



# PENNSYLVANIA TURNPIKE COMMISSION

**Kevin W. Scheurich, P.E. – Assistant Chief Engineer – Design**

**ACEC/PA Western Region**

**October 2, 2025**



# STRATEGIC PLAN 2025-2029 FRAMEWORK

## VISION

To be a leader in mobility services at the forefront of innovation in transportation, safety and customer experience.

## MISSION

To operate a safe, reliable, customer-valued toll road system that supports national mobility and commerce.

## VALUES



**SAFETY  
ALWAYS**



**COMMUNICATE  
OPENLY**



**CUSTOMER  
DRIVEN**



**RESPONSIBILITY  
MATTERS**



**TEAMWORK  
DELIVERS**



**ADVANCING  
EXCELLENCE**

## GOALS

**CONNECTION**

**CULTURE**

**GROWTH**

**SAFETY**

**STEWARDSHIP**

## **Continuous Improvement:**

Focus on enhancing processes for the benefit of the workforce, customers and business partners

## **Evaluation Over Routine:**

Encourages employees to assess if tasks and processes can be improved, avoiding the mindset of “we’ve always done it this way.”



**Best-in-Class:** Embodies a commitment to being best-in-class and encourages self-reflection and evaluation at all levels.

**Innovation Without Disruption:** Supports everyday improvements and evaluation without necessarily requiring large-scale changes.

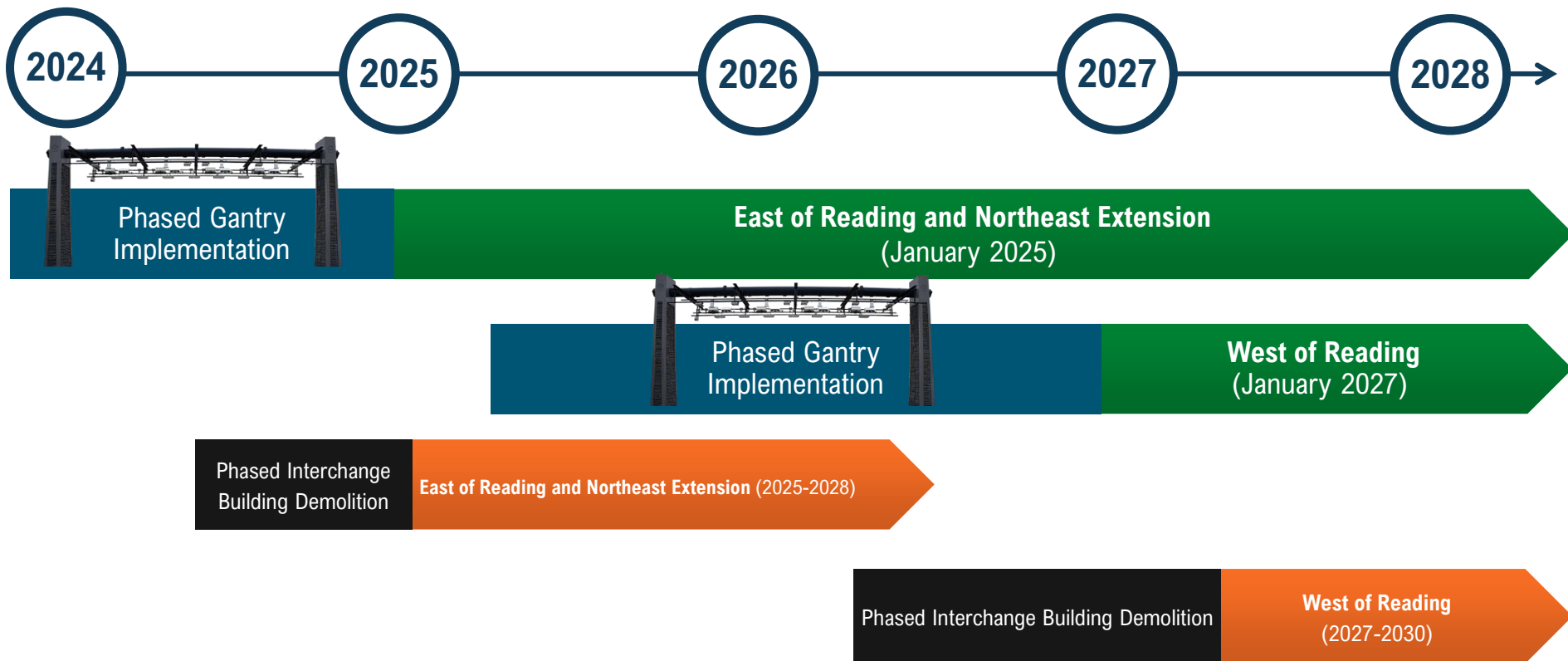
## **Mindset of Excellence:**

Exemplifies asking, “Could this be done better?” in all work areas.



# OPEN ROAD TOLLING CONVERSION

5





*January 28th - January 29th, 2026*

## DB/DBE Professional Services Status Report MPL/Goal Good Faith Effort (GFE) Documentation

Complete this document and attach it to form *EO-402PS (01/2018)* if the % Paid to Date to DB/DBE firms does not meet or exceed the MPL/Goal. This document should be updated at least quarterly during the life of the contract whenever the % paid to date to DB/DBE firms is under the MPL/Goal.

Contract Number:

Project Description/Name:

Prime Consultant:

Date:

EO-402PS (Attached) Report Date:

### Section 1 – Projected MPL/Goal at Contract Completion

1. Will you meet or exceed the MPL/Goal at the completion of the contract?

- ☐ Yes, the MPL/Goal will be met or exceeded at contract completion  
☐ No, the MPL/Goal will not be met at contract completion

### Section 2 - Unmet MPL/Goal Circumstances

2. Is an additional Work Order, Supplement, or upcoming/ongoing tasks anticipated which would provide an opportunity for more work for DB/DBE subconsultants and meet the MPL/Goal?  
☐ Yes  
☐ No
3. Did a change in the scope of work cause a reduction in the amount of work anticipated for the contracted DB/DBE subconsultants?  
☐ Yes  
☐ No
4. Were supplemental services (including emergency services) that could not be performed by the contracted DB/DBE subconsultants added that led to a reduced percentage of DB/DBE work? Did the contract or WO include emergency work where there was not suffice time to solicit or identify DB/DBE subcontracts?  
☐ Yes  
☐ No
5. Did the subconsultant DB/DBE express or show a lack of technical proficiency or capacity to perform the planned work?  
☐ Yes  
☐ No
6. Did the subconsultant DB/DBE decline the work?  
☐ Yes  
☐ No

EO-402PS Good Faith Effort (01/2018)

### Section 3 – Good Faith Effort Considerations

7. Were efforts made, including market research, to identify other DB/DBE subconsultants who could perform the actual assigned work?  
☐ Yes  
☐ No
8. Was there a request made to add or substitute a DB/DBE consultant who may have the technical proficiency and capacity to perform the assigned work?  
☐ Yes  
☐ No
9. Have you provided interested DB/DBE subconsultants with adequate information about the work and services in a timely manner to assist them to responding to assigned work?  
☐ Yes  
☐ No
10. Do you have evidence of efforts made to engage DB/DBE consultants in the assigned work?  
☐ Yes (attach any evidence that is relevant)  
☐ No

### Section 4 - Written Statement

In the form field provided below, provide a brief explanation addressing the circumstances and good faith effort that relate to the DB/DBE MPL/Goal not being met. Address the questions above and attach any additional information that is deemed necessary.

