

# TSM&O DISSEMINATOR

TRANSPORTATION SYSTEMS MANAGEMENT & OPERATIONS

July - August 2018

District Five  
**First Phase of Truck  
Parking Availability  
System (TPAS) Opens**



District Six  
**Operating and  
Maintaining Traffic  
Signals in the  
Florida Keys**



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# FDOT TRAFFIC ENGINEERING AND OPERATIONS MISSION AND VISION STATEMENTS

## MISSION

Provide leadership and serve as a catalyst in becoming the national leader in mobility.

## VISION

Provide support and expertise in the application of Traffic Engineering principles and practices to improve safety and mobility.

## LOOKING TO BE A CONTRIBUTOR FOR THE NEXT ISSUE OF THE TSM&O DISSEMINATOR?

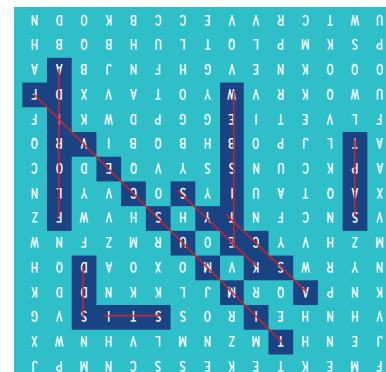
Email Jennifer Rich  
(Jennifer.Rich@dot.state.fl.us)  
with your story subject and title.

We'd love to have your contribution be a part of the next edition.

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Rhyne Building  
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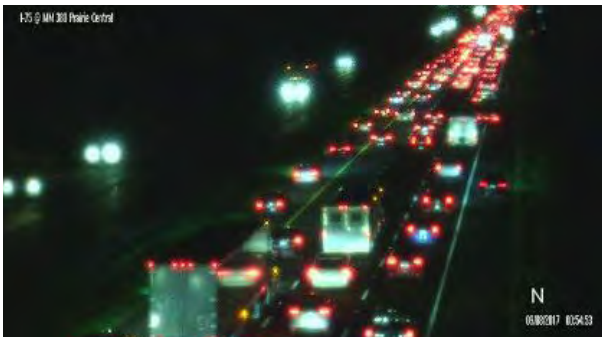
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# Florida 511 Award Article Clarification Statement

In the last edition of the TSM&O Disseminator there was misrepresentation in one of the articles (page 16) regarding the “PR News Social Media Award for Twitter – Crisis Management Campaign”. The Florida Department of Transportation’s Florida 511 Traveler Information System was named winner of the award on May 23, 2018 in New York City.

Due to an unfortunate oversight, the article failed to mention an important contributor to the award-winning crisis management campaign. We would like to thank our colleagues at Global-5 Communications who deserve recognition for their work with FDOT on this project.



We apologize for any confusion regarding the previous edition. If you have any questions on the matter, please contact me at (850) 410-5600 or by email [Fred.Heery@dot.state.fl.us](mailto:Fred.Heery@dot.state.fl.us).



# Advanced Signal Control Technology (ASCT) Deployment and Signal Timing Development I-75

By Renjan Joseph, District One Arterial Management System Engineer and Shawna Slate, Metric Engineering

Interstate 75 at University Parkway (previously one of the most severe bottlenecks in southwest Florida) is now the largest diverging diamond interchange (DDI) in the world. The first of its kind in Florida, the DDI efficiently moves more than 80,000 vehicles per day and has reduced intersection delays by 50 percent.

