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Please stand by for realtime captions. [Captioner is on music hold.]

Good afternoon I will be your coordinator today welcome to the call. All lines have been muted to prevent any background noise. If you would like to ask a question through the question-and-answer session, you may begin at that time.

Welcome to the fifth webinar in the smarter work zones series -- Program-Based Project Coordination. Before I go any further I would like to let those of you know who are calling in for the audio, you will need to mute your computer speakers or you will be hearing audio over your speakers as well. We have three presenters today. Martha Kapitanov, Clarence Dickerson, and Stan Suchan.

Martha Kapitanov is a member of the FHWA Work Zone Management Team and the FHWA Every Day Counts Smarter Work Zones Implementation Team. As a transportation specialist, Ms. Kapitanov provides leadership and guidance to the development and implementation of effective work zone practices and innovations on a national level. She holds a bachelor's degree from the University of Puerto Rico.

Clarence Dickerson is a licensed professional engineer in the District of Columbia and is DDOT's Work Zone Manager in the Infrastructure Project Management Administration. He is responsible for work zone design reviews and audits. Clarence has been with the department for almost 10 years. He worked as an Assistance Resident Engineer and a Work Zone Design Engineer prior to working for the district. He has a bachelor's degree in Civil Engineering from North Carolina Agricultural & Technical State University.

Stan Suchan is a Project Development and Evaluation Manager for the Washington State Department of Transportation and supports public transportation programs and projects with an emphasis on construction traffic management and mitigation, planning, transportation demand management, transit and special needs transportation. He is a founding member of the agency team that developed systems and processes to multi-product traffic coordination.

Today's webinar will last 90 minutes, 60 minutes allocated to the speakers and 30 minutes for the audience discussion. Questions can be typed into the chat area, please indicate which presenter your question is for. They will be able to answer these questions at the end of the presentation. Again, at the end of the presentation if additional time allows we will open up the phone lines. The webinar is available for

download, and will be available online along with the recording and transcript. We will notify all attendees once they are posted online.

FHWA does not certify participation in online training courses for continuing education credit, though it still may be claimed for credit towards professional development hours. Please contact your board for requirements. The only proof of attendance we will be able to provide is your registration confirmation. I will now turn it over to Martha Kapitanov to get it started.

Thank you Nicole.

Good afternoon, good morning everyone, today's webinar is the fifth in the series of smarter work zones webinars, providing the four webinars, on the national website. To provide a comprehensive overview for project coordination, to discuss examples of Smarter Work Zone Strategies -- this is to raise the bar as to how they handle these organizations what is a Smarter Work Zone?

And are -- under the round three initiative, we have two strategies, project coordination is today's focus.

What is Project Coordination? It is coordination within a single project or multiple projects within a region, and possibly across agency jurisdiction, within a single project, we could be talking about mega-projects, coordinating with other stakeholders this could happen within a single project as well. We need to understand the transportation system is a network. At one location also the aging infrastructure and highway congestion, utilities and greater Work Zone impact. In order to measure the initiative, we have to set goals for the strategy. The first goal is to have 25 state DOT's using the strategy by December 2016.

If you are wondering how we can achieve these? We can achieve this goal by using software based systems to coordination construction activity to use traffic management plans related [Indiscernible] -- the second project coordination goal is to have five state DOT's...

Now we will share with you two project coordination examples that will help your agency save money, mitigate congestion, and increase customer satisfaction. Now we will have Clarence from the District of Columbia.

I would like to welcome everyone to today's webinar to DDOT's coordination tool. The DC area has a very complex transportation network, with program and utility projects. Around the year 2007 the District realized that Project Coordination -- excuse me, multiple projects were needed within the district. We knew it can

determine impacts and identify projects and impacts. We actually had four different construction projects that fell along the corridor all at the same time we had 16 to 18 different construction projects that fell in the national area. We also had 3 to 4 other construction projects in the area.

This led us to develop the Work Zone project management system. The Work Zone project management system is made of the following components, the Work Zone tracking tool, traffic analysis tool, transportation management document, all construction developer projects and utility construction projects.

This shows how the system actually works. What inputs are into the tools and what outputs can be produced. With the end goal in mind of improving safety within the Work Zone.

Work Zone Tracking Tool, this is where it all begins, all of this project information such as schedule and the actual Work Zone this is the project that will be entered, including projects within three months and up to five years. As I said -- DDOT is actually capturing this in a different system which is called a transportation online permeating system. The system actually takes all of the projects that were permanent because you have all of these projects, they actually have to apply for a permit.

