

JUNE 20, 2025



RESPONSE FOR THE TRI-COUNTY  
REGIONAL PLANNING COMMISSION (TCRPC)  
REQUEST FOR QUALIFICATIONS

# ENGINEER/PLANNER FOR FEDERAL AID PROJECTS

**SUBMITTED BY:** Michael Baker International, Inc.  
4431 North Front Street, 2<sup>nd</sup> Floor  
Harrisburg, PA 17110

**Michael Baker**  
INTERNATIONAL

June 20, 2025

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

Re: Request for Qualifications (RFQ) for Engineer/Planner for Federal Aid Projects

Dear Mr. Bomberger,

Next year, TCRPC will celebrate its 60<sup>th</sup> year of service to the Greater Harrisburg region. The planning team that TCRPC hires through the RFQ process will be a vital resource in supporting its work program through its golden anniversary and beyond, extending to the end of the decade.

In response to your RFQ, Michael Baker International, Inc. (Michael Baker) has assembled an excellent team with the required qualifications and commitment to regional planning that this contract will require. It will be led by TCRPC alumna **Brian Funkhouser, AICP** as the Project Manager, with support from **Thomas Phelan, PE, PEng** (freight planning), **Daniel Szekeres** (technical planning), **Todd Trautz, PE, PTOE** (traffic planning, engineering, and operations), and **Tracey Vernon, AICP** (community planning and development).

Michael Baker has augmented our team with two specialty Disadvantaged Business Enterprise firms that will add value to TCRPC's program. We have included former Pennsylvania Department of Transportation Deputy Secretary **Toby Fauver, FAICP** of Rockland Planning, Inc., a noted expert on public funding and multimodal transportation. We have also retained **Julia Johnson** of Wordsworth Communications, who will provide professional editing, page layout, and design services. Michael Baker has strong, long-standing working relationships with both firms, which work effectively as an extension of our staff. We have further elaborated on our team's skills within our submission.

As TCRPC approaches a major milestone anniversary, the Michael Baker team looks forward to providing transportation planning and technical assistance to TCRPC and the people of the Capital Region. As members of this community, we have a vested interest in the success of TCRPC. Please contact Brian at 717.213.6236 or [brian.funkhouser@mbakerintl.com](mailto:brian.funkhouser@mbakerintl.com) with any questions you may have regarding the enclosed qualifications.

Sincerely,

**MICHAEL BAKER INTERNATIONAL, INC.**



Steven Barber, PE, PTOE  
Principal-in-Charge



Brian Funkhouser, AICP  
Project Manager

# 1 ■ TECHNICAL KNOWLEDGE & EXPERIENCE

The planners on the Michael Baker International, Inc. (Michael Baker) team have a deep appreciation for the work and service that agencies like the Tri-County Regional Planning Commission (TCRPC) provide to their partners and constituents. Many of our planning professionals have prior experience in planning for transportation infrastructure and services, working for other Planning Partners, the state, or as county Planning Directors. Our experience stems not only from our work as consultants but also as practitioners.



## ROADWAY & BRIDGE DESIGN, INCLUDING PROJECT COST ESTIMATING

While Michael Baker assists clients with planning services, we are primarily known as a highway and bridge engineering firm. In the mid-Atlantic Region, we consistently rank among the top design firms, including holding third in the 2024 rankings. We are also strong in bridge design, maintaining the fifth position in 2024.

Notably, we spearheaded the I-81 Improvement Strategy, where **Justin Gochenauer, PE** oversaw all engineering aspects of the project. Currently, our planners are leading a team of engineers on the Pike County SR 2001-405 Alternatives Analysis. This study focuses on a narrow, two-lane, four-digit state route in rural Pike County, with safety concerns regarding the over-tracking of commercial vehicles. Michael Baker's Civil Engineers developed plans to address roadway widening and bridge reconstruction needs, as well as improvements to an intersection (traditional and a roundabout), with estimated costs. The project will inform the Northeastern Pennsylvania Alliance (NEPA) Metropolitan Planning Organization's (MPO) work as it develops its 2027 program.



## PLANNING & DESIGN OF TRAFFIC MANAGEMENT FACILITIES

Traffic engineering within Michael Baker's Harrisburg office is led by **Todd Trautz, PE, PTOE**. Todd leads a group of 15 traffic engineering professionals and was the Senior Engineer responsible for the analysis performed as part of the I-81 Improvement Strategy. Todd's team assists with initiatives related to intelligent transportation systems, traffic calming, and signals. They are also experts in issues related to traffic design (e.g., maintenance and protection of traffic during construction, signing, roundabouts, pavement markings, and delineation), traffic planning (including

travel demand modeling, transit planning, and bus rapid transit), and traffic studies (roadway safety studies/audits, highway occupancy permits, interchange point of access, origin/destination studies, congestion management processes, and active transportation). We also support the Pennsylvania Department of Transportation (PennDOT) on a wide variety of Transportation Systems Management and Operations (TSMO)-related initiatives.



## TRAVEL DEMAND MODELING, SUPPORTING STUDIES, & DATA DEVELOPMENT

**Daniel Szekeres** of Michael Baker's Harrisburg office has been assisting PennDOT and the state's Planning Partners for many years on travel demand modeling efforts. Dan's knowledge of Travel Demand Modeling has been instrumental in helping MPOs understand the consequences of highway network expansion, such as his work with the Williamsport MPO on the Central Susquehanna Transportation Project or his more recent work with the Centre County MPO in providing assessments of travel time reliability on the county's roadways to help identify and assess congestion hot spot locations. Dan also supports PennDOT and its Planning Partners on regional air quality assessments and modeling and is one of the rare consultants who give presentations at annual Planning Partner conferences on topics related to air quality, congestion, and electric vehicle (EV) charging.



## GEOGRAPHIC INFORMATION SYSTEMS (GIS) ANALYSES, VISUALIZATION, &/OR SCENARIO PLANNING

Michael Baker's GIS analysts are proficient with the use of ArcGIS Pro and other relevant platforms, utilizing them to effectively communicate the spatial aspects of our clients' plans and studies. They routinely employ these platforms in processing land use, transportation, and demographic datasets, and geospatial dashboards for real-time data updates and monitoring. **Benjamin Warner**, while an employee of TCRPC, designed a dashboard to convey information on crash history regionwide. We have also leveraged ArcGIS for use in performing spatial analysis that supports infrastructure prioritization, environmental screening, and equity mapping. Our use of ArcGIS Story Map has been a popular tool for making final planning products more visible and accessible to the public, such



as the ones **Morgan Ruziecki (Rockland)** has developed for PennDOT's Byways Program and the [Performance Measures Dashboard](#) for the Susquehanna Economic Development Area - Council of Governments (SEDA-COG) MPO. Additionally, **Julie Johnson (Wordsworth)** contributes to the development of plans and reports that are visually compelling. Her work extends beyond standard formatting, ensuring that final products are a positive reflection of our clients.



### PLANNING STUDIES RELATING EMERGING TRENDS & ISSUES TO TRANSPORTATION PROJECT NEEDS

While current national transportation priorities are still evolving with the new administration, Michael Baker has been at the forefront of studies related to emerging trends and transportation project needs. This is reflected in recent studies we have conducted related to EV charging for the SEDA-COG MPO and the North Central Rural Planning Organization (RPO). Additionally, our policy work for the state Transportation Advisory Committee (TAC), supported by **Tracey Vernon, AICP, PP**, has included our current study examining the needs of Pennsylvania's transportation workforce in light of changing demographics. **Brian Funkhouser, AICP** has been working with PennDOT's Program Center to create a process that better incorporates Planning Partner input on project development in the age of asset management and associated tools (e.g., Project Builder).



*The high-profile policy studies we conduct for the TAC and the State Transportation Commission (STC) provide tremendous synergies and value-added benefits for planning initiatives at the MPO region level.*



### SAFETY, CONGESTION MANAGEMENT, FREIGHT PLANNING, & RELATED SUPPORT

Safety is the Harrisburg Area Transportation Study (HATS) MPO's top priority, and Michael Baker maintains that emphasis as part of all of our planning and engineering work. Notably, we have played a vital role in managing and delivering all iterations of PennDOT's statewide Highway Safety Network Screening program since its first iteration in 2017. Also, we have been heavily involved in freight planning, particularly since the passage of the Fixing America's Surface Transportation Act in 2015. We have completed regional freight movement plans (FMPs) for

several MPOs statewide, including HATS in 2018. We also held a leadership role in developing Pennsylvania's first freight plan, *PA On Track*, and led the subsequent plan update in 2022. We are currently leading the update of the FMP for the Program Center. Our planning group has managed the state Freight Work Group since its inception in November 2017, and **Thomas Phelan, PE, PEng** has been a highly sought-after expert on issues related to commercial vehicles. His freight-related work with the state TAC has guided public policy on these topics ([Expanding Truck Parking in Pennsylvania](#); [Truck Weight Exemptions, Transportation and Land Use Implications of E-Commerce](#)).



### PLANNING & DESIGN SERVICES FOR NON-MOTORIZED TRAVEL

In February 2025, Michael Baker completed a feasibility study for the extension of the Cumberland Valley Rail Trail from Shippensburg south into Chambersburg. Within the past six months, we have also completed Active Transportation Plans (ATPs) for the Centre County MPO and the NEPA MPO. Locally, we are currently assisting Lower Paxton Township with its own ATP. We recently coordinated with Perry County Planning Coordinator Jason Finnerty to engage the plain sect population as part of our work on the I-81 Exit 37 Interchange Improvement Study.



### LAND USE & GROWTH MANAGEMENT PLANNING, INCLUDING ENVIRONMENTAL STUDIES

Former TCRPC Director James Szymborski was a strong proponent of strengthening the connections between transportation planning and land use planning. Our current study of the I-81 Exit 37 Interchange has navigated these challenges and analyzed how to best incorporate private capital investment into the planning and programming process. Michael Baker will be presenting the preliminary results of our study to the Interstate Steering Committee this month. Additionally, through our Long-Range Transportation Plan (LRTP) work, we regularly conduct environmental buffer analyses to gauge the impact of proposed programs on the environment.



### STORMWATER MANAGEMENT, MODELING, & DESIGN

Michael Baker has significant statewide experience in preparing reports, drawings, and supporting data necessary to not only obtain a Chapter 102 General National Pollutant Discharge Elimination System (PAG-02) permit approvals

but also to control stormwater as it relates to changes in the imperviousness of sites. Our team has experience in all forms of stormwater management, including basic retention basins, underground storage, infiltration basins, other green infrastructure, and Managed Release Basins

in cases where sequestering runoff is infeasible. We also implement erosion and sediment control Best Management Practices (BMPs) and Post-Construction Stormwater Management BMPs.

## 2 ■ CONCEPTUAL PLANNING KNOWLEDGE & APPLICATION



*As a multidisciplinary firm, Michael Baker has an intrinsic understanding of how planning, engineering, and community needs inform one another. Planning sets the vision and the context, defining long-range goals that shape how the project is scoped and prioritized. Engineering ensures that ideas are practical, efficient, and constructable, while community needs are considered to understand public preferences that help shape the ultimate solution. As we work through these disciplines iteratively, it creates an enhanced approach that delivers optimal project outcomes.*

Michael Baker has vast project development experience, taking ideas from planning into real-world design. We are also adept at alternatives evaluation, as seen in our work on the I-81 Exit 37 Interchange, where we examined the pros and cons of different interchange configurations, or in our current project in Pike County on the SR 2001-405 Corridor Alternatives Study. For that project, our engineers coordinate with MPO and PennDOT District 4-0 staff, as well as the National Park Service (a major land owner in the project area) to identify not only roadway alternatives but also low-cost improvements involving truck re-routing, signing, and TSMO-oriented improvements as low-cost options to improve safety and traffic conditions until more capital-intensive projects could be funded through the regional Transportation Improvement Programs (TIPs).

Our work involving stakeholder collaboration is an integral part of every planning project we undertake, from corridor studies and functional classification reviews to L RTPs and FMPs. Our Harrisburg office includes a Public Engagement Department that is physically embedded within our Planning Department. **Danyel Patrick** was a key figure in the success of the HATS' I-81 Improvement Strategy, working with Larry Portzline and TCRPC staff as we sought stakeholder engagement on an improvement strategy for the Interstate.

