

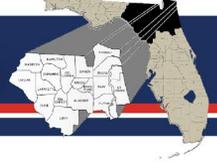
**2020 IS COMING AT US FASTER
THAN THE SPEED OF LIGHT!**

**SPEED
LIMIT**

299,792,458

m/s

***HAVE A SAFE AND HAPPY
HOLIDAY SEASON!***



NOTES FROM THE DISTRICT TRANSPORTATION SYSTEM MANAGEMENT & OPERATIONS (TSM&O) PROGRAM MANAGER

Prior to this next newsletter going to “print”, many interesting events occurred after the last print hit the streets. First and foremost, in September, Hurricane Dorian approached the east coast of Florida with some of the most devastating winds ever encountered by the Bahamas. It had everyone’s attention at the Department as we all hoped and prayed it would turn east into the Atlantic and not towards the Florida coast. We were lucky that week and my full story on how District Two handled the situation can be read in the Department’s TSM&O Disseminator newsletter at the following link:

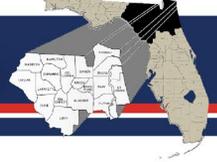
https://fdotwww.blob.core.windows.net/sitefinity/docs/default-source/traffic/doc_library/pdf/disseminator-sep-oct-2019_final25303a2e963d4f0a8143ee7e7c96198e.pdf?sfvrsn=88cd0db6_4

The next eventful news from this quarter involved the completion of the first Connected Vehicle (CV) deployment in District Two. The SPaT Trapezium was a Request for Proposal (RFP) advertisement that involved the deployment of this CV technology at 27 intersections around the University of Florida campus. The winning vendor, Siemens, provided a turnkey solution to the Department, from design to installation to validation. Their team also delivered some valuable training to Department personnel and the City of Gainesville. Their team installed Roadside Units (RSUs) that utilized Dedicated Short-Range Communication (DSRC) to converse with vehicles. They also provided the On-Board Units (OBUs) in government vehicles that would allow the interaction (V2V). The objective was

to provide the University of Florida’s Transportation Institute with the data and deployment information needed to assist in standardization of CV technology throughout the rest of the state.

The deployment required Siemens to provide the opportunity for UF to generate data on Signal Phasing and Timing (SPaT), physical intersection geometry (MAP), Traveler Information Messaging (TIM), Basic Safety Messages (BSM), Emergency Vehicle Preemption (EVP) and Transit Signal Priority (TSP). The overall goal of this project was to be able to provide improved travel time reliability, safety, throughput and traveler information. A secondary goal of this project was to provide the capability for pedestrian and bicyclist safety applications for both web-based and/or Smartphone-based applications. At this point I can say, “so far, so good”, on the inner workings of Siemens’ connected vehicle technology.

Not to be outdone, District Two just began the FRAME project in Gainesville that will involve the deployment of 66 RSUs at non-TRAPEZIUM arterial intersections and 35 interstate locations. **FRAME** stands for **F**lorida’s **R**egional **A**dvanced **M**obility **E**lements, with the deployment being similar to Trapezium but somewhat different in several ways. The FRAME project will delve deeper into bicycle and pedestrian interaction, as well as connected vehicle communication on the interstate, with the goal of providing the Department’s Traffic Engineering Research Lab (TERL) with enough information to develop future specifications for connected vehicles.



**NOTES FROM THE DISTRICT
TRANSPORTATION SYSTEM
MANAGEMENT & OPERATIONS (TSM&O)
PROGRAM MANAGER, continued**

FRAME was approached in a different manner, whereby District Two hired a Systems Manager, Atkins Global, to assist with the design, configuration and testing of the deployment. This approach varies from your traditional procurement packages, like request for proposals (RFP) or invitation to bid (ITB), because the Department gets to control its own destiny. The first step was to hire a Systems Manager consultant who could deliver the desired results needed by our team. The next step was for the System Manager to reach out to the connected vehicle vendors within the industry to determine what devices were available and inquire on if they were ready to participate in the FRAME project.

The Atkins Global team was tasked with performing this industry outreach and scheduling each vendor for preliminary testing at the Traffic Engineering Research Lab. The objective was to determine which products were project ready by having them demonstrate their capabilities in providing MAP, SPaT, TIM, BSM, EVP and TSP. During the analysis of these vendors, our team dug a little deeper to determine which ones followed RSU standards compliance, had compatibility with common traffic controllers, could provide on board unit interoperability, were able to support USDOT open-source applications, could generate a pedestrian in signalized crosswalk warning, gave advanced curve speed warning, created a message a queue warning, determine when a vehicle is turning right in front of a transit vehicle, package advanced traffic system performance measure data and offer real-time intersection movement counts. "Whew, that's a lot to swallow in one sentence!"

The vendors who participated in this testing partnered up, and the teams included:

- Econolite/Savari
- Miovision/Commsignia
- TrafficCast
- Applied Information/Temple/Lear/Siemens

After testing, it was determined that the Applied Information and TrafficCast teams had the most advanced products and were ready to proceed to the next step of site evaluation in the field. Their equipment was installed at two intersections in Gainesville and tested under controlled conditions, whereby none of their equipment actually controlled the traffic signal. The objective was to collect data to determine if the results found in the field performed similarly to what was done at the TERL. Once these results were validated by Atkins Global, the Department proceeded with a sole-source advertisement for direct purchase of the equipment from TrafficCast and Applied Information. This purchase also included technical and engineering support from the vendors.

The Atkins Global design was included in an ITB construction advertisement so that the winning contractor could assist with the installation of these devices at 101 locations within Gainesville. Traffic Control Devices (TCD) was the low bidder for this work and now has the responsibility of installing the RSUs at the specific spots at each intersection as shown in the plan, with no deviation allowed whatsoever since this information was provided to the FCC in order to get permission to mount the radios at the allotted frequency. Once TCD completes the



**NOTES FROM THE DISTRICT
TRANSPORTATION SYSTEM
MANAGEMENT & OPERATIONS (TSM&O)
PROGRAM MANAGER, continued**

Fall 2019 Quarterly Issue 120

install, their work is complete, and our team begins to handle the configuration under the leadership of the Systems Manager.

During the initial development of this project, it was anticipated that 6 months would be needed to complete the work. After meeting with the equipment vendors, I feel that this deployment could be cut in half based on further discussion with team members. The benefit would be the expedited delivery of specifications that could be used by the TERL and other Districts to accelerate the deployment of connected vehicle technology in other parts of the State. At the moment, my expectations are high on delivery of a successful deployment, but that could change by the time the next newsletter comes around. Keep your fingers crossed that I am right because next up for us is the UF AID project this coming summer!

**Pete Vega, PE, District 2
TSM&O Manager**

**NOTES FROM THE DISTRICT 2 ITS
OPERATIONS MANAGER**

I traveled down to Miami for the Thanksgiving break. I had no issues on my trek south despite the higher than usual volume of vehicles on the roads. I still managed to complete the trip in average time. My voyage back to Jacksonville began Sunday morning. I had no issues for the first 90 minutes, but it was pure chaos from that point forward. There were shades of red and orange plastered across Google maps. I began to research the issue and discovered that the biggest reason for the congestion and traffic was secondary crashes. The primary crashes were all relatively small and moved out of the way.

The secondary crashes were far worse looking and a much bigger issue to resolve. Secondary crashes are somewhat of a difficult scenario to predict. The interstate can back up in minutes once a crash occurs. That is why Transportation Management Centers and Road Rangers play such a vital role in clearing roadways to reduce secondary crashes and keep everyone safe. We may never have a way to stop secondary crashes, but we can continue to educate people on proper spacing distance. Additionally, we must improve technology to detect stopped or crashed vehicles and to be able to deploy the necessary resources to correct the situation before a secondary crash occurs.

We have all seen those scary viral videos of the crashes and pile ups in those snowy regions. There are different reasons why a crash may occur but weather can always amplify those effects. If a crash could be detected as quickly as it occurred a message could be posted on Dynamic Message Signs (DMS) and we could dispatch Highway patrol to slow people down. Although Florida is usually spared from snowstorms, we are far too familiar with inclement weather, and we currently post on DMS about those weather conditions. This has proven an effective tool in preventing primary accidents, which then helps prevent secondary accidents, but have no fear...if there WAS a snowstorm in Florida (besides being the end of the world) we would be prepared to post warning signs displaying inclement weather conditions.