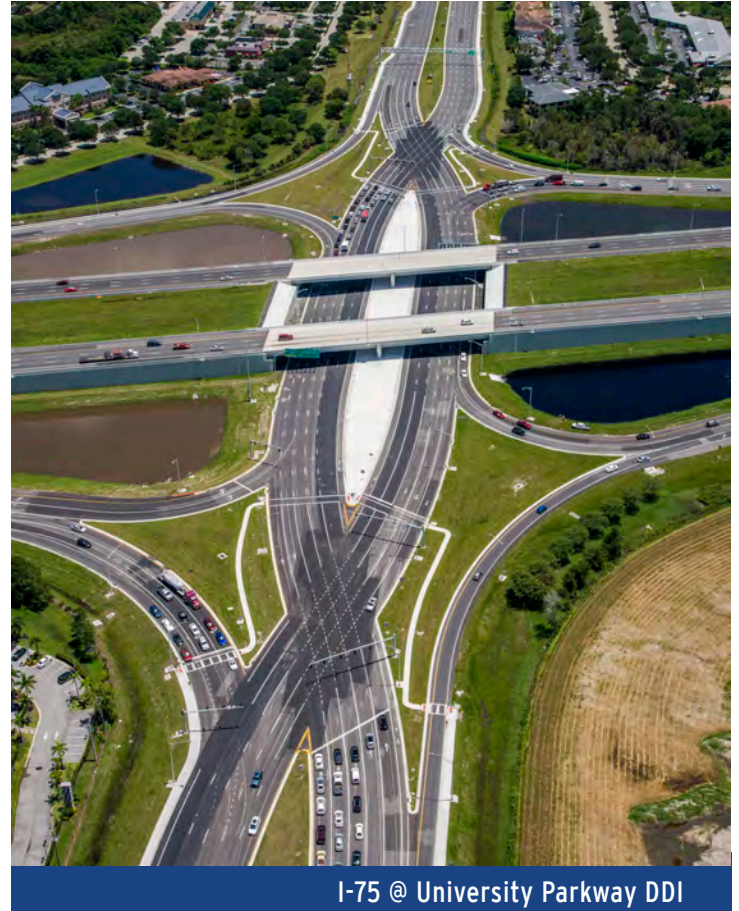
The \$75M DDI project includes the I-75 ramp signals and the two adjacent signals at Cattlemen Road west of I-75 and Market Street to the east. FDOT District One's ultimate operations-related goal was to optimize the signal timing and phasing sequence in real-time based on actual traffic demand. Traffic adaptive signal control was deployed from the beginning of construction in anticipation the ASCT would better adapt to the changing traffic patterns associated with varying intersection geometries and the complex stages of Maintenance of Traffic (MOT).

At the onset of the design phase of the project in Fiscal Year 2014/15, FDOT's Traffic Operations staff, led by Renjan Joseph, P.E., Arterial Management System Engineer, assisted the designer in simplifying the DDI signal phasing. This provided clear direction for the desired operations in the plans to ensure easy programming of the signal controllers. Once the design was accepted, FDOT purchased the traffic adaptive signal control equipment. The traffic adaptive signal control equipment was installed by the DDI contractor within the DDI project limits. The other signalized intersections within the corridor were upgraded by Manatee and Sarasota Counties through an interagency Memorandum of Agreement.

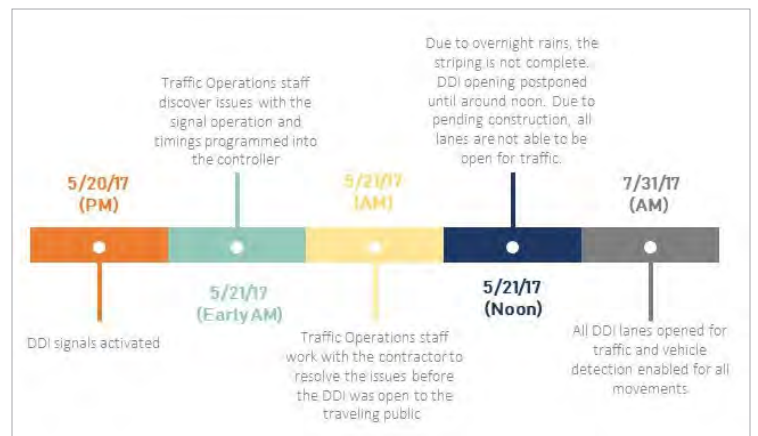
The signal control vendor and the DDI contractor worked together to determine the optimal locations for detection cameras and appropriate signal phasing/timing for each MOT stage of the project. As the project progressed, the DDI contractor coordinated with the signal control vendor to modify the phasing and timing, as appropriate for the geometric conditions and traffic patterns at each construction stage.

