Delion Consulting LLC

Delion Consulting is a PE-led transportation engineering and planning consulting firm. We help government agencies and engineering firms plan, fund, and manage projects that make roads safer and traffic systems smarter. We are consultants, not transportation providers; we do not move passengers or freight.



Carole Delion, PE, Founder & CEO

Funding & Research

We help agencies and their partners shape strong projects, build the case for funding, and write and assemble applications. We also research how other states and regions handle emerging issues, so our clients can learn from what has and has not worked before they commit resources.

Engagement & Outreach

Stakeholder and public engagement, surveys, workshops, and staff training, including 600+ responses on the Maryland CAV Strategic Framework. Plain-language materials that build understanding and support for safety and innovation.



Smart Roadways & Safety

We help agencies understand where and why serious crashes happen and plan practical fixes, with a focus on protecting people walking, biking, and rolling. That includes analyzing crash and traffic data, identifying high-risk locations, and developing safety action plans following the Safe Systems Approach that agencies can act on and fund.

Program Management

Project and team oversight, consultant management, scope and budget control, and leadership briefings.

Differentiator

Former MDOT SHA Deputy Director who built and led Maryland's connected vehicle and roadway technology programs. Ms. Delion knows how agencies scope, approve, and implement work, and delivers products that hold up through that process.

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Capabilities in Practice

Smart Roadways & Safety

- MDOT SHA CAV and TSMO Program Support (Delion Consulting, subconsultant to JMT, 2025 to present): cellular emergency vehicle preemption pilot and a nationwide scan of state DOT connected vehicle data-sharing practices.
- Metropolitan Transportation Commission, San Francisco Bay Area (Delion Consulting, 2025): technical advisor on developing a regional connected and automated vehicle program.
- MD 214 Pedestrian I2V Pilot (MDOT SHA): project manager and technical lead for a STIC-funded pilot that detects pedestrians at a signalized intersection and broadcasts alerts over DSRC and C-V2X; wrote the systems engineering report, supported FCC licensing and field deployment, and wrote the final report to FHWA.
- 2021-2025 MDOT SHA CAV Implementation Plan (MDOT SHA): primary author; nearly half of the plan's 35 actions completed or initiated within two years.
- Vulnerable Road User Dashboard (MDOT SHA, USDOT Safety Data Initiative grant): state project manager for a dashboard combining probe and crash data to show where people walking and biking face the most risk.

Funding & Research

- NCHRP Domestic Scan 23-02 (Delion Consulting, 2023 to 2025): subject matter expert on a national scan of agency experience advancing and deploying automated vehicle technologies (NCHRP Project 20-68A).
- Maryland Autonomous Vehicle Law Analysis (MDOT SHA): state project manager for the University of Baltimore School of Law analysis of Maryland AV law, later published in the Cardozo and Villanova law reviews.
- Federal grant delivery (MDOT SHA): managed USDOT Safety Data Initiative and FHWA STIC grant projects from award through final reporting.

Engagement & Outreach

- Maryland CAV Strategic Framework (MDOT SHA): project manager and co-author of the state's first multi-agency CAV plan; led engagement drawing 600+ responses and secured leadership approval.
- Statewide Automated Vehicle Survey (MDOT SHA): managed a public survey reaching residents through libraries, transit stations, community colleges, farmers markets, and disability community events; 2,600+ statistically valid responses.
- CAV Toolkit for Maryland Local Jurisdictions (MDOT SHA): sole author of the state's first practical CAV guidance for local agencies, developed through workshops with municipalities, MPOs, and the Maryland Department of Planning.
- TSMO Regional Operations Forums (MDOT SHA, 2022): planned and led forums across SHA Districts and reported outcomes to USDOT.
- CAV Lunch & Learn Series (Delion Consulting, 2025 to present): training series for MDOT SHA staff on connected vehicle topics.

Program Management

- MDOT SHA CAV Program (2017 to 2023): built and directed the state's CAV program for six years, rising to Deputy Director for TSMO, and supported the statewide Maryland CAV Working Group and its subgroups.
- Consultant and contract oversight (MDOT SHA): managed consultant teams, budgets, and contract language on the Implementation Plan, Strategic Framework, and Vulnerable Road User Dashboard.
- MDOT SHA CAV and TSMO Program Support (Delion Consulting, 2025 to present): ongoing program management and leadership briefings.



