

June 20, 2025

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

RE: Tri-County Regional Planning Commission | Engineer/Planner for Federal Aid Projects

Dear Mr. Bomberger:

Rummel, Klepper & Kahl, LLP (RK&K) is a Limited Liability Partnership and is pleased to submit to Tri-County Regional Planning Commission (TCRPC) our proposal to provide transportation consultant engineering and planning services for Federal Aid projects. We have assembled an exemplary team with the diverse experience and expertise to confidently support your upcoming regional transportation projects across any of the anticipated funding sources.

Our proposed Project Manager, **Will Weismantel, PE**, is a local transportation leader with strong ties to the Cumberland, Dauphin, and Perry County communities. For more than 20 years, he has supported local transportation planning and design projects, helping communities in Central Pennsylvania realize their vision for vibrant, safe, and green infrastructure. Under his leadership, the RK&K Team is eager to help TCRPC in their mission to support the livability and vitality of the region.

The RK&K Team includes two disadvantaged business enterprises (DBE) who add depth of resources and subject matter expertise to ensure our team can provide exceptional and responsive support on any assigned TCRPC project:

- **Drive Engineering Corp (DE)** will provide support on planning, traffic analysis, data collection, and public engagement.
- **Imperial Traffic & Data Collection, LLC. (ITDC)** is a full-service traffic data collection and traffic engineering support company providing a range of services for both the private and public sectors. They will be providing traffic count services.

DE and **ITDC** were vetted and confirmed to the team through a Good Faith Effort. RK&K has worked with both **DE** and **ITCD** on multiple task order assignments across PennDOT, county, and city agreements in the Commonwealth. With the addition of these partners, our team is unparalleled not only in the variety and depth of expertise and resources, but also in our commitment to client service and passion for improving our communities through sound, comprehensive transportation planning and design.

Encompassing planning and design for roadway, bridge, traffic, GIS, freight, non-motorized, land use, environmental, and stormwater management, and other transportation-related projects, the RK&K Team has the proven ability to navigate the requirements associated with Federal, PennDOT, and other public sources of project funding. We have an in-depth understanding of how these organizations work and are very familiar with the application process, serving our clients as projects advance through the planning, design, and construction phases.

The RK&K Team will provide exceptional service to TCRPC that is in accordance with Federal Highway Administration, Federal Transit Administration, and PennDOT policies. We certify that our Statement of Interest and proposal response meets all the requirements listed in the RFQ and is presented truthfully and correctly. RK&K fully commits our competent and experienced staff to this project if awarded.

We thank TCRPC for the opportunity and consideration to serve you as a consulting engineer and planner.

Sincerely,
Rummel, Klepper & Kahl, LLP

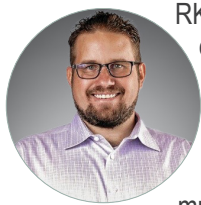


Melinda B. Peters, PE, CCM | Partner

Rummel, Klepper & Kahl, LLP (RK&K) is excited for the opportunity to work with Tri-County Regional Planning Commission (TCRPC) and submits this Statement of Interest for Engineer/Planner for Federal Aid Projects. The team we have assembled has the reputation, experience, depth, and availability of resources necessary to provide the full range of planning and engineering services that the Planning Commission may require. RK&K's team includes **Drive Engineering Corporation (DE)** (MBE/DBE) for planning, traffic analysis, data collection and public engagement and **Imperial Traffic & Data Collection, LLC (ITDC)** (WBE/DBE) for traffic data collection. We have consistently worked with both firms on several contracts and are committed to meaningfully incorporating them with specifically identified participation opportunities that complement RK&K's capabilities, as well as meet TCRPC's goals and needs.

1 | The team's technical knowledge and experience across the technical areas identified at the beginning of this Request for Qualifications



TCRPC represents Cumberland, Dauphin and Perry Counties and includes a wide range of context zones from urban cores to rural communities. We anticipate that Projects could vary from planning-level studies that include robust travel demand modeling, GIS analysis, and safety analysis, to those that also involve design and construction. RK&K is a full-service transportation planning, design and construction firm. We have worked in Pennsylvania on projects with various funding sources (Federal, PennDOT, or local) for over 60 years. The RK&K Team is structured to address the unique challenges of each assignment with our local experience while also having the backing of our regional and national expertise. This dynamic setup allows our team to fully address any assignments that this contract may require.






RK&K's Team will be led by **Will Weismantel, PE**, who has over 20 years of experience that uniquely fits the needs of TCRPC. This includes experience working with Metropolitan Planning Organizations, PennDOT, and Local Governments. Of note, he recently led efforts as prime consultant project manager for PennDOT District 8-0 on the Lemoyne Bottleneck Project, which including leading traffic analysis, alternative analysis, public engagement, and safety review. After rejoining RK&K he started serving as a consultant project manager for District 8-0 where he acts as an extension of PennDOT staff, managing multiple local lead projects. Additionally, he has expertise in delivering multimodal and complete streets projects for the City of Harrisburg. Highlights include managing the 2nd Street Two-Way

Conversion and assisting with development of their Vision Zero Policy. Will is well-adept at Project Management and will utilize the team's resources and knowledge to produce high-quality, on-time deliverables.

To achieve this, Will is joined by a team of experts who were selected for this contract based on their knowledge of the technical areas identified within the Request for Qualifications (RFQ) and their availability to work on assignments. Key staff include **Melissa Miklus**, **Kate Russo**, **Ben Snyder**, **Eileen Collins (DE)**, and **Rosanne Lubeck (DE)**. The following projects showcase our teams relevant experience and highlight the specific technical areas identified within the RFQ.

PROJECT	TECHNICAL AREAS	PLANNING AND DESIGN EXPERIENCE
 <p>Columbia-Wrightsville Bridge Rehabilitation PennDOT District 8-0</p> <p>Key Staff Involved: Will Weismantel, Kate Russo, and Ben Snyder</p>	<ul style="list-style-type: none"> Roadway and bridge design, including project cost estimating Planning and design services for non-motorized travel Stormwater Management, modeling and design 	<ul style="list-style-type: none"> Rehabilitation design of a 6,800-foot bridge Roadway design on bridge approaches including a new roundabout Bicycle and pedestrian connectivity design to existing facilities and amenities on both sides of the river H&H modeling for causeway design, stormwater management, Chapter 102 NPDES permitting, drainage design, E&SC Construction cost estimating
 <p>I-95 Industrial Park Access Study PennDOT District 6-0</p> <p>Key Staff Involved: Kate Russo</p>	<ul style="list-style-type: none"> Travel demand modeling, supporting studies and data development Safety, congestion management, freight planning, and related support Land use/growth management planning, including environmental studies 	<ul style="list-style-type: none"> Streetlight data analysis to confirm freight routes Data collection performed by ITDC Traffic analysis was performed using VISTRO, VISSIM and VISUM to examine operations, accessibility and origin-destination data Intersection Control Evaluation (ICE) forms through Stage 2 Roadway design (signing and pavement marking and signal design)

PROJECT	TECHNICAL AREAS	PLANNING AND DESIGN EXPERIENCE
Transportation Planning Services/Context Driven Continued Services and Statewide Pedestrian Safety Action Plan Maryland State Highway Administration (MDOT SHA) Key Staff Involved: Melissa Miklus	<ul style="list-style-type: none"> Geographic information systems (GIS) analysis, visualization and/or scenario planning Planning studies relating emerging trends and issues to transportation project needs 	<ul style="list-style-type: none"> Developed a statewide guideline centered on establishing safe and effective multi-modal transportation systems Statewide GIS analysis utilized for developing context zones Evaluated land uses and typical users to balance mobility and access within various contexts
 Bicycle Lane Retrofit Program PennDOT District 6-0 Key Staff Involved: Kate Russo	<ul style="list-style-type: none"> Roadway design, including project cost estimating Planning studies relating emerging trends and issues to transportation project needs Planning and design services for non-motorized travel 	<ul style="list-style-type: none"> Developed a process for screening corridors programed for resurfacing as candidates for bicycle facilities Developed signing and pavement marking for over 75 miles of bicycle facilities
SR 1010-29 “Lemoyne Bottleneck” PennDOT District 8-0 Key Staff Involved: Will Weismantel and Ben Snyder	<ul style="list-style-type: none"> Roadway design, including project cost estimating Planning and design services for non-motorized travel 	<ul style="list-style-type: none"> Temporary and permanent signal design Bicycle and pedestrian design for two shared-use paths Utility and railroad coordination
 Rock Creek East One Livability Study Washington, DC, DOT (DDOT) Key Staff Involved: Melissa Miklus	<ul style="list-style-type: none"> Planning and design services for non-motorized travel 	<ul style="list-style-type: none"> Developed a community-centric livability study Concept development focused on bicycle and pedestrian safety, placemaking, and reconfiguring intersections to reclaim community space Community level focuses public engagement
 Lancaster Vision Zero: Safe Routes to School City of Lancaster, PA Key Staff Involved: Will Weismantel	<ul style="list-style-type: none"> GIS analysis, visualization and /or scenario planning Planning and design services for non-motorized travel 	<ul style="list-style-type: none"> GIS analysis of datasets to identify safety improvements Robust public engagement with students, parents/guardians, and Vision Zero steering committee Planning study that recommends safety improvements to the high-injury network allowing for improved vulnerable road users access to and from schools
Economic Development Strategy Berks County, PA Key Staff Involved: Rosanne Lubeck (DE)	<ul style="list-style-type: none"> Land use/growth management planning, including environmental studies 	<ul style="list-style-type: none"> Combined community feedback and quantitative data to identify land use and economic growth opportunities for six focus areas

2 | The team's knowledge and experience in integrating planning concepts with transportation needs development and conceptual design for alternative improvements

The RK&K Team understands the importance of integrating the planning concepts into the development of alternatives to meet the needs of the project. Based on our knowledge of the planning process and our experience on other projects, we begin with data collection and analysis to establish the purpose and need for the project. A firm understanding of the concerns for the project area is needed in order to effectively develop solutions that address those concerns. This data driven approach can also be used to measure the effectiveness of each solution to evaluate their ability to meet the purpose and need. Our planners will also work with community engagement experts to develop a clear vision for the project. PennDOT Publication 319 "The Needs Study Handbook" is our guidebook for that process. While scoping an assignment, **Will Weismantel** will collaborate with TCRPC to identify the initial concerns for the project and determine the appropriate skillsets and staff needed for the assignment.

