

**NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION**



**WORK ZONE SAFETY AND MOBILITY POLICY
AND PROCEDURES**

I. INTRODUCTION

In an effort to develop an agency culture committed to providing safe work zones for all workers and road users while considering mobility and access, the North Carolina Department of Transportation (NCDOT) has developed this Work Zone Safety and Mobility Policy. The 2004 Federal Highway Administration's Work Zone Safety and Mobility Rule 23 CFR 630 Subpart J, now referred to as the updated rule, initiated the development of this policy. The intent of this policy is to support the systematic consideration and management of work zone impacts related to safety, mobility, operations, and training. The development of Transportation Management Plan components, for both federally and non-federally funded activities, will address the impacts an activity has on the transportation infrastructure/ road network, road users, businesses, and/or local communities during construction. This policy includes an assessment component to ensure the requirements are effective and the work zone strategy practices and procedures are continuously reviewed. Also standardize a Department-wide process for project evaluation and implementation to improve credibility of work zones.

II. GOALS

The goal of this policy is to fully implement the requirements and to develop a sustained agency culture committed to the Work Zone Safety and Mobility Policy (23 CFR 630 Subpart J) by:

- Providing safe work zones for all workers and road users
- Considering mobility & access in work zones and minimize the affects of work zones/activities on the surrounding transportation network
- Advocating innovative thinking in work zone planning, design, and management
- Improving credibility of work zones
- Continuously assessing and improving work zone strategies, practices, and procedures

Specific components of this policy include a Policy Statement, Goals and Objectives, and Work Zone Safety and Mobility Guidelines for planning, design and construction. The Work Zone Safety and Mobility Policy Guidelines shall be used to ensure the goals are met. These Procedures include strategies to achieve the Goals and Objectives, Roles and Responsibilities for NCDOT staff, and Policy Provisions for application during planning, design, and construction.

III. POLICY STATEMENT

The North Carolina Department of Transportation applies comprehensive transportation management strategies throughout the planning and project development process, purposefully provides safe and efficient projects, and uses innovative techniques in design, contracting methods, and construction to minimize impacts, crashes and delays.

IV. WORK ZONE SAFETY AND MOBILITY GUIDELINES FOR PLANNING, DESIGN, AND CONSTRUCTION

The Department shall develop Work Zone Safety and Mobility Guidelines that specifically define procedures for project evaluation during planning, design, construction and requirements for Transportation Management Plans as defined below:

- Criteria to systematically evaluate and categorize activities to determine their level of impacts on safety and mobility

- Required Transportation Management Plan components for each level of significance
- Procedures for exception requests
- Procedures for evaluation during and after construction

(May need to zoom out a little on the last 3 bullets- Kelly Damron)

The responsibilities of each Unit and Division will also be defined in the Work Zone Safety and Mobility Guidelines.

A. Project Evaluation Criteria (For Planning And Design)

Each project will be categorized into 1 of 4 levels using the evaluation criteria below:

- Existing AADT (may also use the AADT anticipated when the work zone/ activity will be in place)
- Total Truck Traffic
- Duration of Construction
- User Value and User Cost
- Anticipated Additional Travel Times
- Anticipated Impacts to the Existing Transportation Infrastructure/Network
- Anticipated Impacts to High Traffic Volume Generators

Projects categorized as Levels 1 or 2 will be considered “Significant” as defined in Section IV B.

B. Significant Project/Activity Definition

A “Significant” project/activity is one that, alone or in conjunction with other projects, is anticipated to cause sustained work zone impacts to the road users, businesses, or local communities during construction or one that will substantially relieve existing congestion on the highway network upon its completion. Additionally, all Interstate projects within the boundaries of a Transportation Management Area (areas with populations greater than 200,000) that occupy a location for more than three days with either intermittent or continuous lane closures shall be considered a “Significant” project. Projects located on a Strategic Highway Corridor and/or the National Highway System (NHS) may also be designated as “Significant.” Are all NHS on SHC?