## Opening Day

The DDI was scheduled to open the morning of Sunday, May 21, 2017. Due to issues related to the vehicle detection system, the ASCT was disabled at the DDI and adjacent signals. As an



I-75 @ University Parkway DDI



Initial Deployment. The signals were first operated in a 4-phase sequential operation:



interim solution, FDOT Traffic Operations staff developed signal phasing and timings and provided these to the contractor for programming.

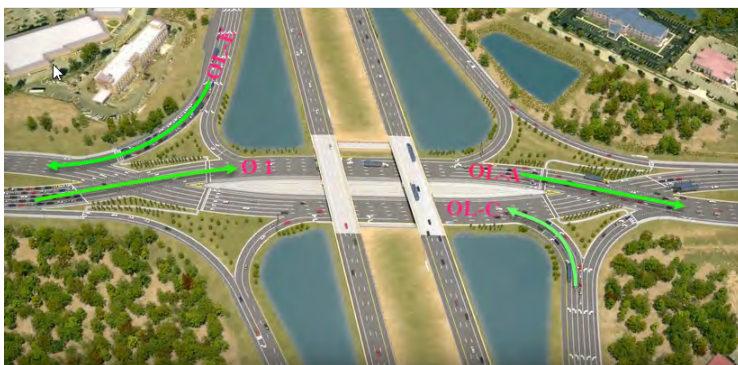
Controller Phases 1 and 3 were assigned to the major movements (Controller Phase 1 - eastbound through at the west intersection and Controller Phase 3 - westbound through at east intersection), while Phases 2 and 4 were introduced to clear traffic on University Parkway between the NB and SB ramps in both directions. There was a need for high ALL RED intervals due to the size of the DDI intersections. The worst case calculated, ALL RED, was about 8 seconds (based on Traffic Engineering Manual (TEM) methods). However, FDOT increased it to 12 seconds, as some drivers were confused and moved slower than the speed limit, creating a conflict zone. After a few weeks of DDI operation, the need for the increased ALL RED became unnecessary, but were only reduced to 11 seconds to ensure safety. The 4-phase sequential operation and high ALL RED intervals necessitated long cycle lengths (close to 200 seconds) to handle the heavy traffic on both University Parkway and I-75 Ramps.

### Improving the Efficiency of the DDI

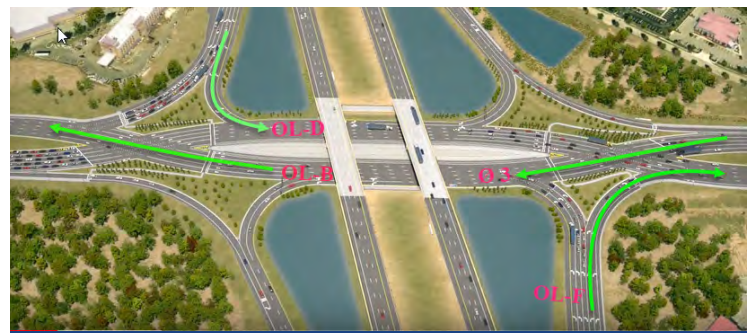
Once all lanes were open to traffic and detection was activated for all signal controlled movements, FDOT Traffic Operations staff monitored traffic day and night for improvement opportunities. FDOT decided to eliminate Controller Phases 2 and 4, resulting in a 2-phase sequential operation that helped lower the cycle lengths by about 40 seconds.



FDOT also used the trailing green features of the overlaps to keep the overlaps in extended green while their parent movements ran the required ALL RED intervals. This helped eliminate the unnecessary dead time for several movements and improved traffic flow through the DDI. Once the detection issues were resolved and all lanes opened to traffic, the ASCT system was turned back on for the DDI and nearby



Phase 1 and Associated Overlaps



Phase 3 and Associated Overlaps

signals, improving the overall traffic flow through the University Parkway Corridor.