Within a system you can once you determine what complex conflicts are out there, they can generate and alert to any conflicts between projects. So this is the actual opening page of the transportation online permitting system which is TOPS within this working tool, here the analysis tool, quantifies those impacts. The traffic analysis tool is built on the GIFs database, built into a simulation model. This tool assesses impact of all DC Work Zones the system can actually generate match to look into a time period within five years. You are looking at a.m., p.m., midday and weekends during these periods.

In individual work zones hotspot areas where multiple projects are located. Also the maps are also used to identify any type of mitigation strategies.

After the conflicts are identified DDOT's staff can meet with engineers to either change their schedule or making any changes to the traffic here is also an opportunity where they are able to look at two other adjacent projects in the same area they can work under the same lane closure, this is the same opportunity that takes place.

Here we are able to view the hotspot maps, to figure out what makes the area a hotspot. This is where we have the opportunity to provide any mitigation strategies depending on the impacts and what they are.

Based on the Work Zone tracking tool and tracking analysis tool, we tracked the Cumulus in all DC. We generate a citywide document that actually examines the Work Zone strategies for Individual Project, or the corridor or region.

Some of these strategies can include management website or considering any type of schedule changes or programs.

The Work Zone project management system contains overall as first it was developed, when first developed at we actually looked at all materials involved for impact, now we have -- to look at all arterials involved are impact. Now we have routes for roadway closures, and also check often the routes.

Our challenges, as we were developing these tools, we had two major challenges, originally an open system for stakeholders. Such as the public. Other DC government agency to review, because of the environment that DC is in, we felt as a stakeholder it would actually misinterpret identify complex. As actual problems that they were not managing correctly, to eliminate all concerns, we actually kept the tool in-house, and used it that way.

Another challenge we face, who will be responsible for entering in the Work Zone information? Initially it was to be handled by all Individual Project engineers, because of the organizational structure of DDOT, they are managing a number of systems for the project, not only are they entering in their schedule for the project, but also the budget information, also in the project status, and updates for the project. Because of this it was determined under this Work Zone group which I manage, we would be responsible for reviewing and approving all project MOT.

So all lessons learned from this, having the support of leadership. Especially when it came to actual funding. Understanding who your stakeholders was important. -- Extremely important. Had we moved forward opening up the software to the public. It may have been detrimental to the project overall, and probably would have lost support. As both tools expand, it can be a challenging effort of keeping up with the latest information out there. This tool has allowed us to stay ahead of the complaints from a traveling community. Understanding the budgets for mitigation strategies ahead of time is also helpful.

One of the other key points is having enough resources available. As far as staff. You want to have staff that understand the traffic control plan from beginning into and, and to enter into the system, they are responsible, to have staff on hand to understand the ins and outs.

As I hit on earlier, having the most updated information, we have some issues, we were getting information from the project engineers. A lot of time the projects may start up 30% coming in the door, accelerate the project to 95%, or getting it ready for out to bid. Making sure that you have some type of communication going back and forth with your project engineers who are responsible for your projects are key.

With that I will turn this over to Nicole.

Thank you Clarence. At this time we do not have any questions in the chat box, I encourage if you have a question please type it into the chat pod. I will pull up a couple polling questions, one and two, we will pause for a moment to give everyone a chance to answer and then do 3 and 4.

Does your agency have any business process in place to do Program-Based Project Coordination?

Second question. Are there any tools that your agency uses for Program-Based project coronation? If so please tell us about those tools.

If you have a question please feel free to type into the chat area, we will leave the polling questions up for a minute or two, and then we will move on.

[Pause]

I will take this opportunity well we are paused, if anyone would like to ask a question over the phone please press Star 1 on your telephone keypad, we can open up the telephone line.

[Pause]

We will leave this open for one more minute, please answer if you have not done so. Please provide some details about the processes, and for question number two are there any tools your program uses for Program-Based project coronation? Please provide any details if you can.

We have a question over the chat. Erica --

Eric Tennesen, Would like to know how does the state go about working with the FHWA to meet this goal?

Eric are you from TOC -- the first is to work with your DOT, that to Tennessee division office, whatever state you are in, basically they will work on an

implementation plan, to work with our office so that we can help them providing the right tools and resources available to implement Project Coordination in their state.

Thank you Martha.

I'm going to go ahead and close the two polls, I will bring up the other two Polls, please just one second.