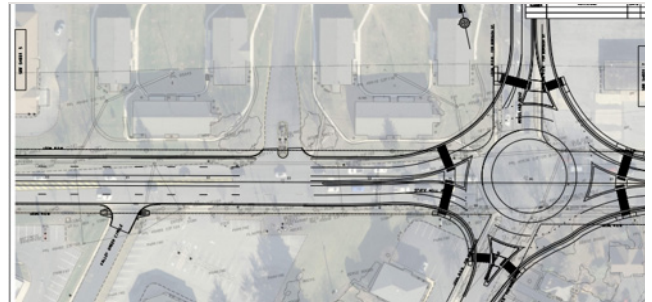
Data Collection and Analysis. The purpose and need development will be data driven and start with data collection and analysis. Traffic engineering will be led by **Kate Russo** and supported by **Eileen Collins (DE)** with a wide range of traffic engineering professionals at both firms. **ITDC** will lead any data collection that is necessary for the assignment, and RK&K's. Traffic analysis is a strength for our team. We are skilled at utilizing a variety of traffic analysis tools such as HCS, Synchro, SIDRA, VISTRO, VISSIM, and/or VISUM and understand each of their capabilities and applications in order to select the appropriate tool for each assignment. For the I-95 Industrial Park Study, we used a combination of traffic analysis tools: VISUM for volume distribution, VISTRO for traffic analysis and signal timings, VISSIM for the detailed analysis of each scenario and SIDRA to evaluate roundabouts.

Safety Analysis. Our safety analysis team will be led by **Karen Collelo** who is trained in using HSM methodologies to identify safety concerns and uses quantifiable metrics to objectively evaluate alternatives with a focus on selecting the concept or alternative with the best benefit to cost ratio. This approach was effectively utilized on the Route 1 study in Delaware to secure grant funding. We also used B/C ratio analysis for the State Hill Road Corridor Study for PennDOT District 5-0. Safety recommendations will be based on FHWA Proven Safety Countermeasures and/or treatments with high quality verification through CMF Clearing House. Additionally, intersection alternatives will be evaluated using PennDOT's ICE tool.

Planning efforts will be led by **Melissa Miklus**, who also leads RK&K's Healthy Communities team. RK&K's Healthy Communities team is a nimble group of planners, engineers, and landscape architects who focus on complete streets, trails, and placemaking. The assembled team has a skillset and passion for safety, connectivity, and comfort for pedestrians, bicyclists, transit users, and motorists. The team has completed pedestrian safety action plans and connectivity studies for numerous clients including the Safe Streets for All Safety Action Plan, Loudoun County, VA; Safety Action Plan, Gwinnett County, GA; and Engineering Study for Sykesville Connectivity, Sykesville, MD. These projects bridge data collection, analysis, GIS, community engagement, and engineering to achieve their goals.

Community Engagement will be led by **Rosanne Lubeck (DE)**. Following the PennDOT Connects approach, we will organize a meeting with project stakeholders (municipality, maintenance, emergency responders), to obtain their thoughts on project purpose and needs. Early input from stakeholders will enable us to incorporate modifications from project onset to avoid changes late in the design process. For the Eagle Village Gateways and Mobility Plan, for DVRPC, **DE** led public outreach for a plan to improve safety and connectivity through a historic downtown commercial area. This included incorporating aesthetic elements to improve visibility and sense of place and outreach specific to businesses and residents.

Conceptual Design. The design team—who will be led by **Ben Snyder**—will work in collaboration with planners to develop a balanced concept that both meets the needs, considers the context and is constructible. The design team has substantial experience working within PennDOT District 8-0 on the Columbia-Wrightsville Bridge Rehabilitation; SR 1010-29 "Lemoyne Bottleneck;" SR 22/230, Cameron Street Pavement Preservation; and SR 441, Sec 012 Relocation Project that included roadway, structural, bicycle, pedestrian, drainage, H&H, and stormwater design. The team is fully competent in the latest design software and



STATE HILL ROAD (SR 3023) CORRIDOR STUDY

This PennDOT District 5-0 assignment is very similar to the type of assignment anticipated under TCRPC. **Kate Russo** led the assignment to identify alternatives for a 12-intersection corridor located adjacent to the Berkshire Mall, where substantial redevelopment would exacerbate existing operational and safety concerns. We began with traffic analysis and a safety study for the corridor. Design-year travel forecasts were prepared for a 20-year planning

horizon to include full occupancy of the Berkshire Mall and additional development within outparcels. SimTraffic simulation models, calibrated to travel-time data acquired from Eastern Transportation Coalition's RITIS platform, were developed to provide network-wide visualization of traffic conditions and measures-of-effectiveness. Safety analysis was completed using HSM methodologies. ICE forms were completed to compare the operational and safety benefits of roundabout vs. traffic signal control alternatives at the intersections. Extensive coordination with the impacted stakeholders, including but not limited to county, municipalities, maintenance team and local businesses was conducted to steer the project. The team developed concept plans using aerial mapping and readily available right-of-way (ROW) information. Preliminary cost estimates were developed using the concept plans, ROW, utilities, structures, and environmental resources.

PennDOT workspaces, including but not limited to, Bentley Open Roads Designer, Transoft Autoturn Pro, Hec-Ras, and cost estimating utilizing PennDOT AutoTab. Preliminary cost estimates will be developed in the alternative analysis phase as part of the benefit to cost evaluation process. Through our experience we know that TCRPC an approach that varies to account for the community context and projected growth rates.

Planning and design tasks will be supported by a large pool of professionals offering expertise in all areas that this contract may require. This includes transportation planning, land use/growth planning, graphics, 3D visualization, utility coordination, constructability, GIS, grant administration, construction management, construction inspection, and environmental services. The RK&K Team will work to balance the needs and desires of conflicting road user groups, motor vehicle traffic operations, improving safety for all road users, stakeholder desires, and meeting construction funding through alternative design.

3 | How the team will ensure that it will provide a quality product (e.g. transportation/land use studies, environmental documentation, construction plans)

The implementation of RK&K's quality plan is not only an integral element of every assignment, but it is part of our culture. As such, our team will provide TCRPC with quality products and professional services in accordance with our ISO 9001 compliant quality plan. **Mahmood Shehata** will lead our QA/QC program, that begins with the development of a Project Specific Quality Management Plan (PSQMP), which serves as the backbone of our project execution process. The PSQMP will identify our project organization, a project communication plan, risk register and a QC check list specific to the particular assignment of the work order. The QC checklist for the study phase will differ from that required for construction plans. Mahmood will be responsible for the quality assurance of all work produced by the entire team on this agreement, including our subconsultants. This process has repeatedly demonstrated benefits in delivering quality products with key components including:

- All staff are trained in the quality procedures and understand their responsibility for personal ownership of their work.
- All deliverables are prepared by qualified staff and completely checked before being submitted. The QC checker signs the deliverable and then the QA reviewer personally confirms that the check has been completed.
- Each of our subconsultants have confirmed that they will comply with the RK&K QA/QC program.
- Adequate time is allotted for in the schedule to perform QA/QC activities before each submission.
- Internal constructability reviews are performed early during preliminary and final design to ensure designs are practical
- to construct and to verify projected construction costs at regular intervals to avoid unexpected cost increases.
- RK&K will utilize Bluebeam Revu's cloud based software to identify, track and resolve all comments. This process will utilize RK&K's own internal suite of QC tools built for use with Bluebeam.

The foundation of our team starts with strong project management services by project manager, Will, who will work closely with Mahmood to coordinate the QA/QC process. For this contract, we anticipate that several tasks may be assigned concurrently, which could have competing schedules. Will has a firm understanding of the capabilities and capacity of RK&K and our subconsultant partners to be able to deliver assignments successfully. Our team will complete the tasks by adhering to the following project management control measures:

- **Communication.** Weekly status calls will be held with the design team and TCRPC as needed to ensure project updates are communicated to both internal team members and the client. These calls will serve to discuss key design decisions, assess schedule adherence, and identify if additional resources are needed. Calls will be documents with meeting minutes.
- **Schedule Adherence.** A design milestone schedule will be developed with clear target dates for completion of key tasks (data collection, public engagement, study deliverables, etc). We will also review the submission schedule and create a one-month look-ahead schedule to determine activities needed to meet the project schedule.
- **Subconsultant Oversight.** Our subconsultants will be held to the same high standards of timeliness and quality that we will provide TCRPC. RK&K will require our subconsultants to complete their own quality verifications throughout the design process and, we will complete a secondary review of all materials prepared by them prior to submission.

4 | What the team will do to ensure that cost effective projects will be planned and/or designed

The RK&K Team will leverage our employees' wealth of experience from similar projects to identify solutions that are both cost-effective and allow for design flexibility. At the start of a project we will review available previous studies and engage local communities to understand their concerns and lived experience. We understand that successfully implementing solutions requires balancing the often-conflicting needs of user groups while satisfying the concerns of the public and stakeholders. This balancing also includes scaling proposed improvements to meet available construction funding. Throughout a project's life cycle RK&K will propose cost-effective solutions by utilizing the following strategies:

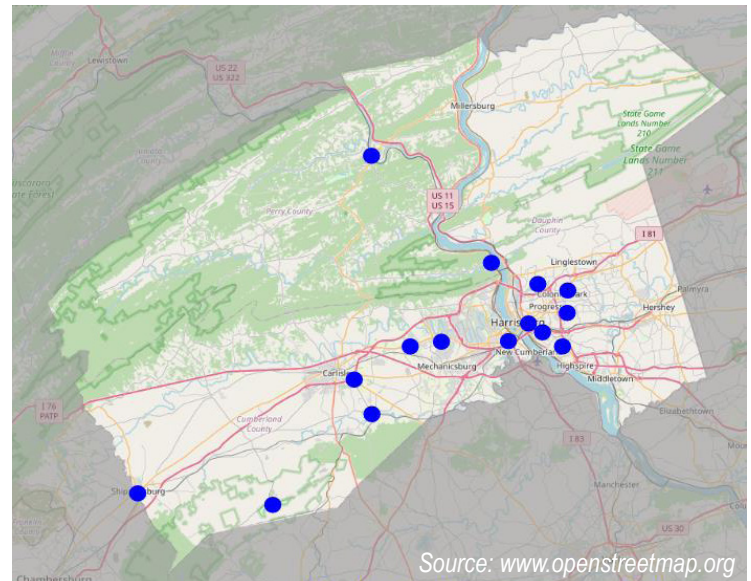
- **Phased Solutions.** The team can identify short-term, mid-term, and long-term solutions that creates a menu of designs for implementation. This approach is similar to the I-95 Industrial Park Access study, where early action projects are being implemented to address more immediate concerns and the more costly ultimate condition is being programmed.