**Alejandro Varela, PE, District 2
ITS Operations Manager**



NOTES FROM THE DISTRICT 2 ITS PROJECT MANAGER

Fall 2019 Quarterly Issue 120

Every minute of every day, emergency responders across the country work tirelessly to help save lives at the scene of traffic incidents. Every year hundreds of emergency responders representing Fire/ Rescue, Law Enforcement, Emergency Medical Services, Safety Patrols, Towing and Transportation agencies are struck and either injured or killed while responding. This type of secondary crash intensifies the impact to communities, individuals and the economy. We read about these tragedies caused by distracted driving, vehicle malfunction and other variables almost every day and the emergency response community stands to lose the most.

To help raise awareness about the dangers emergency responders face while on-scene at traffic incidents, last month, November 10th - 16th was designated **National Traffic Incident Response Awareness Week**. As Traffic Incident Management program participants and responders, we are faced daily with dangers on the roadways and in our local communities. Together we can use well-rehearsed procedures and coordination to get the equipment to the right location faster, protect motorists and responders and restore traffic to normal flow quickly. Traffic incidents, defined as just about anything that affects the flow of traffic on our roadways, are the single greatest cause of unexpected delay.

Time spent in traffic jams due to traffic congestion and incidents cost businesses billions of dollars in lost productivity. Many commuters lose the equivalent of nearly one work week of time (36 hours) and nearly a tank of gas just sitting in incident related traffic every year.

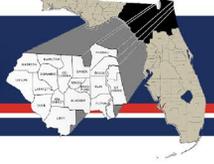
That time lost in no way compares to the value of heartache and time spent when you or a loved one is involved in a serious traffic crash. When lives are at stake, time is never more precious. Every minute counts when emergency responders are trying to get to the crash scene and then to the hospital, to deliver lifesaving help to people injured in a crash.

These **“Heroes of the Highway” cannot do it alone** – we need everyone’s help in spreading the word. Motorists need to know and abide by safe, quick clearance laws and policies that require drivers to slow down and move over. Drivers need to be informed to move their vehicles out of the lanes of traffic, to a shoulder or safe location, if they are involved in an incident, where their vehicle is drivable and there are no injuries.

As part of FDOT’s TIM Program we currently offer response agencies a shared classroom for training the responder community (SHRP 2) with a consistent vision. This training enhances quick clearance efforts, meets open roads policies and improves the safety of responders and motorists. Responders see firsthand new multiagency standards and best practices. These efforts benefit our community and help make sure that our loved ones, responders and motorists alike, make it home safe each and every day.

If you would like more information about SHRP2 training for your agency or are interested in attending a session in your area, please contact Craig Carnes at CCarnes@metriceng.com, Jason Evans at Jason.evans@dot.state.fl.us or Dee Dee Crews at deedee.crews@dot.state.fl.us

**Dee Dee Crews, Project Manager
District 2 ITS Operations**



NORTH FLORIDA TPO

Fall 2019 Quarterly Issue 120

Urban SDK was a small sized firm that had an interest in Jeff Sheffield’s vision on the use of accumulated data from multiple agencies that would advance North Florida’s efforts to be a “Smart Region.” From day one, it appeared that they “got it” and provided Jeff’s team with the support needed to get the effort off the ground. The data they were dealing with seemed to be overwhelming to me, since there were multiple agencies involved, including some that were non-transportation related. I could try to explain it all but feel I would be a miserable failure, so go to this link to get all the details (<https://www.urbansdk.com/blog-posts/7-of-the-best-examples-of-beautiful-blog-design-2>).

In the end, this talented team (led by Jeff of course!), created a product that’s been the envy of many throughout the State, and soon the country. Again, I can’t explain it very well except to say that terms like API, XML, HTTPS and other computer lingo was thrown my way during the development of the system. I just nodded, took notes and then **RAN** to my IT guys for an explanation on what I’d been told! My group was skilled enough with my ignorance (or stupidity as I’m often told) that they brought it down to grade-school level terminology for me to understand. The basic gist of it all is that I can now go to one website to gather all the information available based on date, time and conditions. This is not all that their system can do, however for my basic needs it does more than any tool I currently have available.

I guess an example is the best way to explain it to everyone, so here it goes. Let’s say that you call me to say you were stuck in traffic along an arterial corridor and were wondering what caused the problem. To make it more compelling, let’s say you were the Governor’s assistant. In the past, I would gather up my consultants and give them the info you’d provided. About 3 days later, I would get a report on what “may” have caused the problem, with a significant number of hours in consultant labor included.

They may have collected data on incidents in the area and may also have been able to garner traffic signal logs. Likewise, they would check to see if SunGuide could generate some insight. Once the data was pieced together from multiple sources my response would be a “best guess” on what created the delay.

With the Urban SDK software, all I would need to do is put the date and time into the system with the pertinent databases to search. Once I hit enter, within a matter of less than one minute I would get the results that would help me generate a conclusion. This search would delve into traffic signal, SunGuide, Law Enforcement, Fire/Rescue and other data resources that could paint a picture on a map (as well as a table). In less than 5 minutes, I could respond to your initial call with an answer that would use a miniscule amount of taxpayer dollars. Sounds pretty great, doesn’t it?

How powerful is this tool being developed for Jeff? Let’s just say that multiple FDOT offices have contacted me to participate in the effort, including the team from Central Office. Buzz around the State is that this product is “for real”, so of course many competitors are trying to mimic what’s been developed by Urban SDK. The problem is that each of their efforts does not contain the vision that Jeff has for the end product, hence I ultimately see potential failure in their efforts. This product not only provides the basics we all desire, like data visualization and exchanges, but also the predictive analytics needed to plan for the future.

So, once again, my hat’s off to Jeff for being the true visionary on the future of North Florida!

**Pete Vega, District 2
TSM&O Manager**



ITS MAINTENANCE

This has been yet another busy quarter for the ITS Maintenance department. We have two new contracts as well as new procedures. With our new contracts, we have divided the District into two sections. This will assist us in managing the devices and contracts more efficiently. Traffic Control Devices (TCD) won both contracts but they will be run separately with employees designated for each contract. This should improve quality and productivity for our department and provide better service for the Operations staff. TCD has established an office and warehouse in both the eastern and western portions of the District.

Hurricane Dorian luckily didn't make landfall in Florida, but we still prepared for the storm as if it was going to be a direct hit. This preparation started while I was on vacation driving back from West Virginia. In a 13 hour drive I was on the phone a minimum of 9 of those hours with FDOT and contractor staff making sure everything was coordinated and the contractor had all of the work orders they needed as well as everything prepped in the field. This was a good exercise to keep us prepared for an actual hurricane making landfall within the District.

Another project that we have taken on is the replacement of the I-10 fiber optic cable from Ellis Rd. to the Master HUB building at I-10 and I-295W. There was an existing 48 count and 2-24 count fiber optic cables that we are replacing with a single 96 count fiber optic cable with new 12 count drop cables to the devices. This project was to be done under the pushbutton contract but that Contractor walked away from the work order leaving us to do the work.

We have also completed the swap out of the older Bosch CCTVs with the newer 7000 series. These cameras are better for use with both SunGuide and DIVAS. Also, we have been replacing the old end of life MVDSs, both Wavetronix (legacy 105) and the ISS (x3) units.

Our team strives to provide the best service possible and welcomes feedback on ways to assist Operations and our other partners better. If you have any suggestions or questions, please feel free to email me at matt.harbert@dot.state.fl.us or contact your supervisor and ask them to contact me. I will answer all questions in the next newsletter keeping it anonymous.

Finally, we would like to welcome Kathaleen Crisler to the TSM&O Team.

Matt Harbert
ITS Maintenance Manager





ITS CONSTRUCTION

District 2 now has 128 Projects that are recently Final Accepted or in Progress with Contract amounts pushing \$1.8 Billion. Jacksonville Construction alone has 73 of these projects with Contracts a shade over \$1 Billion. Needless to say, with ITS on ALL interstates and branching out on to arterials ITS construction remained extremely active this quarter. With temperatures starting to dip my trips to the side of the road are getting a little more comfortable.

The I-10 ITS Project from Jacksonville into District 3 continues to work east to west. Their efforts of installing, configuring and testing the detectors along the interstate has been put on hold while the installation of DMS takes place. West of I-75 should pick up steam towards the Holiday Season. The Contractor just took their ITSFM As Built training class which will guide them on their 611 spec requirements. We performed a three day 90% walk-through on the incentive area to kick off December and the project hopes to be completed April 2020.

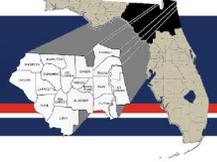
The last newsletter covered how SR-23 South had their Final Acceptance provided on May 29th and tolling began on July 13th without any issues. SR-23 North submitted their As Builts, repaired a pair of device server issues, a blown port on a switch and a non-operational BlueTOAD device so acceptance was given on 7/30/2019. This roadway is being operated and maintained by the Florida's Turnpike Enterprise. They are also responsible for the next 2 phases that are underway. We recently coordinated with them on the Network, Road Rangers and a few other small details to complete full hand-off is complete.