### Real-World Challenges

The World Rowing Championship - September 23, 2017 to October 1, 2017 - was expected to result in close to 10,000 attendees. The dynamic changes in traffic flow proved to be a real-world test of the DDI and ASCT operation. In preparation, discussions were held with the DDI contractor, the signal control vendor, Manatee and Sarasota Counties, and FDOT. A traffic management plan was devised and FDOT, the DDI contractor, and County personnel were prepared to implement the plan, should the ASCT system fail to handle the increased capacity demand. The traffic management plan included a backup Time of Day (TOD) timing plan for the DDI and nearby signals, which would help the maintaining agencies implement and modify the timings as necessary. Remarkably, the DDI and the ASCT system efficiently handled the traffic flow throughout the event, without requiring the backup TOD timings.

### Perspective

The Outside Looking in. Although there were issues with the ASCT system during the initial opening phase, diligence, hard work, and cooperation paid off with District One Traffic Operations coordinating with the Construction Engineering and Inspection (CEI) consultant and the DDI contractor, resulting in a very successful project. When asked about the overall public perception of the project, Alice Ramos (Public Involvement/Community Outreach) stated that "there was a great deal of positive feedback from the public, especially when considering that the concept was new to most travelers". The majority of the public was exceptionally optimistic and pleased with the improved impact on traffic flow. Without the teamwork of all parties involved, this important project would have been significantly delayed and would have resulted in significant travel delays throughout the area for the duration of the project.

For more information, please contact Renjan Joseph at (863) 519-2746 or by email [Renjan.Joseph@dot.state.fl.us](mailto:Renjan.Joseph@dot.state.fl.us).

# District Six Begins Operating and Maintaining Traffic Signals in the Florida Keys

*By Javier Rodriguez, District TSM&O Program Engineer, District Six*

The FDOT District Six Transportation Systems Management and Operations (TSM&O) Office successfully assumed operations and maintenance responsibilities of the traffic signals, emergency signals, pedestrian and warning beacons in Monroe County on July 1, 2018.

The Monroe County Traffic Signal System is composed of a total of 53 signals which include 17 traffic signals, 10 emergency signals, and 26 pedestrian and warning beacons. These devices are along a 102-mile stretch of US 1 in the Florida Keys from mile marker (MM) 4.4 (US-1/N Roosevelt Blvd and Cross Street) to MM 106.5 (US-1/Overseas Highway and CR 905).

The District has worked for over a year to prepare for this transition after Monroe County, the Islamorada Village of Islands and the City of Marathon opted out of their Traffic Signal Maintenance and Compensation Agreements with FDOT. The team met with area stakeholders to create an operational continuity plan to ensure a smooth transition. They worked with individual agencies such as the Monroe County Sheriff's Office and other stakeholders to establish good working partnerships from the beginning and create clear procedures that met everyone's needs.

On the technical side, the team had to create the framework to operate these signals from the ground up since this marked the first time District Six assumed full operations and maintenance of traffic signals. They held numerous site visits to assess the existing equipment and make the necessary infrastructure improvements to operate the signals remotely from the District's Transportation Management Center (TMC) located in Miami-Dade County. The team installed an advanced traffic management system (ATMS) at the TMC and deployed cellular communications at each traffic signal to facilitate operations. This will be the first time these traffic signals are controlled by an ATMS. Standard Operating Guidelines for signal operations, system maintenance, and customer service were also developed.

For more information, please contact Javier Rodriguez at (305) 640-7307 or by email [Javier.Rodriguez2@dot.state.fl.us](mailto:Javier.Rodriguez2@dot.state.fl.us).



Rob O'Neal Key West Citizen

# First Phase of Truck Parking Availability System (TPAS) Opens in District 5

By Marie Tucker, Commercial Vehicle Operations Manager, FDOT; Craig Toth, HNTB

Freight movement by commercial motor carriers is a key component to the economic prosperity of Florida. With truck-based freight expected to increase nearly 40 percent over the next 10 years, providing safe parking is critical to maintaining the safety of our state highway system. In addition, Federal regulations require routine rest periods for truck drivers to reduce fatigue-related crashes.