Sustained work zone impacts refer to work zone-induced deviations from the normal range of transportation system safety and mobility. The extent of the work zone impacts may vary based on factors such as: road classification, area type (urban, suburban and rural), traffic and travel characteristics, type of work being performed, time of day/night, and complexity of the project. These impacts may extend beyond the physical location of the work zone itself, and may occur on the roadway on which the work is being performed, as well as other highway corridors or other modes of transportation.

“Significant” projects/activities may require, at a minimum, the following to ensure the safety and mobility of workers and road users on North Carolina’s transportation network:

- More involved Transportation Management Plans that address Transportation Operations as well as direct impacts on the Transportation Network
- Possible Alternative Delivery Techniques to minimize impacts and durations of impacts
- Appropriate work zone strategies, such as enforcement, incident management techniques & technology, to create more efficient and effective work zones

C. Project Evaluation Criteria (For Construction)

During the construction stage of a project, it is imperative to continuously monitor, assess, and improve the work zone strategies, practices and procedures that were used during the planning and design phase of the project. The Department will use criteria to evaluate and continuously improve the planning and design process.

D. Transportation Management Plan

A Transportation Management Plan (TMP) is required for all project. The project's level of significance will determine which components of the TMP will be required. Below is a list of the possible TMP components:

- Temporary Traffic Control Plan (TTC): Required for all projects
- Transportation Operations Plan (TO): Required for Significant Projects/Activities and other Projects/Activities as needed
- Public Information Plan (PI): Required for Significant Projects/Activities and other Projects/Activities as needed

V. DEPARTMENTAL RESPONSIBILITY

This policy requires each unit affected by this policy to develop new internal methods that address critical decision-making earlier in the process and promote innovative thinking in work zone planning, design, and management to improve safety and mobility on North Carolina's transportation network. Each group has a responsibility to the Department to ensure success.

This, the ____ day of ____, 2007

Len A Sanderson, P.E
State Highway Administrator
North Carolina
Department of Transportation

Lyndo Tippet
Secretary
North Carolina
Department of Transportation

**NORTH CAROLINA'S
WORK ZONE SAFETY AND MOBILITY POLICY GUIDELINES**

GOALS, OBJECTIVES, AND STRATEGIES TO BE CONSIDERED FOR ALL PROJECTS

Goal A: Implement requirements of the Work Zone Safety and Mobility Policy (23 CFR 630 Subpart J)

Objective 1: Consider work zone impact during TIP development

- Revise existing “Feasibility Study” Process to account for work zone impacts, such as network impacts
- Consider appropriate project selection, project scope, and project limits

Objective 2: Consider work zone impact during project planning

- Identify “Significant” projects per develop process and criteria
- Revise existing project planning process to account for work zone impacts, such as network impacts, identification of “Significant” projects by considering other adjacent projects
- Establish default traffic management strategies
- Consider funding for traffic management strategies early in the process
- Coordinate work zone activities with IM (Incident Management)

Objective 3: Consider work zone impact during design

- Develop TMP for all projects
- Establish a process during design to follow up on traffic management strategies that were determined in the planning process
- Formalize design guidelines for temporary traffic patterns during construction
- Consider impacts of geometric design on traffic management strategies
- Consider impacts of geometric design in temporary and final alignment
- Incorporate value engineering earlier in design
- Anticipate construction and maintenance needs during design, such as, full depth shoulders and adjacent or future projects
- Provide the most accurate contract duration estimate
- Use internal and external constructability reviews on all significant projects
- Allow more flexibility to the contractor to increase productivity
- Coordinate work zone activities with IM (Incident Management) during design

Objective 4: Consider work zone impact during construction

- Implement and monitor TMP strategies
- Revise TMP strategies if necessary
- Coordinate work zone activities with IM during construction during planning

Goal B: To develop an agency culture committed to the Work Zone Safety and Mobility Policy