- **Maintain Existing Curb.** During alternatives analysis, we will try to maintain the existing curb to reduce construction costs for curb and minimizing impacts to existing drainage inlets.
- **Quick-build materials** will be considered as a method to provide lower cost-efficient safety improvements. Examples include enhanced signing, delineator posts and paint for new bicycle facilities, to enhance pedestrian crossings.
- **ROW and Utilities** improvements will be proposed that minimize impacts to ROW and utilities.
- **Value engineer throughout the project design.** We understand that complex, oversized solutions are oftentimes not needed and that the low-build options will meet the purpose and need for the project.
- **Constructability.** We will incorporate in-house construction management staff ensure our designs are constructible.
- **Environmental.** Obtaining environmental clearance and permit approvals are vital milestones in a successful planning and design project. RK&K will perform desktop screening during conceptual design to identify any red flags or environmentally sensitive issues that may affect the project schedule and provide solutions.
- **Maintenance.** Maintenance staff will be coordinated with to identify existing maintenance concerns. A similar approach was utilized on State Hill Road where we learned of drainage concerns that will be addressed with the design.

5 | The team's knowledge of MPO operations, federal regulations governing MPOs, and the MPO's and PennDOT's roles in transportation project planning development and planning

The RK&K Team is well-versed in the functions and operations of MPO's, federal regulations, and correlation to PennDOT through our planning and design work for public clients throughout the Commonwealth and in our other service States. One area this is paramount to is with the PennDOT District 8-0 Project Management and Review Assistance (E05199) contract held by RK&K. Under this contract, RK&K provides consultant project managers, including **Will Weismantel** and **Ben Snyder**, and review services to PennDOT for locally-led projects in District 8-0. These locally led projects are typically completed with federal funding, and our team is currently managing 27 locally sponsored projects within TCRPC region, consisting of HOP projects, bridge replacements/rehabilitation, and bridge removals. The figure to the right provides select locations of these projects excluding county-wide bridge bundles.

The RK&K Team is intimately familiar with PennDOT Publication 740 (Local Project Delivery Manual) and critical processes through PennDOT's systems, and emerging processes. We have significant experience assisting local project sponsors with NEPA clearance and permitting processes, including supporting the development of a scoping field view document and historic and cultural resource coordination through the State Historic Preservation Office. Due to our roles on this contract, we have an understanding of Title 23 of the Code of Federal Regulations – Highways and how those regulations govern MPOs. Through these assignments, we have gained significant experience in coordinating with PennDOT and local sponsors, including MPOs and local governments. We will leverage this expertise to benefit the TCRPC, ensuring that any timelines or requirements resulting from Federal funding are met and that the necessary coordination with PennDOT is established as we deliver our assignments.



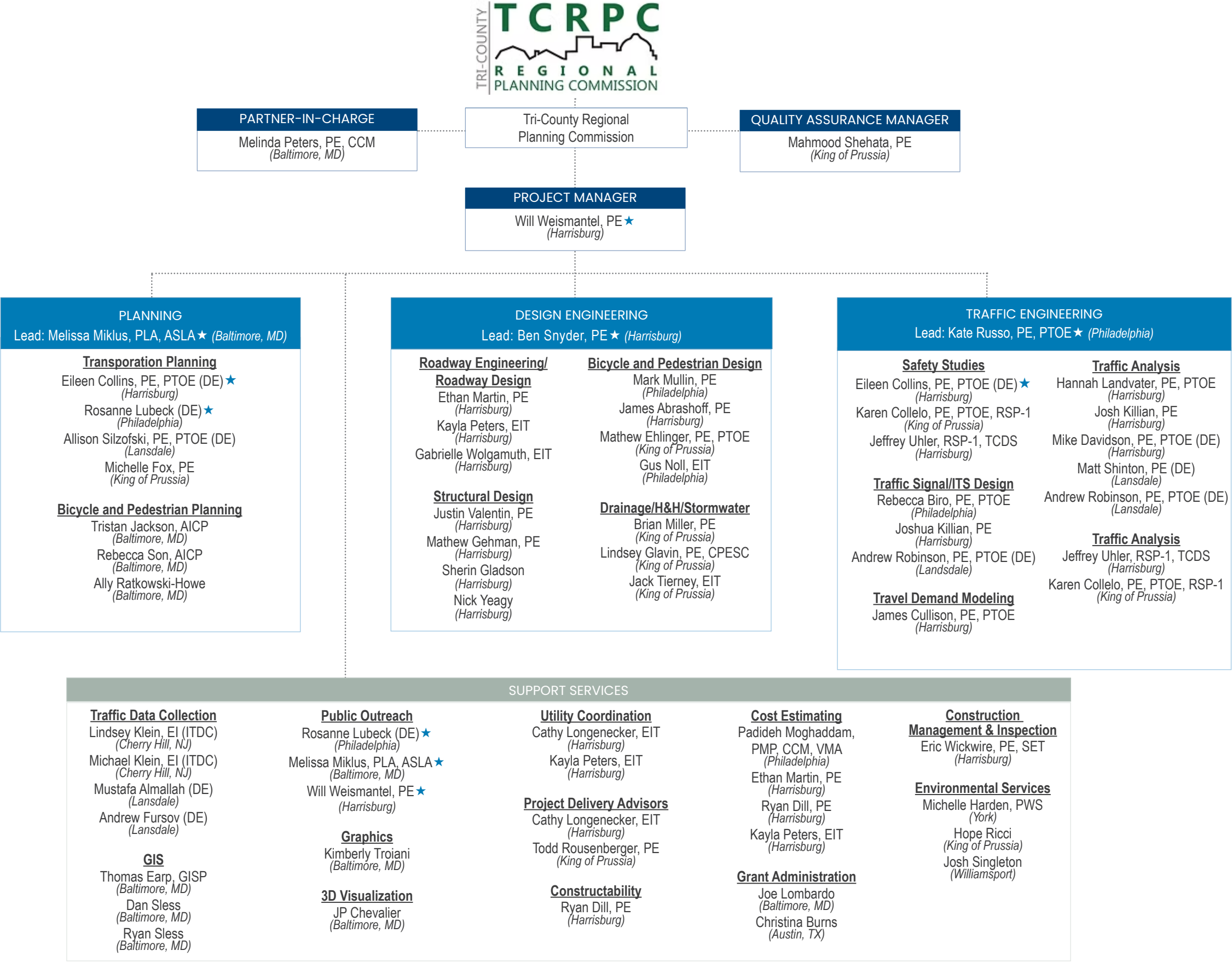
6 | How the team has performed on past PennDOT and federally funded projects, especially those performed for MPOs and/or local governments

RK&K has an excellent record of performance with various PennDOT Districts and Bureaus, municipalities, and counties across the Commonwealth. We have never received a rating from PennDOT below "Expected Performance" on the 250 evaluations we have received. We can also measure our performance by the number of clients who engage us for repeat business. This includes PennDOT for both project-specific and open-end agreements, and the City of Philadelphia Department of Streets where we support small, quick delivery, traffic safety assignments under a task-order agreement. We have also completed local-lead projects such as SR 441, Sec 012 Relocation Project. Additionally, we support multiple PennDOT districts in a project management and reviewer role, demonstrating our understanding of state, local, and federal funding and reporting requirements. The number of repeat selections demonstrates the confidence that these Districts have in our ability to efficiently and effectively deliver at the highest levels of satisfaction.

RK&K's proposed subconsultants were selected based on their technical expertise and past experience with the team. **DE's** past experience includes public engagement strategies for transit development plans in Chester and Luzerne Counties, preparing I/JA and BIP bridge grant packages, and conducting detailed corridor analyses—including crash and freight studies for SR 403 and SR 56 in Western PA. **ITDC** has performed data collection in numerous PennDOT Districts and for several agencies within PennDOT Central Office.

LEGEND

RK&K Staff Unless Noted
DE - Drive Engineering*
ITDC = Imperial Traffic & Data Collection*
★ = Key staff/resume included
* Certified MBE/WBE/DBE



WILL WEISMANTEL, PE

Project Manager | Public Outreach



Will has 20 years of experience specializing in innovative intersection design, corridor safety, and multimodal planning and design. His expertise includes ADA-compliant accessibility, bicycle compatibility designs, complete streets, traffic calming and road diet strategies, alternative analysis, roundabouts, and signalized intersections. Will is a responsive and dedicated team leader with experience in managing multiple assignments for various public agencies. Through his experience he is also well versed at serving a variety of public agencies including PennDOT, metropolitan planning organizations, and local government agencies.

EDUCATION

- BS, Civil Engineering

REGISTRATIONS

- Registered PE
(PA-PE078764)

PROJECT EXPERIENCE

Project Management and Review Assistance (E05199), PennDOT District 8-0, Franklin, Lancaster and York, PA. As a *consultant project manager*, Will is coordinating with District staff, local municipalities, Metropolitan Planning Organizations, and project engineers. As a consultant extension of PennDOT staff he is providing coordination and oversight to multiple projects through the local lead process.