Michael Baker's Public Engagement Department provides necessary support in stakeholder and public engagement through press releases, social media posts, websites, pop-up meetings, ArcGIS Story Maps, and other tactics to raise awareness of opportunities to be involved in the regional planning process. In engaging the public, we use GIS, SketchUp, Synchro, and AutoCAD to create design concepts that are visually clear, technically defensible, and responsive to stakeholder input. We also apply planning-level cost estimation and evaluation criteria to help our clients compare and select preferred alternatives.

Finally, the Michael Baker team's working knowledge and compliance with federal and state planning processes ensure that projects are compliant and avoid unnecessary rework or delays in obtaining approvals. Our integrated approach ensures that transportation investments are grounded in need, shaped by a planning vision, and ready for funding and implementation.

## 3 ■ QUALITY PRODUCT ASSURANCE

Michael Baker has created Internal Task Performance and Requirement Outlines (TPROs) that cover all the steps in delivering a project, from work order (WO) development to project close-out. These TPROs supplement an internal corporate set of processes and procedures entitled **The Michael Baker Way**. We hold our subconsultants accountable to the same standards and practices that we hold ourselves to, ensuring that we produce work products

of the highest quality. Three project management areas that we pay close attention to include:



### CONTRACT MANAGEMENT

Michael Baker has a full-time dedicated Contract Administrator in **Julie Dougherty**, who is responsible

for vigilant tracking of project management items and is dedicated to working collaboratively with TCRPC's administrative staff. She manages and maintains our contract-specific database, which tracks all WO information and associated deliverables, and creates custom reports to help manage the contract. Julie also assists our Project Managers with tracking Disadvantaged Business Enterprise (DBE) goals and targets. We routinely provide this information as part of our billing process to help clients track DBE involvement in their contracts.



## WO MANAGEMENT

Each WO will be assigned a WO manager and an identified Quality Assurance/Quality Control (QA/QC) Manager (**Troy Truax, AICP**) on the back end, in addition to the technical staff. This management style will ensure that projects are set up correctly from the beginning and that deliverables are thoroughly checked and approved before submission.



## STAFF MANAGEMENT

Through our daily communications and interactions with TCRPC staff, Michael Baker will continuously assess TCRPC's technical needs and evaluate those against staff resources and capabilities. As a result, we will proactively identify staffing requirements and expertise to meet project requirements as they evolve. This is a critical facet of project management, as WOs will require the optimization of both dollars and people.



## ABILITY TO WORK EFFECTIVELY

Michael Baker has demonstrated, through the current agreement, that we possess the necessary skills to work effectively with TCRPC staff. **Steven Thomas, AICP** has facilitated bi-weekly meetings with TCRPC staff to provide updates on project progress and discuss issues demanding attention for the I-81 Exit 37 Study. Off-site, we prioritize accessibility and communication, as demonstrated by our ability to discuss project or contractual issues face-to-face at any time, often on a moment's notice, since we are within five miles of TCRPC's office in Strawberry Square.

# 4 ■ ENSURE PLANNED & DESIGNED COST-EFFECTIVE PROJECTS

In addition to the many technical skills featured across our team, we also feature a Project Manager with 33 years of experience, more than 25 of which have been spent in a Project Management role. Brian managed consultant agreements while working as a Transportation Planner with TCRPC during the 1990s. Since then, he has managed jobs ranging from minor task orders to our current \$4.5 million open end planning agreement with PennDOT. Brian's clients have varied in size, from communities as small as Lower Paxton Township to the freight plan effort he managed for the State of Alaska in 2023. As new WOs or initiatives emerge from TCRPC, he will "plan to plan" by coordinating with TCRPC staff on a scoping process,

schedule, and budget. Brian will also work to optimize staff members to extract the most value from TCRPC's dollar.



*As a matter of practice, Brian reviews project budget balances on a weekly basis. He schedules recurring management team meetings for each project to ensure regular check-in points with MPO staff, while providing project progress updates and receiving direction from staff. We also coordinate the invoicing and reporting protocols to ensure that TCRPC staff have the necessary information to communicate project progress to funding agencies.*

# 5 ■ MPO OPERATIONS & FEDERAL REGULATION KNOWLEDGE

Michael Baker's Transportation Planners are immersed in the world of PennDOT and MPO regulations, specifically, those governing the conduct of transportation planning under 23 CFR Part 450. Three of our staff members (Brian, Steve, and Ben) have applied MPO experience, while Steve served as a Director for five years as the head of the

Franklin County MPO (this followed a four-year stint at the Hagerstown, Maryland, MPO). Work on the 2027 program is now underway, representing Brian's 17th TIP cycle since he began his career in 1992. **Toby Fauver, FAICP (Rockland)** was a former PennDOT Bureau Director for Rail Freight, then Public Transportation, before becoming PennDOT's

first Deputy Secretary for Multimodal Transportation. Our team has been heavily involved in developing MPO planning products, including LRTPs, TIPs, and Unified Planning Work Programs. Over the past decade, we have developed 17 LRTPs for PennDOT and the state's MPOs/RPOs, providing fertile ground for us to grow our qualifications through collaboration with PennDOT, the Federal Highway Administration, and the Federal Transit Administration. We have established first-name basis relationships with representatives at these agencies, as well as with PennDOT's MPO liaisons and PennDOT District 8-0.



*Our work on statewide plans provides a comprehensive understanding of transportation trends, funding mechanisms, and policy priorities that should shape regional planning efforts.*

Dan works closely with the Interagency Coordination Group to ensure that maintenance areas comply with the Clean Air Act and the Environmental Protection Agency transportation conformity regulations. Other MPOs, including SEDA-COG, Centre County, and NEPA, have sought our services to develop strategic plans to guide their MPO Boards.

## 6 ■ PAST PROJECT PERFORMANCE

Michael Baker prides itself on delivering quality products on time and within budget. We have established a QA/QC control procedure that requires subconsultants, internal Michael Baker staff, and contract management staff to complete internal checklists before submission. This multi-level review helps ensure that only the best products are submitted to clients. The volume of repeat work we undertake is a testament to client satisfaction with our work, as well as the positive feedback we receive.

The results generated by our work are perhaps the best evidence of our performance. At Michael Baker, we prioritize actionable plans that successfully guide our clients from the planning stages into a robust implementation process. Earlier this year, we assisted the Centre County MPO in developing a grant application for the Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) program to create a Resilience Improvement Plan for the County. We assisted with developing the application, which was submitted to PennDOT in February 2025 and awarded the full \$500,000 requested in April 2025.

Michael Baker's work with the state TAC has helped shape public policy for many years on a wide variety of issues affecting the delivery of transportation in the state. This is illustrated by our recent work on the Truck Parking in Pennsylvania report, which was a re-examination of the

TAC's landmark 2007 report on the topic. The STC adopted the report findings and recommendations in December 2023, and the report recommendations were considered for implementation by PennDOT's new Truck Parking Task Force.

Additionally, Michael Baker's Complete Streets Evaluation Study in Pike County's Milford Borough recently resulted in the Borough receiving nearly \$20,000 in funding from the Automated Red Light Enforcement program to purchase and install electronic speed display signs at its four main highway entrances, thereby improving safety.



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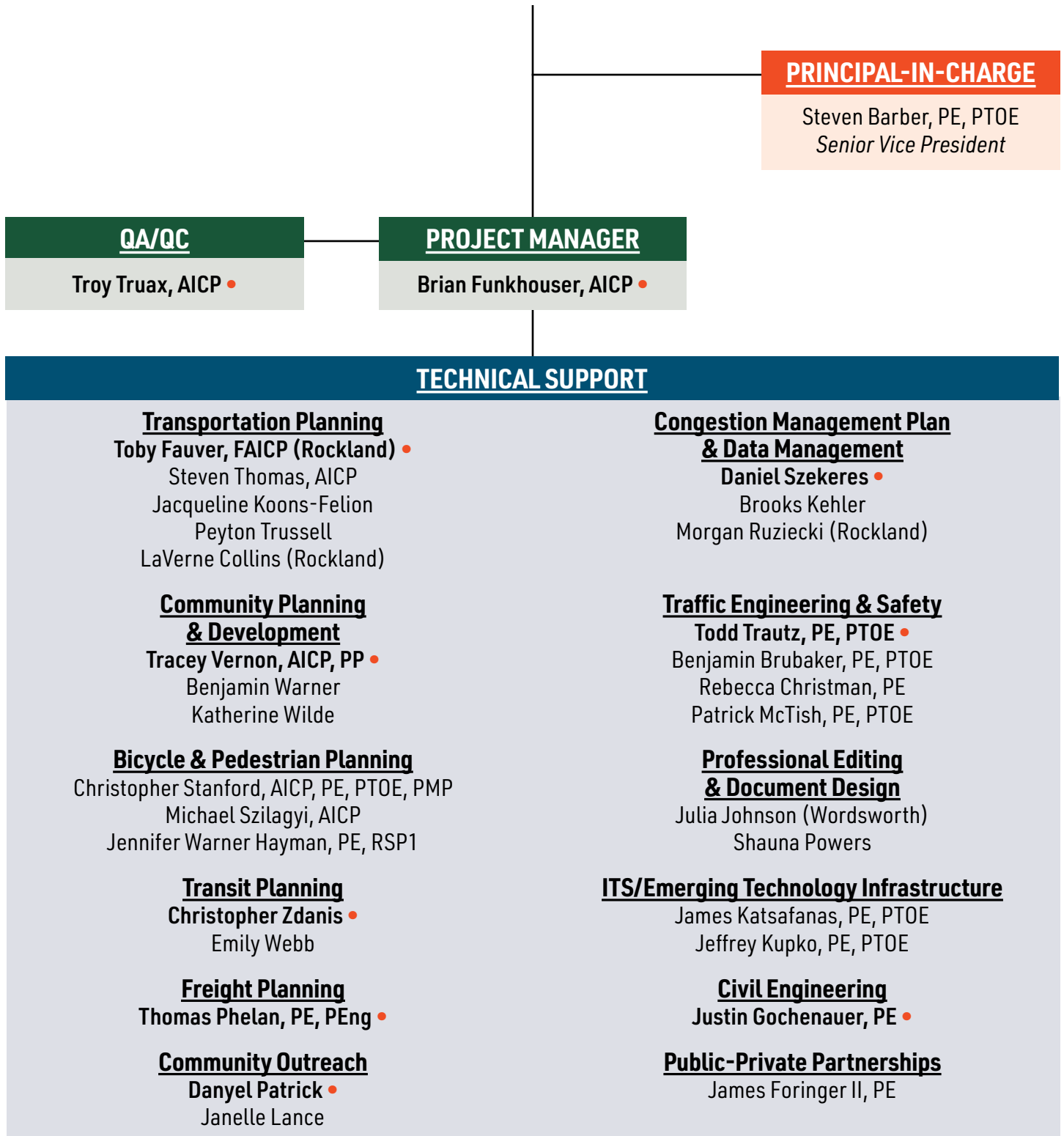
*[Michael Baker has] done a very good job managing objectives and providing high-quality deliverables on time for the Program Center. The firm has developed a very thorough reporting process for monthly progress on activities. These monthly reports are detailed, thorough, and submitted on time."*

*– PennDOT on Michael Baker's work for the Program Center*

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# ORGANIZATION CHART



• Key Staff/Resume Provided  
(Rockland) Rockland Planning, Inc. - DBE  
(Wordsworth) Wordsworth Communications - DBE



## PROJECT MANAGER

### Brian Funkhouser, AICP

**Michael Baker**  
INTERNATIONAL



*Mr. Funkhouser is a Transportation Planner with experience in developing long-range transportation plans (LRTPs), freight plans, corridor studies, performance measures, policy analysis, highway finance, and land use plans, as well as developing and delivering transportation training courses. Other work efforts involve planning bicycle and pedestrian facilities, circulation studies, multimodal corridor studies, traffic calming, traffic impact studies, parking studies, and safety and research projects.*

**YEARS WITH  
MICHAEL BAKER**  
10

**YEARS EXPERIENCE**  
33

**EDUCATION**  
M.S., Geography and  
Regional Planning,  
Indiana University of  
Pennsylvania  
B.S., Geography and  
Urban Planning,  
Frostburg State  
University

**LICENSES/  
CERTIFICATIONS**  
American Institute of  
Certified Planners,  
2000, 016264

**PROFESSIONAL  
AFFILIATIONS**  
American Planning  
Association

## RELEVANT EXPERIENCE

**Tri-County Regional Planning Commission (TCRPC).** Worked as a Transportation Planner for TCRPC and HATS from 1993 to 1999, assisting in managing the Metropolitan Planning Organization's (MPO) transportation program. Managed consultant agreements, edited TCRPC's quarterly newsletter, and organized and led committees responsible for developing the MPO's first-ever Bicycle and Pedestrian Transportation Plan, as well as the 1997 LRTP. Developed the MPO's very first Congestion Management System Plan as a new requirement from the Intermodal Surface Transportation Efficiency Act of 1991.