Objective 1: Promote organizational awareness by educating staff on how decisions made in their respective work unit’s affect the success of the WZ Safety and Mobility Policy

- Develop a program or method to educate staff at all levels on the policy
- Make policy easily available to all levels
- Participate in national committees
- Host national or regional work zone safety conferences
- Document and share initiatives and successes nationally
- Develop a program or method to educate staff on how their timely decisions affect work zone safety and mobility, construction duration, and cost

Goal C: To provide safe work zones for all workers and road users

Objective 1: Utilize ITS and enforcement strategies to enhance safety

- Use Smart Work Zone Technology to monitor traffic flow and adjust traffic strategies
- Establish enforcement guidelines for matching enforcement strategy to type of work zone
- Use permanent ITS devices/programs more efficiently and cost effectively
- Provide appropriate level of enforcement in work zone
- Coordinate with other agencies to develop a program to familiarize law enforcement with work zone safety

Objective 2: Provide a safe design with the work zone in mind

- Establish criteria for the use of positive separation for temporary and final alignment
- Design safe and user friendly roadway alignments
- Use innovative methods and devices such as, temporary lighting, brighter/larger sheeting, better retroreflectivity, rumble stripes, delineation, and enforcement
- Analyze crash history on corridor, alleviate any deficiencies, and incorporate into successive stages and the final design

Objective 3: Provide a continuously safe work zone environment

- Monitor and maintain work zone devices
- Follow guidelines for managing speed limit reduction in work zones
- Establish procedures for speed limit in work zones
- Continue to conduct safety meetings (tailgate meetings)
- Include Incident Management Plan (IM) as part of TMP
- Conduct investigations on major incidents, implement improvements where appropriate

Objective 4: Reduce Crashes in Work Zones

- Improve method of collecting work zone crash data
- Analyze and consider pre-work zone crash data in TMP design
- Develop a process to routinely analyze work zone crashes and operational data on projects

Goal D: To consider mobility and access in work zones

Objective 1: Utilize innovative technology in work zones

- Use ITS (dynamic lane merge, Smart Work Zone, etc.)
- Establish guidelines to match technology with work zone strategy
- Provide proactive “Real-time” Regional and Statewide notifications for significant projects, such as real time information to DMS, Welcome Centers, Trucking Association, etc.
- Establish a project website for “Significant” projects to provide and exchange information to participants in the delivery system

Objective 2: Minimize impacts to users

- Implement IMAP in more areas across the state
- Formalize coordination process with local travel stakeholders (schools, police, fire, etc.)
- Provide the contractor adequate access to the project to expeditiously complete the work

- Provide the road users with adequate access to business and residences (where applicable) without minimizing efficiency of the work zone

Objective 3: Minimize delays and reduce congestion in work zones

- Monitor work zones (speed, volume, queue, lengths)
- Establish a process for collecting and analyzing data
- Establish and verify criteria for delays (thresholds)
- Coordinate existing DOT data collecting efforts
- Match the traffic management strategy to the desired construction duration and work zone impacts

Goal E: To advocate innovative thinking in work zone planning, design, and management

Objective 1: Consider alternative/innovative design, construction, contracting, and transportation management strategies

- Consider the use of innovative design strategies
- Consider the use of innovative contracting techniques and materials
- Consider the use of innovative construction methods
- Improve accessibility to electronic project files/data for all affected parties
- Emphasize “Get In, Get Out, Stay Out” mentality

Objective 2: Minimize third party delay on delivery of projects

- Update current Utility, Rail, and Right of Way policies, procedures, specifications, and design manuals
- Include Utility, Rail, Municipality, and Right of Way coordination early in the planning process
- Include and use the appropriate level of Subsurface Utility Exploration (SUE) on all significant projects
- Investigate innovative ideas to minimize and eliminate 3rd party conflicts

Goal F: To improve credibility of work zones

Objective 1: Continue to provide and disseminate useful and essential information

