industry experts that works collaboratively to quickly identify issues and can advise resolutions that provide value while maintaining best practices. Mr. Baginski is a registered Professional Engineer (PE) and, notably, a formerly certified Locomotive Engineer and Train Conductor. He has an M.S. in Transportation Management from the University of Denver and a B. Eng. in Civil Engineering from McGill University. He also has a Railway Management certificate from Michigan State University and is a member of the American Railway Engineering and Maintenance of Way Association (AREMA).

Project Experience

Pennsylvania Department of Transportation (PennDOT), 2024 PA State Rail Plan (E05747), Multiple Locations, PA: For the development of the 2024 Pennsylvania State Rail Plan, Mr. Baginski has been responsible for managing the Envision Team responsible for Class I and Shortline railroad outreach as part of the Stakeholder and Public Involvement Plan, writing the portion of Chapter 2 of the plan defining the existing rail network within Pennsylvania, and updating the GIS database of the Pennsylvania state rail network based on stakeholder feedback during the development of the plan. Mr. Baginski's team additionally is supporting the investment portions of the plan through ground-based knowledge of the state's passenger and freight rail network, as well as through coordination and outreach with the state's railroads. Mr. Baginski's team leverages considerable rail network knowledge and industry relationships to provide responsive, fact-based information for the Plan.

New Jersey Department of Transportation (NJDOT), 2017 New Jersey Statewide Freight Plan: Mr. Baginski had significant public outreach management and regulatory and compliance experience as he participated on the New Jersey Freight Advisory Committee, serving as a representative from the largest freight railroad in New Jersey in developing the 2017 New Jersey Statewide Freight Plan. Mr. Baginski was specifically responsible for identifying network capacity constraints, proposing rail projects, and providing expertise in local railroad operations and engineering. The 2017 NJDOT New Jersey Statewide Freight Plan was a comprehensive document required by the Federal FAST (Fixing America's Surface Transportation) Act which, per NJDOT, identified a fiscally constrained Freight Investment Plan that supported the following goals and objectives: Improve Safety and Security; Strengthen Economic Competitiveness; Improve Reliability and Efficiency; Enhance System Resiliency; Maintain and Renew Infrastructure, Support Environmental Stewardship, Local Communities, and Quality of Life; Leverage Innovative Technologies and Practices; and Facilitate Inter-agency Coordination and Governance.

CREDENTIALS

Years of Experience: 16

Years with Envision: 3

Internship: 2

Education: M.S., Transportation Management, University of Denver, 2018

B. Eng., Civil Engineering, McGill University, 2011

Licenses/Certifications:

Registered Professional Engineer (PE), New Jersey, 24GE05418900, Exp. 4/30/2026

Project Management Institute, Project Management Professional (PMP), 3388163, Exp. 12/17/2025

Certified Locomotive Engineer & Train Conductor (2011-2022), FRA 213 & 214 Qualified, NORAC & NS Operating Rules Qualified

Railway Management Certificate Program, Michigan State University, 2014

Professional Affiliations: American Railway Engineering and Maintenance of Way Association (AREMA), American Public Transportation Association (APTA), Commuter Railroad Coalition (CRC)

Computer Skills: Microsoft Office 365, Adobe Acrobat Pro, Bluebeam Revu, InEight Estimate, ArcGIS Pro, Google Earth Pro

Carol C. Martsof, PE, PMP, CPTD, ENV SP, LEED AP

Director of Engineering Services

Ms. Martsof is a highly accomplished leader in human capital development with a diverse background spanning engineering, management, and learning & development. With 32 years of experience, she brings a unique combination of technical expertise and strategic insight to her work. A licensed professional civil engineer, Ms. Martsof has extensive experience in transportation engineering and project management. She has successfully led projects involving trail and highway design and rehabilitation, drainage systems, right-of-way investigations, maintenance and protection of traffic, signage, pavement markings, cost estimating, and erosion control. Her work has supported numerous clients, including the Pennsylvania Department of Conservation and Natural Resources (DCNR), the Pennsylvania Department of Transportation (PennDOT), the Southeastern Pennsylvania Transportation Authority (SEPTA), the City of Philadelphia, and others. She has facilitated and coordinated public meetings, stakeholder engagement efforts, and community outreach initiatives. Additionally, her sustainability expertise includes supporting the development of sustainability plans and advocating for issues such as resilient infrastructure, sustainable transportation, zero waste, energy efficiency, and green initiatives.

Project Experience

PennDOT, Roosevelt Boulevard (US Route 1) Transportation Investment Study, Philadelphia, PA. *Design Engineer.* Ms. Martsof designed conceptual highway alternatives to address defined transportation needs and goals, including decreased travel times, improved pedestrian and motorist safety, and improved air quality within a heavily-traveled corridor.

Delaware County Sustainability Commission (DCSC), Sustainability Plan, Delaware County, PA. As Chair of the Delaware County Sustainability Commission, Ms. Martsof assisted in the coordination of the Commission and public input process for the Delaware County Sustainability Plan, that includes the following focus areas: climate resiliency, natural resources, transportation, energy & efficiency, zero waste, and health & wellness. Ms. Martsof contributed to the development and review of the content for the transportation and health & wellness focus areas.

Lansdowne Borough Council Experience, Lansdowne, PA. As a Council Member for Lansdowne Borough, Ms. Martsof has been involved in the public involvement process for the following initiatives: Installation of Bike Lanes; Comprehensive Planning of Stakeholder Engagement; Veteran's Landing Design Concepts Public Meeting; Public meeting regarding the Environmental Initiatives in the Borough of Lansdowne.

Lansdowne Friends School, Analysis of Traffic for Pick-up and Drop-off Procedure, Lansdowne, PA. Ms. Martsof, as a volunteer to the Lansdowne Friends School, drafted a report documenting the data and conditions of the school campus and surrounding streets with regard to options for pick-up and drop-off of students. She coordinated the stakeholder engagement process to collect input on the alternatives of the plan. She conducted planning sessions with parents and school faculty. The school selected one of the options, and Ms. Martsof managed the pavement marking plan coordination with Lansdowne Borough, which resulted in the design of a drop-off lane in front of the school. The school also selected a portion of another option that included drop-off at the side of the school, and Ms. Martsof helped with the signage required for that option.

CREDENTIALS

Years of Experience: 32

Years with Envision: 1

Education: B.S., Civil Engineering, Temple University, 1992

Licenses/Certifications: Registered Professional Engineer (PE), Pennsylvania, #PE053482, Exp. 9/30/2025

Project Management Professional (PMP), #2144241, Exp. 1/20/2027

Certified Professional in Talent Development (CPTD), #10843851, Exp. 4/30/2025

Envision Sustainability Professional (ENV SP), #43992, Exp. 5/23/2025

LEED Accredited Professional (LEED AP)

Coaching Certificate, Association for Talent Development, 9/27/2021

Diversity and Inclusion Certificate, Cornell University, 5/23/2024

Professional Affiliations: American Society of Civil Engineer (ASCE), Lansdowne Borough, Delaware County Sustainability Commission, PECO Environmental Justice Subcommittee, Women's Transportation Seminar (WTS) Philadelphia, WTS International

Awards/Honors: WTS Philadelphia Diversity, Equity, and Inclusion Award; Delaware County Engineer of the Year; Temple University, League of Entrepreneurial Women Hall of Fame; ASCE Edmund Friedman Award for Professional Achievement; ASCE Philadelphia Member of the Year; Delaware Valley Young Engineer of the Year

Computer Skills: Microsoft Office 365, Adobe Acrobat Pro



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