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Dear NEITE Members and Interested Readers:

We are headed into the home stretch of 2019 culminating with our Annual Meeting to be held on December 2th in Worcester. The meeting program is refreshing and engaging, and I hope to see you at this year’s event. Registration details are provided on Page 16.

Another important year-end activity is our election for NEITE Board members. Having served on the Board for many years, the dedication and passion our Board members have is quite evident. Our Board spends considerable time working to make this organization beneficial to our current members and supportive of engaging and growing our student membership. Our organization plays a vital role in developing our future engineering and planning professionals. So please take time to VOTE. The candidates have made the commitment to serving you and accordingly they deserve your time.

Lastly, I want to challenge our members to becoming more involved. Involvement can mean may things: serving on the Board; serving on one of our Committees; participating at the State or Student Chapter level; assisting with an event; and lastly, simply becoming a more active member that attends meetings and events and provides valuable support and input. It is the membership that should guide our purpose and direction so that the Board is truly representative of all. So, I urge all members to get involved. The Board wants to hear from you.

This is my last message as President of NEITE. It has been rewarding and exciting to be part of a great group of professionals and you can trust that my involvement will not cease. I want to thank the Board for their tireless work and support throughout 2019.

Have a Safe and Warm Holiday Season. Please feel free to reach out to me at 207.347.4354 or Thomas.errico@tylin.com if you have questions.

Best regards,
Thomas A. Errico, PE
ITE New England Section President

NEITE’s mission is to serve its members, the transportation profession, and the public by facilitating professional development and education, promoting the exchange of ideas, and enhancing the professional practice to provide safe, efficient, cost-effective and sustainable transportation solutions.

Welcome to our Newest Members!
Total Current Membership 630

Chuhong Yu (Northeastern University)
Ethan Thomas (Tetra Tech)
Robert Creighton (University of Massachusetts Dartmouth)

On the Cover: Beehive Bridge, New Britain, CT
Photo Source: Ted DeSantos, Fuss & O’Neill
New England Section Directory

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Useful Links

Institute of Transportation Engineers: http://www.ite.org
ITE Northeastern District: http://www.northeasternite.org
ITE New England Section: http://www.neite.org
ITE Upstate New York Section: http://www.itenyupstate.org
ITE New York Metro Section: http://ite-metsection.org
Young Professionals in Transportation - Boston Chapter http://www.yptboston.org/
Boston Society of Civil Engineers: http://www.bsces.org
American Society of Civil Engineers: http://www.asce.org
ASCE New Hampshire Chapter: http://www.ascenh.org
ASCE Vermont Chapter: http://sections.asce.org/vermont
ASCE Maine Chapter: http://www.maineasce.org/main
ASCE Connecticut Chapter: http://www.csce.org
ASCE Rhode Island Chapter: http://riasce.org
Urban Land Institute: http://www.uli.org
MA Association of Consultant Planners: http://www.macponline.org
APA Northern New England Chapter: http://www.nnecapa.org
APA Massachusetts Chapter: http://www.massapa.org
APA Connecticut Chapter: http://www.ccapa.org

The Editor’s Minutes
Theresa M. Schwartz, PE, PTOE
Principal
Tessera Engineering

Hello New England Chapter:

With winter approaching, we’re looking forward to the New England ITE Annual Meeting to be held in Worcester, Massachusetts this year. Instead of the traditional gift swap, we’ll be holding a door prize raffle to benefit the Thomas Desjardins Scholarship fund. If your company would like to donate a raffle prize, please contact Justin Curewitz at (781) 255 1982 or jcurewitz@beta-inc.com.

This issue of the New England Chronicle includes an article from Ted DeSantos, PE, PTOE of Fuss & O’Neill on the new Beehive Bridge in New Britain. I had the pleasure of touring the bridge with the Public Works Director and City Engineer a few weeks ago, and the combination of engineering, public art and placemaking is truly impressive.

Also in this issue Doug Halpert, PE of GPI, a member of the Leadership ITE class of 2019, shares a summary of the class project presented by his group, the “Roadrunners.” It centers on improvements to member involvement outside of North America.

Legislative updates for 2019 are summarized on page 13 of this issue.

Lastly, I encourage you all to read through the candidate statements on pages 10 through 12. The election e-ballots were sent to members on November 8th. Check your spam filter if you did not receive your electronic ballot from vote@electionsonline.com, and be sure to vote!

If you have a project, idea or experience you would like to contribute to the New England Chronicle, please send content, along with a headshot of all those contributing, to me at tschwartz@tesseraengineering.com

I wish you all a safe and enjoyable holiday season and look forward to hearing from you in the new year!