Question number 3, does your agency use any performance measures to track Work Zone performance? If so please provide additional details.

Question number 4, what tools does your agency need to develop written business process for road Project Coordination in your state? Please choose all that apply.

We have another question in the chat pod, how can we get program such as the one presented so that we can schedule project during the right times and year?

I am not sure if Clarence talked about his program whether or not it could be shared with other duties, I know Stan will go over his program as well. From Washington state, he can share additional information, if not, we can if they send us an email we can try to work with the state or agency and find out through peer changes. Through getting them in contact with Stan, or with Clarence.

I would like to ask. I am addressing may be a little bit of that question, with DDOT, it helps to establish a relationship, we work close in pushing the program here with DDOT In question number four, what tools does your business process coordination offering your state? Please if there is other, write it into the chat pod, we will gather that information. Thank you.

We will leave the poll open for one more minute, if you have not had a chance to answer please take the time now to provide your response.

Okay thank you everyone for participating I will go ahead and close the poll now, we will hand it over to Stan Suchan come to talk about his project.

Good morning I am Stan Suchan, with the Washington state transportation department, we are based out of Seattle, which is the largest metropolitan stay in the Northwest, we focus on the most urban area of our region. It has multiple projects megaprojects happening simultaneously, all affect downtown Seattle, we are fortunate to have large bodies of water, heels, our city is built in an hourglass. Sandwiched between the ocean, and the cascade Mountains. It is a north, south orientation. We have lots of congestion, incredibly fast growth. One of the fastest growth in the city,

and the last couple of years, this combined lead us to an effort to do better with our traffic coronation.

For us organizationally we are [Indiscernible - multiple speakers] -- hello?

For us organizationally this is a state agency, we focus on two of our regions, it crosses the boundary within the agency, and also within the Washington State ferries which is the largest passenger ferry in the world which operates in this area and is a separate division, the transportation division and other divisions, a lot of organizations within our agency who are engaged and in need for this. In addition there are a lot of jurisdictions, other organizations in this territory. We have multiple transit agencies working in many counties, there is a lot of complexity in the environment. Both to to geography and how it is governed in this region. That is one of the things that we had to consider. When setting up this effort.

We had some problems we needed to solve, the legislature, as well as local governing bodies tend to get funding for a project, once that funding is in place they go make it happen. They are not thinking about construction traffic they are thinking about how we assemble enough money to get this urban project done? One of the places we started, the legislature had passed a very large package, this was before the 2000 -- 2008 economic meltdown.

We had to say, can we do this all at once? And keep the city thriving? It involved a huge amount of coronation, we figured out we probably needed to move schedules around to make project teams aware that they could not do major closures during certain windows of time. That was a parallel route, in particular to our region, where there is not a lot of redundancy in the system with the geography. Our major core doors, -- core doors --

The major core doors -- we were focused on the traffic within the runways. Some of the keys we were trying to solve, multiple closures and duplicate routes if we do not catch this earlier enough, it is easy for a contractor to say yes we will change those plans, you will need to give us more money. We disrupted big events including the University of Washington, a very large university is located here. We had a lot of traffic and out-of-towners, for once-in-a-lifetime seeing your spouse or your grandchild graduate we had some closures that made people angry. Very expensive mitigation, if you are paying transit to mitigate a closure, that is not cheap. Sometimes that is the best, cheapest solution, but if you can prevent another way -- prevent this in another way, sometimes it's better.

We are to making a lot of calls to other teams to gather the same information about their schedules and closures. It is a bit of a moving target. We look at things up to 10

years out. We are truly speculating and estimating what kind of construction traffic closures would be needed and the timing of those as we get closer to the dates of construction, we get more accurate work

That duplication of effort with project teams calling each other over and over again, having different sets of information, this is having a huge happenings, there was used for efficiencies there. It is a complex environment. This is another challenge doing this at the project team level. There are project teams that have a good grasp of transit, but not an excellent grasp. There is only so much engagement one project team can have with other organizations, there is a little bit of that challenge with thinking not about just the other project teams around you, but other transit. Everyone knowing what everyone else is doing, there was not a central place for information. And in the ability to schedule maintenance work. Often teams the project teams come first, their time is scheduled and maintenance folks come in later in the process, they get their money later, identify their project list later. They struggle to fit. Or they miss opportunities, where maintenance work could have shared a Work Zone, or drink -- digging up the street twice. Those are the type of problems we were to Wessel with think of a better way.

-- Those were the things we were wrestling with to find a better way.