The I-10/ I-95 Fuller Warren Project has been hard at work with the roadway, so ITS hasn't had too much involvement yet.

They have been pouring footers/columns/caps, clearing and grubbing, doing demo work and setting girders for the Shared Use Path. The area already looks very different. The I-95 northbound ramp to Stockton is now closed for several months so beware if you are headed to the Urban Office.

On 08/16/2019 Final Acceptance was provided for the I-295 west beltway Express Lanes that were opened to traffic on May 18th. They were able to finish up their punch-list, documentation and MVDS adjustments. Tolling, for the time, has been set at 50 cents Monday-Friday from 6AM-10AM and 3PM-7PM. All other times the Express Lanes are free. A SunPass is required! The Express Lanes are manned by a FHP Trooper during the 50 cent period and a Road Ranger and wrecker truck 6AM-7PM during the work week.





ITS CONSTRUCTION, continued

The I-295 East Beltway Express Lanes project has really ramped up the ITS work with DMS Pre-installation testing taking place and DMS being hung along the roadway. The Project was thrown a curveball with the requirement to make three general purpose lanes in each direction, but they were able to get that completed before the Holiday Season with some restriping. That has provided some congestion relief for all of those shoppers headed to and from the Town Center. ITS work has really picked up and should remain that way through acceptance which is slated for fall of next year.



The District 2 TPAS Project is underway and working throughout the District. Core drilling is taking place at each location and fiber drops are starting up. The work is starting to shift from underground to above ground ITS work.

The Buckman ATMS Project has begun, but it is slow moving. Drivers have experienced lane shifts and reductions of shoulders but no real major work to be seen. This Project includes DMS, CCTVs, Lane Status Signs and updates to current Express Lane signage. This \$14M Project has an end date of end of year 2020.

Here are some quick hits on some other large projects scattered around the District:

- I-295/ I-95 north end interchange re-located a CCTV in preparation for a new overpass and re-location of a DMS will take place in a few months
- Airport Rd and I-95 sure looks like a construction site while they look at adding DMSs and CCTVs while performing interchange roadway improvements
- The Pecan Park Road Project, near I-95, has wrapped up OTDR testing and final acceptance was provided. Now all that is left is some documentation which is underway.
- In Gainesville our CCTV power line was hit on Archer Road by the widening project. Repair and redesign are currently in the works.

As the year rolls on to the 4th quarter, Construction projects press the pedal to the metal. They know work will be shut down for several days for Holidays and Special Events this month, so the time is now to take a chunk out of work. We have hit some major milestones in each Quarterly newsletter, so I am excited to see what the beginning of the year brings. While you navigate those roadways, **Remember to Know Before you Go, Use 511.**

Ryan Crist
Atkins Global

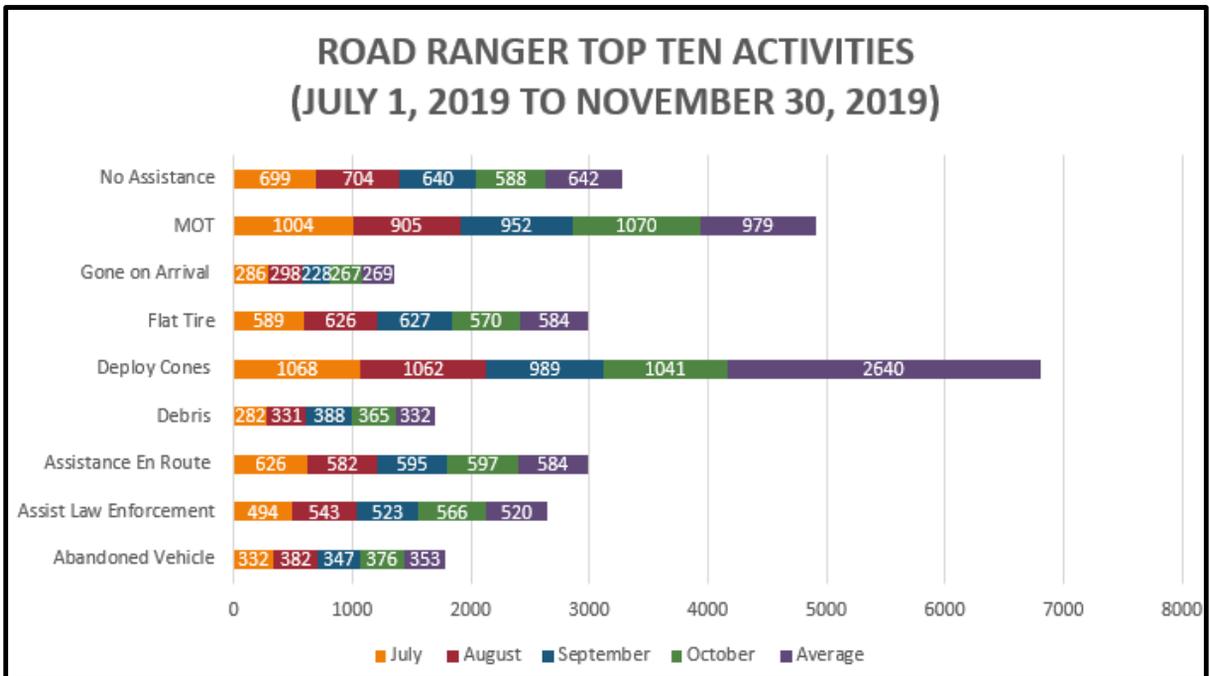


ROAD RANGER UPDATE

The District 2 Road Rangers have been caught up in a whirlwind for the past five months, at least that's what it seems like. From providing increased coverage during Hurricane Dorian to gearing up for the holiday season, they have all been extremely busy helping out our motorists in need. Our main focus remains on the interstates and assisting our communities.

We are starting to settle into our routine on the West Beltway Express Lanes and learning new traffic patterns that are taking place within the area. Our Road Ranges are always eager and willing to assist whenever they are needed. The Road Rangers have also been paired with Florida Highway Patrol since the start of the project which has been a great asset to our clearance times and assisting vehicles that may need additional resources.

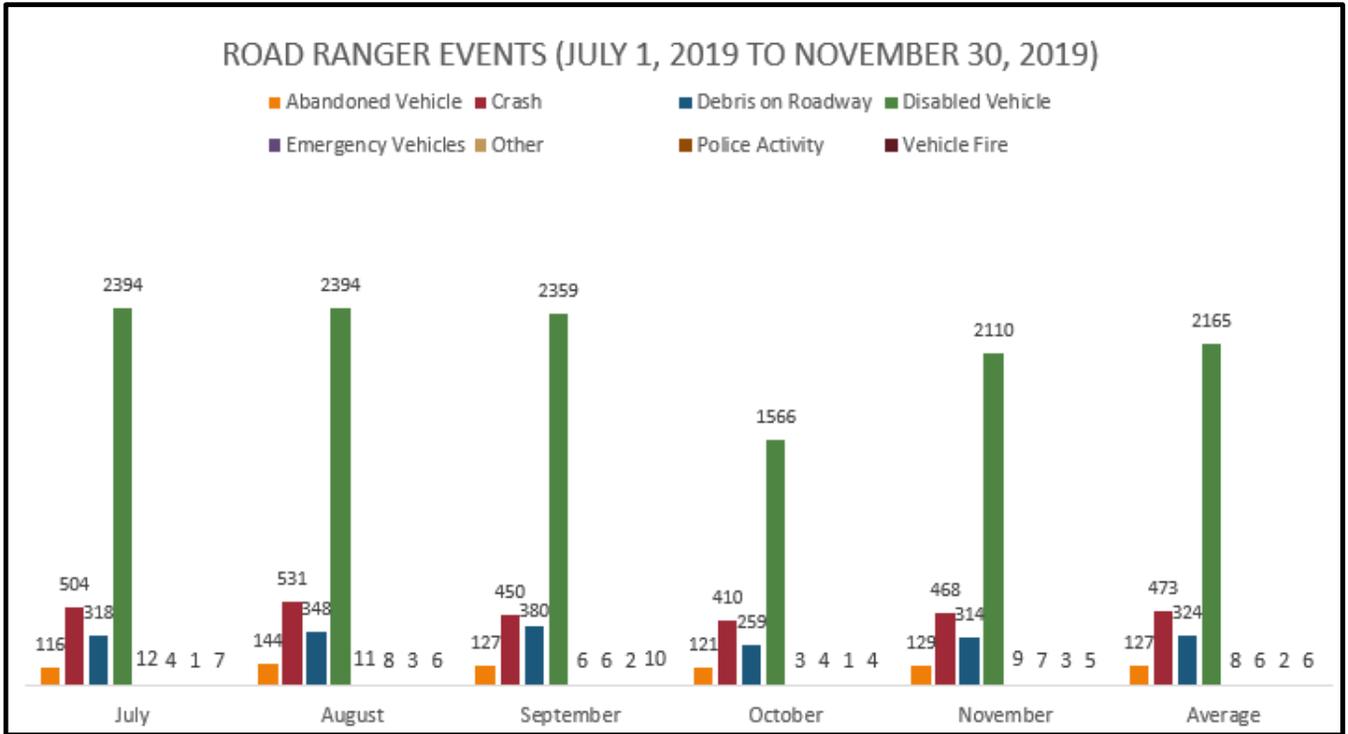
Our Road Ranger Service Patrol has assisted with over 15,554 events which includes approximately 44,366 services within the past several months (July 1, 2019 through November 30, 2019). Though they have many roles and responsibilities, some of their most important activities include providing MOT, assisting Law Enforcement, red tagging abandoned vehicles, removing debris out of the roadways for traveling motorists, and other items such as changing flat tires, providing air for tires and gas for stranded motorists. Their activities for each month can be seen in the charts following. We can also see that November was a major travel month within our corridors due to Thanksgiving which also resulted in approximately double the amount of activities that were performed when compared to prior months.