Best,
Theresa Schwartz, PE, PTOE
New England Chronicle Editor

SECTION CALENDAR

NEITE Annual Meeting
December 2, 2019
Worcester, Massachusetts

CT ITE Tech Session
February 20, 2020
Newington, Connecticut

Please send all calendar announcements, including the name of event, the contact person, event location, and date to New England Section webmaster Colin T. White, PE and Chronicle Editor Theresa M. Schwartz, PE, PTOE at cwhite@gpinet.com and tschwartz@tesseraengineering.com.
ITE’s mission statement calls for providing knowledge, practice, and skills to “the global community of transportation professionals”. However, the way professionals in the global community interact with one another can vary greatly depending on a variety of factors including but not limited to culture, access to technology, and historical practices.

The key for success as an organization can be as simple as having face-to-face conversations with all members, but we must first be better equipped to have the conversation. The Roadrunners team decided to start this conversation as the 2019 Leadership ITE featured project. The approach, strategy and recommendations of group, the Roadrunners, are outlined in this article.

**Background**

The adoption of the ITE 2018-2020 Strategic Plan by the International Board of Direction (IBOD) was a significant step in the organization’s history, which concisely outlined the objectives and structure of how ITE would operate. The Roadrunners team was struck by the term “Global community” listed in the very first sentence of the plan. Our group’s core question became: ‘How much of ITE is related to member involvement outside North America, and how can it be improved?’

Our group discussions led us to the realization that our collective transportation experiences extended beyond our day-to-day jobs and they were very much a part of our identity. We wanted to highlight the International aspect of ITE and bring awareness to a portion of our membership which could provide a significant impact if given the equity and opportunity.

Before you can chart a course forward you have to know where you’ve been. The Roadrunners team spent an extensive amount of time working with Don McKenzie, ITE Global District’s Director, to gain an understanding of how active the Global District (formally called District 8) is and the reach of ITE’s membership. Part of this outreach included interviews with former ITE International Presidents, ITE professional members, and ITE global students outside the United States. The transcripts of these interviews and the full presentation can be found at [https://www.ite.org/professional-and-career-development/leadershipite/2019-projects/](https://www.ite.org/professional-and-career-development/leadershipite/2019-projects/).

The current Global District footprint accounts for roughly 1,000 members across 80 countries. This breadth of members does not reflect the activity produced across the board. For example, Australia & New Zealand has more registered members than the continents of Africa, Europe, and South America combined. ITE has policies in place which adjust membership dues based on various economic factors in order to provide greater equity.

**Project Goals**

**Avoid the re-invention of the wheel**: From the beginning of the project, our team understood expansion of the ITE global footprint is not a new topic. One of our main goals was to review the previously taken actions and refine those before proposing any new strategic goals/actions.

Previous ITE initiatives have already established the 2019 Board Program Committees, which include the Global District. ITE.org has established links for the Australia & New Zealand Section as well as student chapters falling under the Global District. These groups are already producing great bodies of work, but are largely isolated from the rest of the organization.

Student chapter groups in Canada, Pakistan, and Australia, for example, have produced impressive annual reports of their activities which include meetings, social networking, and field trips. However, not all of them are currently available through the ITE website. Jeff Paniati, ITE’s Executive Director and CEO, successfully met with members from the Korean Society of Transportation (KST) in 2018, which will hopefully open the door to future collaboration.

**Identify Areas for Improvement**: In addition to recognizing ITE’s ongoing efforts on expanding the global membership, our team identified areas where larger attention and improvements could accelerate achieving that goal.

In addition to the good work from ITE, there are other organizations that have successful global programs, which could present opportunity for collaboration. The

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Transportation engineering in the urban environment gives us the challenge and opportunity of integrating contemporary solutions into the history and fabric of the built environment. When we design well, the public realm is a place that serves all modes and users while prioritizing and enhancing the land use. The finished condition is a place for people, which attracts new feet to the street to enjoy art and architecture, and incentivizes new private investment in transit-oriented development (TOD). New Britain, CT has experienced a transformation through continued investments in their downtown complete streets master plan. Phases 4 and 5 of the master plan included road diets, bike and pedestrian amenities, relocation of the downtown bus station, and significant public art and placemaking improvements.

The master plan was published in 2013 in collaboration between downtown stakeholders and the City Public Works Department, led by Director Mark Moriarty, PE. Mark works with a great City team, including longtime City Engineer Rob Trottier, PE, Traffic Engineer CJ Gandza, and Construction Inspector Bill Petrowicz. Their combined experience and commitment to the project (including early public engagement, grant applications, overseeing detailed design, and construction completion) has been a recipe for success.

The designs of Phases 4 and 5, which are the Columbus Boulevard roundabout and the Beehive Bridge, respectively, began in late 2014 when Fuss & O’Neill convened a public engagement workshop with design team members Svigals + Partners, Pirie Associates, and Richter & Cegan, Inc. Existing conditions were already in flux, with the construction of the adjacent CT Fastrak station well underway. The master plan called for three major elements:

- Relocate the local bus station from Bank Street to Columbus Boulevard to be close to CT Fastrak and improve changes from local to regional bus rapid transit service into Hartford.
- Create a roundabout intersection at Columbus Boulevard and Bank Street, reducing the Columbus cross-section from four lanes to two and installing bike lanes.
- Transform the Main Street bridge over Route 72 through road diet, streetscape, and iconic art and architecture to strengthen the connection from downtown to the Little

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Poland neighborhood and the CTFastrak station. This was meant to create private investment and TOD.