A step to address the need for parking is Florida's Truck Parking Availability System; an intelligent transportation system component that provides real-time availability of truck parking at the state's interstate public parking facilities, rest areas, weigh stations, and welcome centers.

Leveraging the \$1 million Accelerated Innovation Deployment grant, District 5 deployed the first of seven design-build projects developed by Central Office and let by the Districts to install, integrate, test, and deploy the ITS sub-system. The nearly \$1.9 million project was officially opened with a ribbon cutting event held June 27, 2018 at the I-95 southbound rest area in Brevard County.



The ribbon cutting event was presented by (appearing in the photograph above, left to right) FDOT District Five Secretary Michael Shannon, FHWA Director (Office of Freight Management and Operations) Caitlin Hughes, FDOT Assistant Secretary for Engineering and Operations Brian Blanchard, Florida Highway Patrol Colonel Gene Spaulding, and Florida Trucking Association President and CEO Ken Armstrong.



Following the AID grant, FDOT was awarded another \$10.6 million in federal funding through the FAST LANE grant. This grant will be applied to projects in Districts One, Two, and Five (Phase II), with the remaining projects delivered with state funds.

"Efficient freight delivery is vital to Florida's economy," said Brian Blanchard. "This system will increase safety for both the traveling public and truck drivers who are required to stop after driving a certain number of hours. This system will aid them in planning their trips, so they can find a safe place to park."

The full deployment of TPAS is expected to be complete by the winter of 2019.

For more information see the May 2016 or April 2018 TSM&O Disseminator articles or please contact Marie Tucker at (850) 410-5619 or by email [Marie.Tucker@dot.state.fl.us](mailto:Marie.Tucker@dot.state.fl.us)

# District Four Celebrates Award Winners at 2018 Productivity Prudential Luncheon

By *Natalie Cortes, Marketing/Public Outreach Coordinator, District Four*

District Four's award-winning legacy continues as Dong Chen, Dan Smith, and Allison Glunt, members of the District Four's Transportation Systems Management and Operations (TSM&O) team, all accepted awards at the 2018 Prudential Productivity Awards Luncheon on June 27, for their outstanding achievement.

Dan Smith, ITS Operations Manager, began the winning pace, after he received his award for his reutilization of technology during the District Four's RTMC Video Wall upgrade. Smith recognized the need for new monitors at district's Office of Information Technology, hence he transferred his department's lightly-used computer monitors over to the office, resulting in a savings of \$33,000 for the department.

Dong Chen, ITS Program Manager, continued the winning streak as he was awarded for taking the lead in the creation of the District Four Maintenance Inventory Mobile Application, which streamlined the process involved in inventory audits and maintenance of devices. Chen's innovative approach to technological developments eliminated the need for barcode scanners, thus saving the district \$7,000.

Lastly, Allison Glunt, Arterial Operations Manager, rounded out District Four's outstanding pace, with her award-winning implementation of optimized traffic signal timing plans through the use of a temporary data collection system in the West Palm Beach area. Her creative thinking resulted in delay savings for thousands of motorists.

This year is the first win for the TSM&O Team since the 2017 transition from the formerly known District Four ITS group.

The 2018 Prudential Productivity Award nominations were selected based on innovation, exemplary work performance, and cost efficiency. Out of 40 winners from South Florida, 35 honorable employees received plaques and five received cash prizes.

Congratulations again to the TSM&O Team for their innovative and outstanding service.

For more information on District Four's 2018 Prudential Productivity Awards, please contact Dong Chen at (954) 847-2785 or by email [Dong.Chen@dot.state.fl.us](mailto:Dong.Chen@dot.state.fl.us).



Dan Smith



Dong Chen



Allison Glunt





Registration for the ITS 5C Summit is now open. This event, to be held in Jacksonville from October 7 to 10 at the Hyatt Regency River Hotel, will be the nation's largest regional conference featuring the latest in Smart Cities, connected vehicles, and intelligent transportation technology and solutions. The theme, "Coming Together to Address the Challenge of Connecting Cars, Communities, and Citizens," captures the issue and solutions for creating a safer, smarter, and more efficient surface transportation system.