ROAD RANGER UPDATE, continued

The following chart shows all event types that the Road Rangers have responded to from July 1, 2019 through November 30, 2019. As we can see the Road Rangers primarily responded to crashes (15.2%), disabled vehicles (69.6%), debris events (10.4%) and abandoned vehicles (4.1%).



**Dee Dee Crews
District 2 ITS Operations
Project Manager**



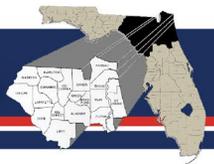
RISC – RAPID INCIDENT SCENE CLEARANCE - UPDATE

The Rapid Incident Scene Clearance (RISC) Program is an initiative that contracts towing companies to provide quick, safe clearance of large vehicle crashes that are overturned or damaged and blocking travel lanes on the interstate. The program supports Florida’s Open Roads Policy goal of safely clearing major highway incidents and truck crashes in 90 minutes or less. Our RISC Contractors are an essential part of our incident management team here in District 2 and have become our main go-to’s when there is a major incident on one of our interstates.

Over the past few months, District 2 has utilized RISC seven times which all occurred during critical timeframes throughout the day. This program is extremely valuable and essential to roadway clearance times especially during peak travel time periods. Below you will find a list of all the RISC events we have had here in District 2 from July 19, 2019 to November 30, 2019.

Table 1: RISC Events in District 2 from July 19, 2019 to November 30, 2019

Date	Time	Location	Description
07/19/2019	9:48:00 AM	Duval on I-295 E Northbound, Ramp from Alta Dr	Semi-truck overturned on the on ramp
08/05/2019	2:30:00 PM	Duval on I-295 W Northbound, At US-17/Roosevelt Blvd	Semi-truck overturned and caught on fire
09/01/2019	11:42:00 AM	Alachua on I-75 Northbound, At MM 376	Overturned camper in the median over the guardrail prior to Hurricane Dorian
09/17/2019	2:32:00 PM	Columbia on I-75 Southbound, Before MM 414	Collision between 2 semi-truck, a box truck and a passenger vehicle
09/25/2019	5:36:00 PM	Alachua on I-75 Northbound, At MM 396	Semi-truck carrying fertilizer that overturned and caught on fire
10/17/2019	11:54:00 AM	Duval on SR-202 / Butler Blvd Westbound, Ramp To I-95 NB	Rolled over Penske box truck leaking diesel
11/13/2019	11:14:00 AM	Duval on I-95 Northbound, At I-295	Crash involving 2 semis, one of which jackknifed



FIRST COAST TRAFFIC INCIDENT MANAGEMENT TEAM UPDATE

The First Coast Traffic Incident Management Team met twice since our last newsletter on **September 17, 2019** and **November 19, 2019** at the Regional Transportation Management Center (RTMC) – 980 N Jefferson St., Jacksonville, Florida at 10:00 A.M. These meetings assist with improving Communications, Coordination, Cooperation and Collaboration between all TIM agency partners.

The TEAM started off with the Overland Bridge Project and I-10/I-95 Project updates provided by Daryl Goss. Daryl mentioned that beams are still being set for the span across the St. Johns River and that the foundations placed in the river should be finished soon. Sound walls are also being installed on Roosevelt on the northbound side along US 17. Daryl also continued with the Construction Project Updates where he mentioned several detours within the upcoming months for our TIM partners to be aware of.

Ed Ward moved the TEAM into the Emergency Operations Update where he mentioned that District 2 had little impact from Hurricane Dorian and thanked the Road Ranges for patrolling 24/7 during the days leading up to the Hurricane as a precautionary means due to the uncertainty in the forecasted track.

Craig Carnes and Jason Evans provided the group with several ITS and 511 updates, Craig informed the group that the I-10 Project from SR 23 to Tallahassee is still under construction. CCTVs are operational from Jacksonville to I-75 and are being monitored by the RTMC. The remaining devices are currently being installed. These devices include CCTVs from I-75 to Tallahassee, and DMSs and MVDSs throughout the corridor. This project should be complete by Spring of next year.

Craig also noted that all current and upcoming roadway projects need to verify the location of the ITS devices and fiber in order to protect and/or relocate ITS, if needed. Jason Evans noted that the 511 system was updated just before Hurricane Dorian and should be easier for the TMC to show closures on arterial roadways.

Dee Dee Crews provided the group with an Express Lanes/FCE/Road Ranger Update. The Express Lanes currently have a Road Ranger Monday through Friday from 6 a.m. to 7 p.m. along with a tow truck. The FHP hire-back's coverage time is 6 a.m. to 10 a.m., and then 3 p.m. to 7 p.m. There is also a Road Ranger on the First Coast Expressway Monday through Friday from 6:30 a.m. to 6:30 p.m.



FHP Express Lanes Hire-back

The next First Coast Traffic Incident Management Team meeting is scheduled for **January 21, 2020** at the Regional Transportation Management Center (RTMC) – 980 N Jefferson St., Jacksonville, Florida at 10:00 A.M. If you are unable to attend, please feel free to send someone else who could represent your agency. We look forward to seeing you there!



ALACHUA BRADFORD TRAFFIC INCIDENT MANAGEMENT TEAM UPDATE

The Alachua-Bradford Traffic Incident Management Team’s most recent meeting was held on **October 9, 2019** at the FDOT Gainesville Operations Office – 5301 N.E. 39th Ave., Gainesville, Florida at 10:00 A.M.

The TEAM approved the meeting minutes from August 2019 and moved on to the Emergency Operations Update provided by Ed Ward. Ed mentioned that he was thankful that not a lot was going on as the District is still trying to recover from previous hurricanes which ripped through District 2.

Dr. Richard Bame was also able to present the group with information on the procedures and policies of fuel spill cleanup and answer questions regarding concerns that the group may have had.

Craig Carnes provided the group with an update on the ITS, 511 and RTMC where he stated that the I-75 project all the way up to the Georgia line has been completed and that the I-10 project from Jacksonville to Tallahassee is still under construction. It is the last project to place ITS coverage along all the interstates in Florida.

Jason Evans reported that the Data Integration and Video Aggregation System (DIVAS) is close to going live. This means that FL511 will have the capability of posting live streams on interstate cameras in the near future.

Sherrell Lall provided the group with the first Performance Measures Presentation for the Alachua-Bradford TIM Team, where she reviewed Open Roads, Roadway and Incident Clearance times, Secondary Crash and Events data as well as giving a brief review of a significant incident which occurred in the Alachua-Bradford area. She noted that this presentation will now be provided at all future Alachua-Bradford TIM Meetings.

Sherrell also thanked the Team for a great five and a half years and made the Team aware that this will be her last Alachua-Bradford TIM Team meeting as she will be taking on a new role and moving down to Lake Mary, Florida. She will still be working with Metric Engineering.

The Alachua-Bradford Traffic Incident Management Team meeting is scheduled for **December 11, 2019** at the FDOT Gainesville Operations Office – 5301 N.E. 39th Ave., Gainesville, Florida at 10:00 A.M. Please mark your calendars to attend this meeting as each agency’s participation is important for the good of the group.

If you are unable to attend, please feel free to send someone else who could represent your agency. We thank you for your participation.

