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To whom it may concern:

The enclosed State TSM&O Strategic Plan and accompanying TSM&O Program Plan address the challenges associated with operating the State Highway System in Alabama. These documents illustrate the business case for TSM&O; the return on investing in operations; and the balance between conventional programs and TSM&O. The outlined strategies focus on the performance improvements that can be realized to mobility, safety, and commerce by maximizing existing highway infrastructure. TSM&O provides a data driven, performance based solution to operate a reliable transportation system.

Congestion is categorized into Recurring (40%) and Non-Recurring (60%) categories nationally. Recurring congestion typically is attributed to bottlenecks or poor traffic signal operations, while Non-Recurring congestion is typically associated with work zones, crashes, adverse weather, or special events. This program provides nine service layers to address these challenges and provide a customer centric focus to investing in the transportation system.

All DOT programs require dedicated resources to accomplish their mission. This program outlines and provides tools to establish the monetary and personnel resources needed to realize the full benefit of TSM&O. Lastly, this program compares how other states are realizing the benefits of TSM&O and setting the stage for the future of the transportation industry.

Sincerely,

Sery C. Ashurt Kerry C. NeSmith

Deputy State Maintenance Engineer



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1 INTRODUCTION

The Alabama Department of Transportation (ALDOT) is responsible for the management and operations of the extensive transportation system throughout the state. This includes approximately 10,900 miles of roadways, ports, freight routes, bicycle and pedestrian routes, and support to transit. ALDOT has a stated commitment as follows:

To provide a safe, efficient, environmentally sound intermodal transportation system for all users, especially the taxpayers of Alabama. To also facilitate economic and social development and prosperity through the efficient movement of people and goods and to facilitate intermodal connections within Alabama. ALDOT must also demand excellence in transportation and be involved in promoting adequate funding to promote and maintain Alabama's transportation infrastructure. – ALDOT Mission Statement

This commitment to excellence has led ALDOT to the creation of a Statewide Transportation Systems Management and Operations (TSMO) Master Plan which will establish the strategies and programmatic fundamentals necessary to further develop and provide direction to the Statewide TSMO Program. The Statewide TSMO Master Plan is organized in three parts: the Strategic Plan, the Program Plan, and the Service Layer Brochures. This document is the Strategic Plan and focuses on the high-level purpose and need for TSMO as well as the vision, goals, and objectives developed through this planning process. Additional information about the assembly of the Master Plan is provided at the end of this document.

2 TRANSPORTATION SYSTEMS MANAGEMENT AND OPERATIONS OVERVIEW

The Moving Ahead for Progress in the 21st Century (MAP-21) Act was the first federal initiative that recognized the importance of TSMO with an enhanced definition that includes innovative strategies and coordination especially at a regional scale.

The Fixing America's Surface Transportation (FAST) Act was later signed into law in December 2015 and further supports and recognizes the importance of TSMO initiatives. The FAST Act promotes an efficient and performance-based program designed to address the safety, mobility, and reliability challenges facing transportation systems and agencies across the nation. Some examples of potential outcomes of TSMO strategy implementation include: improved safety for the traveling public and first responders, full realization of the capacity of existing transportation infrastructure, increased travel time reliability for freight and motorists, improved information access for the public to assist in mobility choices, and agency readiness for adoption of innovative technology.

TSMO strategies focus on optimizing the existing transportation network to improve capacity, security, safety, and reliability.

http://www.aashtotsmoguidance.org/



This legislation is supported and integrated within the transportation community through national agencies such as the American Association of State Highway and Transportation Officials (AASHTO), the U.S. Department of Transportation Federal Highway Administration (FHWA), the Institue of Transporation Engineers (ITE), and the Intelligent Transporation Society of America (ITSA). In addition, AASHTO, ITE, and ITSA, with support from FHWA, have established the National Operations Center of Excellence (NOCoE) which offers resources to serve and promote the TSMO community. Together, these leading agencies encourage and guide states in using TSMO deployment strategies, practices, and programmatic approaches to optimize the efficiency of transportation networks.

The national transportation community recognizes the heightened need for a TSMO approach because of the continued increase in congestion and decreased space and funding for additional capacity. TSMO strategies leverage enhanced organizational techniques and performance measurement to promote program accountability throughout the transportation network. Examples of TSMO strategies used to improve safety, reduce congestion, and increase reliability include:

- Intelligent Transportation Systems (ITS) and Communications
- Advanced Traffic Signal Systems
- Traffic Management Centers (TMC)
- Real-time Traveler Information
- Traffic Incident Management (TIM)
- Emergency Transportation Operations
- Work Zone Management (WZM)
- Asset Management
- Road Weather Management

- Management and Operations Software Systems, including Decision Support Systems
- Performance Measures
- Special Event Management
- Emergency Management
- Connected/Automated Vehicles (CAV)
- Collaborative Business Practices
- Smart Cities

These strategies allow for more efficient, effective management and operations of transportation networks—this approach requires a cultural shift within most departments where the standard practice has been to plan, design, and construct roadways with only general maintenance requirements upon completion. A TSMO approach requires continued management and operations following implementation including improved communication, collaboration, and efficient use of resources among transportation partners. While TSMO strategies can address all modes of transportation, the focus for this plan has primarily been on vehicular and freight movements because the relative volume of these movements compared to that of pedestrian movements seemingly corresponds to a higher potential for positive impact. However, a mindset of actively seeking optimized efficiency in all modes of transportation is critical to the long-term success of the Department, and ALDOT is committed to integrating TSMO programming and practices as a way to increase safety, mobility, and reliability with efficacy and efficiency.