**Pennsylvania LRTP and Freight Movement Plan (FMP).** *Pennsylvania Department of Transportation (PennDOT), Central Office.* Managed this \$2 million effort to update the state's LRTP and FMP. The Plan process featured an unprecedented level of stakeholder and public engagement, with outreach to the state's Municipal Advisory Committee, State Planning Board, Governor's Affinity Groups, and MPOs/Rural Planning Organizations (RPOs). Outreach efforts were highlighted by the convening of the state's first-ever Statewide Virtual Freight Forum, which assembled freight stakeholders to discuss Plan strategies and recommended actions. Two rounds of in-reach were conducted with PennDOT staff in finalizing the implementation plans, ensuring that the Plans and their directions were built into the fiber of the Department and that they have a defined process for delivering results. PennDOT's Program Management Committee accepted both Plans in December 2021.

**LRTP and FMP Implementation Support.** *Pennsylvania Department of Transportation.* Project Manager for this project, executed by PennDOT as part of the monitoring and reporting process related to implementing its LRTP and FMP. The project included outreach to the Department's business units, as well as preparing and delivering webinars to convey implementation progress to the state's MPOs and Engineering Districts. A progress report was also prepared for online distribution. The project aims to provide a more comprehensive

assessment of Plan status beyond what is achieved by the State Transportation Commission's (STC) biennial Transportation Performance Report (TPR).

**2025 TPR. State Transportation Advisory Committee (TAC).** Project Manager for this initiative, which serves as the formal kick-off for the update of the state's 12-Year Program. The TPR includes performance measures across eight focus areas, including safety, mobility, preservation, accountability, funding, and freight. Two new areas were added to this edition of the TPR, including equity and the environment. The work effort included outreach to business units throughout PennDOT to collect the quantitative information needed for populating the report. An Adobe PDF version was also developed for those who do not have internet access. The TPR is used by the Senators and Representatives who are on the Transportation Committees in the state Senate and House. The four Transportation Executive Directors also reference it. The STC approved the report at its meeting on February 26, 2025.

**I-81 Franklin County: Project Priorities. *Franklin County MPO.*** Project Manager for developing a coordinated investment strategy for Franklin County's share of I-81. The MPO launched this initiative in March 2023 with the formation of a Steering Committee consisting of representatives from the MPO, the Federal Highway Administration (FHWA), and PennDOT District 8-0 and Central Office. The process began with a review of previous study findings and recommendations. Engineers also evaluated the corridor to determine the anticipated horizon years when the interstate would reach unacceptable levels of service due to congestion, as well as when the pavements would ultimately need to be reconstructed. The Committee guided the development of a set of priorities for the interstate, which was also the subject of a 30-day public review and comment period, as well as a public meeting hosted by the MPO on September 19, 2023. The Franklin County MPO will use the report findings and recommendations in continuing to collaborate with its state and federal partners to convey its priorities for I-81.

**Lackawanna/Luzerne Counties' "Bundle of Plans". *Luzerne County, Pennsylvania.*** Project Manager for this initiative that resulted in the update of five plans for the MPO, including the Public Participation Plan, the Title VI Plan, the Limited-English Proficiency Plan (LEP), the Local Coordinated Plan (Coordinated Plan), and the Congestion Management Process (CMP). The update of the Plans was timely, given the changing landscape for how the MPOs engage the public, with stronger linkages between public participation and equity considerations. The CMP process included developing web mapping illustrating the extent and nature of congestion within the two-county region, analyzing INRIX data, and administering a public survey to ascertain public viewpoints on congested corridors and intersections. Development of the Plan was required by Federal regulation 23 CFR 450-320. As part of this project, the public was surveyed in January 2024. More than 600 individuals responded, and more than 1,000 locations were pinned to an interactive map. Analysis of the data revealed that 45 corridors and intersections remain the most troublesome pinch-points in the region. As a Transportation Management Area, the MPO is federally required to maintain a CMP as part of its Unified Work Program. The MPO adopted the updated CMP at its April 2024 meeting.

**Transportation Planning Consulting Services Open End 2020. *Northwest Pennsylvania Regional Planning and Development Commission (Northwest Commission).*** Project Manager for the Northwest Commission's Transportation Planning Consulting Services open end agreement. Planning services included 10 work orders (WOs), ranging in scope from freight planning to Safe Streets and Roads for All studies for Crawford County and the City of Franklin (Venango County) to LRTP updates.

**Update of Northwest Pennsylvania Regional Functional Classification. *Northwest Pennsylvania Regional Planning and Development Commission.*** Project Manager responsible for managing this update for the Northwest Commission to account for changes in trip generation and travel demand since the region's functional classification scheme was last updated. The update included a review of the existing functional class and considered new federal directions that were imposed with the advent of the Moving Ahead for Progress in the 21st Century Act in July 2012. The team coordinated with the area PennDOT Districts, as well as the PennDOT Bureau of Planning and Research, as part of the update process. Updates were accomplished in accordance with the guidance under 23 CFR 470.

**TAC Open End. *Pennsylvania Department of Transportation, Program Center.*** Agreement Manager for this planning open end agreement for the Program Center. To date, this agreement has included work across 17 different WOs, primarily addressing freight movement planning but also including corridor studies for the state's MPOs and RPOs.

**Truck Parking in Pennsylvania. *Pennsylvania State Transportation Advisory Committee.*** Project Manager for a study that analyzed the need for truck parking in the state and recommended a practical framework for public-private collaboration to address the need. Demand exceeds the existing supply, resulting in safety and security concerns, including illegal parking on highway shoulders. Truck parking limitations also hurt the supply chain and freight mobility. This study was organized to recommend priority corridors across Pennsylvania that are most in need of expanded truck parking (using a criteria-based evaluation approach), establish a framework for evaluating potential locations for truck parking, and recommend collaborative actions to address barriers that limit truck parking expansion. The STC adopted the report during its December 2023 meeting. Recommendations were considered for implementation by PennDOT's new Truck Parking Steering Committee.



*Mr. Truax is a certified planner with professional experience specializing in land use and multimodal transportation planning, economic development, brownfield and urban revitalization planning, transit-oriented development, public funding, strategic planning, and transportation incident management. Troy provides Michael Baker's municipal and private clients with unique community planning and economic development technical skills, leveraging his years of public funding and government relations expertise to ensure projects are well-positioned for successful implementation.*

**YEARS WITH  
MICHAEL BAKER**  
13

**YEARS EXPERIENCE**  
29

**EDUCATION**  
M.S., Geography/  
Environmental  
Studies,  
Shippensburg  
University  
B.A., Geography and  
Urban Planning,  
Shippensburg  
University

**LICENSES/  
CERTIFICATIONS**  
American Institute of  
Certified Planners,  
Pennsylvania, 2001,  
016802

**PROFESSIONAL  
AFFILIATIONS**  
American Institute of  
Certified Planners  
American Planning  
Association  
Pennsylvania  
Planning Association

### RELEVANT EXPERIENCE

**E04700, E03692, E03364, E03136, and E02608 Planning and Finance Multi-Year Open Ends. Pennsylvania Department of Transportation (PennDOT), Bureau of Public Transportation (BPT). AGREEMENT MANAGER.** Responsible for the management and oversight of BPT's multi-year, multi-million dollar on-call consulting service agreements to assist with the Bureau's rail and bus transit planning and finance initiatives for the Commonwealth's 37 urban and rural public transportation agencies, including the Port Authority of Allegheny County and Southeastern Pennsylvania Transportation Authority. Michael Baker's services include analyses and planning, feasibility, and conceptual design studies; providing market assessments, administrative support, planning and financial oversight, and other technical support for various transportation projects; assisting with analyses of funding/financial information, including identifying additional funding sources and expected revenue to be obtained from each source; developing standardized financial reporting; and document preparation, including professional editing services.

**Venango County Oil City Multimodal Study. Pennsylvania Department of Transportation, Multimodal Deputate. PROJECT MANAGER.** Responsible for overseeing the master planning process to provide a design concept and layout for a new Multimodal Transportation Center in Oil City's Northside Business District. The new facility will enhance multimodal connections in Venango County and support current efforts to revitalize the Northside Business District, which was the former headquarters of Quaker State. The Master Plan was developed through stakeholder engagement, market assessment, and multimodal connectivity analysis. The Master Plan will support the Venango County Regional Planning Commission's goal of leveraging economic and community development by providing linkages to the new Multimodal Transportation Center, surrounding Northside Business District businesses, and regional urban centers and service destinations.

**Venango Regional Airport (FKL) Air Cargo Feasibility Study. Northwest Pennsylvania Regional Planning and Development Commission (Northwest Commission). PROJECT MANAGER.** Responsible for leading a team of economic development experts that evaluated the market feasibility of establishing air cargo services at Venango Regional Airport (FKL) in Franklin, Pennsylvania. The study included quantitative data research and analysis, as well as interviews with various public and private sector stakeholders, to provide a well-rounded and comprehensive evaluation of the airport's air cargo market potential. In addition,

comparative analyses of other regional general aviation airports were used to benchmark Venango's Regional Airport's strategic position in the air cargo market space. The study identified recommendations for the airport's short- and long-term improvement opportunities and provided strategies for Venango County's economic development success.

**Pennsylvania Route 6 Bicycle Master Plan and Design Guide. *Pennsylvania Department of Transportation, Multimodal Deputate*. PROJECT MANAGER.** Responsible for assisting PennDOT in collaboration with the Pennsylvania Department of Conservation and Natural Resources, the Pennsylvania Department of Community and Economic Development, and the Pennsylvania Route 6 Alliance in developing a Bicycle Master Plan and Design Guide to improve bicycle safety, accessibility, and connectivity on US Routes 6 and 6N. The Master Plan and Design Guide focused specifically on the segments of Pennsylvania Route 6 and Pennsylvania Route 6N extending 150 miles from the Ohio-Pennsylvania border to the McKean-Potter County line. US Route 6 is officially designated as BicyclePA Route Y, and the Master Plan and Design Guide determined the route's bicycle level of service, evaluating existing trail connections and other features necessary for developing a safer and more integrated corridor.

**Statewide Long-Range Transportation Plan (LRTP) Update and Comprehensive Freight Movement Plan. *Pennsylvania Department of Transportation, Program Center*. PROJECT MANAGER.** Responsible for the public participation elements of the project, including the development and execution of a Public Participation Plan (PPP), project website design and content management, public meeting facilitation, and stakeholder engagement. Also responsible for overseeing Michael Baker's technical planning support that included updating the project vision, goals, and objectives; determining an approach for the design and development of the Plan inventory and condition of the multimodal system; and analysis of goods movement, public transportation and intercity bus conditions, passenger rail conditions, bicycle and pedestrian conditions, funding issues, and environmental considerations.

**Pennsylvania Local Small Bridges Study. *Pennsylvania Transportation Advisory Committee (TAC)*. PROJECT MANAGER.** Responsible for leading a 15-member task force committee with expertise in transportation asset management, including specific insights into and experience with the management and maintenance of local small bridges, to engage Pennsylvania's municipalities and counties to understand if and how organizations inventorying, inspecting, and maintaining local small bridge structures and identify the constraints on these efforts. By understanding local perspectives and needs, the study provides recommendations on how PennDOT can help increase capacity and incentives to achieve uniformity in local small bridge asset management, ultimately leading to greater investment in the Commonwealth's local transportation network. PennDOT's attention to local small bridges, which are inherently under local jurisdiction, is derived from economic, safety, and environmental impacts that ripple beyond municipal boundaries.