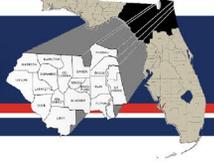


TEAM MISSION:

The Florida Department of Transportation District Two’s Traffic Incident Management Teams through partnering efforts strive to continuously reduce incident scene clearance times to deter congestion and improve safety. The Teams’ objective is to exceed the Open Roads Policy thus ensuring mobility, economic prosperity, and quality of life.

TEAM VISION:

Through cooperation, communication and training the Teams intend to reduce incident scene clearance times by 10 percent each year.



ALACHUA BRADFORD TRAFFIC INCIDENT MANAGEMENT TEAM UPDATE, continued...NOTES

We are currently in the process of updating the TIM Team meeting process and strongly encourage all TIM members to send in suggestions for agency topics to be discussed during the meeting. All ideas are welcomed and can be sent to DeeDee.Crews@dot.state.fl.us.

If anyone is interested in the SHRP2 Incident Management Training Course, please contact Dee Dee Crews at deedee.crews@dot.state.fl.us or Craig Carnes at ccarnes@metriceng.com at 904-260-1567. Craig is available to work with any agency's schedule; including nights and weekends to make sure the course is available for groups of ten or more trainees.

**Dee Dee Crews
District 2 ITS Operations
Project Manager**

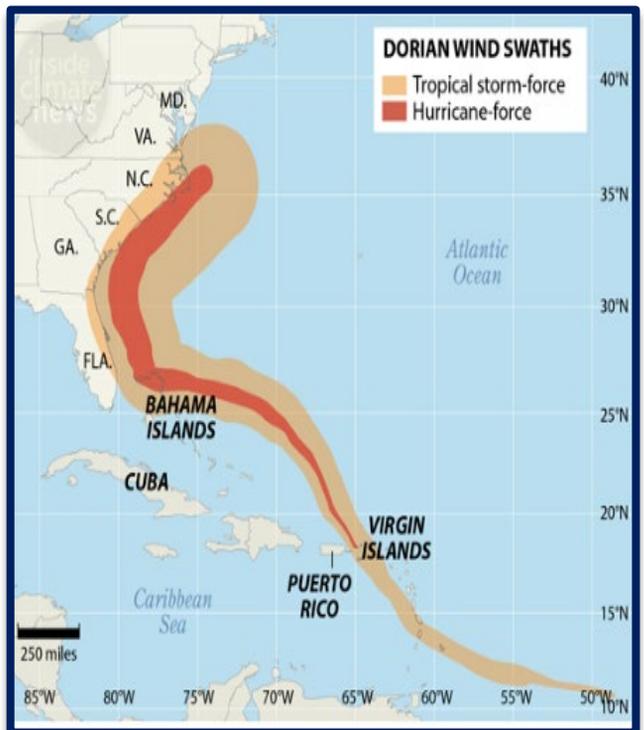
OPERATIONS

Life at the RTMC, and my life have been hoppin' since last we met. As you'll recall, just before the last newsletter, the First Coast Expressway (Phase 1) opened for tolling.

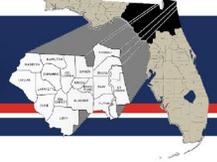
At about the same time, due to my expanding family, I bought a home in Middleburg. I have to tell you, I love the FCE! It makes a huge difference in my commute. That being said, we put our old house on the market and got a contract in only three days. I'd work all day, and then go to the old house to make a few repairs they requested. Scheduled to close about six weeks. Sounds sweet, right? Not so much, as this buyer kept delaying the closing.

At the same time, we were working on tweaking the Standard Operating Procedures for the Express Lanes and First Coast Expressway, and that part of life was moving along, just like the traffic, smoothly.

Then came Dorian, what seemed like the month long hurricane. Dorian attained hurricane strength on August 28th; Category 4 strength on August 31st and then sat on top of the Abaco Islands for almost 48 hours causing catastrophic destruction before finally moving on. Our checklists were all done, the RTMC was stocked with food and we were ready. Dorian finally passed about 90 miles off of the Coast of Jacksonville on Wednesday, September 4th. Thankfully, District 2 suffered no major damage, and we were back to operations as usual.



Hurricane Dorian Track (NOAA)



OPERATIONS, continued

I finally cut the cord on the contract on the old house due to all of the delays and found a new buyer pretty quickly and am happy to say that we actually closed on November 20th! No more double mortgage payments.

Finally, my two lives were back to normal, or so I thought. The First Coast Expressway, as you may know is a joint operation of Florida’s Turnpike Enterprise (FTE) and District 2. Let’s make that “was”. FTE scheduled a cut-over for them to handle Operations in early November, but due to technical issues, they assumed control on December 3rd at 3:20 p.m. Moving forward, District 2 will only handle Rapid Incident Scene Clearance events and will provide additional Dynamic Messaging for large incidents on the FCE. The procedures have once again been updated as they are, actually, living documents that can change on a regular basis.

In the months of July through November, we had seven RISC (Rapid Incident Scene Clearance) events. The RTMC Staff worked a total of 28,759 events with 10,585 utilizing DMS. Of those events, 6533 were crashes (1,841 on I-95). There were a total of 17,658 Road Rangers events.

Remember, whether you’re heading out for work, for pleasure, or for evacuation, **Know Before You Go! Use [FL511!](#)**

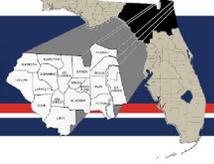
**Jason Evans
RTMC Manager**

MARKETING

“The best marketing doesn’t feel like marketing”...this, from Tom Fishburne, author, founder and CEO of cartoon powered marketing firm Marketoonist. I couldn’t agree more. As evidenced by the number of one-on-one conversations we have with motorists on a weekly basis at the various corporate events we attend, this statement holds true. It usually begins with a conversation about a traffic delay the motorist has recently experienced, followed by a brief introduction of the 511 system, then ending with the motorist downloading the FL511 app. And it all feels like a conversation with a friend. After all, strangers are just friends we haven’t met yet, right?

Our recent travels have taken us from inside the belly of a steel extrusion manufacturing plant to the Morocco Shrine Auditorium and even up to the 26th floor of the TIAA Bank building. Some of these corporate partnerships date back almost 13 years while others are relatively new to us. New partnerships this quarter include The Energy Authority and the Tri-Base Military Job Fair, but we also had the opportunity to visit with some old friends (who now feel like family). These include; Florida Blue, Enhanced Recovery Corporation, Keiser University, Edward Waters College, Bacardi, Hydro Extrusions, Citizens Property Insurance, Miller Electric and FSCJ. Then in November, we headed down to Green Cove Springs for Clay County’s Annual Employee Benefits Expo.

You may recall that we also had an unwelcome visitor over Labor Day weekend. Dorian. Enough said. Except that I will elaborate. Dorian first developed from a tropical wave on August 24th over the Central Atlantic and then became a hurricane on August 28th. After



MARKETING, continued

increasing to category 5 status, Dorian made landfall in the Bahamas on September 1st where it then remained stationary for a couple of days, causing catastrophic damage to this tiny island nation. Dorian then began a slow trek to the north-northwest, running parallel to the coast of Florida on September 3rd before finally dissipating near Greenland on September 10th. For several days, our team worked around the clock both inside the Regional Transportation Management Center as well as inside the Emergency Operations Center to assist with additional traffic demands. While we're grateful north Florida experienced only minimal damage, we remained ready to assist at the highest level had the situation warranted it, and our hearts certainly go out to our friends in the Bahamas as they continue to rebuild.

If you're interested in learning more about FL511, our Statewide Marketing partner, Sunshine Communications, has a wealth of information available via Facebook, Instagram and Twitter. You can follow FL511, Tweet and re-Tweet the information, push screen captures, share and re-post notifications as well as travel advisories.

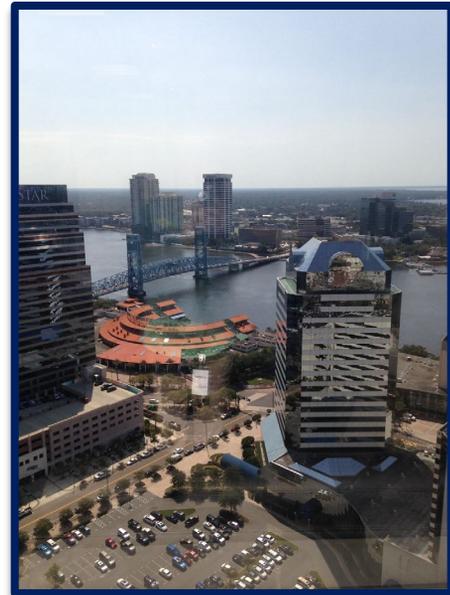
Finally, if you're heading out for a fun family vacation this fall/winter make sure your travel plans include 511. You can dial 5-1-1, log onto www.FL511.com or download one of the free FL 511 Apps available in the Apple App Store or at Google Play. And of course, you can always follow us on Facebook, Twitter and Instagram! When it comes to up-to-the-minute traffic information, we've got you covered!