Each of these elements was to be supplemented by the application of high-end streetscape improvements, pocket parks, and public art installation, comprehensive wayfinding, and historic walking trail signage.

The bus station was to be relocated near the intersection of Columbus Boulevard, east of Main Street, to create the shortest possible walk to CTFastrak. The existing Columbus Boulevard cross-section was four narrow lanes, with a small sidewalk and a building wall on the south side with a brick wall guarding the railroad right-of-way on the north. New Britain Public Transit wanted four bus shelters to be provided with staging for up to eight buses (four each direction), and they wanted a sidewalk on the north side. Placement of this sidewalk was challenging due to the presence of beautiful mature sycamore trees along the railroad right-of-way. Converting from four lanes to two allowed for the bus staging and the added sidewalk. We were able to save almost all of the sycamore trees, except for two trees that were noted to be diseased and were at the critical section where the road is narrowest.

The roundabout is a single, 18-foot-wide, circulating lane with four approaches, including Columbus Boulevard, Bank Street, and the driveway to a hotel. This part of the project was funded in part by a CTDOT Local Roads Accident Reduction Program (LRARP) grant. The intersection is on a grade and slopes down toward Bank Street and a City-owned parking garage. The existing streets were so overbuilt with extra lanes and pavement that the construction of the roundabout allowed space for the “Leo Milewski parklet” to be created.

Sizing the roundabout and the deflection of approaches required special attention to the critical turning movements of the buses in and out of the bus station, as well as the circulation of our design vehicle. We had to make some decisions and concessions on certain movements for large tractor trailers so that we could address all of the design geometry constraints.

The master plan called for bike lanes to be provided on Columbus Boulevard. On Columbus, west of the roundabout, there was insufficient width to accommodate the bus staging and added bike lanes; therefore, the five-foot-wide bike lanes transition into the sidewalks in both directions east of the roundabout. A bicyclist has the option of taking the lane through the roundabout or using the sidewalk. We deemed this to be the safest option and decided not to use sharrow lanes through the bus station section. On the eastbound approach to the roundabout, we were concerned with the approach speed, so we added a large deflection curve and a center-planted median island.

The New Britain standard details for streetscape include granite curb with brick paver banding, permeable surface “flex-pave” surrounding street trees, and pedestrian lighting. The project included demolition of a brick wall that ran along the railroad right-of-way on the north boundary of the project. Removing the wall was a big aesthetic improvement, opening views to the CTFastrak station. The City installed a new sidewalk on the north side of Columbus Boulevard along the 1,200-linear-foot project limits that filled a critical missing link in the sidewalk network.

An existing sculpture by Olaf Zeidenberg was relocated to the center of the roundabout. We installed programmable LED lighting on the sculpture, and the project included a significant disassembly, cleaning, and relocation of the tubular steel sculpture. The difference in the before and after conditions of the sculpture is remarkable, and the LED lighting allows for a beautiful point of public interest near the bus station and CTFastrak.

In the Main Street corridor, the design challenges and opportunities were very different. Design began in a period right before the opening of the CTFastrak station, and we were fortunate that the City had previously engaged many passionate stakeholders in the community as part of the master plan and earlier phases of construction. Attendance was strong at the initial public engagement workshop, at which we conducted extensive user preference surveys to gather data as influence and guidance to the design team working on the conception of an iconic structure. We asked the public to comment on many things, including these design questions:

- What role should the bridge aspire to provide?
- What aspects of New Britain’s history should be emphasized?

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• What type of safety fencing is preferred (visually open, partially enclosed, or solid barrier)?
• What character of the street is preferred (pedestrian street, shared street, City Street, or highway)?
• What type of separation from vehicles is preferred (curb, bollards, planters, or barrier)?

Our survey provided more than 100 images for the attendees to select a visual preference for identified characteristics of the bridge, roadway elements, and artwork. Conducting the survey this way allowed us to leave the public workshop with a significant data set, which allowed us to generate statistics on user preference for key aspects of design. In addition to public testimony and emotional pleas for considerations, having the statistics representing the opinions of the whole stakeholder group was very helpful to the design team as we sat down to generate ideas and sketches.

Main Street is a city-owned street, passing over a bridge owned by CTDOT and abutting the state-owned CT Fastrak station. The existing street was five lanes wide from the signalized intersection of Columbus Boulevard, crossing the railroad tracks and across the bridge to the signalized intersection at East Main Street. Traffic speeds were relatively high and sidewalks were only 8-feet-wide, with 8-foot-high pedestrian screening. Route 72 is a six-lane highway with traffic at speeds in excess of 70 mph, passing below the Main Street bridge. Broad Street (Little Poland neighborhood) is a successful hub of businesses and homes located north of the bridge, and downtown is just south of the bridge. There was a lot of pedestrian activity walking from Little Poland to downtown, but the conditions were poor with high speed, wind, dust, noise, no shelter from the sun, and overbuilt pavement.