SR 1010-29, PennDOT District 8-0, Cumberland County, PA. *Project manager* responsible for leading traffic analysis, alternative analysis, public engagement, and preliminary engineering from concept to safety review. Will oversaw preliminary roadway, signing and pavement marking, signal, drainage, traffic

control, and right-of-way design. The project involves safety improvements along a constrained roadway in the Boroughs of Lemoyne and Wormleysburg known as the Lemoyne Bottleneck. The goal of the project is to improve safety for all road users while minimizing impacts to traffic operations. The proposed improvements include a roadway reconfiguration, slope cut-backs, signal upgrades, curb alignment reconfiguration, shared use paths, curb ramps, clear zone mitigation, and resurfacing. The project includes a robust public engagement process and alternatives analysis, complex signalized intersection design, coordination with Norfolk Southern as they upgrade their rail lines within the project limits, and coordination with the PennDOT Market Street Bridge project. *

Safe Routes to School, City of Lancaster, Lancaster PA. *Project engineer* responsible for leading traffic analysis, public outreach, and planning efforts for two school walksheds within the City of Lancaster. The Study's goal is to improve access for vulnerable road users on their routes to and from the schools. Will's effort includes review of existing data, field data collection, school arrival/dismissal observations, public outreach, and data based recommendations for short-term, mid-term, and long-term safety improvements.

Open-End Design Agreement, Second Street Two-Way Conversion, City of Harrisburg, Harrisburg, PA. *Project manager* responsible for managing multiple simultaneous projects. Project responsibilities included overseeing the planning and design of roadway, signing and pavement markings, traffic control, signals, lighting, drainage, E&SC, public engagement, subconsultant oversight, and client coordination. Representative projects included: *

- **Second Street Two-Way Conversion:** The project consisted of converting three northbound travel lanes to two-way traffic on over two miles of road in midtown and uptown Harrisburg, between Forster St. and Division St. The conversion consisted of one lane in each direction and a center turn lane. Improvements also included three mini roundabouts, one raised intersection, three signal modifications to accommodate two-way operations, 14 pedestrian refuge islands, and 168 new curb ramps.
- **Sixth Street Improvements:** The project included a road diet from four lanes to three between Boas Street and Reily Street. The roadway reconfiguration provided additional street space for new bike lanes and on-street parking lane while shortening pedestrian crossings at intersections.
- **Seventh Street Improvements:** The project consisted of safety improvements between Reily St. and Herr St., including removal of angle-in median parking, multi-lane roundabout; signal upgrades, two mid-block crossings, a two-way cycle track; upgraded transit facilities, and ADA-compliant curb ramps. This project complied with PennDOT Publication 740, required right-of-way acquisition, NPDES permitting, and PennDOT HOP Permit.
- **Vision Zero Rapid Response:** The project implemented low-cost safety improvements at multiple locations in downtown and midtown Harrisburg. Examples included completing gaps in the sidewalks and curb ramps, bicycle lane implementation, and signing and pavement marking safety enhancements.

WILL WEISMANTEL, PE

Project Manager | Public Outreach

Active Transportation Network Implementation, City of Lancaster, Lancaster, PA. *Project manager* for multiple projects with goals to implement bicycle facilities while improving safety for all road users. Safety improvements included resurfacing, signing and pavement markings, signal modifications, rectangular rapid flashing beacons, pedestrian refuge islands, median traffic calming islands, and curb ramps. Will's efforts included client coordination, public engagement, design oversight, and QA/QC. Representative project includes:

- Eastbound Connector: This project implemented a 1.5-mile eastbound parking separated bike lane through downtown Lancaster on Buchanan Avenue and Lemon Street from State Street to Walnut Street. *

Columbia-Wrightsville Bridge, SR 462 over Susquehanna River, PennDOT District 8-0, York/Lancaster Counties, PA. *Technical lead.* Will was responsible for leading design efforts for a new ADA Accessible Kayak launch and relocation of a truck weight scale as part of the bridge rehabilitation project. The project includes major rehabilitation of the historic 6,800-foot bridge built in 1929. The improvements also include roadway reconfiguration on both bridge approaches, including a new roundabout on the Wrightsville approach to serve as a new community gateway and improvements to bicycle and pedestrian connectivity. Additionally, prior to joining RK&K, Will provided peer review of the proposed roundabout on the western approach to the bridge under Statewide Roundabout and Innovative Intersection/Interchange Support, PennDOT BOPD.

Plum Street Mini-Roundabout, City of Lancaster, Lancaster, PA. *Project manager.* Will oversaw design of a mini-roundabout at the intersection of Plum St/North St/Park Ave. The project builds upon a quick-build mini-roundabout implemented by the City with installation of permanent facilities. In order to secure funding for the capital improvement project before and after speed and crash data were collected. Public engagement for the project included a two-tiered approach starting off with a visioning session and followed by a concept review by the public. Design included roundabout performance checks for the mini-roundabout, vertical design of the roundabout, enhanced pedestrian accommodations, lighting upgrades, and landscaping improvements. The intersection reconfiguration allowed for a new pocket park for the community that included public art. Will supervised the design, public engagement, as well as served as the client contact. *

Route 291 Road Safety Study, Delaware Valley Regional Planning Commission (DVRPC), Chester, PA. *Technical lead.* Will was responsible for providing concept design oversight, community engagement, and project management support. The study focused on enhancing safety and multimodal accessibility along Route 291 in the City of Chester. The study recommended a road diet with varying lane reductions to balance the purpose and needs of the project while minimizing signal queues and travel delays during peak hours. The preferred alternative includes a new shared-use path, curb extensions, center medians, pedestrian refigure islands, signalization, and street lighting. *

Traffic Operations & ITS Concentration Geometric Safety Improvement (TOITS-GSI), City of Philadelphia Department of Streets, Work Order 4 – Frankford Avenue Improvements, Philadelphia, PA. *Project manager.* The Frankford Avenue Improvement project will implement safety improvements for the Frankford Avenue commercial corridor between Tyson Avenue and Rhawn Streets in Northeast Philadelphia. Improvements include curb bumpouts, bus islands, pedestrian crossings with rectangular rapid flashing beacons (RRFB), and corridor lighting. Will is supervising the design, public engagement, overseeing subconsultants, and serving as the client.

SR 741 Non-Motorized User Audit, Lancaster County Planning Commission, East Hempfield and Manor Townships, PA. *Technical lead.* Will was responsible for providing study design oversight. The study focused on enhancing safety and multimodal accessibility along SR 741 in East Hempfield and Manor Townships. This included review of gaps in the existing sidewalk network, pedestrian connectivity to transit facilities, bicycle level of stress, and intersection safety for vulnerable road users. *

Vision Zero Policy and Support, City of Harrisburg, Harrisburg, PA. *As project engineer,* Will was responsible for developing and implementing key components of Harrisburg's Vision Zero Action Plan. The plan included organizing a task force, compiling a high-injury network GIS database, public engagement, and development of an Action Plan. The Action Plan developed achievable tasks by different elements of the City with the goal of eliminating pedestrian and bicycle fatalities within the City by 2030. Responsibilities included public engagement, such as pop-up events and public meetings; coordinating task force meetings and workshops; facilitating the evaluation and engineering subcommittees and assisting with developing the Action items for those subcommittees; coordinating with GIS staff, the City, and other Vision Zero cities to develop the High Injury Network map; and assisting with writing the Vision Zero Action Plan.

SR 34 and SR 850 Intersection Improvement, PennDOT District 8-0, Perry County, PA. *Lead roadway engineer* responsible for design of a single-lane roundabout for safety and capacity improvements. Will lead the horizontal and vertical design of the roundabout, including performance checks, roadway plans and cross sections, traffic control plans, lighting, signing and pavement markings, and quantities. The roundabout's geometric design posed several challenges due to potential conflicts with adjacent businesses, rolling terrain, and steep slopes. The roundabout's design also needed to accommodate permitted (oversize/overweight) loads and a future right-turn bypass lane. *

*Completed prior to joining RK&K

KATE RUSSO, PE, PTOE

Traffic Engineering Lead



Kate has combined her passion for multimodal accessibility with her expertise in traffic design over the course of her 22-year career. She is a recognized technical leader in the traffic and transportation engineering community. She fully understands that successful delivery of public infrastructure projects, especially in a diverse urban environment, starts with technical excellence and strong engagement with those that are impacted including residents, businesses and local agencies. She has designed multimodal streetscape projects, signal plans, developed signing and pavement marking plans and maintenance and protection of traffic plans. She has performed complex traffic analysis, safety studies, traffic modeling and roundabout feasibility analysis. Her experience includes the entire project delivery process from alternatives analysis, preliminary engineering, and PS&E in PennDOT's ECMS system. Personally, as

it relates to this project, she started her town's Safe Routes to School Program, helped develop of the associated Travel Plan, coordinated several bike rodeos, and most recently helped to secure a grant for missing sidewalk installation.

EDUCATION

- MS, Civil Engineering
- BS, Civil Engineering

REGISTRATIONS

- Registered PE
(PA-PE076150)
- Professional Traffic
Operations Engineer (2674)

PROJECT EXPERIENCE

Traffic Operations and Intelligent Transportation Systems Geometric Safety Improvements, City of Philadelphia Department of Streets, Philadelphia, PA. *Project manager.* The first work order for the TOITS-GSI contract is to study five intersections that were on the City's High Injury Network for low-cost safety improvements using methodologies from the Highway Safety Manual (HSM) as part of the City's Vision Zero Goals. RK&K's multidisciplinary team performed a road safety audit at each site to understand existing deficiencies and deployed targeted solutions such as pedestrian refuge medians, curb bump-outs, floating bus islands, and signing and pavement marking modifications. Kate oversaw the development of the signing and pavement marking plans, signal plans, MPT plans, the safety audit, and the traffic study. Eight additional work orders are in various stages of design or construction that cover a variety of services such as a streetscape project, conceptual design for several corridors signal modernization and signal retiming.