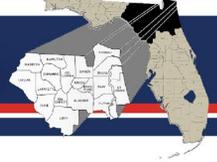
Connect. Know. Go!

**Sherri Byrd
Marketing Manager**



Above: Tri-Base Military Job Fair;
below: View from the Energy Authority,
26 stories above downtown



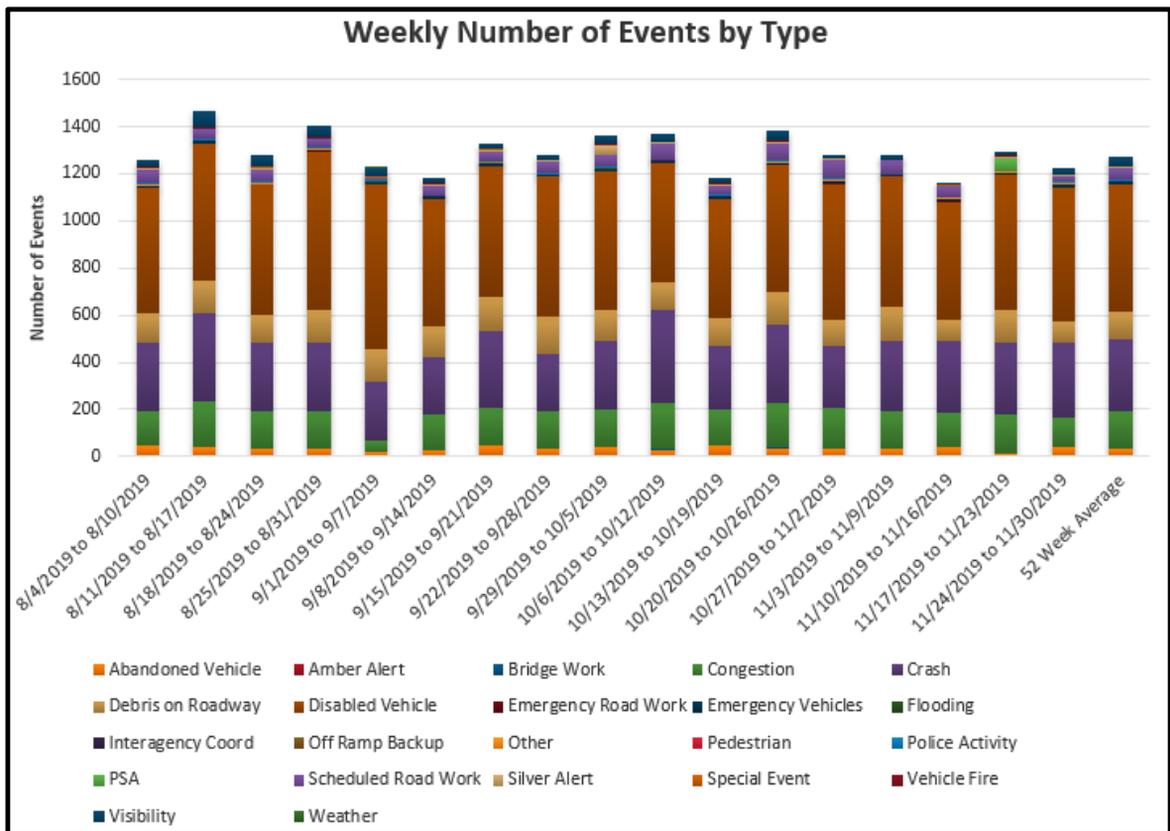


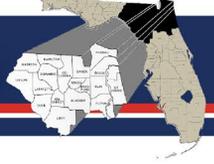
PERFORMANCE MEASURES

I feel like I blinked for just one second and it was already the end of the year. 2019 has been a great year for us here in District 2 with the expansion of our Road Rangers, the opening of our West Beltway Express Lanes plus many more milestones which all encompass the same idea when you think about it... **GROWTH**. And we are not finished – yet. With growth and expansion come great responsibility, or at least that’s part of what they mean in the Peter Parker principle... isn’t it?

With that being said our Road Rangers have been working extremely hard to ensure that our motorists are safe and are well taken care of while traveling on our interstates. From the charts following, we can see that the Road Rangers definitely had their hands full with an average of close to 500 crashes per month here in District 2 between July 1, 2019 through November 30, 2019. Keep in mind that this number only represents the total number of crashes that a Road Ranger has assisted with and is significantly higher than the 52-week average of 305 crashes. We can also see that our other major event categories are accounted for by congestion (12.2%), disabled vehicles (42.6%) and debris events (9.5%).

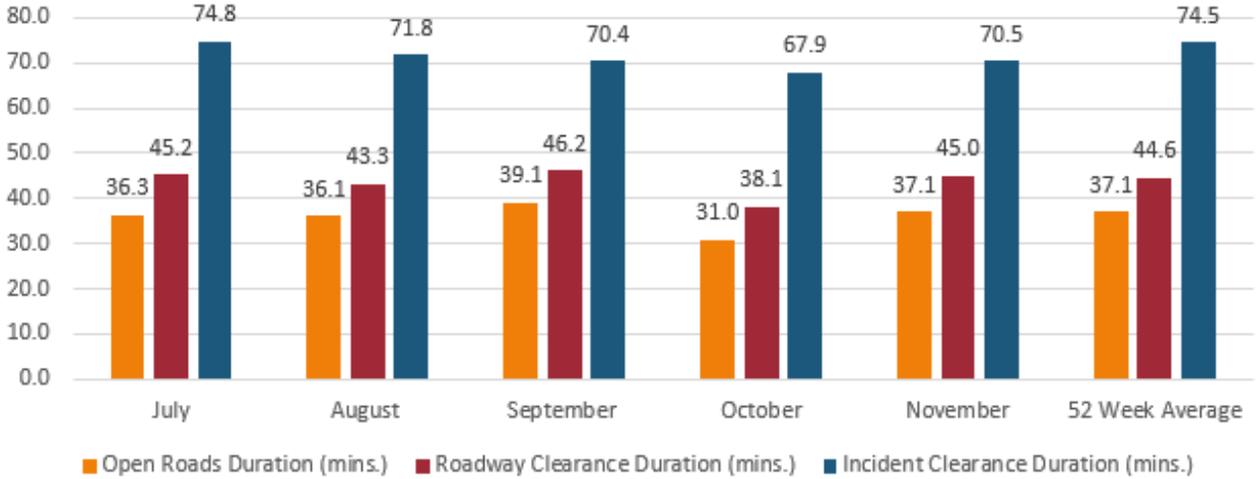
The average clearance duration times for the past 12 months have stayed well under the goal duration times as we can see in the charts below. District 2 has averaged approximately 37.1 minutes for our Open Roads Duration time, 44.6 minutes for our Roadway Clearance duration time and 74.5 minutes for our Incident Clearance duration time over the course of the past twelve months.