3 THE BUSINESS CASE FOR TSMO

Alabama has more than 102,000 miles of roadway in the state as identified by FHWA Highway Statistics and ALDOT's Highway Performance Monitoring System (HPMS); out of which 10,900 centerline roadway miles are maintained by the State (FHWA, 2018) (ALDOT, 2017). While roadways maintained by ALDOT consist of only 10% of the total centerline miles in Alabama, the state-maintained roads carry significantly more traffic and freight than local roads and represent the critical connections between communities—what happens on these roads substantially impacts the quality of life for Alabamians throughout the state.

3.1 SAFETY AND MOBILITY CONCERNS

Safety and mobility are independently necessary concerns within any transportation system, however, the inherent relationship between safety and mobility places added importance and complexity to isolating and solving these concerns. Alabamians experience a variety of safety and mobility challenges every day—from an increased commute time due to a fender bender; to a road closure due to an overturned tractor trailer; to a traffic fatality.

3.1.1 Safety

Traffic incidents such as stalled vehicles, major and minor crashes, and spilled freight loads account for one-fourth of all delays on the highway system in Alabama (ALDOT, 2018). Each minute a lane is blocked can lead to four minutes of delay which can mean a 30-minute lane blockage resulting in a potential two-hour distribution in traffic (FHWA, 2010) (SHRP 2, 2014). Importantly, for each minute that a primary incident continues, the likelihood of a secondary crash increases by 2.8% (FHWA, 2010). The United States Department of Transportation (USDOT) estimates that



Source: The Anniston Star

secondary crashes represent more than 20% of all crashes on freeways and 18% of fatalities on interstates (FHWA, 2010). Fewer incidents and quicker clearance of incidents help to reduce congestion, allowing the transportation system to operate more safely and efficiently.

There were 157,094 people involved in crashes in 2017 in Alabama with 15,003 non-capacitating injuries and 119,470 people involved in property damage only crashes as illustrated in Figure 1. In 2017, crashes in Alabama resulted in 860 fatalities and 6,413 incapacitating injuries (ADVANCE, 2018).

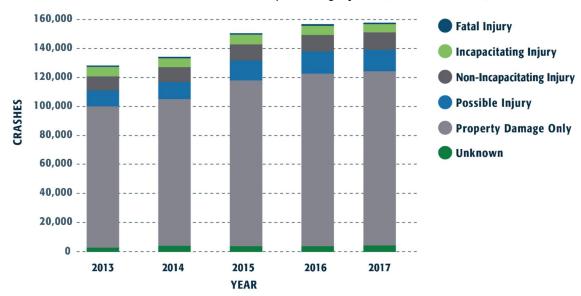


Figure 1: Alabama Crash Severity, 2013 – 2017 (ADVANCE, 2018)

In 2016, Alabama had double the national average for traffic fatalities. Alabama had 22.28 traffic fatality deaths per 100,000 population while there were 11.69 deaths per 100,000 population nationally. Alabama ranks second highest in the nation traffic fatalities per capita. Roads and highways in Alabama had a fatality rate of 1.56 fatalities per 100 million vehicle miles traveled (VMT) versus a national average of 1.19 in 2016 (BTS, 2016) (FHWA, 2018) (NHTSA, 2016). This trend is consistent, as shown in Figure 2 below.

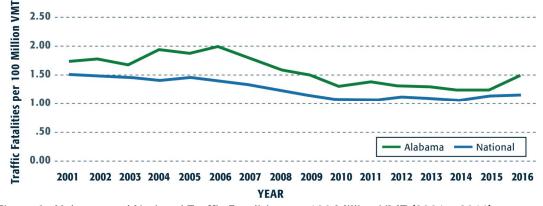


Figure 2: Alabama and National Traffic Fatalities per 100 Million VMT (2001 – 2016) (ADVANCE, 2018) (FHWA, 2018)

Crashes on Alabama roadways resulted in 860 fatalities in 2017—Alabama ranked second highest nationally for traffic fatalities per capita in 2016. Alabamians have a serious challenge.

3.1.2 Mobility and Reliability

mobility challenges Alabama's impact movement, commuting workers, the delivery of goods and services, and the general public. Congestion is impacted by both recurring and non-recurring events. Recurring congestion accounts for more than half of congestion nationally and typically occurs during peak travel periods due to demand exceeding capacity (FHWA, 2017). Non-recurring events account for the remaining contributors to congestion and include disruptions such as severe weather, traffic incidents, and work zones. Nationally, the three main causes of non-recurring congestion are traffic incidents (25% of total congestion), work zones (10% of total congestion), and weather (15% of total congestion) as illustrated in Figure 3 (FHWA, 2017).

Congestion continues to increase annually as the increase in vehicle miles traveled (VMT) outpaces the growth of public road mileage (TTI, 2015). VMT in Alabama is increasing at a greater rate than public road mileage length for the state. Travel demand is

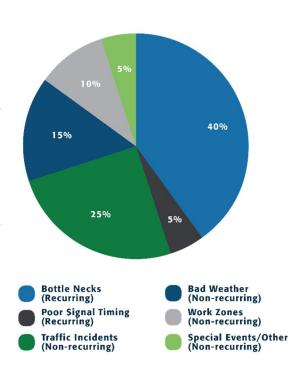


Figure 3: National Sources of Congestion (FHWA, 2017)

outstripping the supply despite a focus on increasing capacity through infrastructure projects. In Alabama over the last sixteen years, VMT has grown 23% while public road mileage has only grown by 8%.