In the next day to six months, really we do extra excellent work, coronation, great problem-solving, we were focused on how we set them up for success? So that they are not caught between a rock and a hard place, not presenting three months before major closings, where there has to be a winner or loser. When it comes to a project moving forward quickly. Opportunities, shared work zones, preventing construction zone conflicts when they are cheaper and easier to fix an address, getting public engagement and support, the public is really -- traffic is terrible despite our efforts, growth has been in -- incredible. They are at their wits end with traffic congestion. It is not just a rush-hour problem in Seattle.

In moving forward or go forward, we need support from leadership. You need executive level champions for this this is a prevention activity, it is difficult to get funded in staff. And operation study, it difficult to move forward year after year. If you are successful, nothing bad happens. That is hard to measure and report. We have found the people who really care. Are the program executives. The executives in traffic and the agency, the people who when we are not successful, the team's decision has to be made, it goes up to them to make. Whether they take a big hit from the traveling public, they do not like to make those decisions. Nobody does. That support and champion -- that champion in the executive level, that we developed technology to support internal IT folks. They have great ideas, we develop that internally. It is not

proprietary, it was built using government dollars, it is available to other organizations. If you are in the United States a uses GIS, and access database.

I will talk about this later, but it would be available for you to use and would not cost too much for you to adapt, technology is not your biggest challenge, it is the staff resources and executive leadership in an establishing trust, the hurdles when you are ready for it it is ready therefore am -- ready from us.

One of the key things is a culture shift we have culture project teams, better focused on time, and on budget. That is their mission. That is what our legislatures that come they are really focused on doing great quality work on budget. Adding in without distracting traffic, it is trust -- and tough. Our goal is not only to help traffic folks, but our project teams too, in some cases when you have multiple closures happening in the region or a system. You can use that data to help executives get comfortable with the idea of simultaneous or more intense closures, then they would otherwise allow.

There is opportunities for us to say we wind up with these projects which are a Work Zone multiple closures on one corridor, so that they can communicate together so that we can Minne make -- mitigate.

That has been successful in a few examples of project teams skating more closures -- getting more closures.

The traffic will keep moving with that more intense closure. The other thing, internal and external stakeholders, this is really crucial in participation, it's all about all the projects on the system and local systems in transit.

The other thing it is about don't forget this one, special events that generate traffic. That is another key component of this really figuring out how to track that and share the information, that will affect your closures.

Don't forget to include transit. That can be really expensive. We have buses that run on electric trolley lines that cannot be rerouted. The compilation -- collaboration, and participation, I cannot emphasize enough, there are risks associated with estimating construction zone traffic closings, on a project five years out. It is really early, we continue to refine, until you are under contract, managing engineers they are just not comfortable sharing these across the agency. It is a lot of estimating in a way that is not the norm for our design and construction engineers. Establishing that trust of figuring out how to tailor your approach for different program teams is crucial.

This is why we were not able much like DC to go to a system where the data is automated, we actually have staff who every quarter touch base with every project

team not only in the state, but in the local jurisdiction in the transit agencies we work with, they gather all the data put it in the system, they spit out that data, in maps and charts, and then they analyze it and identify construction hotspots that we believe the risk is high conflict. Reconvene the hotspot meetings, bring those teams together. Typically they are able to find when, win, win situations. We have not been able to do a lot of automation, the systems are really great in tracking the progress. In your design progress, but they are not designed to track construction traffic impact to read develop the system -- redevelop the system.

A couple of things to our system, we call it the impact analysis tool, too cute we know. There is a mapping tool in a database, it spits out to products, maps and charts. Wiest --

We find the charts most useful. For our engineers, there are some people executives, legislators, policy makers, who respond to a map, that can be useful. The use of the tool allows you to change the parameters of time and geography so that you can zoom in, zoom out, look at a week, a day, a month, you can easily manipulate the data to look at the different ways.

We are trying to identify those conflicts between projects, they do a pretty good time managing their team. When others around them have schedules and things are harder to track. We wanted to formalize and facilitate construction traffic planning for the long-term, well-established long-term process for the sort term, we did not want to revisit that. This is not designed for that. We push that act to six months -- we pushed it back to six months.