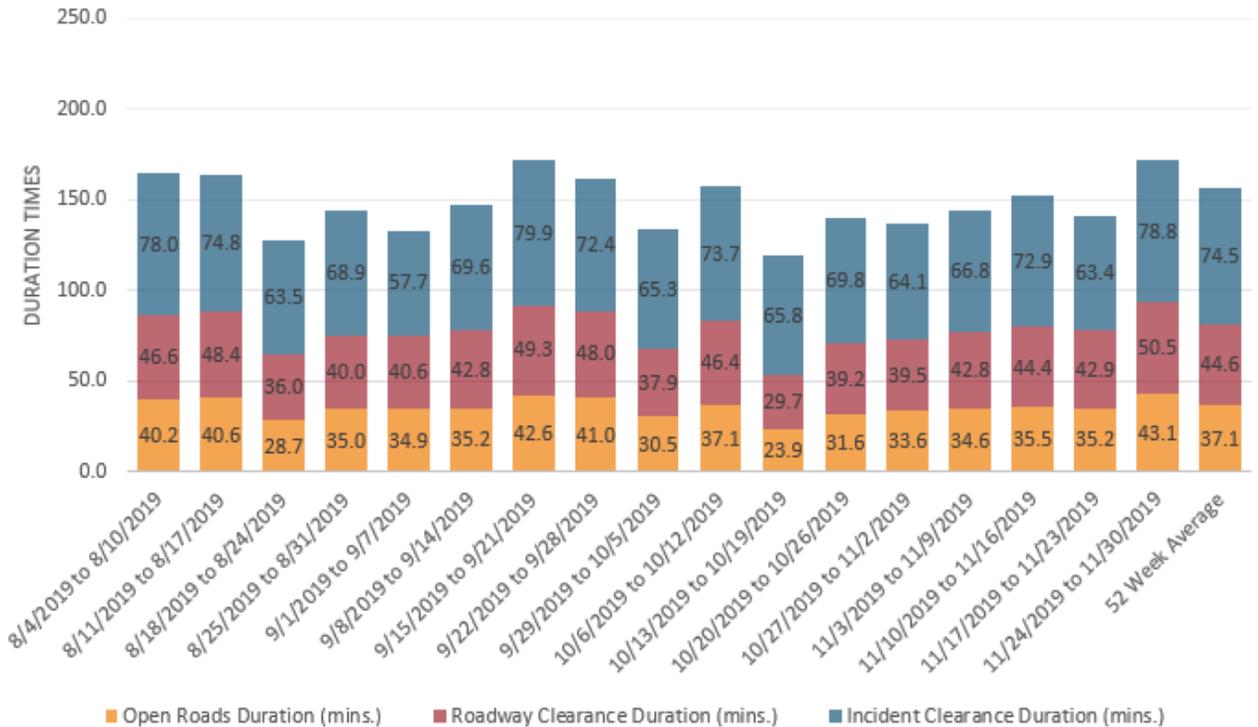


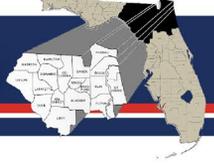
PERFORMANCE MEASURES, continued

Monthly Performance Measures



WEEKLY PERFORMANCE MEASURES





SPOTLIGHT ON...KATHALEEN CRISLER, District Two Contract Administrator

Talk about your upbringing – where you were born/raised.

I was born here in Jacksonville at St. Vincent’s hospital. I am the oldest daughter third in line of 8 children, two older brothers, two younger and three younger sisters. Talk about a houseful and never a dull moment. We lived in a 3-bedroom 1 bath house on the Southside off Hendricks Avenue. Dad was into baseball, coached little league and played softball himself. He always told Mom they should have had one more child so he could coach his own baseball team!

Mom grew up in Mandarin – way back before Mandarin was “cool”. Her parents, my grandparents, ran a fish camp at the foot of the Julington Creek Bridge. Dad was from San Antonio, Texas stationed here at NAS in the Navy. They both would attend the dances that were held in Mandarin. That’s how they met. And the rest was history.

Summers were great, instead of us going over to someone’s house to play, everyone just came to ours since we were the bulk of the neighborhood. Mom would be preparing her small army lunch, usually some sort of sandwich and call us to lunch and there would be anywhere from 4-6 additional heads. “It’s only bologna but you are welcome to have a sandwich if you want!”

Every two years we would pack up the station wagon and head to San Antonio for 2 weeks’ vacation to visit Dad’s side of the family; Grandmother, Uncles, Aunts and lots of cousins. As the family grew, and when one of the younger children was old enough to make the trip, they were added to the station wagon.

When we finally arrived in San Antonio, Dad would park just down the block from Grandma’s house and the two youngest ones would be instructed on what to say and which house to go to. Every year it was the same phrase, “What color are the beans tonight?” Now I know after one, maybe two times of this going on, my grandmother caught on to who those random children were coming to her door and asking what beans were for dinner.

Let me explain, my father rode his bike to deliver telegrams and when he would see his mother on the bus going home he would ride up alongside the bus and literally embarrass her by asking in a loud voice what color the beans were for dinner. So, it was not really to find out what was for dinner, but to let her know he was there. Life around the Dvoroznak household was never boring to say the least.

Education/College

I graduated from Samuel Wolfson High School, attended and obtained my Associate in Arts Degree from Florida Junior College (FJC). Today it is Florida State College at Jacksonville. I went on to attend Florida State University (FSU) in Tallahassee where I majored in Interior Design and minored in Marketing. I am 1 credit shy of graduating, which I truly regret. Maybe I’ll be the gray-haired lady who walks across the stage at 90 to get my degree!

If you would, please provide us with a brief glimpse of your many years of service with FDOT.

My life at FDOT and part of this family really started when Steve and I got married. Even



SPOTLIGHT ON...KATHALEEN CRISLER, District Two Contract Administrator, continued

though I had not yet been hired on at FDOT I met and became friends with quite a few people. I officially started December 26, 1997. Yes, I went from one job Christmas Eve, had Christmas Day off, and started at the I-95 Welcome Center the day after Christmas. As I learned that the Welcome Center was going private I proceeded to find another position at FDOT, landing the RCI position at Jax Maintenance. Upon finding out that most of the maintenance positions were going to become contracted positions I once again looked for another FDOT position.

When Dylan Bryan, whom I also worked with at the Welcome Center, vacated his position to become a Florida Highway Patrolman, I was hired into his position as a Traffic Studies Technician in the Traffic Operations Department. I worked side by side with Jennifer Graham learning the ropes of a Traffic Studies Tech. After 3 years as a tech, I was moved into the Administrative Assistant position under Jim Scott. I remained in this position for 16 years until I was hired for the FMS/AMS Specialist III – TSM&O Contract Support Administrator in March of this year. So as of this December 26th I have been a part of the FDOT family for 22 years.

How has life changed for you since you made the transition from Jacksonville's Urban Office over to the Regional Transportation Management Center (RTMC)?

Upon starting here at the RTMC, I have changed my work schedule from four 10 hour days to four nine hour days and four hours on Friday. This gets me home a little earlier so I can attend to my two new girls! I have two

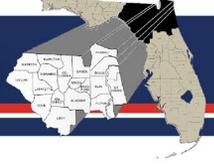
American Pit Bull dogs. Jazz is a blue at 1 ½ years old and Molly, the newcomer who is just a couple of months old, is tan with streaks of white and black. I am not sure which one wears out the other - Jazz or Molly – however when it is time for bed, they are both done for the night! Workwise I seem to have just as much of a workload but in different categories. I say I have two offices here at the RTMC – my office room 112 and the copy room where I must copy, scan and send invoices to Financial Services in Lake City. So, if you see on my in/out board, "At my other office," just head to the copy room!

Has working for FDOT changed your driving habits, given all the traffic debacles you've witnessed over the years?

I can truly say that I have not changed much in my driving habits. I always wore my seat belt and when I started transporting my niece and nephew, I would not start the car until everyone had their belts on. I still do that today with my granddaughter, Isabella. I seem to be more aware when traveling through construction zones since I have started with DOT. It is such a heartbreak when you receive word that a fellow FDOTer was killed or seriously injured just doing their job.

Autonomous vehicles – fan or foe? Or would you rather Uber?

I would be willing to give the AVs a try. Heck I will try anything at least once. As far as an Uber... did you see that report that Uber / Lyft vehicles have more germs in them than the average cab? Cabs are regulated and they must be cleaned. Enough said. I will go with the autonomous vehicles.



SPOTLIGHT ON...KATHALEEN CRISLER, District Two Contract Administrator, continued

When you're road trippin', interstates or back roads?

Back roads for sure. You get to see more of what this area/country has to offer. I think back to those days traveling I-10 going to and from Tallahassee to FSU. This stretch of highway was so boring that I had to find something to "look forward" to. So, there was this old yellow school bus parked in the middle of this cow pasture. It was just parked there. This is what I fixated my thoughts on, since there was really nothing else. I know it was one bus in the middle of nowhere on I-10 going to Tallahassee. On the back roads you can view all sorts of sights. Go by wonders of the world, you know like the world's biggest ball of twine! Or stop by one of Guy Fieri's Diners, Drive-in or Dives! Stop by a roadside vegetable stand and talk to the farmer. You may even learn something.

Favorite lunch spot close by? (and the dish you'd typically order!) Tell us all your insider secrets!

Clara's Tidbits over on Hendricks Avenue. The sandwiches are always fresh and the chicken sausage gumbo is definitely one not to miss. Though I have not been there in a while, I see the parking lot is now an apartment complex. Parking under 95 now is the way to go. I seem to tend to get The Blue. It's smoked ham with blue cheese crumbles, Dijon mustard and apricot jam.

Movies or novels?