**Franklin County Metropolitan Planning Organization (MPO) PPP and Title VI Plan. *Franklin County MPO Planning Commission (FCMPO)*. PROJECT MANAGER.** Responsible for leading the rewrites to the Franklin County MPO's PPP and Title VI Plan. The FCMPO utilizes both plans to ensure that all members of the public, including populations that have been underserved by the transportation system and/or have lacked access to the decision-making process, are allowed to participate in the metropolitan transportation planning process that shapes Franklin County.

**Pennsylvania Enhanced Statewide Hazard Mitigation Plan (SHMP). *Pennsylvania Emergency Management Agency (PEMA)*. PROJECT MANAGER.** Responsible for managing a multi-disciplinary consultant team that assisted PEMA and its state agency partners and stakeholders with preparing the federally required five-year update to the Commonwealth's 2018 SHMP, which attained "Enhanced" status approval from the Federal Emergency Management Agency (FEMA). The Plan was prepared according to the Disaster Mitigation Act of 2000 and FEMA's newly published (April 19, 2023) State Policy Guide requirements. Pennsylvania's SHMP is the foundation for guiding risk reduction investments across the state. These investments build community resilience to future natural hazard events. The state mitigation planning process brings partners together to inform a risk reduction strategy that can be implemented using a wide range of public and private resources. State mitigation plans demonstrate a commitment to mitigation across multiple sectors, including infrastructure and economic development, to reduce natural hazard risk to communities throughout the state. Pennsylvania's SHMP update project also involves updating the Commonwealth's Pre-Disaster Recovery Plan and integrating approaches with the Plan to ensure alignment with FEMA's National Mitigation and Recovery Frameworks. This integration between the Pre-Disaster Recovery and Hazard Mitigation Planning will provide the framework for creating a Commonwealth Resiliency Plan.





*Mr. Szekeres is a Senior Associate who specializes in a broad range of technical planning services, including long-range planning, travel demand modeling, performance measure evaluations, transportation resiliency, air quality and electric vehicle (EV) planning, and data processing and visualization. His experience encompasses Metropolitan Planning Organization (MPO) long-range transportation plans (LRTPs), congestion management processes, freight plans, corridor and traffic operation studies, safety audits, environmental justice (EJ) studies, and other transportation planning studies.*

**YEARS WITH  
MICHAEL BAKER**  
24

**YEARS EXPERIENCE**  
32

**EDUCATION**  
M.E., Civil  
Engineering, The  
Pennsylvania State  
University  
B.S., Civil  
Engineering, The  
Pennsylvania State  
University

### RELEVANT EXPERIENCE

**Congestion Management Plan (CMP). Hagerstown/Eastern Panhandle MPO (HEPMPO). TASK LEADER.** Led work efforts on developing HEPMP's first CMP in 2024. The work included developing a public outreach survey and processing travel time data purchased through INRIX. Additional data analyses are integrated tools available through the Maryland Department of Transportation. With the support of a Stakeholder Committee, worked to identify priority congestion corridors and intersections within the region. Provided an initial assessment of potential strategy categories applicable to each corridor.

**Lackawanna/Luzerne MPO CMP. Luzerne County, Pennsylvania. TASK LEADER.** Led work efforts to update the MPO's CMP in 2024. The work included developing a public outreach survey using the MetroQuest survey platform and coordinating with the CMP Stakeholder Committee. The project included assessing travel time data available from INRIX, as well as compiling a variety of other data on safety, trip activity, and travel demand from available Pennsylvania Department of Transportation (PennDOT) and private resources. This included integration of data from the Replica-HQ system. Developed a new priority CMP corridor system and completed an initial evaluation of potential strategy categories.

**CMP Technical Support. Pennsylvania Department of Transportation, Program Center. PROJECT MANAGER.** Led the development of performance measure summaries in support of the CMP in the Lancaster, Harrisburg, and Reading MPO regions. Work efforts included processing of Global Positioning System (GPS) travel time data, defining and prioritizing corridors, and developing processes to evaluate completed projects. Assisted the MPOs with CMP stakeholder meetings and developing CMP documentation.

**Lancaster County Modeling and CMP Technical Support. Lancaster County MPO. TASK MANAGER.** Responsible for managing efforts related to developing the region's CMP. Work efforts included collecting and processing GPS travel time data, evaluating corridor data, and developing an online website to summarize the CMP for public review.

**Statewide Congestion Measurement Study. Pennsylvania Department of Transportation, Program Center. TASK MANAGER.** Led research to identify best practices for measuring congestion and implementing a CMP. Conducted a "Community of Practice" seminar with planning agencies throughout the state and completed extensive literature research on congestion measurement and management systems throughout the country. Identified best practices to use in Pennsylvania and conducted a training program on CMP Best Practices for MPOs.

**Moving Ahead for Progress in the 21st Century Act Performance Measure Support. Pennsylvania Department of Transportation. TASK MANAGER.** Providing support to PennDOT in addressing the federal performance measure requirements related to the system performance rule (PM-3). Assisting with evaluating methodologies and data for calculating system reliability, peak-hour delay, non-single occupancy vehicle percentage, congestion management, and air quality emissions measures. Work efforts have included coordinating with regional MPOs throughout the state, quality

assurance checks of performance calculations, conflation of speed limit and traffic volumes to travel time segments, and other related policy support. Also supported developing the Statewide Transportation Improvement Program documentation related to bridge, pavement, safety, and systems performance measures.

**Smart Scale Performance Measures. *Virginia Department of Transportation (VDOT)*. TASK MANAGER.** Provided support to the project team in evaluating VDOT's Smart Scale measures for evaluating the impacts of completed transportation projects. Work efforts include reviewing available state data sources/measures, a literature review of national best practices, and the test application of selected measures on completed projects.

**Air Quality and Technical Planning Support. *Pennsylvania Department of Transportation, Program Center*. PROJECT MANAGER.** Responsible for providing ongoing air quality, climate change, and technical planning support to PennDOT, state MPOs, and state Rural Planning Organizations (RPOs) since 1994. Work efforts include support for transportation conformity analyses, State Implementation Plan emission inventories, climate change initiatives, transportation resiliency, regional and statewide travel demand modeling, performance management activities, planning data compilation and visualization, and congestion management support. Additional support was provided in identifying and preparing Alternative Fuel Corridor nominations to the Federal Highway Administration over three separate rounds. The work efforts included coordinating with PennDOT's Policy Office and Clean Cities.

**EJ Data Resource. *Tri-County Regional Planning Commission (TCRPC) and the Pennsylvania Department of Transportation, Program Center*. ASSISTANT PROJECT MANAGER.** Responsible for providing support in leading work efforts to develop statewide resources for EJ evaluation. Work efforts focused on identifying EJ populations and assessing needs and priorities within each MPO/RPO region in Pennsylvania.

**Lancaster County Metropolitan Transportation Plan (MTP). *Lancaster County MPO*. TASK MANAGER.** Responsible for managing efforts related to three technical focus areas of the 2020 Lancaster MTP. These focus areas included evaluating low-cost operational strategies, including opportunities for new signal technology, understanding regional travel connections using cellular origin-destination data, and exploring the impact of land use on the transportation system using regional travel demand and alternative land use scenarios. Participated in periodic progress and presentations to the MPO's Technical Advisory Committee and supported public involvement activities.

**L RTP. *Hagerstown/Eastern Panhandle MPO*. TASK MANAGER.** Assisted in management and technical activities of all phases of L RTP updates since 2009 (four iterations). Led efforts to complete demographic forecasting and allocation, travel demand modeling to support the transportation needs analysis and project prioritization, project identification, and air quality conformity analyses and documentation.

**Statewide L RTP and Freight Movement Plan. *Pennsylvania Department of Transportation, Program Center*. TASK MANAGER.** Led work efforts to evaluate planning data needs and resources to support MPO/RPOs across the state. The work efforts provided the framework of a data repository to guide PennDOT in transportation planning data products across a multitude of topic areas, including freight, land use, traffic congestion, environmental justice, and safety.

**Central Susquehanna Valley Transportation (CSVT) Project Special Impact Study. *Lycoming County, Pennsylvania*. TASK MANAGER.** Michael Baker provided project management services for the CSVT project, which involves the phased construction of approximately 12.4 miles of new limited-access highway from the end of the Selinsgrove Bypass (US 11/15) in Snyder County to PA 147 just south of the PA 45 interchange near Montandon in Northumberland County. Led traffic data and modeling assessments to evaluate the transportation impacts of future land use changes along the project corridor. The project included applying PennDOT's statewide travel model, assessing cellular origin-destination data, and analyzing traffic capacity.

**US 40 Pedestrian Safety Study. *Hagerstown/Eastern Panhandle MPO*. PROJECT MANAGER.** Led work efforts to complete a Comprehensive Pedestrian Safety Study addressing deficiencies along the US 40 corridor east of Hagerstown, Maryland. The study included a web-based survey, a formal Pedestrian Road Safety Audit, and a detailed assessment of potential improvement strategies. Recommendations included design and operation strategies for each intersection, evaluation of design costs, prioritizing recommendations, and evaluating potential education and enforcement strategies based on efforts conducted in other regions.

## COMMUNITY OUTREACH LEAD

**Danyel Patrick**

**Michael Baker**  
INTERNATIONAL



*Ms. Patrick is an accomplished communications and public engagement professional with experience managing social media, marketing, and engagement functions to promote governmental services, events, and messaging. Danyel works with her clients to ensure goals are aligned with measurable public engagement plans and strategies.*

### YEARS WITH MICHAEL BAKER

5

### YEARS EXPERIENCE

18

### EDUCATION

B.A., Political  
Science/Pre-Law,  
Indiana University of  
Pennsylvania

### PROFESSIONAL AFFILIATIONS

Pennsylvania Public  
Relations Society  
National Association  
of Government  
Communicators

## RELEVANT EXPERIENCE

**Pennsylvania 2045 Long-Range Transportation Plan (LRTP) and Freight Movement Plan (FMP). Pennsylvania Department of Transportation (PennDOT), Program Center. PUBLIC ENGAGEMENT SPECIALIST.** Planned and executed a statewide communications plan, including presentations to advocacy groups and stakeholders, social media campaigns, a public survey, an online public comment period microsite, website design and content, and press releases. Worked with the state public library systems, translation services, and other community organizations to tailor communications strategies to disadvantaged and environmental justice communities. Also led the facilitation of the Planning Partners Virtual Conference, which included all the state Metropolitan Planning Organization (MPO) and Rural Planning Organization (RPO) leaders. The two-day conference updated the LRTP and the FMP with several keynote speakers, including PennDOT leadership. Meticulously prepared invitations, presentations, and facilitator guides. Led the virtual meetings, breakout rooms, and polling sessions. Developed post-conference summary reports that provided the client with an overview and engagement results. Michael Baker led the update of Pennsylvania's Statewide LRTP and FMP. These separate but aligned plans were developed to guide transportation investments across the Commonwealth. The plans were organized around a series of strategic directions, including safety and security, mobility, equity and access, resiliency, system condition and performance, funding, and finance. The FMP includes five goal areas: economic development and land use, operations and safety, project investments, data and analytical tools, and environmental stewardship. The planning process also included the launch of a ground-breaking initiative in the guise of a new PennDOT Data Repository.

**I-81 Improvement Strategy, South Central, Pennsylvania. Tri-County Regional Planning Commission. PUBLIC ENGAGEMENT SPECIALIST.** Helped design and implement the website used to gather feedback on the proposed project areas. Copywriter and editor for the project overview video, and spearheaded the Phase 2 website redesign. Helped draft and design public-facing promotional materials like press releases, fact sheets, social media posts, and stakeholder email communications. Assisted in public engagement activities, including planning roundtables, one-on-one interviews with stakeholders along the corridor, and facilitating legislative briefing presentations. Michael Baker led a multi-disciplinary team in developing an improvement strategy for the I-81 corridor in southcentral Pennsylvania. The study evaluated safety, congestion, and condition needs on the interstate, connecting roads, and infrastructure affected by I-81.