Birmingham, Huntsville, Mobile, and Montgomery commuters spend an average of 34, 23, 30, and 24 hours per year, stuck in traffic. Congestion on roadways costs commuters, freight drivers, service providers, and the public time and money. In 2014, congestion cost Americans \$160 billion (TTI, 2015). Studies indicate that drivers in the urban areas of Birmingham, Huntsville, Mobile, and Montgomery spend 34, 23, 30, and 24 hours per year, stuck in traffic, respectively (TTI, 2015). Nationally, congestion caused an extra 6.9 billion hours of travel in 2014 which resulted in a cost of \$960 to the average commuter in 2014 (TTI, 2015).

Likewise, congestion is a significant problem for freight industry nationally and specifically, Alabama. The value of freight flow in Alabama was 386.6 billion in 2013 with 531.5 million tons of freight flow and 189.9 billion miles of freight flow (BTS, 2015). Alabama has two major water ports, Guntersville and Mobile, which includes ports ranked in the top 150 ports by tonnage in 2013 and has nine major airports (BTS, 2015). National truck operations experienced 18% (or \$28 billion cost) of the congestion delay in 2014 (TTI, 2015). Not surprisingly, a goal of the 2017 Alabama Statewide Freight Plan is to reduce congestion

and improve reliability on the National Multimodal Freight Network (NMFN) to improve safety and economic competitiveness (ALDOT, 2017).

In addition to the financial costs related to mobility concerns, research has shown a direct correlation between physical and mental wellbeing and congestion. Higher commute times have been linked to decreased energy, increased stress, and higher illness-related work absence. And those that experience congested driving have increased stress and frustration. Simply stated, safety and mobility have significant financial and wellness costs to the citizens of Alabama.

Congestion on roadways creates significant costs to commuters, freight drivers, service providers, and the public in the form of time, money, and wellness deterioration—Alabamians have a serious challenge.

3.1.3 Transportation Funding

As noted in ALDOT's 2017 Statewide Transportation Plan, annual revenues for transportation improvements averaged approximately \$1.5 billion. In Alabama, roughly one-third of transportation revenues (\$490 million) come from state sources, with the remaining two-thirds from Federal Aid, highway bonds, and other sources; gas excise and motor fuel taxes generate 70% (\$341 million) of state revenues.

The Gas Excise and Motor Fuel tax makes up a considerable amount of the state's portion of transportation funds; however, Alabama is among the lowest in state gas taxes for both conventional and diesel fuels. As of July 2018, Alabama's gas tax was 20.91 cents per gallon, compared to the national average of 30.54 cents. The State has not increased the gas tax since 1992, with the most recent referendum this year not passing. However, this issue has gained momentum and is being considered during the 2019 legislative session. (Note: as of 3/12/2019, the State of Alabama legislature passed an increase in the gas tax by 10 cents per gallon by 2021).

There has been a steady decline in Motor Fuel Tax Revenues over the last two decades, made more dramatic if adjusting for inflation. While there has been a decline in revenues to support transportation infrastructure, there also have been dramatic increases in the use of this infrastructure. For example, between 1990 and 2015, the usage of Alabama's roads increased by more than 25 billion VMTs.

Low tax revenue on gas is only one part of the funding issue. Cars also are rapidly becoming more fuel efficient, decreasing the need for fuel. Beyond stagnant gas taxes in Alabama, the decreased dependence on motor fuels due to increased fuel efficiencies has decreased revenues despite increasing costs and congestion. So, at the same time we're witnessing greater usage of infrastructure while the gas tax has not increased, vehicles are becoming more efficient at how they use fuel, furthering the gap between revenue and need.

Many predictions forecast an imminent change in how DOTs approach funding transportation infrastructure improvements, with a total move away from gas taxes in as soon as a decade. A major focus in the transportation funding world now is collaboration and funding partnerships, which are some of the core components of TSMO strategies.





3.2 OPPORTUNITY FOR IMPROVEMENT

Transportation agencies have historically focused on increasing roadway capacity through capital projects and ongoing infrastructure maintenance. The mindset has been to build our way out of congestion; to construct additional roads or lanes to accommodate growth. This approach is becoming more difficult as space becomes limited in the most congested areas and costs rise as funding decreases. With limited money to continue to build and maintain infrastructure, DOTs are turning to TSMO strategies to do more with less.

A TSMO approach has demonstrated fruitful return on investment (ROI) via a range of different strategies. TSMO investments offer DOTs the opportunity to realize better returns on investments than traditional roadway investment methods, such as adding more lanes. Some of the most beneficial strategies include coordinating our traffic signals and providing real-time traffic information. Table 1 provides some examples of benefit-to-cost ratios that have been demonstrated TSMO strategies.

TSMO Strategy	Benefit-to-Cost Ratio and Other Metrics
Traffic Incident Management	Incident duration reduced 30-40%
Safety Service Patrols	2:1 to 42:1
Surveillance/Detection	6:1
Traveler Information/Dynamic Message Signs	3% decreases in crashes
Road Weather Information Systems	2:1 to 10:1
Work Zone Management Systems	2:1 to 42:1
Ramp Metering Systems	15:1; up to 15% reduction in delay
Traffic Signal Optimization/Retiming	17:1 to 62:1; up to 2-3% reduction in delay
Traffic Adaptive Signal Control	Improved travel time 6-11%
Electronic Toll Systems	2:1 to 3:1
Commercial Vehicle Information Systems	3:1 to 5:1
Bus Rapid Transit	2:1 to 10:1
Transit Signal Priority	Improved travel time 2-16%
Parking Management Systems	Increase in transit mode share up to 6%
Transit Automated Vehicle Locator/Computer-	AVL improves on-time bus performance 9-58%
aided Dispatch	CAD improves on-time bus performance up to 9%
High Occupancy Toll Facilities	59% would pay \$2 to save 20 minutes

Table 1: Impacts of Current TSMO Best Practices (US Department of Transportation, Intelligent Transportation Systems Joint Program Office, 2009)

Alabama is dependent upon the gas tax for transportation funding. Alabama has not increased the gas tax since 1992. Vehicles are rapidly becoming more fuel efficient. Alabamians have a serious challenge.