- Work with local media
- Utilize ITS (Smart Work Zone Technology, permanent DMS)
- Include Public Information (PI) component into Transportation Management Plan (TMP)
- Coordinate work zone activities better by using existing databases that captures on going construction activities on Interstates and US Highways (TIMS, STOC, Construction Progress Database, RTMS, “Speed Info” Areas, etc.)
- Ensure better information is generated and entered into existing databases that capture construction activities

Objective 2: Provide consistency for all work zones, such as construction and maintenance

- Require Contractor Certification
- Establish state industry standards for traffic control devices
- Establish a statewide database that includes predetermined time restrictions on Interstates and US Highways based on location
- Establish a system for issuing lane closure permits for every lane closure
- Educate DOT staff including residents, inspectors, etc about standards and specifications

Objective 3: Develop strategies to promote and ensure compliance with work zone policies and regulations

- Require the Contractor to provide a certified Traffic Control Inspector
- Use work zone signing only when work zone could be affecting traffic
- Develop strategies to enforce compliance with signing requirements

Objective 4: Provide responsive customer service during the entire project delivery process to both internal and external customers

- Consider all target audiences during planning and early development stages of TMP strategies
- Establish a project identity for significant projects at the planning stage that is consistent through the delivery of the project and transfers from planning to design to construction
- Provide timely responses to customers regarding work zones and work zone impacts
- Establish a project website for Significant Projects to provide information to the public

Goal G: To continuously assess and improve work zone strategies, practices, and procedures

Objective 1: Assess, document, and implement successful strategies

- Evaluate work zone crash data to establish work zone strategies and procedures that reduce crashes in work zones
- Solicit feedback and suggestions from field engineers through post-construction evaluations to develop lessons learned to improve design policies
- Solicit feedback from contractors, law enforcement, road users, and municipalities

Objective 2: Conduct project performance assessment and process reviews

- Conduct a bi-annual process review to assess wide scale performance of work zones with the goal of improving work zone processes and procedures
- Regularly conduct “Windshield Review” of active construction project work zones
- Conduct safety inspections/audits as needed to address specific problems that occur
- Participate in the FHWA Work Zone Self Assessment Program
- Develop strategies to address non-compliance

Objective 3: Coordinate and/or provide temporary traffic control design information to traffic control professionals

- Set up communication web for traffic control professionals
- Provide training for traffic control professionals
- Develop Traffic Control Design Manual and standards

ROLES AND RESPONSIBILITIES FOR NCDOT STAFF
To Be Developed

Alternate Delivery Unit
Congestion Management
Communications Office
Construction Unit
All 14 Divisions
Feasibility Studies Unit
Incident Management
IMPACT Public Information
Information Technology
ITS Operations Unit
ITS & Signals Unit
Locations and Surveys
Municipalities
Office of Environmental Quality
Project Development & Environmental Analysis
All Design Units in Pre-construction
Project Services
Program Analysis Unit
Right of Way
Roadway Branch
Safety and Loss
State Highway Patrol
State Road Maintenance Unit
Systems Planning Group
Traffic Engineering Branch
Traffic Survey Unit
Training and Development
Transportation Planning Branch
Work Zone Traffic Control Unit

WORK ZONE SAFETY AND MOBILITY GUIDELINES FOR PLANNING, DESIGN, AND CONSTRUCTION

EVALUATION PROCEDURES DURING PLANNING AND DESIGN

This section provides decision-making procedures for determining the significance of construction projects, maintenance operations, or encroachments (From this point on will be referred to as “Activities”). Consistent traffic control installations as well as coordinated traffic management strategies (lane and road closure restrictions, etc), and traveler information are essential so both safety and mobility are incorporated into all work zones. Although the types of activities, activity duration, amount of traffic control and planning can be much different between construction projects and maintenance activities, both have the ability to adversely affect safety and mobility. Therefore, it’s necessary to have similarly planned traffic management strategies that are consistent regardless of what type of activity is underway.