**North Central Safe Streets and Roads for All (SS4A) Study. Pennsylvania Department of Transportation, Program Center. PUBLIC ENGAGEMENT SPECIALIST.** Responsible for leading the project's engagement efforts for the North Central Pennsylvania Regional Planning and Development's six-county region, which included a diverse makeup of municipal demographics, residents, transportation needs, and road users. The vast geographic region necessitated a unique approach to public engagement, aiming to include as many residents as possible in the planning process. Responsibilities included successfully organizing three hybrid public meetings for nine locations over a three-day timeframe. In addition

to planning and facilitating the public meetings, responsibilities also included working closely with the subconsultant in developing the survey mapping tool used by the public to share their safety concerns and recommended improvements. Assisted in planning eight virtual focus group meetings to gather unique feedback and perspectives on safety from key community leaders and stakeholders.

**Westmoreland 011724. Westmoreland County, Pennsylvania. PUBLIC ENGAGEMENT SPECIALIST.** Responsible for working closely with the Westmoreland County leadership team to develop a communications plan for engaging the public and stakeholders throughout the Data Collection and Feasibility Survey and Study. Assisted with developing a project website that included a communications toolkit to provide stakeholders with social media and email blast content, graphics, newsletters, and other tools they needed to help promote the project. Assisted with preparing and facilitating several stakeholder and industry-specific workshops, interviews, and presentations. Michael Baker is providing project management, planning, and implementation services for Westmoreland's broadband expansion project. The project aims to construct and deploy expanded, affordable broadband access to Westmoreland County's unserved and underserved areas at various federal, state, regional, and county levels. Michael Baker's services include providing a service area analysis of unserved and underserved geography, oversight of construction, analysis of broadband provider data and cost estimate submittals, broadband data quality review and analysis, county broadband planning development, wireless broadband coverage analysis in rural regions, outreach to community stakeholder groups, and program management.

**2021 Pennsylvania Transportation Performance Report (TPR) Update. Pennsylvania Department of Transportation, Bureau of Information Systems. PUBLIC ENGAGEMENT SPECIALIST.** Assisted with the website design, graphics, and content updates for the State Transportation Commission's 2021 TPR, and also created blog posts for the "talkpatransportation.com" website to announce the release of the TPR. Michael Baker provided project management services for the update of the Pennsylvania State Transportation Commission's biennial TRP. The report has been a mainstay of PennDOT's planning and programming efforts since its inception in 2013. The release of the TPR serves as the official kick-off for the planning process associated with the biennial update of Pennsylvania's 12-Year Program. Michael Baker performed stakeholder engagement, data analysis, meeting facilitation, and developed a project video presentation.

**Luzerne Agreement 2023-463. Luzerne County, Pennsylvania. PUBLIC ENGAGEMENT SPECIALIST.** Assisted in updating the Lackawanna Luzerne Transportation Study MPO's Public Participation Plan (PPP), Title VI Plan, and Limited-English Proficiency (LEP) Plan. Wrote, researched, and consulted with the client on updates to content for the PPP, a core MPO document. Analyzed and researched best practices for engaging the public and ensured the MPO was compliant with the United States Department of Transportation's regulations for publicly funded transportation and planning initiatives. Played a supporting role in reviewing and updating the Title VI and LEP documents to ensure the MPO was compliant in making services fully available to the public regardless of race, color, or national origin and that meaningful access to programs by persons with limited English proficiency was ensured. Led the public outreach efforts for the public comment period on the plans, as well as helped to develop graphics and content for the client's website to help promote and gather feedback from stakeholders and the public. Analyzed the data and public feedback and incorporated it into the final plans for the MPO to approve.

**North Central Region EV Infrastructure Planning Study. North Central Pennsylvania Regional Planning and Development Commission. PUBLIC ENGAGEMENT SPECIALIST.** Responsible for assisting with the planning and facilitation of the North Central EV Infrastructure Partnership Event. The hybrid event was free and provided information on EV charging basics, existing infrastructure in the region, and funding opportunities. Responsible for facilitating the Mentimeter polling tool, which was used to help guide the interactive discussions and further evaluate gaps, opportunities, and challenges. Also responsible for drafting content for outreach materials and graphics used to promote the event, including social media posts, emails, press releases, handouts, and presentation materials. Michael Baker led a planning study to assess opportunities for publicly accessible EV infrastructure in the North Central Region of Pennsylvania. The project included public outreach, data mapping, site evaluation, regulatory reviews, and developing a study report.





*Mr. Zdanis is a seasoned and results-oriented Manager with 15 years of progressive experience in transportation development and execution. Chris' tenure as Chief Operating Officer for a Tier II transit system encompasses a diverse skill set, including strategic planning, procurement, transit and maintenance operations, service and system planning, contract negotiation, financial planning, policy and procedures development, Title VI compliance, customer experience enhancement, performance benchmarking, product and service implementation, process optimization, workforce design, problem-solving, and project management.*

### YEARS WITH MICHAEL BAKER

1

### YEARS EXPERIENCE

15

### EDUCATION

M.B.A., Business Administration,  
University of Phoenix

B.M., Business Management,  
University of Phoenix

### LICENSES/ CERTIFICATIONS

Certified Community Transit Manager,  
CTAA

Certified Safety and Security Officer,  
CTAA

Vehicle Maintenance Management and Compliance, CTAA  
Transit Trainer, TSI

### RELEVANT EXPERIENCE

**Freedom Transit Bus Shelters. Pennsylvania Department of Transportation (PennDOT), Bureau of Public Transportation (BPT). TECHNICAL MANAGER.** Provided expert technical support for transit bus shelter locations and amenities, ensuring compliance with industry standards, public right-of-way accessibility guidelines, Americans with Disabilities Act (ADA) guidelines, and client specifications in alignment with the project scope. Collaborated closely with transit executive staff and the Project Manager to uphold superior performance standards. Delivered strategic guidance on the optimal placement of bus shelters and associated amenities, incorporating advanced wayfinding systems and safety features. Conducted detailed cost analysis and projections for future operational activities and service expansion initiatives, leveraging data-driven methodologies and industry Best Practices.

**Eastern Panhandle Transit Authority (EPTA) Transit Development Plan (TDP). Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO). QUALITY ASSURANCE/QUALITY CONTROL (QA/QC).** Conducted comprehensive QA/QC activities, including developing and implementing robust QA/QC protocols. Performed systematic reviews and audits of project deliverables to ensure strict compliance with industry standards, regulatory requirements, and project specifications. Used advanced QA/QC methodologies to identify and mitigate potential risks, ensuring the integrity and reliability of transit development initiatives. Coordinated with cross-functional teams to address quality issues promptly and implemented corrective actions to prevent recurrence. Generated detailed QA/QC reports and documentation to support continuous improvement and maintain high-quality standards throughout the project life cycle.

**Washington County Transit (WCT) Facility Expansion Study. Hagerstown/Eastern Panhandle MPO. SENIOR TRANSPORTATION PLANNER.** Conducted a comprehensive facility space needs assessment, ensuring alignment with the TDP and future operational requirements for WCT. Developed a preliminary 30 percent design layout for the proposed

facility expansion, incorporating key operational and spatial considerations. Identified and sourced potential grants to secure funding for the expansion costs, ensuring financial feasibility and strategic alignment with organizational goals.

**Keystone Transit Asset Management (TAM) Plan. Pennsylvania Department of Transportation, Bureau of Public Transportation. TECHNICAL MANAGER.** Provided technical oversight of the assigned work tasks of planning staff and assisted with asset data collection, entry, and upload duties as needed. Participated in workshops in coordination with BPT, identifying achieved goal percentages, future goals, and initiatives. Michael Baker served as the consultant for the completion of a Tier I TAM Plan. Updated the inventory of all Federal Transit Administration (FTA)-funded Keystone Corridor railroad assets. In coordination with Amtrak and PennDOT data, performed asset condition ratings and determined which assets were to be merged into the Capital Planning Tool.

**Transportation Study. Radcliff Elizabethtown MPO. TECHNICAL MANAGER.** Provided expert technical assistance for the work assignments of planning staff, ensuring strict alignment with client standards and project scope. Collaborated closely with the Project Manager and client to maintain high-quality performance. Delivered technical insights on service routing, multimodal transportation connections, and the strategic placement of stops and amenities. Developed detailed cost projections for future operations and service expansions, utilizing advanced financial modeling techniques. Identified and leveraged diverse funding sources, including alternative revenue streams, to address operating shortfalls and ensure financial sustainability. Implemented data-driven strategies to optimize resource allocation and enhance overall project efficiency.

## NON-MICHAEL BAKER PROJECT EXPERIENCE

**Title VI Plan. Capital Area Transit. PROJECT MANAGER.** Responsible for developing and implementing the Title VI Plan for the transit authority, ensuring full compliance with the FTA Circular. The Plan was tailored for a service area with an Urbanized Area population exceeding 200,000 and a fleet of more than 50 peak vehicles. Tasks included conducting demographic analyses using Geographic Information Systems (GIS) and statistical software, assessing service equity, and engaging with community stakeholders through public meetings and surveys to address potential disparities. Coordinated with legal and compliance teams to ensure adherence to federal guidelines and implemented monitoring mechanisms, including data tracking and reporting systems, to promote equitable access to transit services.

**Fixed-Route Service Alignment. Capital Area Transit. PROJECT MANAGER.** Responsible for developing and implementing cost-saving strategies and establishing performance standards for route identification and frequency adjustments, ensuring alignment with financial constraints. Conducted detailed analyses using advanced data analytics tools to optimize route efficiency and service frequency. Coordinated Title VI compliance efforts, including demographic assessments and equity analyses, to ensure non-discriminatory service provision. Utilized GIS mapping and statistical software to support compliance and equity analyses. Led public communication initiatives to inform and engage stakeholders, fostering transparency and community support through public meetings, surveys, and digital platforms.

**Shippensburg University Service Redesign. Capital Area Transit. PROJECT MANAGER.** Responsible for overseeing and developing a comprehensive overhaul of the university's transportation system. Conducted detailed route analysis using GIS tools to map and evaluate current routes, identify inefficiencies, and propose optimized alternatives. Applied data-driven methodologies, such as predictive modeling and demand forecasting, to enhance service efficiency and coverage. Coordinated a multidisciplinary team of Transportation Planners' data analysts, managed project timelines, and ensured adherence to budget constraints.

**Veterans Transportation Program. Capital Area Transit. PROJECT MANAGER.** Responsible for overseeing the implementation of the Veterans Transportation Program, ensuring the provision of safe and reliable transportation for eligible Veterans traveling to and from Veterans Affairs hospitals for healthcare appointments. This program was designed to offer these services at no cost to veterans. Responsibilities included coordinating with healthcare providers, managing logistics, and ensuring compliance with regulatory standards. Utilized advanced scheduling and routing software to optimize transportation logistics. Developed and monitored performance metrics using data analytics to assess program effectiveness and made data-driven adjustments to enhance service quality and reliability. Fostered partnerships with local organizations to support and expand the program's reach.

**Connecting Employers to Employees with Service. Capital Area Transit. PROJECT MANAGER.** Responsible for collaborating with external employers to establish a transit service connecting employees with workplaces through two dedicated service lines. Conducted comprehensive cost-sharing analyses and identified funding requirements to ensure financial viability. Successfully implemented the new service, which facilitated more than 1 million trips. Responsibilities included coordinating with stakeholders, optimizing route planning using advanced GIS and scheduling software, and ensuring compliance with regulatory standards. Monitored service performance through data analytics and made data-driven adjustments to enhance efficiency and user satisfaction. Developed performance metrics and feedback mechanisms to continuously improve service quality.

## COMMUNITY PLANNING & DEVELOPMENT LEAD

### Tracey Vernon, AICP, PP

**Michael Baker**  
INTERNATIONAL



*Ms. Vernon is a planning and economic development professional with more than three decades of experience achieving successful outcomes for public and private sector clients. Tracey has worked on economic, planning, environmental, and energy initiative projects while serving in both the public and private sectors.*

#### YEARS WITH MICHAEL BAKER

2

#### YEARS EXPERIENCE

39

#### EDUCATION

M.C.R.P., City and  
Regional Planning,  
Rutgers University

B.A., Environmental  
Science, Thiel  
College

#### LICENSES/ CERTIFICATIONS

Economic  
Development  
Finance  
Professional, 1999,  
0499-500

American Institute of  
Certified Planners,  
1994, 010489

Professional Planner,  
New Jersey, 1993,  
33LI00521700

#### RELEVANT EXPERIENCE

**Transportation Advisory Committee (TAC) Open End. Pennsylvania Department of Transportation (PennDOT), Program Center. TECHNICAL ADVISOR.** Provided technical advisory support to address TAC priority topics, including truck parking, aviation planning, and local government funding match challenges. Assignments included research and analysis to develop recommendations for review and consideration by the TAC and outreach with local, regional, state, and national agencies and organizations.