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The transportation industry has taken note of these returns; comprehensive TSMO programs are being initiated and expanded in transportation agencies throughout the nation to address increasing safety and congestion concerns in a time when financial resources continue to shrink. TSMO programs provide significant benefits in safety and mobility of the transportation system. The mission of DOTs is shifting from traditional capacity expansion through capital roadway widening or new location projects and infrastructure maintenance to increasing the efficiency and capacity of existing infrastructure through a focus on optimized operations. This new focus can be accomplished with a TSMO program that enables targeted use of innovative technology, agency collaboration across disciplines and jurisdictional boundaries, and focused solutions to congestions causes.

The Alabama TSMO program works to optimize the use of existing facilities, maximize performance of the system, target solutions to congestion causes, and complement capacity projects. These innovative and technology-based approaches are essential in a time when national VMT continue to increase annually resulting in higher demand, while lane miles of the nation's surface transportation system expand at a lower rate due to limited funds and geographic constraints. The Alabama Statewide TSMO Master Plan will accelerate the TSMO program, processes, and deployments.

Alabamians have a serious challenge—TSMO is a critical part of the solution.

4 TSMO MASTER PLAN DEVELOPMENT

The Alabama Department of Transportation has invested significant time, effort, and resources into developing a TSMO program and recognizes the benefits of pursuing strategies and processes supported by a TSMO approach. ALDOT completed a capability maturity model (CMM) assessment in 2018 which identified the key areas for growth. In addition, TSMO regional plans were developed which focus on region-specific TSMO recommendations and ITS project deployment recommendations.

The ALDOT Statewide TSMO Master Plan builds upon the CMM assessment and regional TSMO plans, as well as established ALDOT multi-modal plans and current initiatives, to consider and create a coordinated effort statewide to enhance transportation systems management and operations. The Plan recommends a TSMO program that supports the goals and core values of ALDOT and reflects the Alabama TSMO Program's priorities as articulated in workshops, interviews, and project management team meetings with ALDOT staff and partner organizations.

4.1 CAPABILITY MATURITY MODEL ASSESSMENT

The CMM Assessment promotes a process-driven approach to assessing and improving TSMO programs and focuses on the role of agencies and other institutions to improve the business processes and management of programs and projects. The CMM Assessment framework allows for a common understanding and improvement of institutional issues that an agency faces on a continual and consistent basis and promotes the adoption and success of TSMO programs. The CMM Assessment is a methodology developed by FHWA to assist agencies in the self-evaluation of effectiveness in six key areas:

- Business Processes formal scoping, planning, programming, and budgeting
- Collaboration working relationships with public and private sector agencies
- Culture technical understanding, leadership, outreach, and program legal authority
- Organization/Staffing programmatic status, organizational structure, and staff development, recruitment, and retention
- Systems Technology use of systems engineering, architecture standards, interoperability, and standardization
- Performance Measures use of performance measures including measure definition, data acquisition, and utilization (benchmarking and dashboards)

By conducting and using a CMM Assessment, agencies can: develop consensus around needed agency improvements; identify their immediate priorities for improvements; and identify concrete actions to continuously improve capabilities to plan, design, implement TSMO (FHWA, Capability Maturity Frameworks Overview, 2017). ALDOT has self-assessed that there are opportunities for advancing capabilities within all of the six dimensions, particularly those assessed slightly lower. Key dimensions that were identified as areas needing immediate focus include: Business Processes, Performance Measurement, and Organization/Workforce Development. For more details on ALDOT's CMM self-assessment, please see the ALDOT Statewide TSMO Master Plan Strategic Plan.

4.2 TSMO SURVEY

As part of the Alabama Statewide TSMO Master Plan development process, a survey was distributed to ALDOT staff and partner agencies, such as metropolitan and rural planning organizations (MPO and RPO). The survey was focused on statewide transportation priorities, existing conditions, challenges, and opportunities. The most significant needs identified by the survey respondents were:

- Limited fiscal resources demand for transportation services exceeding available funds
- Aging infrastructure maintaining and replacing aging infrastructure



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- Collaboration Internal collaboration across regions and jurisdictions and collaboration with external partners
- Changing technology staying current with advances in technology including adequate funding and training
- Staffing hiring and retaining staff with TSMO skill sets
- Culture marketing the benefits of TSMO to the public and decision-makers

Results from the survey and information gathered from stakeholder interviews and the statewide TSMO workshop provided both technical input and personal experiences which informed the development of the Plan. For more details on the TSMO stakeholder survey results, please see the ALDOT Statewide TSMO Master Plan – Strategic Plan.

4.3 TSMO WORKSHOPS

Workshops are used to reach larger groups of stakeholders and solicit feedback to guide development of a plan. Several workshops were held to guide this Plan:

- A Statewide TSMO Kickoff Workshop was widely attended by internal and external stakeholders.
- A Statewide TSMO Vision Workshop was held with a subset of core stakeholders representing each of the ALDOT Regions.
- Regional workshops were held in each region to discuss the Statewide TSMO Program vision, goals, and objectives as well as solicit feedback about challenges and opportunities.
- The Statewide TSMO Vision Refinement, Needs, and Recommendations Workshop was with representatives from each region focused on defining the TSMO program vision, further refining needs, and beginning to develop TSMO recommendations.
- The Statewide TSMO Program Recommendations Workshop was held in conjunction with a Statewide TSMO Roundtable meeting and the draft high-level recommendations were refined through stakeholder input.
- A second Statewide TSMO Program Recommendations Workshop was in conjunction with a Statewide TSMO Roundtable meeting and focused on the refined programmatic recommendations, implementation plan, and program cycle.
- The Statewide TSMO Master Plan Presentation was held May 15, 2019.