\*Statement should be concise in length and limited to the form field provided above.

Based on the response to the questions above and any additional information provided, the PTC will determine if the consultant made Good Faith Efforts to meet the DB/DBE MPL/Goal for this agreement during the performance of services as defined in the Commission's DB Requirements.



Participation that reflects  
community and its diversity



Continued engagement  
beyond a single project



Improved trust between  
public and agency

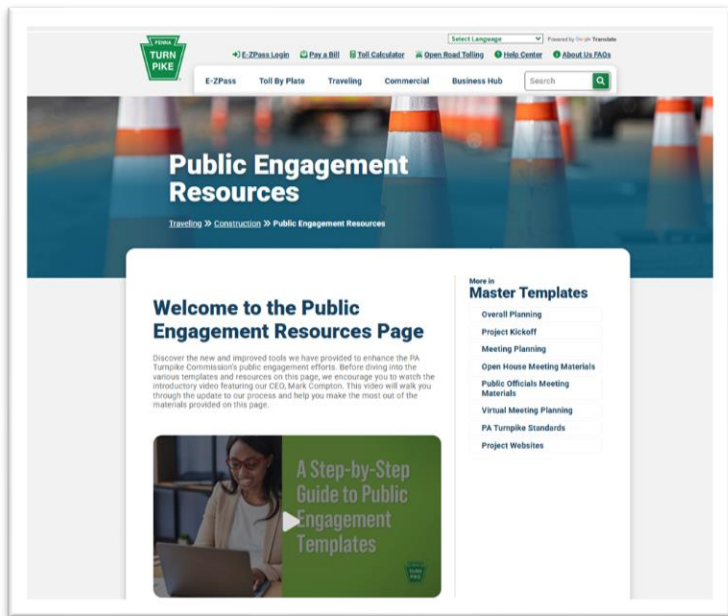


Stakeholders and Public  
feel heard and respected



Tangible outcomes and  
decisions influenced by input





Public Involvement Plan



Turnpike TV Video Series



Project Webpage Standardization



Public Engagement Resources  
Webpage for Consultants

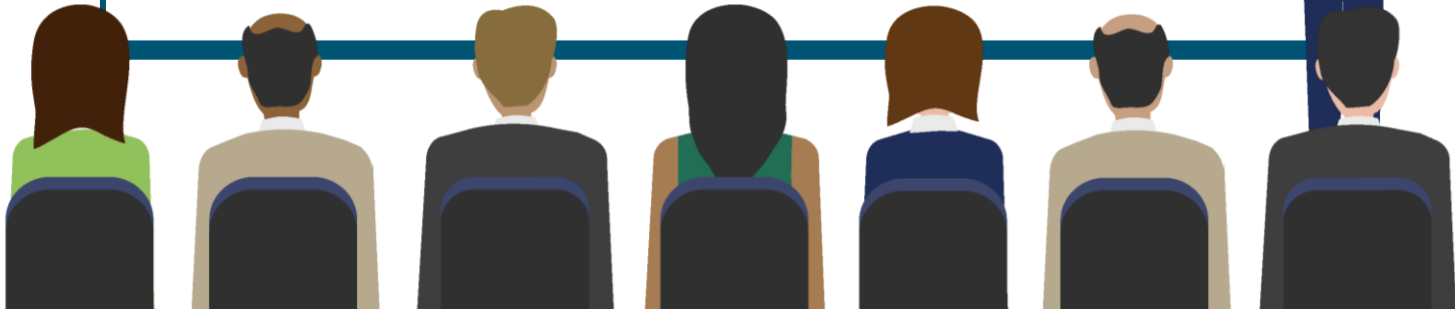


Tools and Templates

<https://www.paturndpike.com/engineeringtemplates>

## Tools & Templates Include

- Meeting Ads
- Schedules
- Presentations
- Display Boards
- Invitations
- Planning Documents



[Turnpike TV Promo - Video Player – Vbrick](#)

[Turnpike TV - Good Neighbor - Video Player - Vbrick](#)

[Turnpike TV - Preliminary Design - Video Player – Vbrick](#)

[Turnpike TV - Final Design - Video Player – Vbrick](#)

[Turnpike TV - Right of Way - Video Player - Vbrick](#)

[Turnpike TV - Noise Walls - Video Player – Vbrick](#)