**On-Call Air Quality and Technical Planning Services. Pennsylvania Department of Transportation, Program Center. TECHNICAL ADVISOR.** Reviewed the federal Charging and Fueling Infrastructure Community Program Application prepared by Michael Baker on behalf of PennDOT. The assignment included comparing federal program requirements with application content to ensure PennDOT's submission of a successful application.

**Active Transportation Plan (ATP). Northeastern Pennsylvania Alliance (NEPA). TECHNICAL ADVISOR.** Facilitated stakeholder input on developing the NEPA ATP.

**Local Match for Transportation Projects. Pennsylvania Department of Transportation, Program Center. TECHNICAL ADVISOR.** Provided research, analysis, and recommendations on a statewide study to identify challenges municipalities face when competing for transportation grant funding. The assignment included coordinating with local, regional, state, and national agencies and organizations to develop potential recommendations, drafting sections of the final report, and presenting to the TAC for review and concurrence.

**Pennsylvania Broadband Development Authority (PBDA) Grant Management Services. Pennsylvania Department of Community and Economic Development. PROJECT MANAGER.** Responsible for supporting the PBDA in the implementation of federal grant funding provided by the National Telecommunications and Information Administration and the US Treasury. Served as the client's main point of contact, coordinated Michael Baker and subconsultant staff resources, facilitated invoicing, and performed other tasks as required to support the efficient deployment of broadband infrastructure in Pennsylvania.

**Business Incubator Planning Study. Forward Lawrence. PROJECT MANAGER.** Responsible for directing the development of a business incubator study for Lawrence County, Pennsylvania. Served as the main point of contact for Forward Lawrence, coordinating staff resources, conducting stakeholder outreach, developing the final study, and presenting findings to the client.

#### NON-MICHAEL BAKER PROJECT EXPERIENCE

**I-81 Improvement Strategy. Tri-County Regional Planning Commission (TCRPC).** Member of the Michael Baker project team retained to evaluate 100 miles of I-81 on behalf of the TCRPC in partnership with Franklin, Cumberland, Dauphin,

and Lebanon counties. The improvement strategy identified the safety, congestion, condition, and access needs on the interstate and on connecting roads and infrastructure. Tasked with conducting stakeholder engagement, including discussions with major freight users of I-81 and I-78 in Lebanon County, identifying future land uses in municipalities along the interstate, and participating in workshops for Planning Partners, County Chambers, and Chamber members.

**Long-Range Transportation Plan (LRTP) Update. Northwest Pennsylvania Regional Planning and Development Commission (Northwest Commission).** Member of the Michael Baker project team retained to conduct public listening sessions in 2019 as part of the Northwest Commission's LRTP update. Facilitated and conducted the listening sessions and incorporated findings into the update.

**Venango Regional Airport Air Cargo Feasibility. Northwest Pennsylvania Regional Planning and Development Commission.** Member of the Michael Baker project team tasked with determining the feasibility of attracting air cargo operations to the Venango Regional Airport in Franklin, Venango County. Tasks included assessing current national and global air cargo market conditions against regional assets, interviewing key stakeholders, and developing the study.

**LRTP Update. Northeastern Pennsylvania Alliance.** Member of the Michael Baker project team tasked with updating NEPA's LRTP. Tasks focused on stakeholder engagement, including facilitating public listening sessions in Carbon, Monroe, Pike, and Schuylkill counties.

**LRTP Update. North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC).** Conducted public outreach for NCPRPDC's LRTP by preparing for and conducting a series of focus groups to obtain input used to augment quantitative data collection and inform plan recommendations. Focus groups addressed issues related to multimodal transportation, local government, economic development, workforce, aging, veterans, and tourism and recreation.

**Qualified Opportunity Zone (QOZ) Implementation Guide. North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC).** Member of the Michael Baker team tasked by NCPRPDC to develop a strategy to attract investment in the region's federal QOZs. As part of the assignment, she developed content for an online portal highlighting the region's assets and eleven QOZ census tracts located in Cameron, Clearfield, Jefferson, and McKean counties. Developed a prospectus highlighting the region's assets in conjunction with economic development stakeholders throughout the region.

**Central Susquehanna Valley Transportation (CSVT) Project Special Impact Study. Lycoming County Metropolitan Planning Organization (MPO) and the Susquehanna Economic Development Area-Council of Governments (SEDA-COG).** Member of the Michael Baker team tasked with analyzing the anticipated impacts of the \$800 million CSVT impacting Lycoming, Northumberland, Snyder, and Union counties. The study identified how the new limited-access highway would impact not only traffic and transportation patterns but also future land use and development. Tasks included municipal outreach to 30 municipalities and four county planning departments, resulting in a matrix of land use and economic development recommendations.

**Danville Area Transportation Study. SEDA-COG.** Member of the Michael Baker team tasked with preparing a transportation study for the greater Danville area. The study focused on identifying and addressing transportation issues in the Borough of Danville (Montour County) and its surrounding municipalities, as well as developing a set of potential projects for SEDA-COG and PennDOT to program and implement in future years. Developed the stakeholder outreach strategy for the project, including convening a municipal workshop and conducting stakeholder interviews. Also assisted the team in developing the final report and recommendations.

**Mon Valley Alliance Economic Playbook. Mon Valley Alliance.** Member of the Michael Baker team retained to develop a coordinated and collaborative marketing and promotional strategy for 27 municipalities in eastern Washington County. The Mon Valley region, located south of Pittsburgh, has been significantly impacted by decades of disinvestment resulting from the decline of the steel industry. Tasks included coordinating and conducting in-person and online interviews with municipal, county, regional, and state officials, developing content for an online investment portal, and developing strategies and implementation actions.



## TRAFFIC ENGINEERING & SAFETY LEAD

**Todd Trautz, PE, PTOE**

**Michael Baker**  
INTERNATIONAL



*Mr. Trautz has extensive Pennsylvania traffic planning, safety, engineering, and operations project experience and manages projects and agreements related to these traffic services. Todd has managed more than 60 Pennsylvania Department of Transportation (PennDOT) Central Office and District projects, as well as dozens of Planning Partner projects that have impacted every region of Pennsylvania.*

### YEARS WITH MICHAEL BAKER

12

### YEARS EXPERIENCE

17

### EDUCATION

B.S., Civil  
Engineering, The  
Pennsylvania State  
University

### LICENSES/ CERTIFICATIONS

Professional  
Engineer,  
Pennsylvania, 2013,  
PE080714

Professional Traffic  
Operations Engineer,  
2016, 3991

### PROFESSIONAL AFFILIATIONS

Chi Epsilon, The  
National Civil  
Engineering Honor  
Society

Tau Beta Pi - The  
Engineering Honor  
Society

Institute of  
Transportation  
Engineers

Intelligent  
Transportation  
Society of  
Pennsylvania

## RELEVANT EXPERIENCE

**2015 Open End, I-81 Improvement Strategy: Phase 1 Needs Assessment and 2020 Open End I-81 Improvement Strategy: Phase 2 Playbook Development. Tri-County Regional Planning Commission (TCRPC). TRAFFIC ENGINEER.** Michael Baker worked with PennDOT District 8-0, the Harrisburg Area Transportation Study (HATS), the Franklin County Metropolitan Planning Organization (MPO), and the Lebanon County MPO to complete an analysis of I-81 and I-78 within District 8-0 boundaries to determine needs along the corridor and to develop a playbook of priorities. Conceptual improvements and candidate projects were developed in Phase 2 to address the needs identified in Phase 1. Safety, congestion, asset condition, and land use/access were being evaluated. Responsible for congestion and safety needs assessments in Phase 1 and provided traffic engineering input and public engagement throughout Phase 2.

**I-81 Widening Study. Pennsylvania Department of Transportation, District 8-0. TRAFFIC ENGINEER.** Michael Baker completed an update to the 2005 I-81 Widening Study to develop updated construction costs, establish logical construction sections, and create a prioritization for the entire corridor. Michael Baker worked closely with District 8-0 to develop a study that can be used to program future projects to widen I-81 throughout the District as funding becomes available. This study spurred the I-81 Improvement Strategy initiative, which led to the prioritization of improvements along I-81 in the Greater Carlisle Area.

**I-81: Exits 48 and 49 Interchange Area Transportation Study. Cumberland Area Economic Development Corporation (CAEDC). TRAFFIC ENGINEER.** Since their construction more than 55 years ago, accessibility to I-81's interchanges at Exits 48 and 49 has been a challenge. As a pair of half-interchanges only a half-mile apart, their design has limited the area's development potential. With nearby future development demand on the horizon, the study focused on identifying transportation network improvements to account for and better support future development while also addressing the disconnect of existing access. The study process included extensive stakeholder engagement and public outreach with area municipalities and stakeholders. Alternative interchange configurations were developed and vetted with a formal Steering Committee consisting of PennDOT District 8-0, CAEDC, the Cumberland County Planning Commission, four local municipalities, including Carlisle Borough, and HATS. Preferred alternatives were then presented publicly at an Open House, and a public survey was conducted to identify a recommended alternative.

**Clarks Ferry Bridge over Susquehanna River and Riverlands Study Implementation Project, SR 22/322. Pennsylvania Department of Transportation, District 8-0. LEAD TRAFFIC ENGINEER.** Responsible for preparing traffic-related preliminary engineering plans and documents to rehabilitate the Clarks Ferry Bridge over the Susquehanna River. Coinciding with the District advancing the Riverlands Study Implementation Project, specifically

the preliminary engineering of Area 2, which abuts the Clarks Ferry Bridge on both ends, the need to coordinate the simultaneous design and construction of both projects has caused the projects to be joined. Michael Baker is developing a joint Traffic Control Plan to manage traffic during construction along US 22/322, US 15, and I-81. Currently, the joint project will be constructed using phased construction (five phases), where the existing two lanes in each direction will be maintained via lane crossovers and lane-use restrictions.

**Post Road Improvements Study, Cumberland County, Pennsylvania. *Pennsylvania Department of Transportation, Program Center.* AGREEMENT MANAGER.** Responsible for overseeing the coordination and execution of tasks associated with the local corridor study. This study, funded through the PennDOT Connects Program, evaluated conditions on Post Road and identified improvements to enhance travel conditions for multiple modes of transportation. Adjacent to the Carlisle Barracks, study stakeholders included District 8-0, the Cumberland County Planning Commission, Carlisle Borough, the Carlisle Barracks/U.S. Army War College, North Middletown Township, Middlesex Township, CAEDC, and the Cumberland York Area Local Defense Group. The study involved data collection, evaluation of existing conditions, development of conceptual alternatives, public outreach activities, and stakeholder engagement.

**Cumberland County Intelligent Transportation Systems (ITS). *Pennsylvania Department of Transportation, District 8-0.* PROJECT MANAGER.** Michael Baker designed a one-center-mount Dynamic Message Sign (DMS) installation and six new closed-circuit television (CCTV) locations along I-81, between the Franklin County border and just west of Exit 44, outside Carlisle. As part of this project, one existing DMS was retrofitted with a structure-mounted CCTV, and a trial use of a CCTV mounted on a wooden pole support was designed. This project was part of a larger roadway safety project on I-81, and the ITS design from the notice to proceed to project advertisement was completed in under four months.

**Crawford County Safety Action Plan, 2020 Planning Open End. *Northwest Pennsylvania Regional Planning and Development Commission (Northwest Commission).* TRAFFIC ENGINEERING AND SAFETY LEAD.** Finalizing a countywide Safety Action Plan consistent with the Safe Streets and Roads for All Grant Program guidance and criteria. The Plan will address general highway safety, along with vulnerable road user safety throughout the rural and urban areas of the county. Safety projects will be recommended and prioritized for implementation.