The master plan called for a road diet, so our traffic engineer focused on how much of a diet we could accomplish while processing vehicle queues, accommodating CT Fastrak buses, and avoiding problems with the railroad corridor. We worked very well with Tom Maziarz, Bureau Chief of Policy and Planning at CTDOT, who oversaw a red flag review by CTDOT to make sure that, from an early stage, there would not be any show-stoppers as we integrated the transportation engineering, artwork, and structural design of elements that would connect to the state bridge. CTDOT gave clear direction and timely feedback, and provided an expedited review process that allowed the City to succeed. The design advanced with a two-lane cross-section widening out to provide additional turn lanes at the CT Fastrak station and at the traffic signal nodes.

Bike lanes and 20-foot-wide sidewalks replaced the unnecessary travel lanes, and the cross-section was re-balanced to be bike and pedestrian friendly. City DPW restriped the bridge as part of their routine striping program soon after CTDOT approval, and long before construction began on the bridge. This early implementation was a huge success, proving to the traveling public that the road diet could work and removing all of the drama from the traffic conditions during construction, final paving, and striping when construction was complete.

The project Working Group, which was to act in an advisory capacity to the design team, included many longtime advocates and stakeholders who have contributed in many volunteer capacities in New Britain. Members included local artists such as Craig Fredericks (who has several commissioned art sculptures in the downtown); the curator of the American (Continued on page 9)
Museum of Modern Art, Stephen Hard (who was the Executive Director of the Greater New Britain Arts Alliance); Gerry Amodio, Executive Director of the New Britain Downtown District; as well as city staff, representatives from Central Connecticut State University, police, business owners, and residents. In the first workshop we shared the results of the public engagement survey and showed images that could provide inspiration to the design team. As important as their aesthetic opinions were, we also began to educate the Working Group on the budget and outline the cost of the base improvements versus the overall budget so that they could understand how their wish list related to available funds.

In a final vote on December 4, 2014, the Working Group selected the Beehive Bridge as the prevailing design concept. The detailed design of the bridge, bidding, value engineering, and re-bidding the project challenged many of the aesthetic and material treatments; however, the design team, DPW, and contractor were able to achieve a built project that met and exceeded expectations. Local contractor, SignPro, was instrumental in fabrication and installing a custom project that included thousands of unique pieces, and required innovation throughout the fabrication to achieve design objectives within very tight tolerances. In the dedication of the bridge on September 19, 2019, the Mayor revealed the plaque commemorating the Beehive Bridge, and called it “the impossible bridge project” due to the enormity of achieving a project like this in spite of contemporary funding constraints.

The art and architecture by Svigals + Partners features pedestrian screening themed after the City seal, the beehive, and ranges from 8 to 16 feet high, curving and arching over the sidewalk. The screening is comprised of translucent polycarbonate panels that are in a honeycomb pattern and range from amber to gold colors. The pedestrian conditions are a huge improvement as screening provides shade, reduces wind and noise from Route 72, and is a beautiful piece of artwork. The curvilinear top rail of the bridge is meant to mimic the sinusoidal pattern of the dance a honeybee makes when it has located honey. The screening supports are made of steel and aluminum construction, and the parapet was analyzed and designed for complete reconstruction to handle the added wind loading condition. Other considerations were access for maintenance, snow/ice melt to Route 72 below and to the sidewalk on Main Street, snow removal, and other DPW concerns.

Public art installations were made a part of the bridge, including four 12-foot tall stainless steel honeybee sculptures located at the four corners, and a beehive sculpture in the center of the bridge. The screening and sculptures are equipped with LED programmable lights, allowing for beautiful nighttime conditions that can vary with the seasons and the holiday schedule. Parklets were constructed in two quadrants at the east end of the bridge, and the project connects to the existing park at the CTfastrak station.

Speaking as a Transportation Engineer with more than 25 years as an ITE member, the New Britain Beehive Bridge, which I believe is a project of lasting community value, makes me value my role as part creator. As we stood for the bridge dedication, watching with my parents, my wife, and my two children, I was filled with immense pride and it was a moment I will never forget!
New England Section Board Candidates

**Vice President**

Jennifer Conley, PE, PTOE
VHB

**Education:**
B.S. Civil Engineering
Rensselaer Polytechnic Institute 1993

**Work History:**
- Bruce Campbell & Assoc, Boston, MA 1994-1997
- WSP, Boston, MA 2016-2019
- VHB, South Burlington, VT 2019-present

**Positions Held within ITE:**
- Chapter President 1991-2019
- New England Section Treasurer 1991-2019

**Positions Held in Other Organizations:**
- Women’s Transportation Seminar (fmr WTS Boston Board member, current VT Board member) 1995-2019
- Advisory Board for Civil and Environmental Engineering Department, Rensselaer Polytechnic Institute 1997-2019

**Professional Registrations:**
- Massachusetts
- New Hampshire
- Vermont
- Maine
- Rhode Island
- Professional Traffic Operations Engineer

**Vision and Goals:**

Since joining ITE as a student in 1991, I have felt at home in this organization and participated at many levels. As a young professional, I participated in younger member networking. Since that time, my involvement has expanded to more active participation, including local involvement with the Massachusetts and Vermont Chapters, culminating in a Vermont Board position since 2012 where I currently serve as the President.