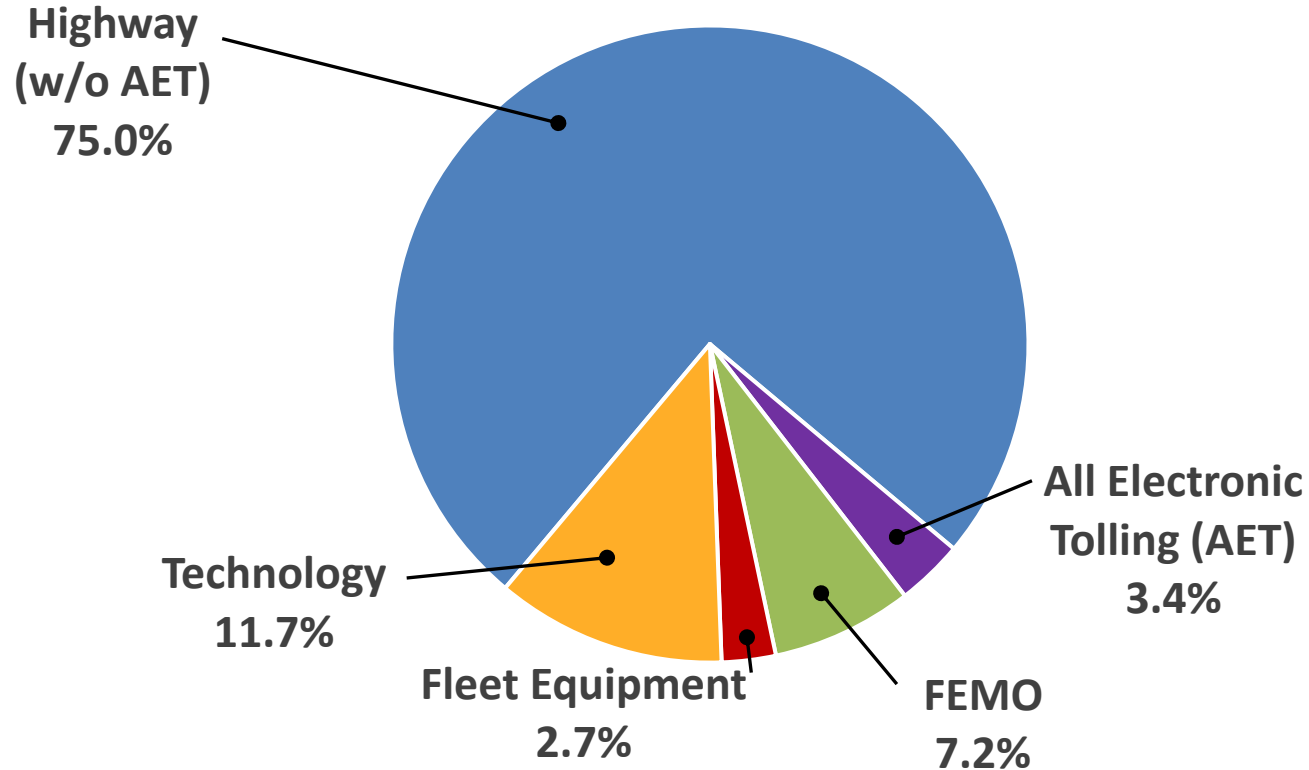
[Turnpike TV - Construction - Video Player – Vbrick](#)

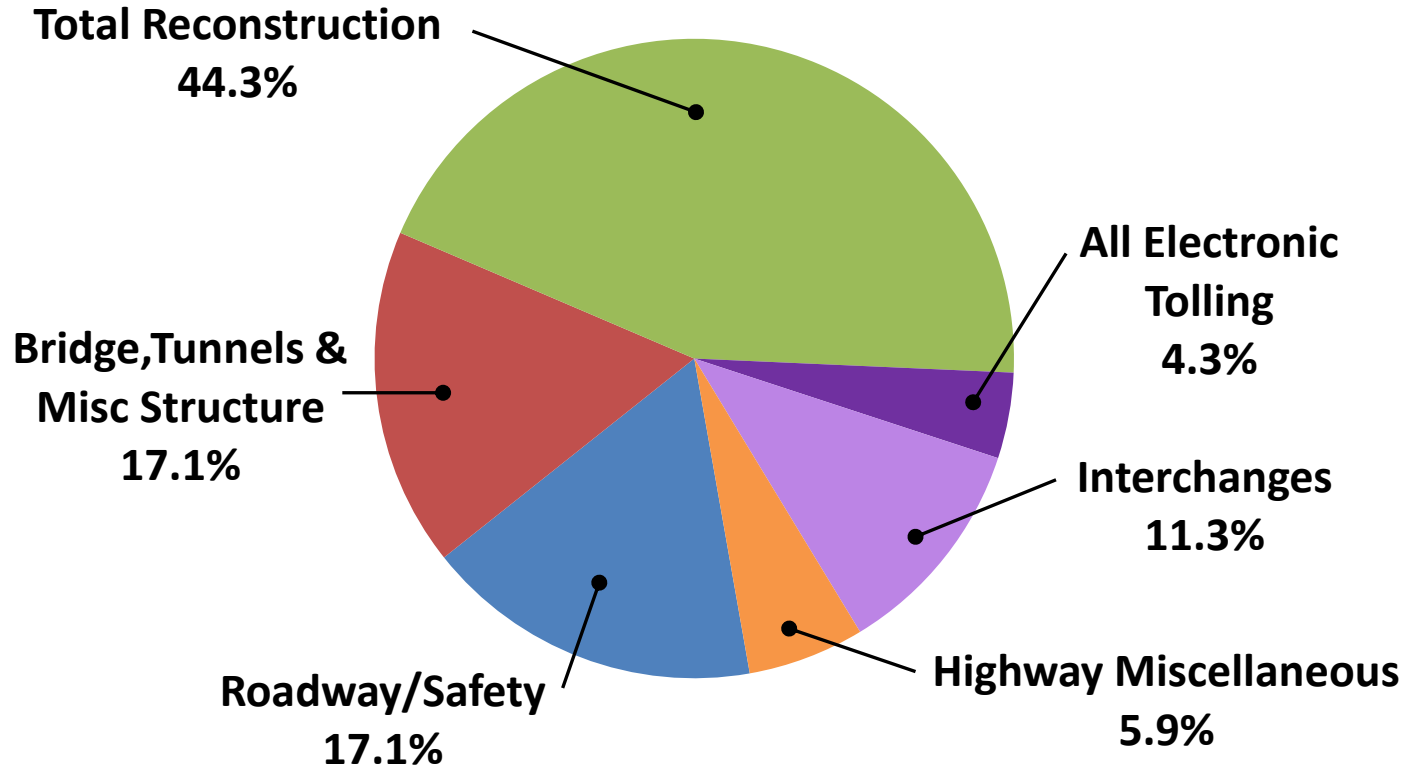
[Turnpike TV - Capital Plan - Video Player – Vbrick](#)

[Turnpike TV - Total Reconstruction - Video Player – Vbrick](#)

[Turnpike TV - Expansion and New Access - Video Player - Vbrick](#)

[Turnpike TV - Bridges - Video Player - Vbrick](#)





Incorporating HiMA layer to reduce pavement section ( $\pm$ \$1 to 2 M/mile)

Rock Slopes vs Articulating Block Walls ( $\pm$ \$100K/site)

Limiting Aesthetics on Mainline Bridges (TBD)

Eliminating Multi Colors on Noise Walls ( $\pm$ \$500K to \$1M/project)

Chemically Stabilized Subgrade ( $\pm$ \$2M to \$8M/project)

# How Does This Benefit Me?



## Resources

- Will save everyone time!
- Improve communication throughout design/construction.



## Leadership

- Prepare for the next level!
- Honing your skills will yield more effective results quicker.



## PM

- Provide a more predictable process for you and your project team!
- This is our business and training will save us and you time/money.



## Technical Skills

- Quality is Everyone's Responsibility!