4.4 TSMO VISION, GOALS, AND OBJECTIVES

The information and guidance provided by the survey, workshops, and stakeholder discussions steered the development of the ALDOT TSMO vision. The ALDOT Statewide TSMO vision defines the future of TSMO in Alabama:

Manage and operate a safe, reliable, optimized transportation system for all users through the collaborative efforts of stakeholders, technology-based solutions, and innovative strategies.

This vision has been used to guide the development of objectives for the TSMO program. In addition, review of regional TSMO plans, statewide transportation plans, and information gathered through extensive engagement with ALDOT leadership and stakeholders through a survey, strategic interviews, and workshops were used to develop the TSMO strategic goals and objectives. The goals and objectives are illustrated in Table 2 and have been broken into three categories: move, manage, and motivate.

GOAL		OAL	OBJECTIVE	
			Reduce the number of overall crashes (including secondary) as well as severity	
			Reduce work zone-related crashes	
		SAFETY	Increase the resiliency of the transportation system to extreme weather events	
			Enhance and expand TIM program	
Š			Increase safety of freight corridors	
MOVE			Improve travel time reliability	
			Provide timely information and mobility choices to the public	
		MOBILITY	Reduce congestion and bottlenecks	
	ل		Work with partners to actively manage traffic during large-scale special events	
			Enhance freight route mobility	
ш	ACCOUNTABIL		Demonstrate fiscal responsibility	
5		ACCOUNTABILITY	Increase sustainability and minimize environmental impacts	
Ž			Integrate TSMO solutions into ALDOT policies, plans, and procedures	
Æ			Create and implement project prioritization methodology based on data-driven decisions	
			Develop performance measures to make the TSMO business case	
			Develop system standards to promote data sharing, coordination, and integration	
	0		Elevate TSMO through leadership buy-in of the benefits and innovative technology	
			Identify where to engage with conventional silos to promote collaboration	
Ë	0/10	COLLABORATION	Create a forward-thinking environment with continuous quality improvement practices	
×			Establish formal career paths to encourage retention and develop workforce	
Ė			Increase efficiency by seeking internal and external partnership opportunities	
MOTIVATE			Realize opportunities with P3 (public-private partnerships)	
	COD		Provide training and foster growth and sharing of knowledge	
	(***)	INNOVATION	Seek strategic pilot project deployment opportunities	
	<u> </u>		Integrate consideration of innovative solutions for all modes	

Table 2: Alabama TSMO Master Plan Strategic Goals and Objectives



The goals provide the direction and priorities for the Statewide TSMO Program and the development of the Statewide Master Plan, the objectives define strategies to attain the identified goals. The Program Plan of the ALDOT Statewide TSMO Master Plan is the primary instrument to guide implementation the objectives and to achieve the outlined goals. The Program Plan outlines the proposed program activities, policies, and procedures recommended to work towards achieving the ALDOT TSMO vision. The following sections define recommendations provided to achieve the stated TSMO goals and objectives.

5 TSMO PROGRAM RECOMMENDATIONS

The transportation industry recognizes the importance and need to shift to a mindset of leveraging technology, relationships, and opportunities to maximize the effectiveness and efficiencies of current and future systems. This is evident by the support and emphasis that has been placed on TSMO by national legislation and agencies such as FHWA and AASHTO.

The following program recommendations have been developed based on current national best practices, ALDOT stakeholder and partner agencies' input, and data analysis. These recommendations support the ALDOT TSMO vision and goals; to guide ALDOT into the future of transportation and accomplish the mission of providing a safe, efficient, environmentally sound intermodal transportation system for all users.

The recommendations are programmatic in nature and are structured in three main topic areas: Program Structure, Programmatic Processes, and Continuous TSMO Program Success. A table of recommendations is provided at the end of each sub-section and summarizes the key recommendations and associated goal that is supported: Safety, Mobility, Accountability, Collaboration, and Innovation.

5.1 PROGRAM STRUCTURE

5.1.1 TSMO Integration

To support ALDOT as it develops and refines its TSMO program structure and overall mindset toward TSMO technologies and capabilities, it is important to remember that TSMO strategies are tools within a larger toolkit that the department can leverage, but they are not the only available options. For example, FHWA has stated that TSMO may in some cases replace the traditional option of adding capacity to a roadway to mitigate congestion, but there may be instances in where capacity building is still the best solution, which is why TSMO considerations should be made early in the project development process such as the concept development stage:

TSMO can serve as an alternative to adding capacity for some areas by increasing the mobility and reliability of the existing system enough to meet current and projected needs, and do so more quickly. Other times TSMO may improve conditions enough to delay when a road expansion project is needed, enabling the agency to stretch their limited funding to more areas. There will, however, always be a need to increase capacity and add new infrastructure throughout the transportation system. In some cases, that is the best solution given the circumstances. TSMO strategies can be added to these capital projects and serve as a complement to extend the performance life of the new corridor. —FHWA, What is TSMO?¹

Additionally, FHWA notes that TSMO strategies complement more traditional solutions and that TSMO is a suite of options that typically approach performance from a systems-level perspective. Because of the complementary nature and systems-level perspective of TSMO, TSMO strategies generally require coordination between and within multiple jurisdictions, agencies and modes. To facilitate this

¹ FHWA, What is TSMO?, https://ops.fhwa.dot.gov/tsmo/index.htm#q6



coordination, it is important that TSMO be viewed as an "integrated set of strategies," per FHWA, that can be combined to achieve greater performance for the system as a whole.