With over 600 attendees, the 5C Summit will provide you the opportunity to:

- **Learn from the experts** - The 5C Summit will feature speakers like Shailen Bhatt from ITS America, Dr. Bharat Balasubramanian from Mercedes Benz, Florida Senator Jeff Brandes, Mujtaba Hamid from Microsoft, and Dr. Timothy Lomax from the Texas Transportation Institute, speaking in a variety of formats. This will provide you the opportunity to ask national experts about the latest in our industry.
- **Learn from your peers** - There will be over 60 presentations from transportation professionals across the country speaking on topics as varied as "Using Artificial Intelligence to Predict Incidents" to "Implementing Technologies for Future Challenges, but for Today's Use" to "Use and Efficiency of Unmanned Aircraft Systems in Traffic Operations in North Carolina." Learn how people in other states are solving the same issues you have.
- **Learn from the exhibitors** - The Exhibit Hall will feature over 75 vendors providing information on their products. With such a large group of suppliers, you will surely find the answer to all your issues.
- **Learn from the trainers** - ITS 5C will provide training sessions on Sunday and Tuesday afternoons. Still being planned, these sessions could provide valuable training on cybersecurity and connected and autonomous vehicles.
- **Network** - With over 600 attendees representing eight states, the 5C Summit will provide plenty of opportunities to reconnect with old friends and make new ones. There will be receptions and parties each evening, starting with Sunday night's welcome reception. Plus, there are many restaurants and bars in the area for private meetings.
- **Have fun** - Ever want to take over a brewery with 600 of your closest friends? You can do that at the 5C Summit. Ever want to sit in a planetarium while drinking wine and listening to Pink Floyd? You can do that at the 5C Summit. Plus, there will be golf, tours of transportation venues and a closing presentation by Tony Barnhart, Mr. College Football.

See you in Jacksonville in October for this tremendous opportunity. <http://www.its5csummit.com/>

# Integrated Corridor Management Operations in District Five

By *Jeremy Dilmore, District TSM&O District Program, District Five*

In the March 2018 Disseminator article, information about the Regional Integrated Corridor Management System was presented. While development of the software and its capabilities are ongoing and critical to improving the efficiency of operations, the operations team in District Five has already begun making changes in managing the I-4 corridor, long before the software is in place.

## Laying the Groundwork

The move to an Integrated Corridor Management model required a great deal of planning and implementation work, over a two-year transition period. Midblock Bluetooth readers and midblock microwave vehicle detection sites were installed along key corridors. Access to the local agency Advanced Traffic Management Systems (Tactics and two ATMS.now instances) were granted. Flush plans were developed, agreed upon, implemented, and tested on key corridors. The effort was no small feat and a number of lessons were learned:

- Look at diversions based on segments of interstate in each direction, using primary and secondary routes.
- Inventory existing plans and characterize them for potential applicability. There is a strong potential for reuse, saving time and money. Generally, left turns need new plans but on directional corridors, AM and PM plans can serve as flush plans during off-peak periods.
- Investigate Plan Utilization - Make sure there is a place to upload new plans before developing them.
- Inventory Infrastructure noting hardware and configuration constraints. Documenting the corridor in terms of signal capability is invaluable during implementation. There is always something that is missed. If information is present the team can react.
- Investigate Signal Groups. More granularity is sometimes needed for ICM than for recurring congestion.



The most important part of laying the groundwork is continuing to build the relationship between FDOT and the local agencies. Being aware of each other's needs and working together is what Integrated Corridor Management is all about.