I have participated in New England ITE mentoring programs, social events, technical trainings, and committees (both technical and social). I have served on the New England Board from 2007 to 2009, helped to develop the Strategic Plan in 2007, co-chaired the Registration Committee for the 2013 and 2019 District Meetings, served on the New England ITE Board since 2017, and currently serve as Treasurer with the goal of maintaining a balanced budget for the organization while encouraging student chapters and networking events.

While on the Board, I have served on the committee that has worked to evolve the NE ITE Annual Meeting and I am proud of the strides the Board has made towards creating a more inclusive organization. The 2019 event includes a variety of technical sessions to gain PDHs, a more interactive networking session in the spirit of successful and engaging networking sessions at the District Meetings each May, and a more lively dinner program.

As Vice President, I would work to serve all New Englanders in NE ITE. I bring the perspective of a professional who has been active at each level of the organization: local chapters, the New England section, and as a part of the district meetings. Additionally, as a leader I have the unique perspective of being involved in both the largest chapter in the section as well as the smallest.

Because I have enjoyed participating in networking, mentoring, and technical sessions, I feel that each aspect offers benefits to our members and is critical to the future success of NE ITE. I will continue to encourage investment in student chapters, networking events, and mentoring opportunities while providing relevant technical trainings at meetings throughout the Section. As Vice President, my focus on networking and mentoring would build on the strides that have been made in the past with the informal greeting program I proposed to help engage new and younger members. I will work to engage new members when they join by inviting them to meetings and connecting them with Board volunteers.

As VP, I will suggest networking events for young professionals that include more senior mentor involvement to share their career paths, offer lessons learned, and share valuable mentoring experiences. I will also work to engage new members when they join by inviting them to a meeting and find Board volunteers to connect with them.

**Kenneth P. Cram, P.E.**

Director, Traffic Engineering

**Education:**
B.S. Civil Engineering Northeastern University 1982

**Work History:**
Licensed transportation engineer with over 37 years of experience in traffic engineering, transportation planning, and highway and traffic signal design for projects in New York, Massachusetts, Maine, New Hampshire, Connecticut and Rhode Island. Prior employment consists of firms large and small: HNTB, Raymond Keyes Associates, BSC Group, VHB, VAI, Land Strategies and Bayside Engineering. Specialized in the area of traffic engineering, transportation planning, civil engineering design, and transportation systems management. Responsible for the supervision of the design and analysis of roadways, intersections, and interchange systems, along with the preparation and review of traffic impact studies, environmental impact reports, site feasibility studies, corridor studies, peer reviews, traffic signal warrant studies and parking studies. Manages a team of engineers to prepare reports required to obtain state and local per-mits for a wide range of development proposals. Oversees both the technical aspects of study preparation and the project management of each job. Considerable experience preparing presentations for public hearings.

**Positions held within ITE:**
- Program Committee Chair (current)
- NEITE Secretary (current)
- NEITE Senior Director
- Immediate Past-President MAITE Chapter
- President of the MAITE Chapter for two years
- Vice-President of the MAITE Chapter for two years
- Treasurer of the MAITE Chapter for two years

**Positions Held in Other Organizations:**
Member of American Society of Civil Engineers.

**Professional Registrations:**
Massachusetts

**Vision and Goals:**
(Continued on page 11)
I have been actively involved with ITE through the MAITE Chapter for over eight years and the NEITE for the past three years. During my time with the MAITE, there was a significant revitalization of the Chapter. Our focus has been and continues to be to get more individuals involved in ITE and its activities. I have and will continue to work with MAITE, as well as the other Chapters within the Section to increase the awareness of NEITE’s opportunities for growth as well as professional development. This includes collaborating with the Student Chapters at colleges and universities within the Section.

My focus will also encompass moving ITE forward. ITE is faced with many transportation changes and in the upcoming years, technological innovations will continue to shift our way of getting from one place to another. We are dealing with many multi-modal transportation options, complete streets approaches to design and engineering solutions, services and applications, all of which are changing on a daily basis. I believe ITE will be at the forefront assessing these changes and developing solutions for the future.

I am an active member with the Maine Better Transportation Association where I help to plan the technical committee.

Professional Registrations:
Maine

Awards Received:
I worked on the Maine ACEC Planning Project of the Year (2019) for the Portland Area Mainline Alternatives Assessment Study.