The integration of TSMO can occur at multiple levels, as defined by FHWA:

- System Implementing and combining strategies as a corridor or region matures in needs.
- Technical Developing a framework used to support information sharing between technology deployed on the system.
- Cultural Developing a workforce that values and prioritizes the use of TSMO solutions across multiple disciplines.
- Operational Coordinating day-to-day operational strategies so that corridor, region, or systemwide objectives are achieved.
- Institutional Incorporating TSMO policies and processes into an agency's normal way of doing business. This step includes TSMO integration with various disciplines, such as planning, program management and design, to support long-term goals for the transportation system. This can be applied both internally and externally.¹

This integration will require a multipronged approach across all levels of ALDOT and ALDOT decision-making processes. The regional and statewide stakeholders who provided input for this plan overwhelmingly stated the need for better integration and collaboration. There were many discussions about the loss of opportunities and efficiencies because the right people were not involved with a task early enough or at the correct stages. The need for TSMO to be integrated throughout process driven decision making is critical, such that inclusion is not dependent upon champions, but rather supported and encouraged by the Department. Specific concerns were discussed relative to ALDOT's current construction process and that early involvement of regional TSMO representation is recommended.

In addition to internal-facing integration, ALDOT must also seek to integrate TSMO strategies through partnerships with Metropolitan Planning Organizations (MPOs), Rural Planning Organizations (RPOs), local jurisdictions or municipalities, private businesses, or other stakeholders to ensure coordinated plans and deployments. Another critical element of TSMO integration will be for ALDOT representatives to begin to build external TSMO awareness by presenting TSMO-related topics and information at ALDOT-sponsored and professional organization events. This external communication and integration effort should include events that are both TSMO and non-TSMO focused meetings to further promote TSMO complementary nature to more traditional solutions as well as presentations to elected officials the state legislature to foster their support and understanding of TSMO and its benefits.

The following actionable recommendations are provided to integrate TSMO into current procedures and processes.



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Table 3: Strategies for TSMO Integration

TSMO Integration		Goal		
1	Encourage statewide TSMO representative participation in existing safety, management, operations, and maintenance considerations; as well as budgeting and ways and means committee meetings.			
2	Revise Guide for Development of Construction Plans (GDCP) to include Regional TSMO Engineer at preliminary project scoping meetings and throughout project planning, design, and construction.			
3	3 Integrate TSMO into Statewide Transportation Improvement Program (STIP) planning procedures and processes.			
4	Encourage Metropolitan Planning Organizations (MPOs), Rural Planning Organizations (RPOs), local jurisdictions or municipalities, private businesses, or other stakeholders to incorporate TSMO into their planning processes.			
5	Present TSMO related topics at ALDOT and professional organizational conferences, including			
	S=Safety M=Mobility A=Accountability C=Collaboration I=Innovation			

5.1.2 Leadership and Organization

An important aspect of the ALDOT TSMO program will be its leadership and organization structure to support TSMO. FHWA has focused on the importance of having a defined leadership and organizational structure for TSMO programs, recognizing that the structure will help to advance the TSMO culture and strategies within a DOT or agency. The organizational structure defines the roles and responsibilities within the program and helps to formalize the interactions and connections between divisions or offices.

In addition to FHWA's guidance on leadership and organization, AASHTO has also recently made committee reorganization decisions to support elevating the importance of TSMO in the transportation industry. In 2018, AASHTO elevated operations-based topics and discussions to an independent committee that includes several subcommittees and working groups: Transportation Systems Operations. Previously these topics were housed in a subcommittee on system management and operations. This elevation reinforces the importance that TSMO strategies are playing in the transportation industry as well as highlights the need to integrate TSMO practices to better support optimization and efficiency.

Based on FHWA, AASHTO, and observed successes throughout the nation, it is recommended that ALDOT seek to elevate and integrate TSMO within the organization through coordinated integration efforts and leadership/organizational structure definition. To advance the ALDOT TSMO program, the following statewide and regional leadership and organizational structures are recommended. These structural recommendations reflect national best practices as well as input received during plan development. These recommendations also emphasize the inclusion of TSMO across the ALDOT organization to promote integrating the TSMO culture at a statewide level. The integration of TSMO practices will support the optimization of programs, processes, and systems.



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Creation of State TSMO Engineer

DOTs across the country with established TSMO programs have redefined the organizational structure and leadership of the department to include a TSMO Director/Engineer type position. The TSMO leadership role serves as a way to support and encourage the proactive management, optimization, and improvement of safety and mobility within the existing surface transportation system; leading to better use of limited resources realizing increased returns on investments. The figure below identifies the DOTs across the country that have taken this approach and have defined senior leadership positions with a focus on operations and TSMO strategies.