Working in the level of trust, it is their 2 inch closer to those real-time decisions. We are coordinating pretty carefully with the maintenance and special events folks. They are key customers. We are the first place where people get a hint of things to come. They appreciate this tool. It is a watchdog developed tool, not proprietary, developed with tax dollars, if you wanted it would cost you a little bit to make changes, to make it work for your geographic area the estimate was pretty low. We spent \$200,000 in the original development, it was reflect that it was done in-house, if we would've had to contract that out, it is something that other states have considered. Things to FHWA, we have done a couple of peer-to-peer over the years where we have showed folks it was not the technology that prevented them from adopting it, it was a leadership, the trust in the staffing that it keeps to keep the data going in the system. Good things to think about, technology can do a lot for you, but some things are foundational.

On a quarterly basis, we solicit the email from project teams, we also do phone calls. The folks who gather the data really work hard to figure out who is the right person on

each project team to build a relationship with, to get the information we need. A very sometimes it is the engineering managers, sometimes it is a technician, it really varies as a team. Figuring out as an approach, to get what we need, it varies from team to team, it is an interesting combination of real attention to detail, as well as the relationship building and interviewing skills to get what you need out of folks who are uncomfortable about estimating in this way. There is a lot of uncertainty about these projects.

Longer-term projects we look to years into the future, we load in the system speculative projects. If projects are said to pull out a map, and see what is going on, we do load things much more into the future, we put into projects, the location day in impacts. We developed a categorization, to make the database work, that was something that we did overtime. Even if you are going to develop your own system, that is something that you will look at, how do we categorize things that seem to work well here? We spent a lot of time color category, so that we can do our analysis. The other thing CA program, the gathering data and analyzing as well as facilitating the hotspots, it is about to FTEs Puryear. Spread out of two people, a total of [Indiscernible] mitigation activities go into transit NTM , that is about -- transit and TEM, which is addition to the two FTEs focused on coronation.

We have to wrestle were to put this program, the folks that typically permit closures are in the traffic office in which region they are located, they are mixed into the folks of the day today. They get very often pulled into the crisis of the day. Which is incredibly valuable and important, we thought for this planning to work maybe we need to put it somewhere else organizationally, with folks that are not located in that area. That do not get pulled into those day-to-day crises. This is why the program is housed in the public transportation division, that may be somewhat unusual, but is our ability to folks on that long-term, so that we do not get caught up in the day today. The other thing it has worked for is the project team knows the division does not issue closure permits. We want all projects to succeed. We feel very strongly in keeping incorporating transit events, our agency is a little bit unusual where it is housed, we are seeing this a neutral party to focus on this work. We fill it is very important and we are dedicated to it. In the end you get a permit, we do not pick favorites, we do not have a lot of teeth, we are not a regulator, we cannot threaten you to change your schedule. We bring a compelling way to bring people together for a solution, knowing if we succeed we are setting up for success, if we fail we need to give them a heads up, we have not been able to get to that win, win solution. We try to avoid that as much as possible.

Continuing on a quick couple of samples of output, on the upper right-hand corner there is a map color coding, links to project teams and pages, so if you want to project someone -- contact someone from that project, you could.

For the project teams we can promote once a year as a part of the kickoff of construction season. February or early March, it is one part of that. That page is not well visited, what people want is more real-time information. The people who visit that with pace -- page are really important customers planning ahead. People like traffic offices from city, folks who are doing transit planning. The event folks for Seattle Mariners, the Seahawks, the universities, the folks who are engaged in the transportation for the that websites, although the public can find it if they want too. However we do get request for custom maps, that is pretty easy and efficient to do with the system. When it happens it is not a problem.

You will see an example of the Gantt Chart, you also see the system supports project phases, these are really about the construction closures, not about the construction work. That takes a little bit a while to shift thinking, and to think of the world through that lens, again the Gantt Chart is good for that analysis.

The construction and the traffic is slowing down because of things happening, this matters for us as much as a full closure or a partial closure, there are a lot of questions if you are building a floating bridge, next to coordinators, we know traffic will slow down if you are next to one of the core doors.

Increase in demand -- if you are pushing it on to another corridor. We want it for analysis.

Hotspots sound a lot like DC. Hotspot is a place where we will engage teams. We have had hotspots go way. As teams cordon eight figure out schedules, work under contract, it is no longer a hotspot, which is fantastic. We have had watch list go way, different level of effort from the project teams. You will notice in the example of Redmond, in that case, we had multiple projects affecting every major roadway, Redmond is home to Microsoft, for those of you who do not know. There is a huge suburban employment location. Only one of those projects with a state project, nobody caught all of this was happening at the same time, other cities of transit agencies doing utilities on the street, we all caught it early and got them talking early.

