



# KITTELSON LLC

FORENSIC TRANSPORTATION ENGINEERING

## GLENN C. ROWE, P.E. SENIOR ADVISOR

Glenn Rowe is a leader in the transportation industry, having managed large organizations and filling leadership positions. He served as an executive board member for the American Association of State Highway and Transportation Officials Subcommittee on Highway Transportation and Subcommittee on Traffic Engineering and chaired the Northeast Association of State Transportation Officials Subcommittee for Highway Transport.

Mr. Rowe has direct experience overseeing highway programs during his career at the Pennsylvania Department of Transportation (PennDOT). He led initiatives associated with highway capacity, safety, traffic operations, autonomous and connected vehicles, occupancy and hauling permits (HOP), harmonizing oversized/overweight vehicles, statewide policies and new regulations. Having coordinated with local governments and communities, Mr. Rowe has developed an exceptional ability to negotiate politically sensitive issues and effectively communicate with varied audiences.

### FORMAL EDUCATION

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

### LICENSES

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- Professional Engineer, PA

### AFFILIATIONS

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- American Association of State and Highway Transportation Officials
  - Subcommittee on Highway Transportation, Former Member
  - Subcommittee on Traffic Engineering, Former Member
- Northeast Association of State Transportation Officials
  - Subcommittee for Highway Transport, Former Member
- Transportation Research Board (TRB), Member

### EXPERIENCE

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For 35 years Mr. Rowe worked at PennDOT in progressively responsible roles. His experience at PennDOT includes filling the following roles and responsibilities:

**Chief – Highway Safety and Traffic Operation (2014 to 2018)**  
PennDOT Central Office

- Managed an annual budget of \$246M
- Directed four divisions with over 87 people
- Oversaw highway safety programs for the Federal Highway Administration Highway Safety Improvement Program and National Highway Traffic Safety Administration
- Managed statewide traffic operations center programs and staff
- Oversaw the autonomous and connected vehicle programs
- Oversaw assets for all traffic control devices, including signals, sign, pavement markings and intelligent transportation system (ITS) devices
- Directed special hauling permits and access permit programs

### **Chief – Traffic Engineering and Permits (2011 to 2018)**

PennDOT Central Office

- Directed a staff of 31
- Managed the work zone, pavement marking, signing, and HOP and hauling permit program
- Developed and implemented the E-Permitting System in 6 months; the system is nationally recognized as a best practice, resulting in multimillion-dollar savings to PennDOT and customers by dramatically reducing the time to issue a permit
- Manufactured over 70,000 signs per year
- Process over 1,200 Superload Permits per year
- Initiated NextGen program to analyze and optimize HOP and special hauling permits process and organization efficiencies
- Provided national and regional leadership for harmonizing oversized and overweight requirements

### **Division Chief – Transportation Operations (2009 to 2011)**

PennDOT Central Office

- Directed a staff of 10
- Managed the signals, congestion management, highway occupancy permit and hauling permit programs
- Managed emergency operations activities with Pennsylvania Emergency Management Agency
- Ensured appropriate staff and training existed for the Emergency Transportation Operation Program
- Initiated a congestion management program and developed performance metrics
- Created a regulation for the Automated Red-Light Enforcement Program
- Implemented a program that resulted in \$8.4M of grants being issued to municipalities for safety improvement projects
- Reorganized the Special Hauling Permits Section to add a management position
- Incurred cost savings by reducing the number of times low volume roads were painted

### **Acting Director – Bureau of Highway Safety and Traffic Engineering (2008 to 2009)**

PennDOT Central Office

- Directed a staff of 84
- Managed the Traffic Engineering, Crash, Safety, HOP, and ITS Divisions
  - Reorganized the Bureau to have Crash Division report to the Safety Divisions
  - Develop performance metrics for the Crash Division to gauge productivity
  - Low performers were coached on improving number of crash reports processed per day
- Implemented improvements to the HOP process
  - Conducted customer survey to identify program strengths and weaknesses
  - Developed a plan to address programmatic gaps gleaned from the town hall meeting

### **Division Chief – Traffic Engineering (2005 to 2008)**

PennDOT Central Office

- Directed a staff of 17
- Managed the Sign, Pavement markings, and Work Zone Programs
- Promulgated new regulations for Traffic Engineering (PA Code, Chapter 212 Traffic Engineering)
  - Sections of the regulation were controversial since there was greater responsibility on local municipalities for maintaining stop signs on local road approaches to state roads
  - Extensive discussion took place with municipal organizations to approve the new requirements
- Volunteered to take over the HOP Program
  - Only one administrative assistant was provided to manage the section
  - The section was quickly reorganized to provide the proper program support
  - The program became the “jewel” of the department after winning national awards; staff members were invited to the Governor’s mansion for a recognition lunch

### **District Traffic Engineer (1998 to 20005)**

PennDOT District 8

- Directed a staff of 34
- Managed signals, signs, safety, pavement markings, and ITS programs
- As the District Traffic Engineer, the unit was faced with an 85% turnover in personnel due to retirements and promotions, along with being challenged with the workload and productivity by inexperienced personnel
  - Created a career development program to evaluate the skill set and required training for every position; this effort was recognized as a best practice in the District
- Developed the first “quick clearance” program
  - Created a position responsible for reporting to major incidents on the Capital Beltway to insure responders were cognizant of traffic delays and potential of secondary crashes; resulting in a 300:1 payback from economic saving in delay, time and fuel, and establishing service patrols
- Developed first “poor man’s” ITS system in the state
  - Permanently placed portable message signs, obtained from construction projects, at critical locations on the Capital Beltway
- Established the first Customer Advisory Board for the Traffic Unit – recognized as a best practice
  - Improved communications through a HOP newsletter and workshop
- Incurred cost saving thru reassignment of cars, required use of pool cars, and reduced aerial speed enforcement markings

### **Traffic Engineer**

PennDOT District 8

- Held various positions in the District Traffic Unit including: Safety Engineer, ITS Engineer, and Signals Engineer