# LEADERSHIP – YEAR 1

Leadership	My Professional Development Journey - Kevin Scheurich
	A Blueprint for Effective Workplace Leadership
	A Guide to Mentoring Others
	A Guide to Managing Remote Teams
	Leading with Emotional Intelligence
	The Secrets of Skilled Delegation
	5 Leadership Styles to Influence a Team
	Leaders in Our Industry - Cheryl Moon
	Leaders in Our Industry - Art Hoffmann





# RESOURCES – YEAR 1

<b>PTC Resources</b>	<b>Engineering Based GeoAnalytic Resources, Tips &amp; Tricks</b>
	<b>Design Operations Manual (DOM) Introduction - Module #1</b>
	<b>Design Operations Manual (DOM) Introduction - Module #2</b>
	<b>Design Operations Manual (DOM) Introduction - Module #3</b>
	<b>Intranet &amp; Internet Site Resource Overview</b>
	<b>OnBase &amp; Existing Plan Tips &amp; Tricks</b>
	<b>Item Numbers</b>
	<b>SAP Overview and Q&amp;A</b>
	<b>EBS Price History</b>
	<b>Project Collaboration Methods (Kahua, SharePoint, Teams, etc)</b>
	<b>Bluebeam Revu Overview for Effective Project Reviews</b>



# PM – YEAR 1

<b>Project Management</b>	<b>PM 101</b>
	<b>Improving PM Skills</b>
	<b>Scope Management</b>
	<b>Project Finances</b>
	<b>Business Writing</b>
	<b>Team Building</b>
	<b>PM Scheduling</b>
	<b>Communication Strategies</b>
	<b>Contract Negotiations</b>
	<b>Conflict Management</b>



# TECHNICAL SKILLS – YEAR 1

Technical Skills	Environmental Permitting Overview: Chapter 105 & 102, including RMA
	Utilities Training for Project Managers
	Design & Pre-Bid Construction Schedules
	Digital Delivery (PIM/CAD Standards for PMs)
	Constructability: Basic Intro/Overview
	Project Highlights & Lessons Learned in 2024
	Erosion and Sediment Control Practices and Construction Considerations
	Maintenance's Perspective on Maintainability
	Threatened and Endangered Species, Tree Clearing, and Planning on Highway Projects
	Geotechnical Hazards of Pennsylvania
	Lifecycle of Stormwater Control Measures