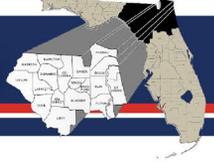
Definitely John Wayne movies. My father got me hooked on those when I was young. Always action always interesting. True Grit has

to be one of my favorites, along with The Cowboys, McLintock, Rooster Cogburn. Just to name a few. Novels, I am all over the place. I do not have one author I read all the time. However, I do like to read Mary Higgins Clark novels. They usually follow the same format and all is well by the end of the book. My father used to read out loud to us when we were kids. Just a chapter a night unless it was a short one. Then he would read two. The old classics, Huckleberry Finn, Tom Sawyer, just to name a few. He never touched Little Women, though! I used to read to my children at bedtime. Therefore, I guess they, like me, enjoy reading.

Tell us a little about your family.

My family, what can I say. Well let me begin with the fact that I was married to a wonderful man, Steve, who also worked at DOT in the construction department. Together we had two wonderful daughters. I went with the theory that I came from a family of eight, Steve had one brother, Jeff, so when Rachel was about three, I told Steve, "You know one cannot argue with themselves, we need to have another child." Well in February Kathryn came along. How I can eat those words of having to have another child! No just kidding, I love both of my girls and would do anything for them.

Now my granddaughter Isabella, who likes to go by Izzy, she is a book all her own! I went last year to her school play. It was a production of The Wizard of Oz. This girl was like a celebrity, she knew everyone and everyone knew her, and she was in first grade. She will be 8 in April and I think she has her birthday party already planned!



SPOTLIGHT ON...KATHALEEN CRISLER, District Two Contract Administrator, continued

After Steve passed away in April of 2016, I told the girls we would take a family trip to Bush Gardens in Tampa. This was a family spot for us to go. It was tough but we went and had one great time. Such a good time that we went again the next year. And then Isabella said the third year, last year “What do you mean we are not going to Bush Gardens”! That was the year Rachel and Katie surprised me with concert tickets to The Eagles and James Taylor in Washington D.C. Washington D.C. came from the fact that I always wanted to go and I had sent both girls twice to D.C. Once with the school patrol and again in the 8th grade. We spent a week seeing the sights and eating great food. We even took Monkey, he had a great time also. Let me explain, not a real monkey, it is Izzy’s monkey. Everywhere we went we took a picture of Monkey. He even rode a Segway! I think we had more fun getting people to take a picture with Monkey than anything!

Concerts. I love to attend concerts, especially classic rock n roll. Rachel and I took a trip to Atlanta to the Cellairis Amphitheatre to see Lynyrd Skynyrd’s final tour. We had so much fun, concert was great, visited the very first Chick-fil-A store and had a hamburger! On the way back down 75 – yes I know I really do not like to do interstates – we stopped in Macon to visit the yes, Allman Brothers “Big House Museum”. There was so much to see that we have planned a return trip!

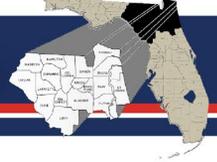
And the best thing was how Rachel and Katie both thanked me for introducing them to some really great songs and artists.



Kathaleen with her granddaughter, Izzy

You’ve just been given 6 hours of uninterrupted freedom, what do you do with it?

When I was going to FJC right after high school, I would go out to Mandarin where my grandparents lived and had property on Julington Creek. It was nothing fancy, just a dock where family would gather for picnics and cookouts. I would go there to catch some rays, that along with just taking in the view, the fresh air and reminisce about people who have come and gone. I believe if I could find these six hours that is what I would do. Go take in the view, the fresh air and remember loved ones that have passed on.



SPOTLIGHT ON...TANESHA SIBLEY, RTMC ITS Network Manager

We consider this a very special edition of our Spotlight Feature because of your recent addition. I believe you have some exciting news to share with us!

Thomas Rawls III, AKA "Little T" was born on July 2nd at 2:15 p.m. weighing in at 7lbs 7oz and was 20 inches long. He is now five months old and is the true definition of a boss baby. The little butterball is meeting all his developmental milestones and is just a sweetheart and a joy to be around.

This is not your first rodeo as the old saying goes. How old is your daughter and what does she think about her new role as "big sister"?

Eliora is currently nine years old and is a great big sister. Initially, she had some uncertainties about her role as big sister but quickly gelled into her place. She loves her little brother to pieces and is already trying to teach him words. It really warms my heart to see them dancing and giggling together. It's like they were meant for each other.

How have things changed in the Sibley household since Thomas's arrival?

Things at the house have gotten a lot busier ever since the arrival of Little T, especially mornings. I had a solid routine of getting myself and Eliora dressed and out the door without a hitch, but now that we have little T, it's not so easy. He comes with his own set of morning rules which include; Trying to roll away during diaper changes, fighting me while putting on clothes, deciding to take a poop as soon as I have him strapped in the car seat and throwing up on his clothes as soon as we are about to walk out of the door. One morning was so chaotic that I forgot to put on my work shoes and drove to work in my slippers. Luckily, I had an extra pair of shoes in my trunk (whew).

Which is harder...changing diapers or troubleshooting IT issues at work?

This is a tough one. Both require troubleshooting and a strategic execution plan, but if I must pick, I am going to say troubleshooting IT issues only because I don't get to hug the computer after I am done. With the baby, it's all my pleasure. He is so squeezable and loveable to the point where he can do no wrong in my eye.

Speaking of work, update our newest readers on your current role inside the North Florida Regional Transportation Management Center.

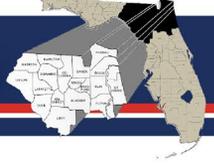
My current title at the RTMC is D2 ITS Network Manager. I wear many hats with this role but for the most part, I do system, desktop and application support.

How long have you been working with us?

I am proud to say that as of August of 2019, I have been with the ITS group for six years and counting. It has been a true blessing to be among this innovative, caring and compassionate group of people. The length of time that I have been with the group really hits home when a coworker and I are discussing children and family and their child who I remember being in kindergarten is now a middle schooler.

I know you had a great support team in place while you were away on maternity leave (Jason Summerfield, Christopher Jones), but what projects are you currently working on now that you're back in the office?

Returning to work, I would say a big project I have ahead of me is updating and organizing training and resource documentation.



SPOTLIGHT ON...TANESHA SIBLEY, RTMC ITS Network Manager, continued

The great part about this is I have a wonderful team who I can count on and would pitch in if needed.

I know you also have a great support network at home. Tell us a little about your extended family.

Since Thomas has entered my life, my family has grown x2. Along with Eliora and Thomas III. I also have two bonus children, Lyric who is nine and King who is four. It is safe to say that Little T has a whole lotta love flowing in from his siblings, parents and grandparents.

Describe a 'defining moment' in your career or personal life.

A defining moment in my personal life was (and not to seem cliché) when I became a mother. A life that once revolved around me now revolves around my children and making sure that they are well cared for, loved and overall know that I am there for them. I can't imagine my life without my little people. They bring me so much joy and happiness.

Do you have a favorite quote? Something that inspires you?

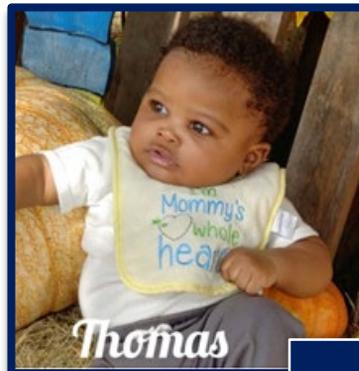
My quote for this season of life is "Just keep swimming." No matter how difficult things may seem, we must continue to move forward.

Who has been the biggest role model in your life to date?

To date, my biggest role model is still my mother. She encompasses everything that is woman (strength, wisdom and tenderness). She has shown me unconditional love and has always been beyond supportive of my decisions. I hope to be half of the woman to my children as my mother was to me.

What's next? Any more milestones to conquer? Plans to expand your family? Any new projects or hobbies you wish to tackle?

Going forward, I have plans to complete a few technical courses to help stay abreast in the field. As far as hobbies, I would love to start back making jewelry and gardening, they both bring me peace. Also, I do not have any plans to expand the family, four is more than enough for me.



Thomas



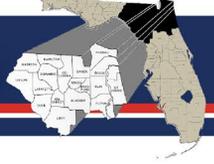
King



Lyric



Eliora



Traffic Incident Management 2020 Meeting Schedule

First Coast TIM Team

Regional Transportation Management Center
980 N. Jefferson St., Jacksonville, FL
904.903.2000

10:00am-12:00pm

January 21, 2020 March 17, 2020
May 19, 2020 July 21, 2020
September 15, 2020 November 17, 2020

Alachua/Bradford TIM Team

FDOT Gainesville Operations Office
5301 NE 39th Avenue, Gainesville, FL
352.381.4300

10:00am-11:30am

February 12, 2020 April 8, 2020
June 10, 2020 August 12, 2020
October 14, 2020 December 9, 2020

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