## Implementation

With the groundwork in place, implementation takes some experimentation. A Task Work Order-based professional services contract is currently being used. The Task Work Order-based mechanism creates additional management but affords flexibility. The professional services component is due to the percentage of the work that is aligned with the 6.2 Traffic Signal Timing. Fortunately, this ended up being a benefit. A quality-based selection resulted in a management team dedicated to performance for both the freeways and arterials. Since the arterial piece of ICM was relatively new, discussion with the team members was necessary with regard to arterial staffing. The following is the initial staffing that was implemented (information below does not include the freeway element of ICM):

- One (1) Arterial Engineer
  - Develops/Augments Flush plans
  - Diagnoses Arterial Issues Remotely
  - Coordinates activities of field techs
  - Determines implementation of flush plans
  - Coordinates with local agency on flush plan implementation
  - Primary point of contact for local agencies

- One (1) Corridor Manager (hoping to expand to two Corridor Managers eventually)
  - Field data collection of intersection operational capabilities
  - Troubleshoot field issues with hardware
  - Configure LA ATMS for improved alarming/reporting
  - Adjust ATMS plans as needed to make space for new plans
- One (1) Data Analyst
  - Analyze and Develop Reports
  - Configure LA ATMS for improved alarming/reporting
  - Adjust ATMS plans as needed to make space for new plans
- One (1) Technical Information Officer position
  - Call taker
  - COIN narrative development for PIO
  - Coordinates future lane closures with LA
  - Provides information to the FDOT District 5 PIO



### Outcome

Refinements continue to be made to the team, especially to reporting, to better reflect the efforts on the ground. Also, an I-75 team is coming online to support the I-75 FRAME effort as it moves toward construction. To see the latest effect, have a look at the performance reports. The reports have been key tools to help diagnose issues, capture the effect of the team, and reflect trends. The reports include data, explanations for a less technical audience, and a story or two for those more moved by the individual instances rather than data. You can be the judge on how the team is doing!

For more information, please contact Jeremy Dilmore at (386) 943-5360 or by email [Jeremy.Dilmore@dot.state.fl.us](mailto:Jeremy.Dilmore@dot.state.fl.us).

# Break Time



F	M	E	K	T	E	K	E	S	S	C	N	M	P	J
J	E	N	H	T	M	Z	N	M	L	V	H	N	W	X
V	H	N	H	E	I	R	O	S	S	T	I	I	V	G
K	N	P	A	Q	R	M	J	L	K	K	N	D	D	K
N	Y	R	W	S	K	V	M	O	X	O	A	D	O	H
M	Z	H	V	Y	C	E	O	U	R	M	Z	F	N	W
V	S	N	C	F	N	T	Y	H	S	H	V	W	F	Z
X	A	Q	T	A	U	I	Y	S	O	C	V	Y	L	N
A	P	K	C	U	N	S	S	Y	V	Q	E	D	O	C
A	T	L	J	P	O	B	H	B	Q	B	I	V	R	Q
F	L	V	E	T	I	E	G	G	P	D	W	K	I	F
U	W	O	K	R	V	W	Y	O	T	A	V	X	D	F
O	Q	O	K	N	E	V	G	H	F	N	J	B	A	A
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U	W	T	C	R	V	V	E	C	C	B	K	O	D	N
TPAS FLORIDA KEYS ITS														
5C SUMMIT DDI WEBSITE ASCT														

# ITS Florida Scholarships

**Deadline  
September 7, 2018**

ITS Florida has two scholarship programs that are now accepting applications for 2018. The ITS Florida Anne Brewer Academic Scholarships are available to two groups: one is available to a full time undergraduate or Masters' student and two are available to graduate (PhD) students (at the time of the Scholarship Awards). Students from any accredited Florida University or College are eligible. Principal course work shall include a major in a field directly related to transportation, ITS systems, transportation engineering, or a related field, subject to the approval of the Awards Committee. The scholarship amounts are one \$2,500 and one \$1,500 award for graduate (PhD) students and one \$2,000 award for a Bachelor or Master's Degree. The number of scholarship awards may fluctuate depending on available funding and qualifying students.



For the requirements, and documentation needed, visit:

[https://fs16.formsite.com/ITSFlorida/Scholarship\\_Academic\\_com/index.html](https://fs16.formsite.com/ITSFlorida/Scholarship_Academic_com/index.html)

The Erika Birozak Training and Certification Scholarship is available to public and private sector nominees from which their respective organizations are members of ITS Florida. The scholarship assists those seeking to advance their skill set through additional training and certification courses, and to better serve their organizations and the ITS industry in Florida. This scholarship amount is up to \$1,000 reimbursement for successfully completing approved coursework within one year.