Goals I would like to achieve:
- Continue to learn more about regional and national ITE activities
- Help start a student ITE chapter at the University of Maine
- Increase the number of Maine members

Derek L. Hug, PE, PTOE
Senior Transportation Engineer
Stantec

Education:
B.S. Civil and Environmental Engineering
University of Rhode Island 1998

Work Experience:
Over my 21-year career, I have amassed a broad base of experience in the transportation engineering field. I started as a traffic engineer doing traffic impact studies and traffic signal design at a small firm in Connecticut, Barkan & Mess Associates. I then spent more than 16 years expanding my experience into roadway design, trail design, traffic calming and urban complete streets design at Fuss & O’Neill’s Providence, RI office, before adding freeway design to my experience base in my current position at Stantec starting in January 2018.

Positions Held within ITE:
- International Member – 1999-Present
- District 1 Annual Meeting Website Committee Co-Chair – 2019
- President, RI Chapter – 2015-2016
- Vice President, RI Chapter – 2013-2014
- Website Committee Chair, RI Chapter – 2009-2014
- Secretary, RI Chapter – 2012
- Treasurer, RI Chapter – 2010-2011

Positions Held in Other Organizations:
- Scholarship Committee Member, American Council of Engineering Companies (ACEC) RI Chapter – 2018-Present

Vision and Goals:
Much is made about membership numbers. Membership numbers are the primary metric through which an organization such as ITE can assess how well they are serving their constituents. Membership (and involvement) will naturally increase when the body of transportation infrastructure professionals can see the value the organization brings to their profession and career. Increasing membership and involvement will take time and effort. It starts young and local. Most current ITE members were first exposed to ITE either in college or through local events held by state chapters. Unfortunately, my experience as an officer of a state chapter is that there is little coordination between the state chapters and the Section. In my two years as Rhode Island Chapter President, correspondence with the Section was generally limited to the Section asking for Chapter Update Reports, or discussion about publicizing a meeting or event. The Section never once offered consultation or assistance in helping solve its own biggest issues, such as: How do we entice more involvement from public agencies and personnel? How do we better engage with young professionals, or students? How do we convert chapter members into international members?

That must change. Knowing that student chapters and state chapters are the entryway into the organization, the Section’s focus needs to be in leveraging its resources into supporting these smaller, yet vital, parts of the organization. The Section has six state chapters under it, all of which have smart people volunteering their time. The Section has the resources and ability to assist these volunteers in being effective ambassadors to ITE. My
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focus as a Section officer would be to orient the Section’s focus more toward service of its state chapters to drive future membership and involvement.

Jeffrey Santacruce,
PE, PTOE
Senior Project Manager
Traffic Engr. Leader
Weston & Sampson

Education:
B.S. Civil Engineering University of New Hampshire 1994

Work History:
I am a licensed Professional Engineer with over 24 years of experience in both the public and private sector having worked for the New Hampshire Department of Transportation early on in my career before transitioning to the consulting world. Through the years I have worked on a wide range of projects including roadway and traffic signal improvements at single intersections to interstate widening projects. These projects also include Complete Streets, traffic calming, and roundabouts. Truly I believe that we cannot build our way out of congestion and that we must find a way to shift people’s thinking on other forms of travel such as transit. I have also worked as a construction inspector at times in my career. I believe having this experience helps me to be a better designer because I understand how things are built and can visualize how things will go together in the field. Throughout my career I have always strived to move forward and grow. If you ask any of my current or former colleagues, they will tell you that I never said no when a task was asked of me. I liked the challenge and was always willing to lend a hand or take the lead depending on the situation.

Positions Held within ITE:
• NHITE Chapter President
• NHITE Chapter Vice President
• NHITE Chapter Secretary/Treasurer

Professional Registration:
• New Hampshire
• Maine
• Massachusetts
• Vermont
• Connecticut
• South Carolina,
• North Carolina
• Florida
• Professional Traffic Operations Engineer

Legislative Updates

Connecticut:
While still out of session, there is much talk in the press about the transportation budget and tolling. Tolling did not pass in the last session. The governor and the legislature have been having discussions, with the governor proposing a scaled-back tolling option and discussions of low interest federal monies. It is anticipated that a special session of the legislature will be called this fall to finalize a long term plan to fund transportation in Connecticut.

Maine:
Resolve, Directing the Department of Transportation To Incorporate Transportation Demand Management strategies in Chapter 305 Rules and Regulations Pertaining to Traffic Movement Permits.

Sec. 1. Changes to Chapter 305 Rules and Regulations Pertaining to the Traffic Movement Permit, Resolved: That the Department of Transportation is directed to form a stakeholder committee to review the chapter 305 Rules and Regulations Pertaining to the Traffic Movement Permit to incorporate Transportation Demand Management Strategies (TDM) to be used in lieu of widening roadways. Traffic Movement Permit applicants would be required to analyze all modes of Transportation affected by the project. The Rules will develop standards to be used by the applicants to determine the extent of the modal impacts and strategies to mitigate those impacts. The stake holder committee may set thresholds for applying the standards and allow entities that don’t meet the thresholds to opt into using those standards.