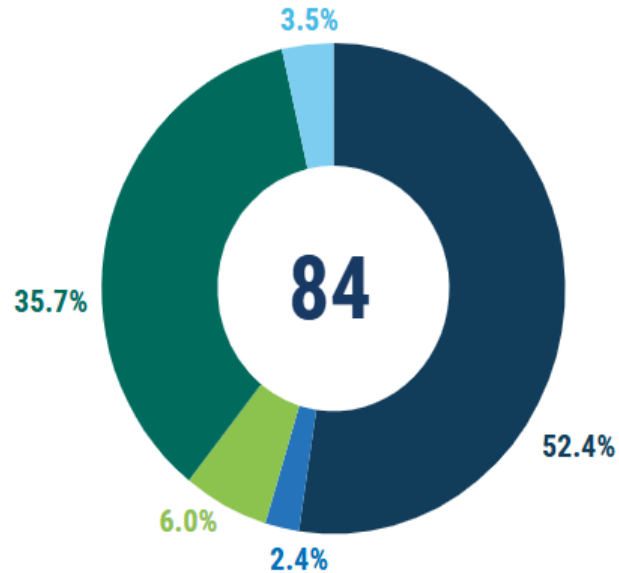
**Workforce  
Development**

# WFD – Year 1 (FY25) Survey Results

Online Survey Conducted: May 2025

Summary Presentation: June 2025

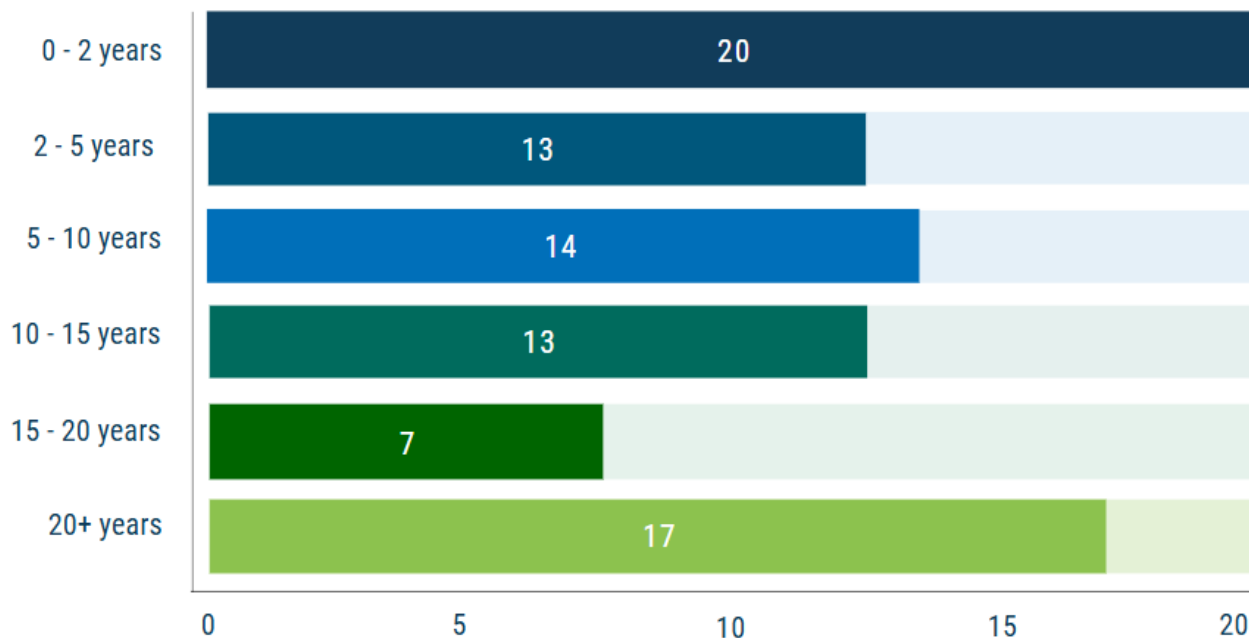
# SURVEY RESPONSES BY DEPARTMENT



Unit	Responses
Design	44
Construction	30
Facilities	5
Traffic	2
Other	3

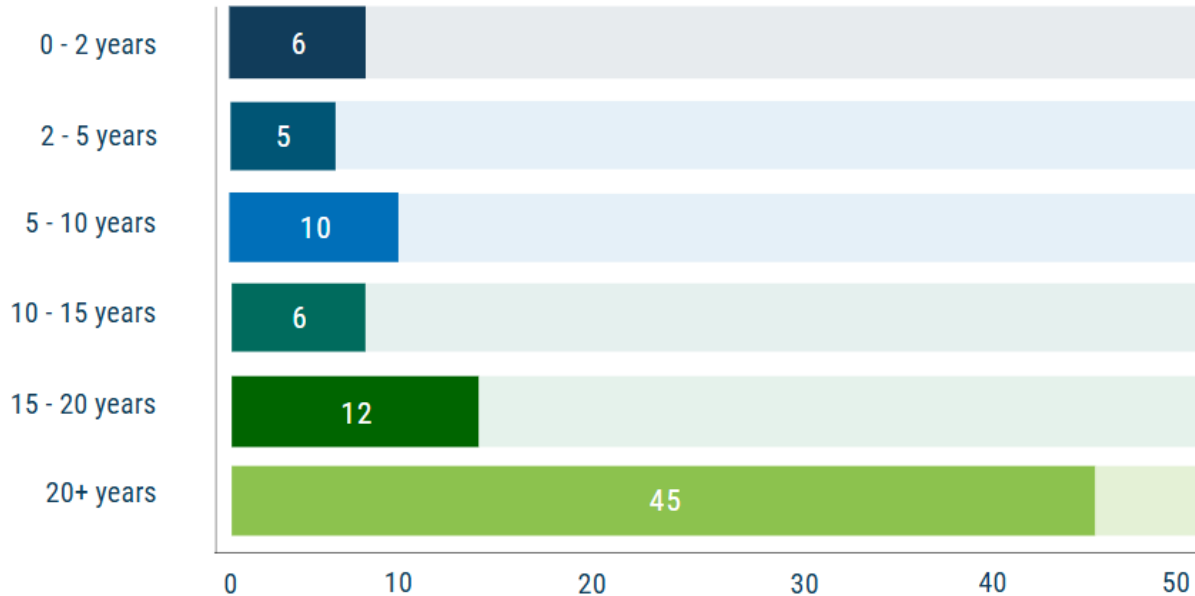
- 84% participation rate based on estimated 100 active program participants.
- Received 82 attendance tracking sheets for IBTTA Award.
- Similar response to January 2024 Engineering Survey = 82 responses

# YEARS WORKED AT PA TURNPIKE



- Highlights need and importance of knowledge transfer.
- Highlights challenge of delivering training that meets the needs of staff with a broad range of PTC experience.

# YEARS OF PROFESSIONAL EXPERIENCE



- 54% of respondents have 20+ years of experience, highlighting long-tenured staff plus recent mid-career hires.

# OVERALL PROGRAM RATING

How would you rate PA Turnpike's Workforce Development Program overall?

3.94

average rating



Level 5

24

Level 4

39

Level 3

13

Level 2

8

Level 1

90% have an overall positive  
review of the program  
(3-stars or above)



No 1-star ratings

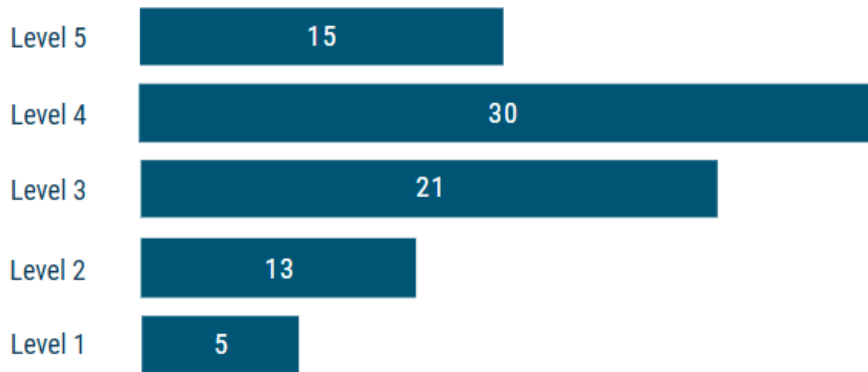


# PROGRAM IMPACT ON JOB PERFORMANCE

How has the Workforce Development Program helped you perform your job more efficiently or effectively? (1 star = not at all, 5 stars = a great deal)

3.44

average rating



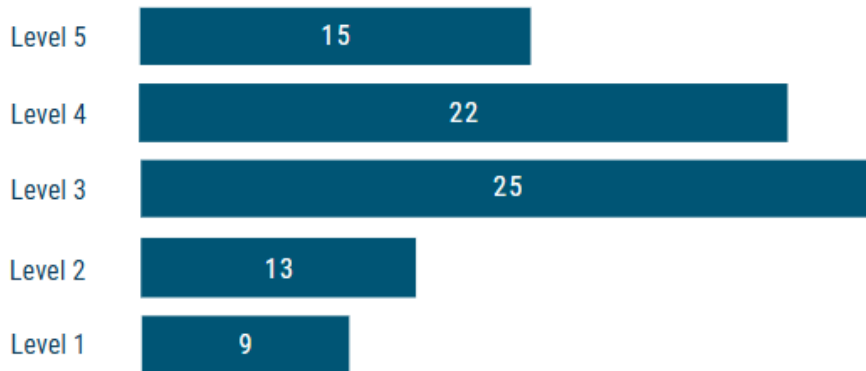
79% of respondents recognize program's positive impact on their efficiency and effectiveness (3-stars or above)

# PROGRAM IMPACT ON JOB SATISFACTION

How has the Workforce Development Program increased your job satisfaction?  
(1 star = not at all, 5 stars = a great deal)

3.25

average rating



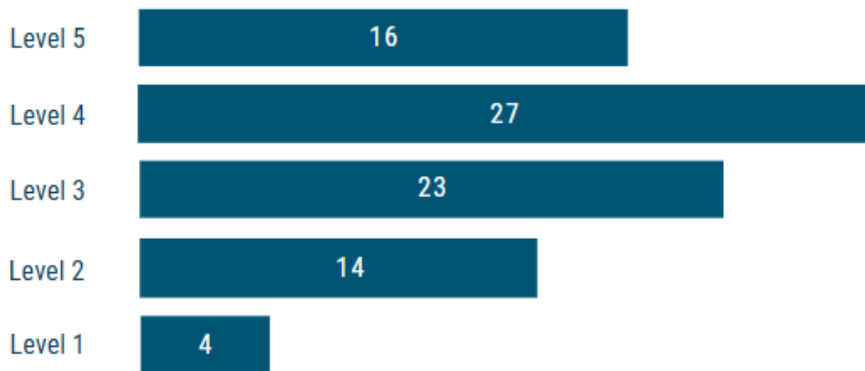
74% recognize program's positive  
impact on their job satisfaction  
(3-stars or above)