During the planning stages, all activities must be evaluated by the Responsible Charge (see Table 1) at the appropriate times (see Table 2) using the “Decision Tree” (See page XX) to determined at what level the impacts will be “Significant” (see Significant Project Definition on page XX). The significance level of an Activity is considered affects the amount of safety and mobility planning involved and requires a Transportation Management Plan (TMP) (See Page X).

This “decision tree” will also aid the Responsible Charge in establishing the transportation management strategies and/or alternate delivery methods appropriate for the activity (See Table XX). The idea is to use these processes to mitigate the impact of activity so there is consistency and uniformity in our approach to improving both safety and mobility on our roadway network.

**Table 1
Responsible Charge of Significance Evaluation**

TIP Activities	Division Activities
The WZTCU will be responsible for facilitating the determination of significance with Division, Planning, and Design Representatives COORDINATE WITH JOSEPH AND JENNIFER AND COMPARE TO GOALS AND OBJECTIVES	The Division will be responsible for facilitating the determination of significance or can choose to delegate to or request assistance from the Work Zone Traffic Control Unit.

The level of significance should be evaluated as early in the planning stages as possible, including at each of the following points of activity development as a minimum:

**Table 2
Time Table for Evaluating Activity Significance**

	TIP Projects	Raleigh Let Division Activities	Other Division Activities and Encroachments
Planning Scoping Meeting	√		
Prior to Concurrence Point 1 in the Merger Process	√		
Final Design Scoping Meeting	√		
Final Design Field Inspection	√		
Six (6) months before Let		√	
At appropriate time to develop proper TMP			√

Decision Tree for evaluating projects:

All activities will be categorized into levels 1-4 as described below. Activities that are Level 1 and Level 2 will be considered “Significant”. These activities will receive additional scrutiny and have additional measures implemented in an effort to reduce their overall impacts to the greatest extent practical to support the goals of this policy. Actions such as planned/coordinated letting schedules, accelerated construction practices, innovative contracting techniques, monetary incentives, public involvement and public information strategies, etc. are methods to help achieve the desired result of reducing sustained work zone impacts on North Carolina’s transportation network.

A Transportation Management Plan (TMP) is required for all activities. A TMP lays out a set of coordinated strategies and describes how these strategies will be used to manage the work zone impacts of an activity. The scope, content, and level of detail of a TMP will vary based on the Work Zone Policy and the anticipated work zone impacts of the activity. The type of TMP needed for a project is based on the activity’s level of significance.

Below are the descriptions that identify the 4 levels of activities and differentiate the impacts that activities have on the road users, local communities, and commerce in North Carolina. Also included are the required TMP components for each level.

Level 1 Activities - These represent “Significant” activities and are anticipated, **but not required**, to have an adverse impact to the traveling public at the National, Statewide, and Regional levels to include the Interstate and Intrastate system, and have a High Level of Public Interest. **Specific criteria to determine if a project/activity is considered level 1 is listed on page X**

Required Transportation Management Plan (TMP) components

Temporary Traffic Control Plan (TTC)

Transportation Operations Plan (TO)

Public Information Plan (PI)

Level 2 Activities- These represent “Significant” activities and are anticipated, **but not required**, to have an adverse impact to the traveling public at the Regional and Local levels, and have a perceived High Level of Public Interest. **Specific criteria to determine if a project/activity is considered level 2 is listed on page X**

Required Transportation Management Plan (TMP) components

Temporary Traffic Control Plan (TTC)

Transportation Operations Plan (TO)

Public Information Plan (PI)

Level 3 Activities- These represent non-“Significant” activities and are anticipated, **but not required**, to have Low Impacts to the traveling public at the Regional, and Local levels, and have a perceived Moderate Level of Public Interest. **Specific criteria to determine if a project/activity is considered level 3 is listed on page X**