Berks County Consultant Management and Review Agreement Open-End, State Hill Road (SR 3023) Corridor Study, PennDOT District 5-0, Berks County, PA. *Senior traffic engineer.* The purpose of the State Hill Road Corridor Study was to identify safety and congestion relief alternatives for a 1.2 mile corridor with nine-intersections where substantial redevelopment would exacerbate existing operational and safety concerns. Intersection control evaluation (ICE) forms and HSM analysis were completed for each intersection to compare the operational and safety benefits of roundabout vs. traffic signal control alternatives. Extensive coordination with the impacted stakeholders including but not limited to county, municipalities, and local businesses was conducted throughout the project to steer the project. Concept level plans were developed using aerial mapping and readily available right-of-way information. These plans were used to estimate impacts to right-of-way, utilities, structures and environmental resources as well preparation of preliminary cost estimates for each project. The cost estimates for alternatives that fully met the project purpose and goals were outside the amount programmed for the corridor, so the project went through a right-sizing effort to identify a project that provided the best cost/benefit ratio while still meeting the main project purpose. The resulting alternative included two roundabouts and the reconfiguration of a portion of the corridor to a five-lane section including pedestrian and bicycle accommodations. Kate was the senior traffic engineer for the corridor study and oversaw the traffic analysis and safety study.

Design Open-End Agreement, Bicycle Lane Retrofit Program, PennDOT District 6-0, Bucks, Chester, Delaware, and Montgomery Counties, PA. *Project manager.* The Complete Streets Resurfacing Program (formerly known as the Bike Lane Retrofit Program) is an initiative to systematically identify roads that are scheduled for PennDOT's roadway resurfacing maintenance program and determine if they are good candidates for bicycle facilities. RK&K aids in the screening of the corridors and prepares roadway signing and pavement marking plans, construction cost estimates, and updates traffic signal permit plans as necessary, in accordance with federal and PennDOT standards. RK&K has been involved with this program—that uses CMAQ funding—since its inception as part of E03898 (Work Order #8 2020-2022) and E04243 (Work Order #4 2021-2023). Our team has developed plans to incorporate bicycle facilities along 31 corridors and designed 69.8 miles of bicycle lanes. (2022-Present).

KATE RUSSO, PE, PTOE
Traffic Engineering Lead

I-95 Industrial Park Access Study, PennDOT District 6-0, Delaware County, PA. RK&K is a major subconsultant performing alternatives analysis, preliminary engineering, final design, and services during construction for this project. An alternatives analysis was performed to identify freight access concerns between I-95, US 322 and the three industrial parks on Concord Road, Bridgewater Business Park, I-95 Industrial Park and the Sunoco Business Park. The purpose and need for the project were established based on PennDOT, Publication 319 Needs Study Handbook. Traffic analysis was performed using VISTRO, VISSIM and VISUM to examine operations, accessibility and origin-destination data for the study area. A multimodal two-phased alternatives analysis approach was used to examine broader improvements and then to perform a more detailed analysis to identify a recommended alternative. Intersection control evaluation (ICE) forms were completed to compare the operational and safety benefits of roundabout vs. traffic signal control alternatives at selected intersections using HSM methodologies. Currently, three early action projects are in design for the signal modernization at SR 452 and I-95 ramps, a double roundabout at Concord Road & McDonald Road and a signal modernization at Concord Road & Bridgewater Road. Kate is the *senior traffic engineer* responsible for development of the traffic model for the I-95 Industrial Park Access Study in Delaware County, PA.

Ridge Pike and Germantown Pike Intersection Re-Alignment (aka Perkiomen Crossing Project), PennDOT District 6-0, Montgomery County, PA. *Traffic engineer* for this intersection re-alignment project that involves eliminating congestion and optimizing traffic flow and operations along Ridge Pike (SR 4031) and Germantown Pike (County G170) near the Perkiomen Creek Bridge crossing in Lower Providence Township, Montgomery County. Proposed improvements include relocation of Germantown Pike, a new roundabout, a new signalized intersection, full depth pavement reconstruction, drainage improvements, new stormwater management facilities and new pedestrian facilities. Kate oversaw the development of the signal plans, ITS plans, lighting plans, the signing and pavement marking plans, the pedestrian facility justification study, ICE forms and the Pedestrian Accommodation at intersection forms (TE-672).

Columbia-Wrightsville Bridge, SR 462 over Susquehanna River, PennDOT District 8-0, York/Lancaster Counties, PA. *Senior traffic engineer* for the rehabilitation of the 6,657-foot-long, 48-span, open spandrel concrete arch bridge that carries SR 462 over the Susquehanna River between the Boroughs of Columbia and Wrightsville. The rehabilitation is designed to preserve the structural integrity of the bridge while maintaining its historic characteristics. A combination of staged construction and limited duration detours is being used to maintain vehicle, pedestrian, and bicycle traffic and address the many uses of the bridge by the local communities, during construction. The proposed design includes on-street bicycle lanes in both directions across the bridge with connections to the existing trails. Careful consideration was given to maintaining pedestrian and cyclists access during construction. A roundabout will be installed at the base of the bridge in Wrightsville with multimodal access.

American Street Streetscape Project, Preliminary Engineering and Final Design, City of Philadelphia Department of Streets, Philadelphia, PA. *Senior traffic engineer* for the two-mile American Street industrial and residential corridor that was partially funded by a Federal Transportation Investment Generating Economic Recovery (TIGER) Grant. The project began as an isolated study by the Philadelphia Industrial Development Corporation (PIDC) to assess truck and vehicular access while accounting for future development. A report was developed to summarize the data collection efforts, analysis and identify a menu of improvements that included low-cost improvements such as restriping and larger improvements such as streetscape. The TIGER project that followed included improvements such as removing the abandoned railroad tracks, a road diet, providing green stormwater infrastructure, on-street bike lanes, back-in angle parking, curb bump-outs with ADA ramps, LED lighting, and improvements at the two signalized intersections on the corridor. The project also included extensive public involvement. Kate assisted with the completion of the road diet justification study, crash analysis, signing plans, pavement marking plans and the signal plans for the project. The \$26.5M project completed design and was ready for bidding in only 16 months. *

Delaware River Waterfront Corporation (DRWC), Delaware River Trail, Philadelphia, PA. *Senior traffic engineer* for the Delaware River Trail Project that included the installation of a five-mile trail through Central Philadelphia from Pier 70 in the south to Penn Treaty Park in the north. DRWC a non-profit, quasi-government agency was tasked with planning and implementing a \$770M redevelopment of the Delaware River waterfront in Central Philadelphia. The trail is one such project that features dedicated bicycle lanes, a separate sidewalk area, rain gardens, specialized solar lighting, and many other amenities. The project was phased for construction in three sections: two off-road sections along the water's edge, and one section along Columbus Boulevard, a major arterial road adjacent to I-95. Kate oversaw the design of eleven traffic signals along Columbus Boulevard to accommodate the trail, which included relocating traffic signal equipment and installing new pedestrian accommodations such as pedestrian signal heads, bicycle boxes, and crosswalks. Coordination with PennDOT District 6 was required for the phasing of the I-95 CAP as well as the Washington Avenue Project. *

*Completed prior to joining RK&K

MELISSA MIKLUS, PLA, ASLA

Planning Lead | Public Outreach



Melissa leads RK&K's Healthy Communities Group and has more than 23 years of experience designing projects from large scale master plans and greenways to prominent urban plazas and streetscapes. She effectively combines classic design principles with modern awareness, addressing infrastructure with innovative "green" alternatives to craft spaces that stimulate positive social interaction and purpose. Melissa understands the importance of safe design for pedestrians and vehicular traffic, LEED®/low impact site development, the Envision rating system, and bridging the gap between the built and natural environments. She has facilitated charrettes for parks, redevelopment master plans, Complete Streets, and greenways to provided communities with inspiration, vision, and robust public feedback that drives successful grant applications and project implementation.

EDUCATION

- MS, Landscape Architecture
- BS, Journalism, Mass Communications

REGISTRATIONS

- Professional Landscape Architect

PROJECT EXPERIENCE

Rock Creek East One Livability Study, District Department of Transportation, Washington, DC.

Melissa served as the *concept development, project branding, and community engagement lead* for this community-centric livability study, geared toward improving quality of life for District residents, workers, and visitors. The team recommended improvements such as safe pedestrian crossings, accessible bus stops, improved intersections, enhanced green spaces, and more. Melissa led concept development focused on bicycle and pedestrian safety, as well as placemaking. Recommendations involved reconfiguration of intersections to reclaim community space, reduce impervious surface, increase tree canopy, and create a space that celebrates local culture and community pride.

Transportation Planning Services/Context Driven Continued Services and Statewide Pedestrian Safety Action Plan, Maryland State Highway Administration (MDOT SHA), Statewide, MD.

Melissa served as *lead planner* for the project, which had a focus on Vision Zero and a commitment to improving pedestrian, bicycle, and motorist safety across the State, MDOT SHA began the Context Driven initiative. Melissa collaborated with officials at SHA to define the elements of Context Driven, create a brand for all components, and develop a strategic plan for launching each item internally and externally. The Context Driven approach to roadway design involves exploration of land use and typical users to balance mobility and access. Melissa developed multiple plans/collateral and coordinated the development of GIS analysis, technical design support, press releases, social media messaging, webinars, video production, and website development.

Engineering Study for Sykesville Connectivity, Town of Sykesville, Sykesville, MD. Melissa was the *project manager* responsible for leading a public driven process to identify connections to Main Street Sykesville from key destinations and neighborhoods. With a challenging landscape of steep slopes and tight roadways, the multifaceted network of trails and on-street facilities capitalizes on low-volume shared use space within neighborhoods streets with long-term action items to write grants and further explore feasibility of off-road connections that traverse inactive rail alignments, jog edges of stormwater ponds, and require signature stepped bioretention facilities and structures that reflect the history and culture of Sykesville while navigating challenging terrain to provide ADA accessibility to Main Street. As the project manager on this contract, Melissa was responsible for monitoring schedule, preparing for and participating in meetings, and overseeing completion of deliverables and all associated tasks, including data collection, a walking tour, field work, site analysis, facility selection, concept development, client/stakeholder concept review, a public workshop, and funding source research for the design, permitting, and construction of safe sidewalks and bike routes to and from Main Street.