# PROGRAM IMPACT ON PROJECT DESIGN & DELIVERY

How well has the Workforce Development Program improved the PTC's design and project delivery processes? (1 star = not at all, 5 stars = a great deal)

3.44

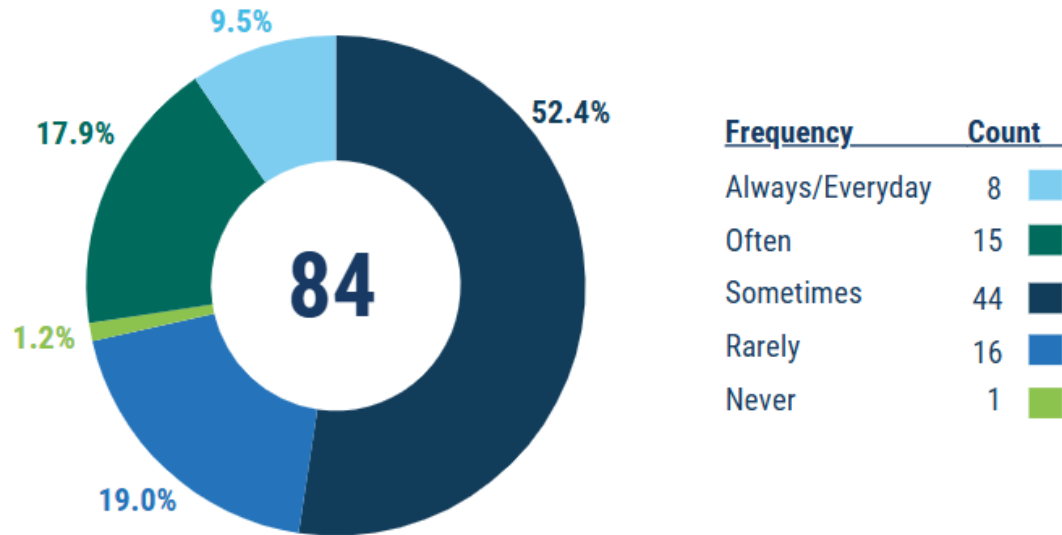
average rating



79% recognize program's positive impact on project design and delivery (3-stars or above)

# APPLICATION OF KNOWLEDGE AND SKILLS

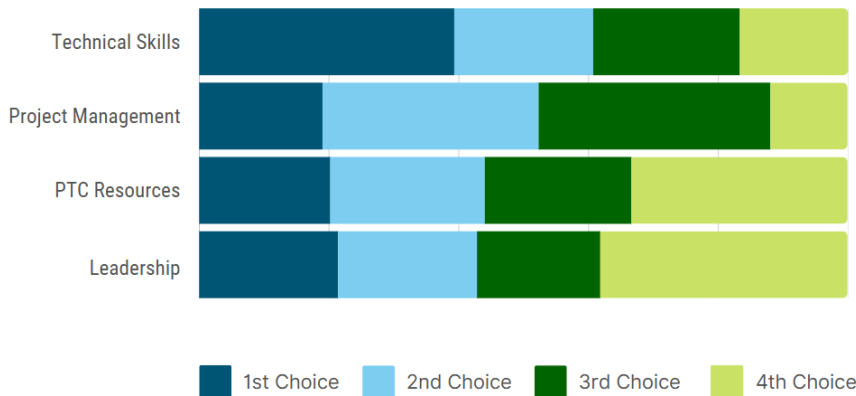
How many times a week would you estimate that you apply knowledge or skills gained through the Workforce Development Program?



# PROFESSIONAL DEVELOPMENT RANKING

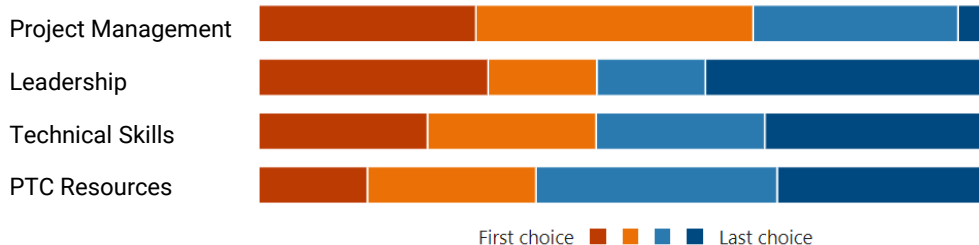
Please rank the sub-committee tracks in order from most beneficial to least beneficial to your professional development. (1=most beneficial, 5=least beneficial)

2025

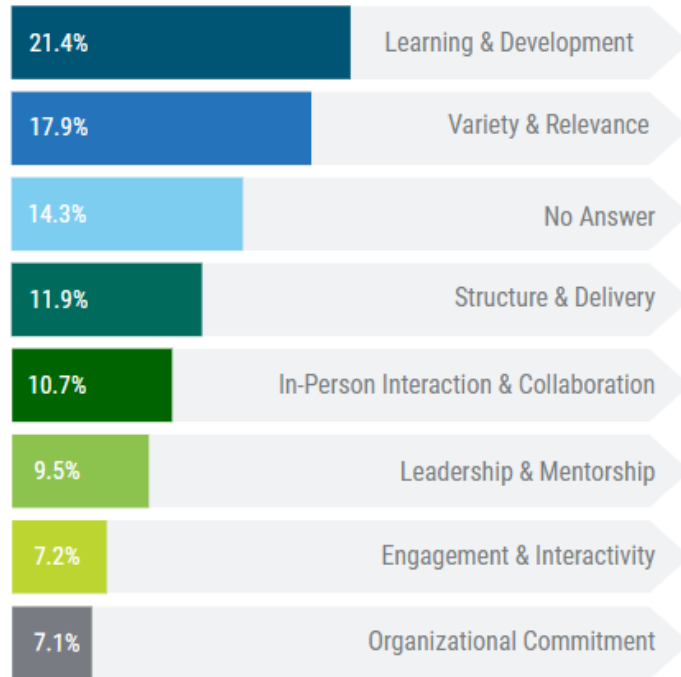


- After almost one year of trainings, Technical Skills is ranked as the most beneficial track.