Required Transportation Management Plan (TMP) components

Temporary Traffic Control Plan (TTC)

Transportation Operations Plan (TO)- As Appropriate

Public Information Plan (PI)- As Appropriate

Level 4 Activities- These represent non-“Significant” activities and are anticipated, **but not required**, to have Low Impacts to the traveling public at the Local level, and have a perceived Low Level of Public Interest. **Specific criteria to determine if a project/activity is considered level 4 is listed on page X**

Required Transportation Management Plan (TMP) components

Temporary Traffic Control Plan (TTC)

Below are the criteria that identify the 4 levels of projects and differentiate the impacts that projects have on the road users, local communities, and commerce in North Carolina.

TABLE 3 (PART OF THE DECISION TREE) Consider columns and/or data within each column

	A	B	C	D	E	F	G	
Level	Existing AADT (Also may use Anticipated AADT if available)	Total Truck Traffic	Duration of Traffic Impacts(change this to include corridors, etc.) (using conventional estimating/letting methods)	User Value and/or User Cost	Anticipated Additional Travel Times	Anticipated Level Adverse Impacts to existing transportation infrastructure (mass transit, rail, pedestrian traffic)	Anticipated Level Adverse Impacts to high volume traffic generators such as stadiums, large shopping centers, tourist destinations, etc.	
SIGNIFICANT	1 meets ANY??? of these criteria	AADT per lane > 15,000 Examples as minimums: 30,000 AADT for a 2 lane road 60,000 AADT for a 4 lane road 90,000 AADT for a 6 lane road 120,000 AADT for a 8 lane road	≥ 20%	≥ 3 Years	≥ \$50,000/da y	Exceeding 15 minutes	High	High
	2 meets at least 2 of these criteria	AADT per lane ≥ 10,000 but < 15,000 Examples as minimums: 20,000 AADT for a 2 lane road 40,000 AADT for a 4 lane road 60,000 AADT for a 6 lane road 80,000 AADT for a 8 lane road	≥ 15% but < 20%	≥ 2 Years but < 3 Years	≥ \$25,000/da y but <\$50,000/d ay	> 10 minutes but ≤ 15 minutes	Moderate	Moderate
	3 meets at least 2 of these criteria	AADT per lane ≥ 7,500 but < 10,000 Examples as minimums: 15,000 AADT for a 2 lane road 30,000 AADT for a 4 lane road 45,000 AADT for a 6 lane road 60,000 AADT for a 8 lane road	≥ 10% but < 15%	≥ 1 Year but < 2 Years	≥ \$12,500/da y but < \$25,000/da y	> 5 minutes but ≤ 10 minutes	Low	Low
	4 meets ANY of these criteria	AADT per lane ≤ 7,500 Examples as maximums: 15,000 AADT for a 2 lane road 30,000 AADT for a 4 lane road 45,000 AADT for a 6 lane road 60,000 AADT for a 8 lane road	< 10%	< 1 Year	< \$12,500/da y	< 5 minutes	N/A	N/A

REQUESTS FOR EXCEPTIONS

Exceptions may be granted on specific activities and/or categories of activities. Activities that are issued exceptions will require TTC Plan. The other components of a TMP (PI & TO) may be included as appropriate.

The process for exception requests include the following:

- Assess the Work Zone impacts of the specific Activity or categories of Activities using appropriate methods.
- Compare the expected work zone impacts with the Department's Work Zone Safety and Mobility Policy and verify the Activity is not expected to have sustained work zone impacts.