Safe Streets for All Safety Action Plan, Loudoun County, Loudoun County, VA. Melissa is serving as the *project manager* on this contract to create a safety action plan for Loudoun County. Detailed crash and equity analyses informing this large-scale, ambitious planning effort, which includes the creation of several density transects within the County to identify specific safety issues across the County's rural, suburban, and urban contexts. Analyses are conducted at the County-wide level, as well as the transect level to gain a nuanced understanding of the safety issues in the County and being an equitably prioritized project list and targeted solutions for every type of roadway and intersection in Loudoun County.

Active Transportation Plan, Citywide Bicycle Plan, and Regional Greenway Plan, City of Lancaster, Lancaster, PA. As the *planner*, Melissa led the planning process to combine five planning efforts into one Active Transportation Plan (ATP). The countywide ATP included a bicycle master plan for Lancaster City, a feasibility study for the Engleside Greenway, a feasibility study for the Northeast Greenway, and a feasibility study for the Lancaster Heritage Pathway. The process included several focus groups, committee meetings, a charrette week, outreach to the plain sect, and extensive fieldwork that determined proper alignments for the trails all of which enhanced livability and attracted visitors to discover the picturesque landscapes and cultural treasures of the area. *

MELISSA MIKLUS, PLA, ASLA

Planning Lead | Public Outreach

Safety Action Plan, Gwinnett County, Gwinnett County, GA. Gwinnett County, fueled by the Safe Streets and Roads for All (SS4A) Grant Program, is exploring their systemic safety issues, diving into the potential causes of crash types, and aiming for a reduction in fatal and serious crashes. Melissa is serving as a *senior advisor* to understand the composition of the community, explore contextual differences across the 437 square mile landscape, identify areas of need, and craft recommendations to improve safety for all road users. Recommendations will include engineering countermeasures – like eliminating slip lanes, installing crosswalks, reducing speeds, and providing facilities for all modes of transportation – and programmatic solutions requiring coordination with police, planning, public works, education, GDOT, and others. Data sharing and site-specific challenges were revealed in a series of workshops. The final comprehensive safety action plan, titled Safe Travels, Gwinnett, will be founded in the Safe System Approach Principles: Death and Serious Injuries are Unacceptable, Humans Make Mistakes, Humans are Vulnerable, Responsibility is Shared, Safety is Proactive, and Redundancy is Crucial to achieve the objectives of Safer People, Safer Roads, Safer Vehicles, Safer Speeds, and Post-Crash Care. The County hopes to use the network identified to install multiple demonstration projects for monitoring and identifying lessons learned.

Wheeler Road Safety Improvements, District Department of Transportation, Districtwide, DC. *Lead landscape architect.* In this established neighborhood homes and a school are nestled into a tree-lined street but lack proper, safe connectivity for vulnerable road users. With the addition of sidewalks and a shared use path - space allocation, traffic calming, and providing space for multiple modes of transportation became a balance in this corridor. Melissa's team worked with natural resource experts to identify existing trees and catalog their health and longevity. Where possible, trees will be saved by jogging the new pedestrian infrastructure, using flexipave, and minimally narrowing the sidewalk. New bioretention facilities, utilities, and stormwater inlets played key roles in tree saving and new tree placement. Currently, the team is working with DC Urban Forestry to continue to explore tree saving measures and new planting strategies that will preserve the existing tree canopy to harness the benefits of stormwater management, urban cooling, habitat preservation, and shade.

Context Driven Continued Services, Maryland State Highway Administration, Statewide, MD. With a focus on Vision Zero and a commitment to improving pedestrian, bicycle, and motorist safety across the State, MDOT SHA began the Context Driven initiative. As a *designer*, Melissa collaborated with the Bicycle and Pedestrian Coordinator and Assistant Chief of the Regional and Intermodal Planning Division (RIPD) to define the elements of Context Driven, create a brand for all components, and develop a strategic plan for launching each item internally and externally. The Context Driven approach to roadway design involves exploration of land use and typical users to balance mobility and access. The initial launch of this new direction from MDOT SHA included the publication of a guide and presentation at MdQI.

Ellicott City Wayfinding, Howard County, Ellicott City, MD. As the *contract manager*, Melissa collaborated with Ellicott City to establish a new vision for wayfinding to provide clarity for visitors looking for parking areas and accessing Main Street. With the challenges of topography, narrow streets, tight sidewalks, and remote parking visitors are often frustrated and believe there is no parking capacity available. There is also a perception that walking to Main Street from several parking areas is not accessible, is time consuming, and too challenging to traverse. This effort includes an analysis of how people move to and through Ellicott City via driving, walking, and biking and which environmental cues should be implemented to improve awareness of parking availability and the mobility effort, access, and distance to Main Street. The final product will include a new design for wayfinding signs, a decluttering program for existing superfluous signs, and a placement plan to direct all modes to parking, Main Street, and along safe and accessible routes (or indicates level of effort along the route).

Iron Hill to Glasgow Park Pathway, New Castle County, New Castle County, DE. As the *lead planner*, Melissa led the team to explore a new trail connection from Iron Hill Park to Glasgow Park in Newark, DE. This path will be a recreational resource for the community as well as a transportation link to places of employment, industrial areas, Glasgow High School, restaurants, homes, and cultural destinations. After collaborating with key stakeholders and the community, the team crafted a plan that became more than a single route between two parks. The final plan illustrates over 20 miles of trails and provides documentation of cultural and natural resources, land use, historic markers, future development, steep terrain, and regional transportation. All data associated with the trail is captured in GIS files for the County to continue to update as the trail system is integrated into the robust network of pathways across the state.

Cordova Village Master Plan, Talbot County, Village of Cordova, MD. On this contract, Melissa served as the *public involvement and concept development lead*, where she was responsible for designing the outreach strategies and concept development efforts with the goal of preserving the town's history and character. She coordinated with the stakeholders of the community to facilitate a visioning charrette to identify a concept that upgrades the existing safety, land use and necessary redevelopments while preserving the desires and culture of the current community members. The concepts involved transforming a recycling area into a park, reusing an inactive rail alignment as a local and regional trail, and re-purposing the volunteer fire department parcel to provide stalls for local farmers, gathering spaces, food service areas, garden demonstration areas, and stall for local crafts.

**Completed prior to joining RK&K*

BEN SNYDER, PE

Design Engineering Lead



Ben has the expertise in managing and designing similar projects in this agreement. His experience spans the project development lifecycle, from alternatives development for projects and proposals, design tasks for preliminary engineering and final design, and final plan preparation, quantities, and specification development. Ben manages and designs projects for the PennDOT and the Pennsylvania Turnpike Commission. Additionally, Ben serves on the Program Management teams for the statewide work zone speed safety camera programs in Pennsylvania and Indiana.

EDUCATION

- BS, Civil Engineering

REGISTRATIONS

- Professional Engineer
(PA-PE083202)

PROJECT EXPERIENCE

Consultant Project Management Support, PennDOT District 8-0, Dauphin County, PA. As a *consultant project manager* for District 8-0, Ben serves as a representative of the District overseeing local-led projects. Duties include providing guidance to local project sponsors for project development and execution and ensuring compliance with PennDOT and federal standards, policies, and requirements.

SR 22/230, Cameron Street Pavement Preservation, PennDOT District 8-0, Dauphin County, PA. As the *subconsultant project manager* for RK&K, Ben oversaw the development of the MPT plans, 901 spec, utility coordination, and pre-bid construction schedule. This project involved pavement preservation improvements along Cameron Street in the City of Harrisburg and Susquehanna Township and included pavement patching, guide rail, curb ramps, signing, marking, and signal upgrades.

SR 1010, Sec 029, Lemoyne Bottleneck Improvements, PennDOT District 8-0, Cumberland County, PA. As the *subconsultant project manager* for RK&K, Ben oversaw the development of the signal plans, utility coordination, and pre-bid construction schedule. This project involved safety improvements along SR 1010/Market Street in the Wormleysburg and Lemoyne Boroughs and included roadway reconfiguration, guide rail, curb ramps, signing, marking, and signal upgrades.

Roundabout Support, PennDOT Bureau of Design, Statewide, PA. *Project engineer* responsible for overseeing interaction with RK&K's subconsultant on the Lancaster County roundabout screening in District 8-0 and roundabout screenings throughout District 5-0. He developed and coordinated a screening method, algorithm, and system for ranking candidate roundabout sites; presented findings to PennDOT and local stakeholders; and assisted in the preparation of interim and final reports.

MP 333 – 351 (Norristown to Bensalem) Transportation Improvement Study, Pennsylvania Turnpike Commission, Montgomery and Bucks Counties, PA. As *traffic engineer*, Ben developed existing conditions mapping, multiple roadway design options (one lane widening, two-lane widening, and various other alternatives), and numerous roadway typical sections in the area of the PA Turnpike from MP 333 (Norristown and Mid-County Interchanges) to MP 351 (Bensalem Interchange). He developed multiple interchange options to accompany the selected roadway design option and assisted with the development of interim improvement concepts throughout the corridor. Ben assisted with developing reports and graphics for various submissions within the study, including the interim improvements report, the draft and final overall study report, as well as various reports relating to post-study support. He assisted with the part-time shoulder use concept between the Mid-County and Fort Washington interchanges, investigating both geometric and operational considerations. Ben coordinated work with subconsultants working for RK&K on this project. He assisted with the analysis of raw origin-destination data from the Turnpike to reconcile traffic volumes collected from various sources. Ben developed geometric alternatives, performed traffic analysis, and compiled reports on potential bridge replacement or removal scenarios of PennDOT-owned roadways crossing over the Turnpike in this corridor.

7th Street Multimodal Corridor Study, PennDOT District 5-0, Allentown, PA. *Project engineer* responsible for the development of the planning level mapping for the project, including existing conditions for numerous facilities, including existing sidewalk width, parking areas, bus stops, loading zones, etc. Developed and designed numerous alternatives for roadway reconfiguration.

SR 441, Sec 012 Relocation Project, PennDOT District 8-0, Columbia Borough, Lancaster, PA. *Project engineer* responsible for preliminary engineering, final design, and construction consulting to reduce traffic congestion and redirect larger vehicles from the historic Borough of Columbia's downtown area. He supported the project team with final design engineering and provided quality assurance/quality control services for engineering plans focusing primarily on inroads design work, ADA sidewalks, and driveway design.