2024



# WHAT EMPLOYEES VALUE MOST

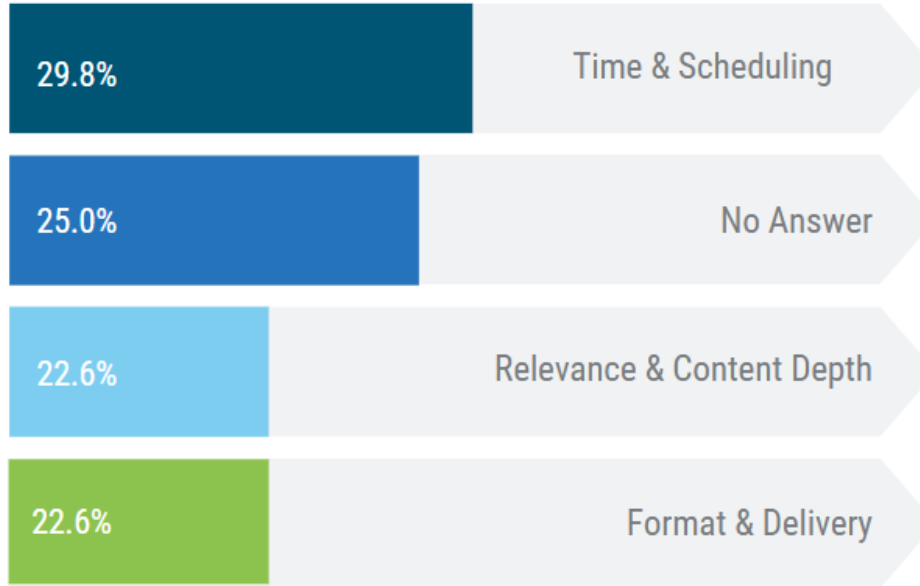


- ✓ Strong support for learning & development:
  - Building foundational knowledge
  - Beneficial for new employees
  - Growth in current roles
- ✓ Appreciation for variety, relevance, engagement, structure and delivery:
  - Diverse and relevant content
- ✓ Positive impact on culture & collaboration:
  - Sharing experiences across departments
  - Team building

# WHAT EMPLOYEES VALUE MOST - QUOTES

- People first culture that promotes training, mentoring and career development.
- The knowledge transfer from more experienced staff while in training sessions and learning from industry experts and their experiences.
- I like that it provides a crash course on a lot of different learning tracks--some that directly affect my position and some that don't.
- As a newer employee it has improved my overall understanding of the Commission and has greatly improved the efficiency with which I am able to access resources. It has also served as a way for me to become more familiar with staff.
- Seeing everyone in person in the same room.

# WHAT EMPLOYEES VALUE LEAST



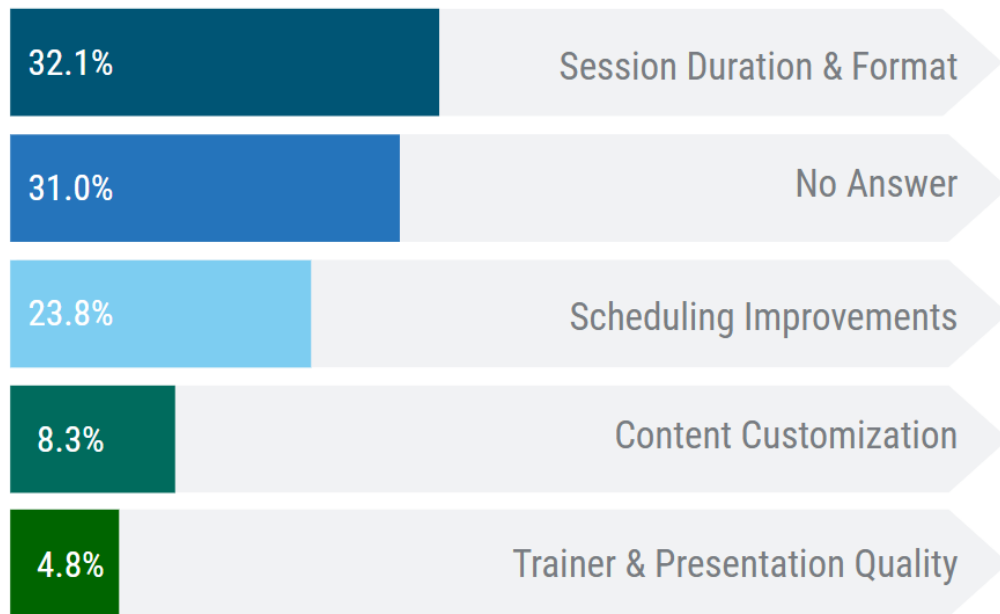
- ✓ Time & scheduling:
  - Weekly sessions can be burdensome
  - Wednesday is a busy office day
  - Mandatory attendance requirement
  - Rescheduling problems
- ✓ Relevance & Content Depth:
  - Sessions are broad, repetitive, or basic
  - Sessions do not apply to job functions
  - Sessions are not role or tenure specific
- ✓ Format & Delivery:
  - Quality vs. quantity
  - Long sessions
  - Lack of external or industry experts
  - Technical problems



# WHAT EMPLOYEES VALUE LEAST - QUOTES

- Some may not apply to me currently, so I am sometimes left a little lost.
- The mandatory attendance for many topics is not worth the time or is not applicable to job duties and takes time away from vital tasks.
- Sometimes it feels hard to prioritize WFD trainings when I have a lot of other work on my plate that needs to get finished.
- "Death by PowerPoint." Also, its really geared towards design. Yes, it's nice seeing majority design., but a lot of these skills can be captured by both construction and design.
- Some of the sessions were very broad overview. It may be helpful to dive further into the details in following years.

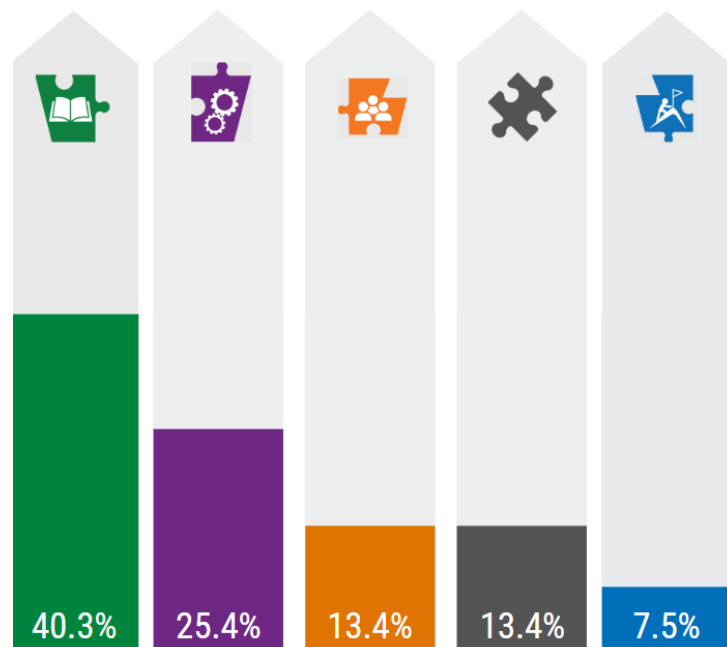
# PROGRAM IMPROVEMENT SUGGESTIONS



- ✓ Session Duration & Format
  - More interactive sessions (12)
  - Smaller groups (3)
  - Remote attendance option (3)
  - Shorter sessions (2)
- ✓ Scheduling Improvements
  - Offer other class days than Wednesdays (7)
  - Less frequency (6)
- ✓ Content Customization
  - Deeper dive into job relevant topics (3)
- ✓ Trainer & Presentation Quality
  - Use industry experts (2)

# LEARNING TOPICS SUGGESTIONS

67 topics suggestions. 17 topics covered by a previous or planned session.