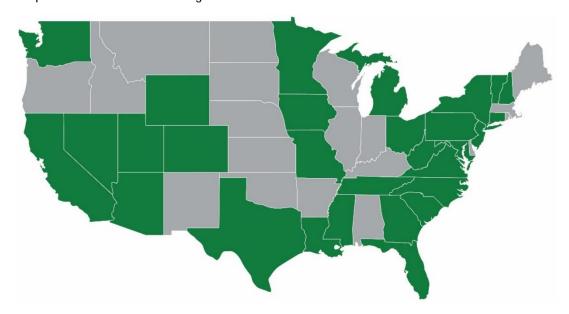


Figure 4: States with TSMO Senior Leadership Positions

These senior leadership positions allow states to better integrate TSMO programs into the culture and mindset of the department – encouraging efficiency and optimization of practice and infrastructure. In some cases, the leadership position titles may not specifically reference 'TSMO,' however, their support of a culture of collaboration and focus on management and operations to optimize the existing transportation network is apparent. Examples of several state TSMO leadership position titles include:

- Florida DOT State TSM&O Program Engineer
- Iowa DOT Director of Traffic Operations
- New Jersey DOT Assistant Commissioner, Transportation Systems Management

Under the current ALDOT leadership structure, the TSMO organization currently falls under the State Maintenance Engineer and lacks dedicated funding. There is not a State TSMO Engineer at the same level of influence, decision-making responsibility, or accountability similar to other peer DOT organizations around the country.

To elevate TSMO within ALDOT and integrate its principles and practices within the Department, it is critical to have a State TSMO Engineer position assigned at the same level of organizational responsibility as shared by capital projects and maintenance as depicted in Figure 5. Similar to peer roles at this level,

this role would report to the ALDOT Deputy Director of Operations, who reports to the ALDOT Transportation Director (Section B of below organizational chart to be discussed in the following section). This position will allow the Deputy Director and the Director to get a different perspective on solving surface transportation challenges with a focus on utilizing strategies to promote optimization and efficiency, typically lower-cost solutions as compared to traditional expansion projects.

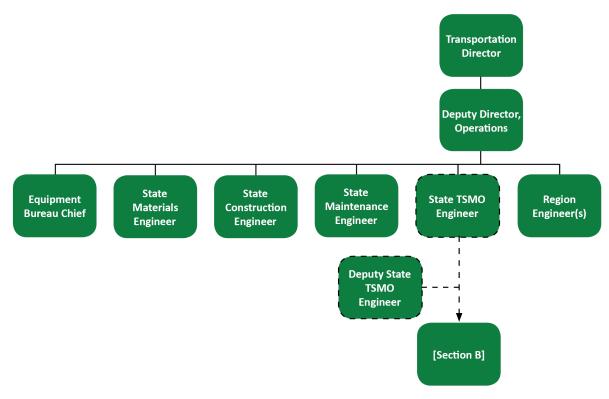


Figure 5: ALDOT Senior Leadership with the Addition of a State TSMO Engineer (Section A)

Refinement of State TSMO Organization

With the addition of a new senior leader role (State TSMO Engineer), there is a need to further define functional roles and responsibilities to support the senior leadership level within the recommended State TSMO organization. It is recommended that the state TSMO organization be divided into five functional departments led by the State TSMO Engineer: Programs, Engineering, Operations, Systems, and Emerging Technologies. It is envisioned that these departments will be serve the functional roles identified in Table 5 and will provide support to the regions within their respective roles. In some cases, a functional role may be delegated to a single position; however, it is not expected that all functional roles will be accomplished by a single dedicated staff position, but rather the responsibilities will be delegated based on staff experience, expertise, and need (i.e. one staff person may be able to accomplish the responsibilities of data collection and data analysis).

The Programs Department consists of several functional roles such as TSMO Program Planning Supervisor, Safety Supervisor, and Funding Supervisor. Within each section, supporting functional roles have been



defined (as applicable) to further support section and department goals and objectives. For instance, the TSMO Program Planning Supervisor is envisioned to be supported by data collection and data analysis functional roles. This may be a single staff position or multiple depending on the departments need and staff allocations. It should be noted that recognizing limited funding availability within ALDOT, some of these roles may not be staffed as ALDOT employees and may instead be contracted to specialty consultants or services. The following tables provide a list of functional roles and associated responsibilities as well as an indication if the role is currently being served. In addition, the anticipated resource discipline most likely to serve this role has been indicated. It is anticipated that there are other disciplines or skill sets that can meet the needs of the role, however, the most common discipline has been provided.

Table 4: Conceptual ALDOT State TSMO Organization – Program Department (Section B)

Program D	Program Department				
Functional Role	Responsibilities	Resource	Discipline		
TSMO Program Planning Supervisor	Lead development and updates of Statewide TSMO Program: Capability Maturity Model Assessments Goals and objectives Performance objectives Project priorities based on historical and current data	Met (TSMO)	Civil Engineer or Planner		
Data Collection	Manage and coordinate existing data collection platforms and strategies.	Unmet (Other DOT)	Data Scientist		
Data Analysis	Analyze and interpret performance measures data. Provide data in a usable format to support data driven decisions.	Unmet (Other DOT)	Data Scientist		
Safety Supervisor	Define Statewide TSMO Program safety goals and objectives. Lead support for safety planning, design, operations, systems, and emerging technology departments. Support data driven determination of safety project priorities.	Met (Other DOT)	Civil / Traffic Engineer		
Safety	Analyze and interpret safety performance measures data. Define Statewide TSMO safety standards and best practices based on existing national standards and guidelines.	Met (Other DOT)	Civil / Traffic Engineer		
Traffic Safety and Operations	Liaison and support to Operations Department. Define and manage performance metrics for signalized intersections.	Unmet (TSMO)	Civil / Traffic Engineer		
Funding Supervisor	Manage annual budget allocation and TSMO Programming resources.	Unmet (TSMO)	Contract and Procurement Specialist		



Table 5: Conceptual ALDOT State TSMO Organization – Engineering Department (Section B)