BEN SNYDER, PE
Design Engineering Lead

Columbia-Wrightsville Bridge (SR 462, Sec 038 over Susquehanna River), PennDOT District 8-0, York and Lancaster Counties, PA. *Project engineer* responsible for the development of the conceptual-level roundabout alternatives for the five-leg intersection in Wrightsville at the west end of the project. The bridge is a historic structure spanning over one mile in length. As part of the project, improvements to the bridge terminal intersections on both sides of the river are proposed.

SR 34, Section 023 and Sunnyside Drive, PennDOT District 8-0, Cumberland and Perry Counties, PA. *Project engineer* responsible for providing design services for preliminary layout and additional engineering phases of SR 34. Duties included meetings with the client and review of alternatives for difficult portions of the project. This project addressed safety and congestion issues by upgrading an existing intersection to a roundabout.

SR 78, Sec AUX, Roadway Reconstruction and Resurfacing, PennDOT District 5-0, Lehigh County, PA. *Project engineer* responsible for all roadway activities from preliminary engineering through final design and construction support services. This project converted the shoulder to an auxiliary lane on I-78 outside of Allentown. Developed design alternatives, ran designs in Inroads, and compiled plan sets, reports, and PennDOT forms.

SR 222, Sec 01S and Schantz Road, PennDOT District 5-0, Lehigh County, PA. *Traffic engineer* responsible for the preliminary layouts, completed field visits and prepared existing conditions measurements for the multiple intersection alternatives for this corridor, which spans Berks and Lehigh Counties. This project converted an existing two-way stop-controlled intersection on a high-speed corridor to a multi-lane roundabout.

SR 209, Sec 16S, and SR 115, PennDOT District 5-0, Monroe County, PA. *Engineer* responsible for initial field visits and the development of conceptual-level roundabout alternatives within the project corridor. Ben provided design reviews to the project team. This corridor safety improvement project involved one signalized and three, two-way stop-controlled intersections that started from an alternatives analysis and were taken through construction. RK&K completed the alternatives analysis which examined traffic signal versus roundabout options. Completed the preliminary engineering and final design for roundabouts at two intersections, including one five-leg intersection, and traffic signals at one intersection. Pedestrian hybrid beacons were incorporated into the design of the roundabout intersections. Significant stakeholder coordination was required due to commercial properties and a high school located adjacent to the project.

Automated Work Zone Speed Enforcement Program Support, PennDOT Bureau of Maintenance and Operations/Pennsylvania Turnpike Commission, Statewide, PA. *Deputy program manager* responsible for assisting with the development of various program start-up tasks, including the development of an inter-agency agreement between PennDOT, Turnpike Commission, and Pennsylvania State Police (PSP). Performed coordination for the development and release of the System Administrator RFP and assisted with the selection of the System Administrator. Assisted with the coordination, setup, and execution of System Administrator demonstrations and maintained regular coordination between PennDOT, Turnpike Commission, PSP, subconsultants on the Program Administrator team, and the System Administrator. Prepared the necessary materials for both regularly scheduled weekly meetings and any other meetings required for the program. Assisted with the development of program business rules, deployment scheduling, QA/QC procedures, and reporting needs. Regularly provided on-site support at both PennDOT and Turnpike facilities. Supported other associated activities, such as reviewing Work Zone Speed Limit reduction evaluations and preparing applicable policies and standards.

Worksite Speed Control Systems Program, Indiana Department of Transportation, Statewide, IN. *Program manager* responsible for overall program development and start-up. Established initial program schedule and ensure ongoing compliance with the schedule. Led the development and release of the Vendor RFP, led the development of vendor demonstration logistics, and provided technical advisement for INDOT staff during the vendor selection process. Scheduled and led weekly team meetings with multiple stakeholders during the development phase of the program. Managed and directed work of subconsultants on the RK&K team. Led team members in the development of supporting documents and materials, including Concept of Operations, signing packages, QA/QC procedures, Business Rules, and reporting needs. Provided on-site support at the client as needed.

TSMO Strategic Support, Washington State Department of Transportation, Statewide, WA. *Technical advisor* responsible for providing input and feedback on the development of the statewide work zone speed safety camera program in Washington state. Provided input on legislative discussions and interpretation, appeals process, development of vendor RFP, and involvement with various planning meetings during program development.

EILEEN COLLINS, PE, PTOE

Transportation Planning | Safety Studies



Eileen is a former PennDOT Safety Management Division Chief and has previously managed large and diverse teams of experts to implement PennDOT policies and programs. During her tenure with PennDOT she developed various policies and programs related to congestion management, signing, incident management, and highway safety. As a consultant, she has managed numerous PennDOT assignments and has been the agreement manager or lead project manager on a variety of PennDOT Central Office and District traffic related contracts. Her experience includes interchange studies, corridor studies, project needs studies, point of access studies, transportation/traffic impact studies, safety studies/audits and planning studies. She has been involved in alternative analysis/design for

roundabouts, as well as the development of construction plans/bid documents for signing projects, signal projects, highway projects and construction inspection/consultation services. At Drive (DE) Eileen serves as a senior traffic engineer.

EDUCATION

- BS, Civil Engineering

REGISTRATIONS

- Professional Engineer (PA-PE044250E)
- Professional Traffic Operations Engineer (#1527)

PROJECT EXPERIENCE

Smart Transportation Training, PennDOT Central Office, Statewide, PA. *Project manager* who assisted the Department in conducting workshops and training related to Smart Transportation and Highway Occupancy Permits to various stakeholder groups including planners, municipalities and engineers. (i.e. American Planners Association Workshop Training, Lancaster County Planning Commission/Local Municipalities Workshop Training).

Royerstown Road/Marietta Pike & Good Drive/Marietta Pike, Lancaster County Transportation Authority (LCTA), Lancaster, PA. *Project manager* for Royerstown Road/Marietta Pike and Good Drive/Marietta Pike LCTA Project. Coordinated with other consultant, PennDOT, municipalities, and LCTA and Planning Commission staff to develop TIS and future roadway conditions/alternative snapshot. Also assisted in project delivery of Mt. Joy Traffic Signal project for LCTA.

Eastern Lancaster Land Use Study, Lancaster County Planning Commission, Lancaster, PA. *Project manager* for traffic calming study to improve safety along SR 23 in Lancaster County.

SR 0997 (037) and SR 2015 (009), PennDOT District 8-0, Franklin County, PA. *Traffic engineer* responsible for the intersection improvements at SR 997 and SR 2015 (Orchard Rd/Tomstown Rd) and SR 2015 and Washington Township Boulevard. Dual roundabouts will be constructed to connect a local roadway to SR 997. Work on SR 997 will include roadway widening, drainage upgrades, and stormwater management. Coordination with the Township and a developer are necessary to facilitate future work on Washington Township Boulevard and adjacent residential and commercial development. Preliminary design work tasks include project scoping, surveys, data collection, safety review, Level 1b CE, historical and archaeological surveys, line and grade submission, preliminary right-of-way plan, preliminary erosion and sediment pollution control, stormwater management, preliminary traffic control, utility coordination, public involvement, and design field view. Responsible for traffic analysis and QA/QC.

Route 30 Long Range Planning Study, PennDOT District 12-0, Westmoreland County, PA. *Project manager* for the development of a Long-Range Transportation Plan for the 6-mile congested corridor. Various traffic analyses were performed to determine potential improvement projects along the corridor to address congestion. Mitigation strategies included geometric improvements, access management recommendations, and recommendations for the local municipalities to incorporate in their planning and zoning regulations. Project was completed on schedule.

PA Route 422 Corridor Needs Study, PennDOT District 10-0, Indiana County, PA. *Project manager* for traffic data collection, analysis and the development of the project needs report and safety audit for the 18-mile corridor, and public meetings. Coordinated and managed the roadway safety audit performed for corridor involving maintenance personnel, state police, design engineers, and traffic engineers. Completed a roadway safety audit report for the corridor. Presented at public meeting.

Route 23 Access Management and Traffic Calming Study, LCTA, Lancaster County, PA. *Project manager* for a study to develop access management and traffic calming recommendations throughout the 10-mile study area along Route 23. Project included data collection, analysis of traffic projections and operations for determining recommended improvements, accident analysis, recommended improvements, and an implementation plan.

EILEEN COLLINS, PE, PTOE

Transportation Planning | Safety Studies

SR 0056 Safety Study, PennDOT District 9-0, Bedford and Somerset Counties, PA. *Project manager* for 17-mile Route 56 corridor safety study. As part of the project traffic data collection, travel time runs, safety audit, and roadway deficiency analysis were conducted. This resulted approximately 15 location specific projects proposed along the corridor to address roadway deficiencies and safety concerns. As part of the project traffic data collection, travel time runs, safety audit, and roadway deficiency analysis were conducted. Conducted a total of six (6) public meetings to develop and finalize location specific projects proposed to address safety and needs along the corridor. One unique item regarding this study was that public meetings at two locations were held prior to the safety audit and deficiency analysis being completed to ensure the engineering team was able to incorporate concerns of the motorists and residents at the beginning of the study. Typically, the engineering evaluation work occurs first, and the public is informed of Department findings. The study was successful in that the final improvement projects had concurrence and understanding by the officials and public regarding both the Department's project process and the improvements being proposed.

Route 11 Corridor Planning Study, Antrim Township, Franklin County, PA. *Project manager* for the completion of the Route 11 Corridor Planning Study. Study involved over four miles of corridor analysis involving 10 intersections over 24 parcels planned for future development to determine roadway network concerns and needs. Tasks included roadway deficiency data collection, crash analysis, traffic analysis, and concept alternatives and recommendations. Project involved presentation to Township as well as Franklin County MPO and PennDOT.

Traffic Consultant, Antrim Township, Franklin County, PA. *Traffic engineer consultant* for the Township responsible for conducting TIS scoping meetings, reviewing traffic impact studies, and providing consulting for other transportation matters. Previously conducted a 4-mile corridor planning study for Route 11 for the Township; study involved assumptions and trip generation for over 25 commercial highway/ industrial zoned parcels that are currently under contract for development or will be developed in the next 10 years.