This resolve directs the Department of Transportation to create a stakeholder group to
review the Chapter 305 Rules and Regulations pertaining to the Traffic Movement Permit to Transportation Demand Management Strategies. MaineDOT and Maine ITE Chapter representatives met on October 17, 2019 to discuss status of the rewrite of the Traffic Movement Permit (TMP) process. The meeting on the 17th included representatives from MaineDOT, Consultants, Municipalities, Growsmart Maine, and the Bicycle Coalition of Maine. A revised TMP is expected to be presented to the Maine Legislature in early 2020.

Massachusetts:

Bond Bill: On July 25, 2019, the Baker-Polito Administration filed a transportation bond bill seeking $18 billion in additional capital authorization “to invest in building and modernizing a transportation system that meets the needs of residents, businesses and cities and towns statewide. The authorization would be used to fund existing programs as well as several new initiatives designed to lessen impacts from roadway congestion and ensure reliable travel throughout the Commonwealth.” It would be paid for by proceeds from a regional Transportation Climate Initiative — a twelve-state cap-and-trade program to reduce transportation emissions. It was met with a mixed response from transportation and tax advocates.

Telecommuter tax credit: The bond bill proposal would create a first-in-the-nation $2,000-per-employee tax credit, capped at $50 million per year, awarded to businesses that allow working from home as a way of reducing the number of cars clogging up roadways.

The Green Line Extension: The $2.3 billion project, nicknamed the GLX, will add six new stations beyond the current terminus, Lechmere, and bring the Green Line into Medford and Somerville. The first cars are scheduled to go into service in December 2021. There is some concern that the project is falling behind. In August, a report that track relocation planned for September would not be done until November. Officials downplayed the concern.

Commuter Frustration. A recent poll underscored the frustration of Boston-area commuters. One done in 2019 found that among full-time workers who commute more than 45 minutes every morning, 71% report having been late for work recently. About half (51%) of those same workers have considered changing jobs to improve their commutes and 30% have considered leaving their area altogether. About two-thirds (66%) think “urgent action” is needed.

Rhode Island:

• NHTSA Distracted Driving Bill was signed into law this weekend – we can now apply for the Federal funds for Highway Safety
• Utility Legislation PASSED – major win for the State – Utility companies now will be responsible for taking care of the road from curb to curb when making utility cuts or they pay for it with the Bond they will post with us (they will also pay for the company that inspects the roads) Bill is attached for your review on the details agreed upon (H5028aa).
• Bicycle Facing Traffic Control bill PASSED – this was federally mandated and codifies the lawful procedure for a bicyclist when complying with traffic control signals.

Connect with the New England Section

The New England Section of the Institute of Transportation Engineers is tuning in to social media. In order to provide quick updates on events and notices, the Section is active on Facebook, Twitter, and LinkedIn.

Please remember to receive all your updates, news, and Section information at the New England Section website: http://www.neite.org. To be included on the Google Group Section email list please contact Ariel Greenlaw, PE at agreenlaw@hnth.com.
Roadrunners team researched a list of potential partner organizations with successful global programs, which could present opportunity for collaboration.

Global District Transformation: With support from the IBOD, Don McKenzie has pursued the majority of Global District’s initiatives. However, most action items published in the D8 Action Plan 2015-2018 are listed as “yet to commence”. In addition to the action items statuses, the responsibilities largely fall under the D8 (Global District) Director, who only serves a 3-year term.

The purpose of reclassification of the Global District falls under the “One ITE” principal, which seeks to provide a more consistent experience for its members and clearly define entities as Districts, Sections, and Chapters.

Research
We identified multiple barriers standing in the way of completing the objectives laid out in the 2015-2018 strategic plan, which included but were not limited to, geographic separation, time zones, differences in language and culture, and lack of volunteer power. The hard question the team wrestled with was ‘Does ITE really want to go global and what are the benefits of doing so or the consequences of not?’

One challenge facing ITE is that we are not alone in our desire to grow our global footprint for the betterment of our industry. Through researching common business practices of other organizations such as ASCE, WTS, etc., we quickly discovered just how vast the number of professional organizations was that exist at the national, municipal, and industry specific levels. Rather than hope to compete for their membership, it was determined that efforts would be better served through collaboration and a focus on retaining existing membership and attracting unaffiliated transportation professionals.

ITE has already done considerable work to collaborate with international markets such as the United Kingdom, Australia, New Zealand, and South Korea. It has a proud history of prominent student members educated inside and outside North America with international roots. However, these student members are not always retained post-graduation. These issues led to the re-organization and updates to the Global District strategic plan.

It was important for this project to understand where ITE members are located to determine how the potential for greater resource allocation could be accomplished. The Roadrunners team solicited help from ITE administration records for this data along with multiple annual reports submitted from both professional and student chapters. The team was impressed by the work highlighted in these reports, but identified concerns about how difficult it was to find the information which led to proposed improvements in the Communications Plan.