Once an exception is determined to be necessary, the group in responsible charge should request the exception to the appropriate entity:

RESPONSIBLE CHARGE FOR EXCEPTION REQUESTS

Federally Funded TIP Activities	Exceptions will be requested by the WZTCU and directed to the FHWA NC Division Office
State Funded TIP Activities	Exceptions will be requested by the WZTCU and directed to the NCDOT Highway Administrator or designate for his review and approval
Federally Funded Division Activities	Exceptions will be requested by the Division Engineer and directed to the FHWA NC Division Office through the Work Zone Traffic Control Unit
State Funded Division Activities	Exceptions will be requested by the Project Manager to the Division Engineer for his review and approval
Other Activities	Contact the Work Zone Traffic Control Unit

EVALUATION PROCEDURES DURING/AFTER CONSTRUCTION **To Be Developed**

APPENDIX
DEFINITIONS AND ACRONYMS

Alternate Delivery Techniques including but not limited to

- Design Build
- A+B Bidding
- Accelerated Construction
- Alternate Let Schedule
- Incentives/Disincentives for early completion

AADT

ADT

BPOC

CFR

CMS

DDL

DMS

FHWA

HIGH IMPACTS

IM

IMAP

ITS

Local Level (includes municipalities)

LOW IMPACTS

MODERATE IMPACTS

NCDOT

NHS

PE

PI

PI

RTMS

STOC (Statewide Transportation Operations Center)

SUE

TIMS

TMA Transportation Management Area

- Asheville
- Charlotte
- Fayetteville
- Greensboro/High Point
- Raleigh-Durham
- Wilmington
- Winston-Salem

Find a map or link to a map that will clarify this. www.fhwa.dot.gov/ncdiv/about/tma.htm

TMP

Traffic Management Strategies including but not limited to:

- Lane Closure Time Restrictions
- Road Closure
- Hauling Restrictions
- Minimum lane widths
- Minimum number of maintained lanes
- ITS devices
- Enhanced Incident Management
- Public Information

TO
TTC
US
VECP
WZTCU
Work Zones

WORK ZONE SAFETY AND MOBILITY COMMITTEE MEMBERS

<i>Name</i>	<i>Representing</i>
Stuart Bourne, PE – <i>Committee Chair</i>	NCDOT Work Zone Traffic Control Unit
Mike Bruff, PE	NCDOT Transportation Planning Branch
Scott Capps, PE	NCDOT State Road Maintenance Unit
Charles Cox, PE	NCDOT Project Development & Environmental Analysis
Kelly Damron, PE	NCDOT ITS Operations Unit
Greg Fuller, PE	NCDOT ITS & Signals Unit
Joe Geigle	Federal Highway Administration (FHWA)
Lawrence Gettier, PE	NCDOT Work Zone Traffic Control Unit
Nicole Hackler	NCDOT Feasibility Studies Unit
Joey Hopkins, PE	NCDOT Division Maintenance
Terry Hopkins, PE	NCDOT Traffic Safety Unit
Deborah Hutchings, PE	NCDOT Systems Planning Group
Joseph Ishak, PE - <i>Policy Subcommittee Chair</i>	NCDOT Work Zone Traffic Control Unit
Wendi Johnson, PE	NCDOT Division Construction
Gus Jordi, PE	Charlotte Department of Transportation (CDOT)
Steve Kite, PE	NCDOT Work Zone Traffic Control Unit
Kevin Lacy, PE	NCDOT Traffic Engineering Branch
Derrick Lewis, PE	NCDOT Feasibility Studies Unit
Michelle Long, PE	NCDOT Public Information
Meredith McDiarmid, P.E - <i>Significant Projects</i>	NCDOT Work Zone Traffic Control Unit
 <i>Subcommittee Chair</i>	
Rodger Rochelle, PE	NCDOT Alternate Delivery Unit
Tammy Stewart	NCDOT Public Information
DeWayne Sykes, PE	NCDOT Roadway Design Unit
Max Tate, PE	Federal Highway Administration (FHWA)
Jimmy Travis, PE	NCDOT Alternate Delivery Unit
David Wasserman, PE	NCDOT Systems Planning Group
 Committee Support:	
Jessica Kuse, PE	NCDOT Work Zone Traffic Control Unit
Jennifer Portanova, PE	NCDOT Work Zone Traffic Control Unit

DRAFT 12/05/06