Traffic Consultant, Silver Spring Township, Cumberland County, PA. Served as the *traffic engineer consultant* for the Township. Responsible for reviewing traffic impact studies and providing consulting for various other transportation matters. Signal permit plans were recently completed to add emergency pre-emption devices to the township signal system.

Traffic Consultant, Lower Allen Township, Cumberland County PA. Served as the *traffic engineering consultant* for the Township. Responsible for reviewing traffic impact studies and providing consulting for other transportation matters.

Traffic Consultant, Upper Allen Township, Cumberland County PA. Served as the *traffic engineering consultant* for the Township. Responsible for reviewing traffic impact studies and providing consulting for other transportation matters.

Safety Projects, PennDOT District 8-0, Districtwide, PA. *Traffic engineer* responsible for various traffic studies and development of signal plans/construction documents for PennDOT District 8-0. Projects included: Route 283/1- 283/Turnpike Interchange Study; PA 741/Belmont Road, Lancaster, PA Safety Project; Route 30 Signal Corridor Improvement Project, York, PA; Mountain Road/Bluebird Road Safety Project, Linglestown, PA; Route 34/850 Signal Project Shermansdale, PA.

Adaptive Signal Design Project, PennDOT District 8-0, Cumberland and Dauphin Counties, PA. *Project engineer* involved with adaptive signal design for over 50 existing traffic signals located on Carlisle Pike and US 22/Walnut Street. Provided QA/QC for elements of project. Lessons learned include incorporating review of existing signal controller equipment, and proactive municipal communication.

South Market Street/ US 15 Ramp Signal Project, PennDOT District 8-0, Upper Allen Township, PA. *Traffic engineer* for Township. Provided project delivery assistance for final design of 2 new signals, and coordination with 2 existing signals, bid package and construction. Performed inspection for the Township.

Traffic Impact Study, Palmer Town Centre, Northampton County, PA. *Traffic engineer* responsible for detailed traffic impact study involving 16 intersections for major multi-use retail development. Project involved traffic presentations at various rezoning and planning commission hearings and coordination with two adjoining municipalities as well as PennDOT Highway Occupancy permits/plans.

ROSANNE LUBECK

Transportation Planning | Safety Studies



Rosanne earned a Masters in Community Planning from University of Maryland in College Park and has since worked in the transportation field for the agencies in Philadelphia, City of Chicago (Illinois), and economic development organizations in the Washington, DC area. Rosanne's planning work is informed by a prior decade-long career in advocacy and public relations. Her varied experience has developed her priorities for creating high-quality communication, detailed project management, and innovative participatory processes.

EDUCATION

- MS, Community Planning
- BS, Political Science & Communication

PROJECT EXPERIENCE

Eagle Village Gateways and Mobility Plan, Upper Uwchlan Township, Delaware Valley Regional Planning Committee (DVRPC), Chester County, PA. *Engagement lead* that led public outreach for a plan to improve safety and connectivity through a historic downtown commercial area. Included outreach specific to businesses as well as residents.

Freedom Transit, Transit Development Plan (TDP), PennDOT Bureau of Public Transit, Washington County, PA. *Project manager* responsible for conducting stakeholder engagement as part of the Freedom Transit, TDP. Advised on effective and inclusive public participation for the project's Public Involvement Plan and supported stakeholder interviews and meetings. DE is responsible for supporting the engagement strategy with stakeholders which includes a roundtable meeting that will feature agency, nonprofit, private, and public sector partners. Developed transportation section of the existing conditions report, including analysis of RITIS and Replica data, potential projects with potential to improve transit, and made the information presentable and accessible to all audiences.

Reimagining Regional Rail, Southeastern Pennsylvania Transportation Authority (SEPTA), Philadelphia, PA. *As engagement lead*, collaborated with SEPTA on the Reimagining Regional Rail project, providing a system-wide examination of how the Regional Rail system fits into SEPTA's vision for a lifestyle network of frequent, all-day, and all-week services. Developed an impactful engagement strategy and innovative tools such as the 'engagement snack cart' to deepen understanding of barriers and opportunities, enabling SEPTA to better grasp riders' needs for a more equitable, inclusive, and seamless network. Responsibilities included designing, constructing, and executing the snack cart concept for pop-ups, leading creative engagement efforts that met people on and off the rail system, and analyzing survey data to find underrepresented segments and design solutions to elevate community voices. Focus group results fundamentally changed SEPTA's view of the system's future expansion while engaging thousands on how the system could improve.

Mobility Choices Study, Transportation Conversations in Three Black and Latino Communities in the Greater Philadelphia Region, DVRPC, Philadelphia & Norristown, PA, Trenton, NJ. *As engagement lead*, Rosanne spearheaded a comprehensive study to understand transportation decision-making in historically underserved communities, employing a range of methods and engagement tactics, resulting in a report that will inform future studies, programs, services, and infrastructure needs identified by the Delaware Valley Planning Commission. *As project manager*, coordinated subcontractors and staff to execute simultaneous partner-based engagement efforts in three communities, layering strategies to ensure multiple access points for community members. Gathered rich qualitative data to add information about the lived experience to the MPO's comprehensive quantitative data stores for use in the determination of future funding priorities.

Program Center, Transportation Advisory Committee (TAC) Open-End Agreement, WO#4 and WO#17, PennDOT, Statewide, PA. *As engagement lead*, Rosanne contributed to the 2025 PA Transportation Performance report. Worked to update the annual status report with wildlife statistics, commentary and graphs, performance measure bullets, equity analysis, bullets for safety, and methodology. Rosanne also developed public-facing definitions and information about PennDOT's programs for an umbrella site focused on Transportation Demand Management, including collaboration with Philadelphia and Pittsburgh area MPOs. Drafted website text and assisted in the organization of information for multiple audiences.

ROSANNE LUBECK

Transportation Planning | Safety Studies

Bus Revolution Comprehensive Bus Network Redesign, Southeastern Pennsylvania Transportation Authority (SEPTA), Philadelphia, PA.

Senior transportation planner. SEPTA's Bus Revolution plan was comprehensive bus network redesign to better serve the Philadelphia region by adapting to the evolving needs of its community of riders. Bus Revolution builds on SEPTA's strategic plan, SEPTA Forward: A Vision for a Stronger Future, setting the foundation for a more inclusive, efficient, and sustainable transit system for Philadelphia. The Bus Revolution included four rounds of community engagement, featuring 178 events across the service area and gathering over 20,000 comments. After each round, we reviewed and analyzed feedback to continuously update and improve our recommendations. The recommendations incorporate four rounds of community feedback and a thorough analysis of SEPTA's current bus routes, ridership trends, local and regional travel patterns, and demographic data.

Economic Development Strategy, Berks County, Berks County, PA. *Senior transportation planner* developing a plan with input from community members of various backgrounds, including residents, business owners, local officials, and leaders from education and nonprofits. The IMAGINE Berks team gathered insights and feedback from the community and combined it with quantitative data to understand Berks County's current economy and future prospects. This analysis helped identify six focus areas: business and industry growth, small business and entrepreneurship, infrastructure and land use, talent and economic mobility, housing, and placemaking. For each area, the team set goals and strategies based on impact and feasibility and established metrics to track progress over the plan's five-year span and developed a coordinating implementation plan.

Vision Zero Action Plan, Hudson County Division of Planning, Hudson County, NJ. As the *senior transportation planner*, Rosanne led planning and implementation of the first demonstration project on a Hudson County roadway, John F. Kennedy Boulevard, with several components under consideration for permanent improvements. Hudson County's Division of Planning is creating a Vision Zero Action Plan to enhance street safety, supported by a \$480,000 Federal Safe Streets and Roads for All (SS4A) planning grant, to be released late in 2024. The demonstration project was complemented by public meetings, both in-person and virtual, to discuss the high injury network and proposed countermeasures. On-site signage led to a pre-recorded audio tour explaining the components in English, Spanish, and Hindi for those walking through the demonstration project after the installation event.

Neighborhood Bikeways, City of Philadelphia, Philadelphia, PA. As *senior transportation planner* assisted with the Neighborhood Bikeways Study explored opportunities to implement bikeway infrastructure tailored for constrained streets in three Philadelphia neighborhoods: Strawberry Mansion, Lower Germantown, and Fishtown. These areas, chosen for their limited bicycle infrastructure, represent significant gaps in Philadelphia's overall bicycle network. The solutions were focused on identifying desired paths and making improvements on local streets (excluding arterials) to ensure safe, comfortable biking within neighborhoods where people of all ages and experience levels.

Jersey City on the Move, North Jersey Transportation Planning Authority (NJTPA)/Jersey City, Jersey City, NJ. *Senior transportation planner.* The goal of this study was to explore innovative and emerging mobility options and evaluate which modes best supplement the existing transit service areas. Through data analysis and creative engagement, we identified gaps in mobility and talked to the community directly about the best way to understand the cause of those gaps to find the solutions that best serve the community. Working with NJTPA and Jersey City, responsible for conducting dozens of interviews with community stakeholders. By adding qualitative data on the lived experience, our engagement process identified a transit desert previously unidentified by data sources. Over 100 residents participated in virtual public meetings held in a small group, workshop model. These meetings educated residents about emerging transportation modes and technologies to gauge comfort levels on topics such as autonomous shuttles, aerial mobility, and MaaS, as well as more familiar shared micro mobility options available from the private sector. These inputs directly related to the plan's recommendations for further actions and possible pilots, which were presented in an open house late spring 2022.

Traffic Calming Toolkit, Jersey City, Jersey City, NJ. Jersey City conducted a year-long study to create an updated "Traffic Calming Toolkit" aimed at enhancing travel safety citywide. As *senior transportation planner*, Rosanne assisted with the study reviewing existing traffic calming measures, recommending new ones based on federal and state guidelines, and establishing a method to prioritize locations for installations. Also developed concept designs for 12 high-priority areas and included an equity assessment to guide analysis and community engagement. Throughout the process, the public was engaged through online surveys and public meetings, including public-involved demonstration projects that tested new methods on Jersey City Streets, including Jersey City's first chicane.