For the documentation needed, visit: [https://fs16.formsite.com/ITSFlorida/Train\\_Cert\\_Scholarship/index.html](https://fs16.formsite.com/ITSFlorida/Train_Cert_Scholarship/index.html)

## ITS Florida Awards!

ITS Florida is still accepting applications for its 2018 Awards. These include the following:

The ITS Florida Awards are presented each year to leaders in ITS. The Award categories include:

- ITS Florida Member of the Year Award
- ITS Professional of the Year Award
- ITS Florida President's Award
- ITS Champion Award
- Certificate of Outstanding Achievement
- Honor Roll

Nominations for ITS Florida awards must include sufficient information to enable the Awards Subcommittee to assess the proposal. Details of each award are available via the link below.

Please submit your nominations via: [https://fs16.formsite.com/ITSFlorida/Awards\\_complete/index.html](https://fs16.formsite.com/ITSFlorida/Awards_complete/index.html)

**The deadline to apply for Scholarships and/or Awards is September 7, 2018!**

# The National Operations Center of Excellence Announces First Annual TSMO Awards



We are excited to announce the first annual NOCoE Transportation Systems Management and Operations (TSMO) Awards to celebrate the creativity and commitment of industry practitioners who have maximized roadways for efficiency and safety through management and operations ingenuity.

The NOCoE TSMO Awards are open to city, county, MPO (RPO, COG), state DOT and private sector organizations. Entries should highlight successful TSMO projects undertaken in the last five years that have provided a clear benefit to the traveling public. Judges will select a winner in each of the following categories:

**Submission Date is  
October 19, 2018**

1. Major incident or special event planning and response - Recognizing an agency or organization's response to a specific incident or special event utilizing TSMO.
2. Improving your agency's TSMO capabilities - Recognizing an agency or organization that has successfully integrated CMM/CMF into its structure and the TSMO benefit that came from it.
3. Best TSMO project (creative solution) - Recognizing a successful "on the ground" project that demonstrates the solution(s) of improved system management and operations compared with traditional capacity-based approach.
4. Public Communications - Recognizing an agency for successfully increasing public or specific audience awareness of TSMO solutions and benefits.

Each category winner will receive round-trip travel with a guest to attend the 2019 Transportation Research Board (TRB) Annual Meeting. All winners will be invited to present their projects to attendees and participate in a TSMO panel.

Winners will also be honored during an after-hour awards reception where an overall winner will be selected from among the four category winners and presented with the NOCoE TSMO Award Trophy. In addition, one individual will be honored with the annual TSMO Champion Award, who will be selected by the judges for advancing TSMO and changing the way people and organizations think about transportation.

For more information on the awards or how to enter, please visit: <http://transportationops.org/tsmoaward>

# Farewell to Russell Allen, P.E.

By Fred Heery, State TSM&O Program Engineer, FDOT

On behalf of the Florida Department of Transportation, I would like to thank Mr. Russell Allen, ITS Program Deployment Engineer and FL511 Program Manager, for his 19 years of service to the State of Florida and offer our congratulations on his new position, back in the private sector.

There is an abundance of gratitude for Russell's service with the Traffic Engineering, ITS, and TSM&O programs. The achievements from these efforts have been noteworthy; winning the ITS Florida Outstanding Achievement Award, the Prudential Productivity Award, the Governor's Hurricane Conference Innovation Award, and the National Hurricane Conference Outstanding Achievement Award - Public Awareness Award.



With the start of the next chapter in his career, Russell acknowledges it is with a heavy heart that he moves on from the programs he managed and the personnel that became trusted colleagues.

Russell, we all wish you success in your new endeavors and look forward to the prospect of working with you as a private-sector partner. Russell Allen's last day with the FDOT was September 6, 2018.



Good luck in your future endeavors.

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