**Highway Safety Manual (HSM)-Based Project Profiles, 2020 Planning Open End. *Northwest Pennsylvania Regional Planning and Development Commission.* TRAFFIC ENGINEERING AND SAFETY LEAD.** Prepared ten location-specific and one systemic HSM-based Project Profiles, which incorporated Pennsylvania's HSM Network Screening results, analyzed reportable crash data, diagnosed crash causation factors, and made recommendations for potential safety countermeasures. Two HSM-based Project Profiles were done for each of the Northwest Commission's five counties: Clarion, Crawford, Forest, Venango, and Warren. The Profiles can be used to coordinate and fund safety projects together with PennDOT District 1-0 as part of Pennsylvania's Highway Safety Improvement Program (HSIP).

**Traffic Safety and Engineering Open End. *Pennsylvania Department of Transportation, Bureau of Operations.* AGREEMENT MANAGER.** Currently overseeing work order (WO) 1 Highway Safety Network Screening (HSNS) Freeways, WO 2 HSNS Conventional Roads, WO 3 HSNS Prioritization and Summaries, WO 4 Emergency Medical Services Response Time Impact to Highway Safety, and WO 5 District and Planning Partner Highway Safety Support. Todd and his staff have been either a Technical Lead or supporter of all HSNS updates done since the first 2017 iteration. HSNS results are used to inform the identification, selection, and prioritization of statewide, regional, and local safety projects for Pennsylvania's HSIP.

**E05708, E04021, E03031, and E02030 Maintenance and Traffic Open Ends. *Pennsylvania Department of Transportation, District 8-0.* AGREEMENT AND PROJECT MANAGER.** Provides project management for various traffic engineering and safety WOs that fulfill the District's on-call traffic engineering needs throughout the southcentral Pennsylvania area. Each of these agreements included an on-demand WO with the District Traffic Unit's Safety Section. Representative highway safety assignments completed include engineering and traffic studies for regulatory sign changes, developing countermeasure profiles for HSNS locations, conducting benefit-cost analyses, and preparing HSIP applications on behalf of the District. Completed safety projects include the low-cost safety improvements at the intersection of US 15 and Golf Course Road in York County, various safety studies such as the Enola Low-Grade Trail crossing of PA 324 in Lancaster County, the Road Safety Audit (RSA) of PA 934 in Lebanon County, and the RSA of PA 233 in Cumberland County. Designed and prepared plans for 15 low-cost flashing warning devices at the curve and run-off-the-road locations.



*Mr. Gochenauer has managed highway and bridge projects for the Pennsylvania Turnpike Commission and the Pennsylvania Department of Transportation (PennDOT) through the project development process. Justin was a Design Engineer, Project Manager, and Senior Project Manager in PennDOT's District 8-0 Highway Design Unit for 11 years and managed 66 bridge and highway projects from project conception through ECMS bidding. He also assisted with construction consultation. Justin typically managed between 20 and 30 concurrent projects simultaneously. Therefore, he has extensive experience and familiarity with ECMS and PennDOT procedures and specifications.*

**YEARS WITH  
MICHAEL BAKER**  
10

**YEARS EXPERIENCE**  
22

**EDUCATION**  
B.S., Applied Physics,  
Shippensburg  
University

B.S., Civil  
Engineering, The  
Pennsylvania State  
University

**LICENSES/  
CERTIFICATIONS**  
Professional  
Engineer,  
Pennsylvania, 2008,  
PE075815

**PROFESSIONAL  
AFFILIATIONS**  
American Council  
of Engineering  
Companies of  
Pennsylvania  
American Society of  
Highway Engineers

## RELEVANT EXPERIENCE

**Project Management and Review Assistance for the Harrisburg Transportation Study (HATS). Pennsylvania Department of Transportation, District 8-0. PROJECT MANAGER.** Responsible for assuming the role of District Project Manager for District 8-0 for five bridge replacement projects.

**I-81 Widening Study. Pennsylvania Department of Transportation, District 8-0. PROJECT MANAGER.** Responsible for managing the design team, developing an update to a previously completed I-81 widening study. Close coordination with the District was required to agree upon the framework and assumptions for the study. Michael Baker provided engineering services and project management for the I-81 Widening Study in Pennsylvania, which expanded on a 2005 study and determined construction sections (between mile markers), programming costs per section, and an implementation plan for design and construction along the corridor. Cost estimates were developed for all phases, encompassing the full reconstruction of all existing infrastructure, including pavement, bridges, and interchanges. Due to the high cost of the estimated reconstruction needed, the project shifted to creating conceptual plans for 36 projects, including projected costs and descriptions ranked by priority. The plans were compiled into The Playbook to Set Priorities, which now serves as a guide for stakeholders as they set priorities and funding for future projects.

**I-81 Improvement Strategy, South Central, Pennsylvania. Tri-County Regional Planning Commission (TCRPC). ASSISTANT PROJECT MANAGER.** Responsible for assisting with the Project Manager's duties and developing the condition analysis for the overall study. Michael Baker led a multidisciplinary team in developing an improvement strategy for the I-81 corridor in south central Pennsylvania. The study process evaluated safety, congestion, and condition needs on the interstate, connecting roads, and infrastructure that are affected by I-81. The team oversaw a robust public participation process, including developing a project website and corresponding video, stakeholder updates and roundtables, and public feedback through meetings, surveys, and interviews.

**Market Street Bridge West Spans Rehabilitation. Pennsylvania Department of Transportation, District 8-0. PROJECT MANAGER.** Managed the overall work orders to

provide National Bridge Inspection Standards inspection and develop a bridge rehabilitation analysis report and cost estimate for multiple alternatives. Completed bi-weekly reviews of the project schedule and budget. Michael Baker is providing in-depth bridge inspection, preliminary engineering, final design, construction consultation, and shop drawing review for rehabilitating the western spans of the Market Street Bridge over the Susquehanna River in Harrisburg. Tasks include project management, meetings, quality assurance/quality control (QA/QC), cost estimates, project schedule development, surveys, utility coordination, subsurface utility engineering services, data collection and analysis,

environmental clearance, right-of-way (ROW) plan preparation, alternative analysis, type, size, and location (TS&L) and final structure plans, stakeholder outreach and coordination, and final bid package preparation.

**Green Light-Go (GLG) Year 2 (District 8-0), York Township, Pennsylvania.** *Pennsylvania Department of Transportation, Bureau of Maintenance and Operations.* **ASSISTANT PROJECT MANAGER.** Responsible for coordinating efforts to obtain environmental, utility, and ROW clearances for the project. Michael Baker provided environmental, utility, and ROW clearances, a Traffic Control Plan, and bid package preparation for replacing the Springwood Road (SR 2002)/Hollywood Drive (SR 3023) traffic signal in York Township (York County) as part of PennDOT's GLG Program. The construction and permit plans were completed by the Township's Engineer, Transportation Resource Group. The GLG Program is a competitive funding program that municipal traffic signal owners apply to and seek funding to improve the safety and operations of their signal assets.

**GLG Year 2 (District 8-0), Lancaster, Pennsylvania.** *Pennsylvania Department of Transportation, Bureau of Maintenance and Operations.* **ASSISTANT PROJECT MANAGER.** Responsible for coordinating efforts to obtain environmental, utility, and ROW clearances for the project. Michael Baker provided design, permitting, bid package preparation, and construction support for upgrading traffic signal infrastructure at 13 intersections throughout Lancaster as part of PennDOT's GLG Program. The Program is a competitive funding program that municipal traffic signal owners apply to, seeking funding to improve the safety and operations of their signal assets. Services provided included the design of pedestrian infrastructure, which included Americans with Disabilities Act curb ramps at two intersections and accessible pedestrian signals with countdown timers at 13 intersections across the city. The locations of these improvements were within municipal and PennDOT public ROWs and along key arterials, such as US 222, PA 23, and PA 72.

**Permit Assistance for District Maintenance.** *Pennsylvania Department of Transportation, District 8-0.* **PROJECT MANAGER.** Responsible for providing project management for the design of departmental force pipe replacements. Michael Baker provided engineering services for District maintenance permitting. Tasks included limited design of culverts and plan preparation for use in obtaining waterway permits. Culverts were installed by maintenance forces.

**Lancaster County Intelligent Transportation Systems (ITS) Devices Update.** *Pennsylvania Department of Transportation, District 8-0.* **PROJECT MANAGER.** Responsible for coordinating design efforts within the internal design units. Also assisted the Project Manager with coordination efforts with the District. Michael Baker provided engineering services to update Lancaster County ITS devices and install new equipment. The project included the design of seven center-mount and one overhead dynamic message sign installations, 12 new Closed-Circuit Television (CCTV) locations, and the integration of seven existing CCTVs into a new communication backhaul network along US 30 and PA 283. Due to site-specific physical challenges, a combination of communication media was required, including leased T1 lines, microfiber backhaul, and wireless gigabyte radio communications. Tasks included project management and administration, full ITS designs, sign structure plan designs and foundation design, structure borings, maintenance and protection of traffic plan preparation, surveys, utility coordination, bid package preparation, and construction consultation.

**SR 34-055 Wall Design.** *Pennsylvania Department of Transportation, District 8-0.* **PROJECT MANAGER.** Responsible for managing the development of the TS&L and final structure plans for a retaining wall on SR 34. Michael Baker provided engineering services for a wall design on SR 34-055 in Pennsylvania. Michael Baker was responsible for the overall coordination of the project team and work effort and performed analysis and design associated with the proposed roadway construction. Tasks included project management, preparing the TS&L report and the Final Structure Plans, performing QA/QC inspections, and attending status and coordination meetings.

**I-81 Preliminary Engineering for Public-Private Partnership.** *Pennsylvania Department of Transportation, District 4-0.* **ASSISTANT PROJECT MANAGER.** Responsibilities included assisting the Project Manager in the overall management of the preliminary engineering services for the Partnership 81 project. Michael Baker is providing preliminary engineering for the reconstruction and realignment of approximately 7.5 miles of I-81 in Luzerne County. The project extends approximately from mile marker 161.2 to mile marker 168.8. It includes the review of alternatives for the reconstruction of the interstate, as well as the interchanges with SR 29, SR 309, and Highland Park Boulevard. Michael Baker is responsible for the preliminary engineering and environmental clearance documentation to support developing a P3 project, which will include the final design, construction, and financing of the proposed interstate improvements.



## FREIGHT PLANNING LEAD

**Thomas Phelan, PE, PEng**

**Michael Baker**  
INTERNATIONAL



**YEARS WITH  
MICHAEL BAKER**  
1

**YEARS EXPERIENCE**  
31

### EDUCATION

M.S., Civil  
Engineering, New  
Jersey Institute of  
Technology

B.S., Civil  
Engineering, New  
Jersey Institute of  
Technology

### LICENSES/ CERTIFICATIONS

Professional  
Engineer, New  
Jersey, 1998,  
24GE04141100

Professional  
Engineer, Alberta,  
Canada, 2019,  
244125

### PROFESSIONAL AFFILIATIONS

American Society of  
Civil Engineers

Association of  
Professional  
Engineers and  
Geoscientists of  
Alberta

Institute of  
Transportation  
Engineers

*Mr. Phelan has extensive experience in managing and performing traffic and transportation consulting services in the US and Canada. Tom has managed a variety of highway, transit, freight facility, and land development projects, specializing in regional transportation planning and industrial development. His areas of expertise include traffic engineering and design, transportation planning, freight planning and operations, industrial land use planning, and truck/rail access for freight terminals and industrial sites. Tom's clientele has included the FHWA, state DOTs, municipal and county governments, MPOs, and private real estate developers. He has led traffic engineering and roadway design elements of National Environmental Policy Act environmental studies in the US and on design-build teams for provincial highway projects in western Canada.*

### RELEVANT EXPERIENCE

**Pennsylvania Statewide Freight Movement Plan (FMP). Pennsylvania Department of Transportation (PennDOT), Program Center.** Senior Technical Advisor leading the effort to update the Pennsylvania Statewide FMP. The 2045 FMP was prepared in compliance with federal requirements under the Fixing America's Surface Transportation Act of 2015 and subsequently updated to reflect the new requirements of the Infrastructure Investment and Jobs Act (IIJA) of 2021. Highlights of the effort included extensive stakeholder engagement throughout the plan development process; mode-specific freight focus groups; detailed documentation of the state's freight transportation infrastructure, including freight rail corridors, ports, rail terminals, and nationally significant highways; freight-intensive employment centers reported at the census tract level; development of five key FMP goals related to freight mobility, land use, analytical tools, operations/safety, and sustainability; commodity-level forecasts by mode using a hybrid of Freight Analysis Framework versions 4 and 5 baseline and forecast data; an assessment of economic influences and emerging trends that will drive changes in freight transportation activity in the future; and ongoing updates and enhancements of a data repository to provide a wide range of data to regional and local planning partners. The FMP was approved by the USDOT in December 2022, making it one of the first statewide freight plans to be completed under the new IIJA requirements.