## Sample of Other Topic Suggestions



### PTC RESOURCES

Artificial Intelligence, Customer service, Interdepartmental insights, Claims and Project Closeout



### TECHNICAL SKILLS

Safety, Roadway projects and problems, Construction activities, Emergency situations/responses



### PROJECT MANAGEMENT

Managing consultants, Construction specific PM skills



### OTHER

Lessons learned



### LEADERSHIP

Stress management, Work-life balance, Teamwork



# LEADERSHIP – YEAR 2

Leadership	Leaders in Our Industry - Barry Schoch, P.E.
	How to Be an Ethical Leader
	Motivating Your Team
	Communicating Change
	Leaders in Our Industry - Rose Bougher
	Develop a Thriving Team
	How Great Leaders Solve Problems
	Performance Management
	Accountability in the Workplace
	Leaders in Our Industry - TBD



# RESOURCES – YEAR 2

<b>PTC Resources</b>	<b>Public Engagement Plan</b>
	<b>Project Collaboration Methods</b>
	<b>Plans Presentation Basics</b>
	<b>DOM Preliminary Design Submissions</b>
	<b>Traffic Design Standards</b>
	<b>DOM Final Design Submissions</b>
	<b>DCG Overview</b>
	<b>DOM Right-of-Way Process</b>
	<b>Roadway Design Standards</b>
	<b>Structure Design Standards</b>



# PM – YEAR 2

<b>Project Management</b>	<b>Project Page Upgrade: Content Creation &amp; Walkthrough</b>
	<b>Quality Management</b>
	<b>Business Meetings/DRMs</b>
	<b>Contract Negotiations</b>
	<b>Risk Management</b>
	<b>Invoicing</b>
	<b>Managing Multiple Priorities</b>
	<b>JOC Process</b>
	<b>Secrets to Successful Reporting</b>
	<b>Effective Presentations</b>



# TECHNICAL SKILLS – YEAR 2

Technical Skills	Environmental #5: Noise Wall Analysis
	Constructability 2: Project Sequencing
	Plan Review 1
	Environmental #6: Environmental Unit Overview
	Traffic 1 - HOPs / Detours / PennDOT Coordination
	Specifications Writing/Reviewing 101
	Project Highlights & Lessons Learned in 2025
	Constructability 3: Constructability for Structures
	Geotechnical Hazards of Pennsylvania
	Plan Review 2

**9/17**

## Quality Management



Panel moderated by Kevin Scheurich  
Wednesday - 1:00 pm to 2:30 pm  
CAB Ground Open Area & WRO 201

**9/24**

## How to be an Ethical Leader



Presenter: Tim Johnson (Baker)  
Wednesday - 1:00 pm to 2:30 pm  
CAB 358 Large Board Room & WRO 201

Submissions  
Tuesday, December 16 – Communicating Change



A37.39 - A43.33 Construction Field View



## Upcoming Construction Field Views for Engineering

**9/4**

### Beaver River Bridge Replacement

Thursday – 10:00 am

**9/16**

### PennStress Facility Tour


Tuesday - 7:00 am


**See sign-up links below!**



# Design Operations Manual

2024 Edition | Change 1





Pennsylvania Turnpike Commission



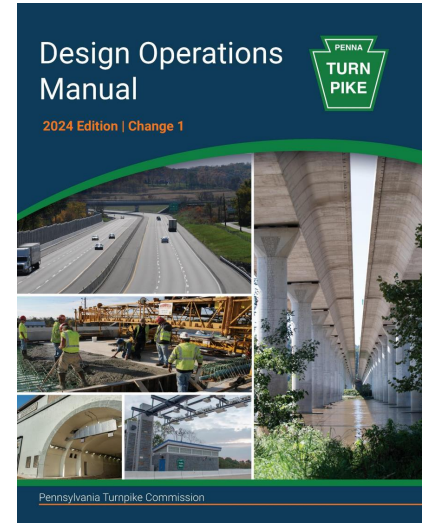
Foundational Submission

Guidance per Unit

Admin & cursory Review

Field View

PM Role – Value Added Comments



## 60% OTS

Roll Plots & In Person

Do we have checklists?

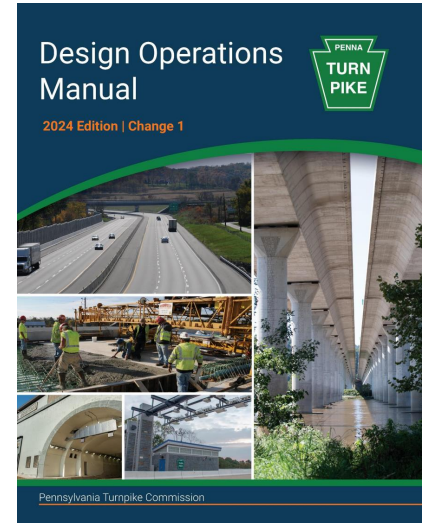
## 75% Submission

Supervisor/Unit Leader Comment Overview

Specs substantially complete for this phase

Geotech annotations and treatments

Consultants not on bluebeam session



Is the submission complete?

Was the submission QC'd?

PTC Project ownership

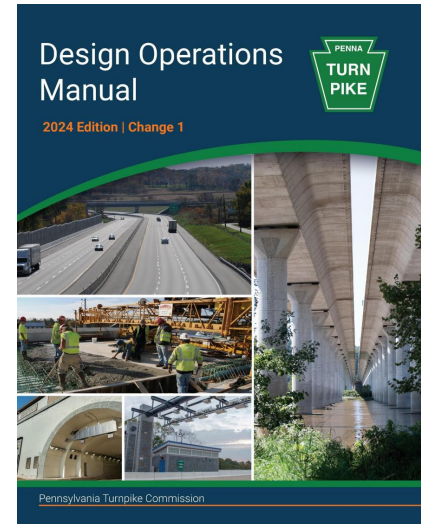
Checklists and training to be developed

DOM updates forthcoming

Focus on value added comments

Consistent major submission processes

Create high quality & efficient projects with better profits



# Quality Is Everyone's Responsibility