Ms. Delion, Founder & CEO,
Learning to ride on a Kawasaki 250

Certifications and Licenses

- Economically Disadvantaged Women-Owned Small Business (EDWOSB), Federal SBA
- DBE, MBE, and SBE certified in Maryland, District of Columbia, and California
- Maryland Small Business Reserve
- Prince George's County, MD County-Based Small Minority Business Enterprise
- Professional Engineer (Maryland)

North American Industry Classification System Codes

- **541611** - Administrative Management and General Management Consulting
- **541330** - Engineering Services

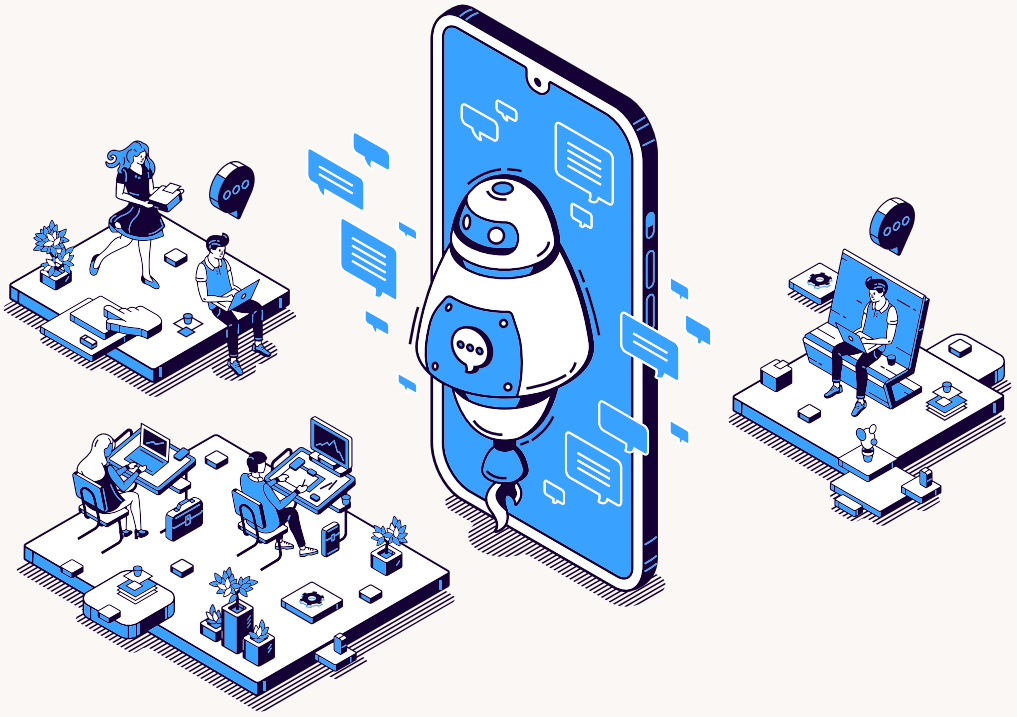
Contact Information

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Business Information

Company Name: Delion Consulting LLC
Incorporation Date: October 2, 2023
State of Incorporation: Maryland
CAGE / UEI: ***9UC24 / NZFNG3JR63Y5***

National Engagement and Speaking



- ITS America committees: Automated Vehicles, Digital Infrastructure, and Artificial Intelligence
- Transportation Research Board committee friend: ACF16, ACF17, ACF18, AED11, AED16, and AEP11
- ITE: active in TSMO, Safety, and Automated Vehicle committees
- Session organizer and presenter, AV deployment dilemmas, APA Maryland 2026 Planning Conference
- Organizer and moderator, V2X session, ITS Maryland Annual Meeting (2026)
- Co-presenter, digital infrastructure for transportation agencies, DCQI 2026 Technical Session
- Represented MDOT at the Maryland OmniAir Plugfest on V2X emergency vehicle preemption
- Supported the statewide Maryland CAV Working Group and its technical and emergency response subgroups
- Maintains the Smart Transportation and Mobility Speaker Database, connecting conference organizers with women leaders in transportation