**Expanding Truck Parking in Pennsylvania. Pennsylvania State Transportation Advisory Committee (TAC).** Task Leader and Senior Technical Advisor for the Michael Baker team that completed a study for the TAC to analyze the need for truck parking in the Commonwealth and propose a series of solutions for developing new parking capacity along corridors where the need is most severe. The team developed an innovative, criteria-based analytical approach for determining truck parking needs and prioritizing highway corridors statewide. The analysis provides a crucial foundation for addressing truck parking opportunities and challenges on a regional, case-by-case basis. The study resulted in the identification of Tier I and Tier II priority corridors for developing new truck parking capacity, a framework for evaluating potential locations for truck parking, and a set of recommended collaborative actions with municipal governments and private industry to address barriers to truck parking capacity development.

**Truck Parking Public-Private Partnership (P3) Technical Support. Pennsylvania Department of Transportation, Central Office.** Task Leader and Senior Technical Advisor for an assignment for PennDOT to identify opportunities for P3s in maintaining PennDOT's existing rest areas and developing new truck parking capacity to meet growing needs for

truck parking associated with commercial driver needs, Federal Motor Carrier Safety Administration hours of service rules, and staging activity in the areas of major industrial development clusters. Led the effort to review Request for Information responses, interviewed selected respondents, documented preliminary findings under current PennDOT policies and federal statutes governing commercialization on the Interstate Highway System, and facilitated interagency partnerships with MPOs and municipal governments to identify private travel center development opportunities along heavily traveled truck corridors. Other key work products included a case study on the development of new truck parking capacity in an industrial park adjacent to I-81 in Schuylkill County and a guidance document on incorporating truck parking into the municipal zoning and industrial development approval process.

**Transportation and Land Use Implications of E-Commerce. *Pennsylvania State Transportation Advisory Committee.*** Senior Technical Advisor for the Michael Baker-led team that completed a study for the TAC to assess the transportation infrastructure, operational impacts, and land use changes associated with the growth of e-commerce in recent years. Oversaw the development of a statewide survey of MPOs and Rural Planning Organizations to identify knowledge gaps and regulatory requirements to respond to emerging trends in land use, transportation, and workforce access for changing retail and industrial land uses. Facilitated an expert panel discussion with representatives of Amazon, the City of Philadelphia, the industrial real estate community, and county and rural municipal governments to understand the trends, issues, and opportunities for the dynamic new business models of modern e-commerce retailers. The study concluded with a series of recommendations for planners, policymakers, and elected officials in four primary focus areas: Transportation Planning, Infrastructure, and Services; Land Use and Local Government Support; Public-Private Sector Collaboration; and Data Collection and Analysis.

**Morris County Freight Transportation and Land Use Study. *Morris County, New Jersey.*** Managed a freight transportation study on behalf of Morris County to assess the role of freight in the County's economy and to identify current and future opportunities for freight-related land use, infrastructure improvements, and techniques to improve the reliability and efficiency of goods movement in the County. Oversaw all technical work products, including a transportation infrastructure assessment, land use analysis, economic impact study, and marketing plan. Participated in stakeholder outreach efforts, interagency coordination meetings, and public presentations and authored project memoranda and the final study report.

**Ontario Midland Strategic Plan. *Wayne County, New York.*** Served as a Senior Technical Advisor on rail infrastructure and operations for a transportation and land use study in Wayne County, New York. Led a preliminary assessment of current infrastructure conditions and rail operations along the County-owned freight rail system and identified short-term maintenance needs and operating constraints for the Ontario Midland Railroad (OMID). Supported the consultant team in developing a profile of commodity types and local industries that represent potential industrial development opportunities for the region and prospective new customers for the railroad. Developed representative industrial site profiles for new prospective customers and identified operational and infrastructure needs to accommodate additional rail traffic on the three major OMID line segments.

**FHWA Truck Parking and Safety Coalition Program Support. *American Association of State Highway and Transportation Officials (AASHTO).*** Served as a consultant Project Manager to provide program support to AASHTO in administering outreach efforts for the newly established National Coalition on Truck Parking, which was initiated after the release of the national report under Section 1401 ("Jason's Law") of MAP-21. This effort included the execution of four regional meetings of public and private stakeholders across the nation to develop recommendations for implementing funding, truck operations, and industry solutions to challenges associated with truck parking and commercial driver safety needs.

**Intelligent Transportation Systems Truck Staging. *US Maritime Administration (MARAD).*** Served as Principal Investigator on a consultant team engaged by MARAD to conduct a review of truck and port terminal gate operations at marine terminals and inland ports across the US and develop recommendations for improving the efficiency of landside truck staging and drayage movements using advanced technology in development and review by the USDOT. Led the outreach effort to a select group of major ports in the US to identify issues and trends with truck queueing and staging at marine terminals. Authored the economic analysis report of options for truck technology applications to reduce marine terminal congestion and improve the efficiency of port operations. This project was highlighted in the March 2019 FHWA "Talking Freight" webinar.

## TRANSPORTATION PLANNING LEAD

**Toby Fauver, FACIP**



*Mr. Fauver has more than 27 years of professional experience in executive leadership, planning, policy development, legislative efforts, and stakeholder engagement and communications. Toby was most recently the Deputy Secretary for Multimodal Transportation and the Pennsylvania Department of Transportation (PennDOT).*

### YEARS WITH ROCKLAND

3

### YEARS EXPERIENCE

28

### EDUCATION

Certificate, Traffic Engineering,  
Northwestern  
University Traffic  
Institute

M.R.C.P., Community  
Planning, Kansas  
State University

B.A., Geo  
Environmental  
Studies,  
Shippensburg  
University

### LICENSES/ CERTIFICATIONS

Fellow American  
Institute of Certified  
Planners, 013832

## RELEVANT EXPERIENCE

### **Shared Ride Fare Increase Analysis. Crawford Area Transportation Authority (CATA).**

Assisted CATA's executive leadership in conducting a shared ride fare increase analysis for both Crawford and Venango. This analysis included analyzing Ecolane data for the agency, developing a new consolidated fare structure, analyzing the impacts on sponsors and the Medical Assistance Transportation Program, and completing the fare increase application for PennDOT.

**Pennsylvania Public Transportation Association.** Provided technical assistance to the Executive Director on Pennsylvania Public Transportation legislation and the Pennsylvania legislative process.

**Transit Investment Analysis. Cumberland County, Pennsylvania.** Provided technical assistance to analyze the transit investment return on investment for Cumberland County. Organized a multimodal employer's breakfast meeting. Assisted the Commissioners with the analysis of opportunities for Capital Area Transit and rabbittransit to merge their management functions.

**Medical Assistance Transportation Program (MATP) Analysis. Washington County Transportation Authority.** Provided analysis of the state's medical assistance program brokerage costs and provided lobbying services to educate legislators and the Governor's office on the cost and impacts to public transit authorities if the MATP program is given to a broker to manage the trips.

**Fixed Route and Paratransit Service Analysis. Westmoreland County Transportation Authority.** Assisted Westmoreland Transit in analyzing options to bring their fixed route and paratransit service in-house for delivery and management versus being contracted out. Assisted in developing a revised organization chart, job descriptions, policies, budget, and funding plan to bring the service in-house. Provided strategic advice to the Executive Director and Board. Provided analysis of the state's medical assistance program brokerage

costs and provided lobbying services to educate legislators and the Governor's office on the cost and impacts to public transit authorities if the MATP is given to a broker to manage the trip.

### **Freight Goods Movement Study. Transportation Advisory Committee to the Pennsylvania Department of Transportation.**

Planner for this statewide freight study to discover ways to upgrade the transportation system to improve freight goods movement in the state. The study provided an analysis of statewide freight goods movement data, a state-of-the-practice survey, and a forum with shippers and carriers. Recommendations were developed for training personnel, implementing intelligent transportation systems, corridor planning, and state transportation improvement projects.

**Microtransit Study. Southeastern Pennsylvania Transportation Authority (SEPTA).** Transit Technical Expert assisting Nelson\Nygaard in developing a Microtransit Service Plan for SEPTA. Specifically, assisted the team in evaluating labor

considerations and prepared an analysis and recommendations for improving the Frontier Maintenance and Bus storage facility to meet the requirements to store and maintain microtransit vehicles at the facility.

**Luzerne County Transportation Authority (LCTA).** Assisted the Board of Directors in evaluating the organization's structure, management, and staffing, and assessing opportunities to improve efficiency. Also assisted the General Manager and Chief Financial Officer in evaluating and managing the agency while in a management transition. Helped to conduct and develop a transit development plan that included microtransit as part of the future service improvement. Assisting LCTA with the implementation of their microtransit service plan.

**Bowling Green Public Transportation Efficiency and Management Study.** Project Manager for this transit study in Bowling Green, Kentucky. The study consisted of three phases: Phase 1 involved developing a Service plan for the Topper Transit system at Western Kentucky University, Phase 2 was a management performance study for GoBG Transit in the City of Bowling Green, and Phase 3 evaluated the feasibility of consolidating the two systems.

**Bus Propulsion Benefit and Cost Assessment. Pennsylvania Department of Transportation.** Transit Technical Expert assisting the Whitehouse Group team with developing a bus propulsion technology benefit-cost assessment tool for PennDOT. Specifically, conducted research on the vehicle propulsion technology through interviews with transit agencies and manufacturer research. In addition, assisted with reviewing and testing the benefit-cost tool.

## **PennDOT Deputy Secretary for Multimodal Transportation Experience (14 years)**

Toby joined PennDOT in 2004. He brought private sector experience and a "get it done" attitude to this position, where partnerships were built with the transit industry and the Pennsylvania General Assembly to accomplish numerous transit management reforms. Responsible for managing and overseeing nearly \$2.0 billion in state and federal funding supporting public transportation systems, intercity bus and rail passenger service, freight railroads, airports, ports, economic development projects, and bicycle/pedestrian projects. Responsibilities also included funding policy development, general problem solving, planning assistance, project development, environmental and engineering assistance, rail vehicle licensing and inspection, and rail safety oversight. Achievements included:

- **Statewide Bike/Pedestrian Plan.** Project Director for the Pennsylvania Statewide Bicycle and Pedestrian Plan.
- **Statewide Long-Range Transportation Plan (LRTP).** Worked with the Deputy Secretary for Planning at PennDOT on developing several generations of statewide LRTPs.
- **Allegheny County Trail Study.** Project Director for the Commonwealth for a rail-with-trail feasibility and alternative routing study. The study focused on trying to find common ground between Norfolk Southern and Allegheny County, Pennsylvania, to identify acceptable and feasible routing options for a trail along a Norfolk Southern Route in Pittsburgh, Pennsylvania. The rail right-of-way was narrow, making the construction of a trail in the active ROW a significant challenge.
- **Wayne Avenue Multimodal Transportation Study.** Project Manager for this multimodal corridor study to develop a multimodal access, safety, and development plan for the Wayne Avenue Corridor in Indiana County, Pennsylvania. This project involved improving bicycle/pedestrian, transit, and parking opportunities in the Wayne Avenue Corridor while enhancing economic development potential for the Indiana Regional Medical Center, the Indiana University of Pennsylvania, and the Indiana Borough.
- **Presque Isle State Park Multimodal Transit and Trail Connector Study.** The study included a site location and feasibility study for a multimodal transit and bicycle/pedestrian center in the park that could connect with the passenger ferry. In addition, it examined trail connection options to safely separate bicycle traffic from auto traffic at the entrance to Presque Isle State Park, where bicycles must travel on the road.
- **Multimodal Bicycle/Pedestrian Dedicated Funding.** Worked with the Governor's Budget Office and General Assembly to obtain a dedicated line item in the Multimodal Fund for bicycle and pedestrian improvements during the development of Act 89. The line item was used during his tenure to fund sidewalk, trail, and streetscape improvements for communities around the state.



SUBMITTED BY:

**Michael Baker**  
INTERNATIONAL

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