We talk about the annual meetings, we do these more frequently, particularly downtown Seattle because of those projects in those meetings, there are weekly meetings held by a different group of people focused on the short-term impacts. They use some of the data from the tools from that meeting, we have one group of little bit of overlap from the two groups. They really separate the kind of midterm to long-term planning, this has worked really well for us, to have enough overlap so that they are smoothed, taking advantage of those opportunities institutionalizing it. We have not written a bunch of requirements. Project teams -- it is not been necessary we have

been getting the information we need. Project teams mean -- they are more willing to share as a service rather than a requirement.

The output we use, special provisions, I do not have a sample of federal -- special provisions, we have written into some where we are requiring contractors to take a look at this data from this tool from considering traffic closures and the scheduling of their project. This has been helpful. They want to deliver on time and within budget also, a lack of information is hurting them, they are appreciative of it. Knowing there is potential trade-offs and risks their.

Lessons learned. For us really difficult, not just within our agency but all agencies where you are dealing with construction issues were it is on time, on budget high-quality, keeping traffic mooting -- moving matters. But on time and budget is their focus, the availability of data has been helpful in making it easier for them to identify the construction traffic risks and addressing them early. This is the challenge of prevention program, we talked about the executive's already. Helping plan future Work Zone impacts, looking ahead a little bit more having a structure, not just a total but a process to do that with the hotspot meetings and annual schedules being developed.

With that I'm not seeing any questions coming in, I will turn it back to Martha.

Thank you stand. -- Thank you Stan.

I will go over smart Work Zone's available, the interactive tool is currently available in the international safety clearinghouse, also known as the clearinghouse. You will find information of past recordings for the previous webinars, as well as case studies, fact she's -- fact sheets. Things to help implement the strategies. For coronation as well as technology information.

We do have other resources both for the highway and CHP and others, one thing I wanted to mention. Take the opportunity to look into what Stan and Clarence had discussed with you today, discuss this with your DOT and your point of contact, contact us for the peer to peer program. We could have Stan come to your state or come to Washington state to help you as well for Clarence, to help implement tools similar to what they have in your state.

Thank you for joining us today. We hope to see you at the next webinar, please keep in mind the next webinar is scheduled for Thursday, November 12. At this time it will be regarding technology application case studies, in the lane merge. For those of you who will be attending the regional peer changes, keep in mind next week we will have the peer changes rally. In Carolina, the next one will be in Denver Colorado

November Carolina, the next one will be in Denver Colorado November 17 and 18th. I encourage everyone to visit the national work so safety information clearinghouse website, for additional information on the smarter Work Zone initiative. With that I will send it back to the call for additional questions.

Thank you Martha. I believe that Stan covered how much time it takes to run the program collects if you have a question, please type it into the chat pod or ask a question over the phone please type in Star 1.

We do have a question from Stacy can sometimes this can increase costs, is there a threshold for increasing production?

This is Martha Kapitanov -- this is Stan -- one thing we consider here is the balancing act, one recently have executive work for the planning part. Looking ahead, you typically have low cost solutions when you try to prevent conflict. As you get closer to the date that cost typically goes up to go it is one thing we consider. It is in the mix, we do not have a specific at this level we do XY or Z.

This is Clarence, we do not have the actual threshold for those.

Thank you gentlemen. We will pause for a moment to give people an opportunity to type in a question to the chat, or to press Star 1 to ask a question. Thank you.

[Pause] I do see one person typing we will hold on for one moment to finish typing the question. Again we do have our phone lines available for pricing Star 1 on your telephone, to put your phone into the queue.

Again Tracy, would like to know do you work with your MPO for planning your tools?

We have not worked with any MPOs, we have worked with design and construction teams.

We provide the information to the MPOs, their availability to do things with it is limited, money is hard to come by, when the money is available, you really try to make that project go and get it done, they appreciate it, they are helped to strategizing a bit, but it does not did take it in any way, helping projects -- it does not did take in anyway -- dictate in any way.

Thank you both. I do not see any more questions coming in over the phone or via the chat, I'm going to go ahead and close things out.

The recording will be available online in the next 2 to 3 weeks, I will send out an email once it is available. The next webinar will be held November 12, smart technology application studies. Registration is now available the link is on the screen, about one third of the way down on the page. In addition, I will send out an invitation to register in the next day or two. Thank you to our presenters and everyone who has joined today. Please enjoy the rest of your day.

Thank you. This concludes today's conference call, you may now disconnect.

[Event Concluded]