The research process uncovered multiple tangential issues that could and should be addressed to achieve “success”. It was clear that one director was not capable of taking on all initiatives alone despite having as vast global network of contacts. In addition, it was critical that a succession plan be in place for the eventual turnover once the 3-year term of the current Global District Director has concluded. The Roadrunners team interviewed multiple ITE International Past Presidents who echoed similar concerns for the need for greater involvement. These issues led to the creation of the draft committee structure which was loosely based on the team’s experience within ITE.

The Roadrunners team therefore determined that ITE already has a vast global network that can be greatly improved by breaking down the barriers discussed above. The proposed deliverables below seek to identify and accomplish the Global District’s goals.

Challenges and Opportunities
Based on the research and the interviews of past presidents, the team has identified the key challenges and some opportunities that broadly fit under the three pillars of the ITE Strategic Plan.

Challenges

Institutional Sustainability:

- Limited Leadership resources including time, lack of support system, limited infrastructure, insufficient funding.

Membership:

- Barriers (language, time zones, travel time, funding);
- Geographical separation from ITE’s main base (meetings, members, etc.);
- Widely distributed membership mass to coordinate and sustain activities;
- Pricing structure for membership is not consistent, often deemed expensive in some parts of the world despite varia-

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- Differing perspectives of what brings value; and
- Difficult to pull members participation from local organizations.

**Technical Knowledge:**
- Varying standards of practice and government control; and
- No common set of laws that are applicable everywhere. Local laws conflict with regional and global laws.

**Opportunities**

**Institutional Sustainability:**
- Develop a structure for future Global District leadership; and
- Develop a vision for future goals of expansion.

**Membership:**
- Find ways to promote global member travel and inclusion at meetings and councils;
- Find ways to recognize global members and leaders outstanding contributions;
- Better understand members needs and what different regions consider valuable;
- Expand effort in engaging foreign students and utilizing student chapters; and
- Explore global partnerships and leverage existing partnerships.

**Technical Knowledge:**
- Leverage student chapters and global professionals to share resources;
- Extend invitations to share global experiences, research, and state of the practice; and
- Research other transportation organizations supporting global resource sharing.

**Deliverables**

**Strategic Plan 2019-2022**

The Roadrunners team has taken the previously submitted Global District (formally called District 8) action plan and has reorganized the Goal/Action Items under three categories: Institutional Sustainability, Membership, and Technical Knowledge.

The hope is that greater support within the Global District board will result in the further pursuit of existing action items and the further pursuit of new ones. The plan also seeks to better measure the success of an initiative by providing a “Time Frame” section for implementation / completion and a “Results” section for reflection.

**Communications Plan**

The 2019 Draft Communications Plan is intended to provide a blueprint for improving dialogue between all members of the Global District regardless of affiliation level. Rather than create a plan from scratch, the Roadrunners Team relied heavily on the examples set by the North Central Section (NCITE) including their new member flyers and utilization of internet tools.

The utilization of these resources is vital for the global success of ITE, especially at the student level where they can share their academic experiences with the greater community or for students who pursue academia in North America to then establish new chapters in their country of origin.

It is the hope of this plan that the global community will be better served not only by sharing information more effectively to/from the District level but to the entire ITE community.

**Global District Committee Structure**

Despite the broad use of technology on bringing the world closer together, it is still a large area to cover for one director to handle by themselves. The Roadrunner team has provided a draft document for the structure of Global District Board of Directors and committees, which would enable the Global Director to surround themselves with capable board members with clear responsibilities to pursue their Strategic Plan action items. In addition to providing a distribution of tasks, the structure also seeks to serve as a basis for how a successor to the director can be determined at the end of a 3-year term.

**Conclusion/Next Steps**

ITE leadership has already put considerable efforts to including and expanding the global membership base. However, there are sections of the website that are under-utilized and should be updated in order to provide greater exposure to the Global District section and student chapters.

It has been long agreed that the future of ITE relies heavily on retaining students as they transition into the professional workforce. Our recommendation is that in the best interest of the organization and the young professionals involved in ITE, the student chapter annual reports be published on the website so all information is in a central location where the turnover of personnel at all levels will be less of a hurdle.

There are numerous action items that ITE leadership would like to pursue that presents too large of a task for one director to tackle by themselves. The proposed Strategic Plan, Communication Plan, and Global Committee Terms of Service/Structure document will serve as tools for the next wave of global leaders who are looking to make a difference for their fellow transportation professionals. It is important to remember that these are just the first steps of an ongoing conversation which must continue for ITE to live up to the promise of its mission statement.

**Roadrunners Project Team:**
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Najmeh Jami, PE  
Chris Maddox, PE, PTOE, IMSA TS1  
Jeff Preston, PE  
Madhuri Seera, P. Eng, PE, PTOE

**Mentors:**
Don McKenzie  
Farukh Ijaz
New England ITE 2019 Annual Meeting
Monday, December 2, 2019
DCU Center
50 Foster Street | Worcester, MA
Parking at Major Taylor Parking Garage (30 Major Taylor Blvd) validated at reduced cost

To register, visit https://annualmeeting.neite.org/

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