Engineerin	Engineering Department		
Functional Role	Responsibilities	Need	Discipline
Design Supervisor	Ensure a consistent approach to TSMO deployment designs. Lead statewide traffic signal and ITS design standards, quality products list (QPL), and special provisions.	Met (Other DOT)	Civil / Traffic Engineer
ITS	Manage Statewide led ITS infrastructure design. Support Regional ITS infrastructure design.	Unmet (TSMO)	Civil / Traffic Engineer
Traffic Signal	Manage Statewide led signal design. Support Regional signal design.	Met (Other DOT)	Civil / Traffic Engineer
Freight	Manage Statewide led freight management focused strategies. Support Regional freight system design.	Unmet (Contractor)	Freight Operations Engineer
Lighting Professional	Manage Statewide LED lighting design. Support Regional lighting design.	Met (Other DOT)	Electrical Technician
Construction Supervisor	Ensure a consistent approach to TSMO deployment and construction. Lead support on Statewide integration efforts.	Unmet (Other DOT)	Construction Manager
Contract Management	Assist with the letting of TSMO contracts. TSMO construction contract support.	Unmet (Other DOT)	Contract and Procurement Specialist
Field Liaison and Integration	Ensure that TSMO construction and design standards are being applied to TSMO projects. Support Statewide and Regional integration efforts.	Unmet (Other DOT)	Construction Manager
Maintenance Supervisor	Supervise maintenance activities on TSMO operations throughout the state. Manage inventory of TSMO hardware to maintain operational efficiency throughout the state.	Met (TSMO)	Signal / Electrical Technician
Signal Shop	Perform maintenance tasks on TSMO hardware across the state.	Met (TSMO)	Signal / Electrical Technician



Table 6: Conceptual ALDOT State TSMO Organization – Operations Department (Section B)

Operations Department				
Functional Role	Responsibilities	Need	Discipline	
Traffic Incident Management Supervisor	Lead development and implementation of Statewide TIM policies and procedures. Manage TIM training program (coordinated with ETO training program). Lead liaison to emergency management.	Met (TSMO)	Civil / Traffic Engineer	
RTMC Operations	Monitor and support RTMC operations. Develop standard operating procedures to meet TIM operational objectives.	Met (TSMO)	Dispatching Professional	
Alabama Service and Assistance Patrol (A.S.A.P.)	Manage A.S.A.P. performance metrics. Lead A.S.A.P. expansion.	Met (TSMO)	Safety Service Patrol Professional	
Emergency Transportation Operations Supervisor	Lead development and implementation of Statewide ETO policies and procedures. Manage ETO training program (coordinated with TIM training program). Lead liaison to TIM.	Met (TSMO)	Civil / Traffic Engineer	
Special Events	Develop, implement, and support active standard operating procedures, policies, and decision support systems to manage special event operations.	Unmet (Contractor)	Civil / Traffic Engineer	
Weather	Develop, implement, and support active standard operating procedures, policies, and decision support systems to support inclement weather or evacuation operations.	Unmet (TSMO)	Civil / Traffic Engineer	
Mobility Supervisor	Lead development and implementation of Statewide mobility policies and procedures. Support Regional mobility initiatives. Lead liaison to partner departments for collaboration.	Unmet (TSMO)	Civil / Traffic Engineer	
Work Zone Management	Lead development and implementation of Statewide work zone management (including smart work zone) policies and procedures. Support Regional coordination of work zone management of large-scale construction. Lead liaison for traveler information integration.	Unmet (Other DOT)	Road Safety Professional	
Traffic Engineering	Develop, implement, train, and support active standard operating procedures and policies for consistent traffic signal timing. Manage re-timing program.	Met (TSMO)	Civil / Traffic Engineer	
Regional Traffic Operations Program (RTOP)	Support RTOP deployments throughout the State. Track operational benefits and opportunity for improvement.	Unmet (Contractor)	Civil / Traffic Engineer	
Traveler Information Supervisor	Manage traveler information systems and integration. Support Regional traveler information initiatives. Lead liaison to partner departments for collaboration.	Met (TSMO)	Public Relations and Communications Professional	



Table 7: Conceptual ALDOT State TSMO Organization – Systems Department (Section B)

Systems Department				
Functional Role	Responsibilities	Need	Discipline	
Network Communications	Support in development of quality products list (QPL) and special provisions for network equipment. Develop SOPs, standard configurations, and change practices. Lead development and implementation of Statewide Communications Plan. Support Regional technical needs. Liaison with IT for integration and security adherence.	Unmet (Other DOT)	Information Technology Professional	
Data	Manage data governance and guidance. Support performance measure objectives and data driven processes. Manage user groups and training resources.	Unmet (Contractor)	Statistician / Data Scientist	
Hardware	Ensure that TSMO hardware meets statewide specifications. Support procurement of new technology to ensure security and system requirements adherence.	Unmet (TSMO)	Electrical Engineer	
Software	Collaborate with partners to understand software needs and support efficient integration. Identify where software consolidation can provide efficiency.	Unmet (Other DOT)	Computer Scientist	

Table 8: Conceptual ALDOT State TSMO Organization – Emerging Technologies Department (Section B)

Emerging 7	Emerging Technologies Department			
Functional Role	Responsibilities	Need	Discipline	
Connected Automated Vehicle (CAV) Specialist	Technical specialist. Stay abreast of national practices and advances. Liaison to elected officials to support CAV deployment. Develop CAV policies and standards on a statewide level.	Unmet (TSMO)	Civil / Traffic Engineer or Other	
Infrastructure Impacts Specialist	Evaluate impacts and benefits of TSMO Program deployments and initiatives. Support to Regional partners for evaluation.	Unmet (Contractor)	Data Scientist	

Refinement of Regional TSMO Organizations – Senior Leadership (C1)

Beyond definition and refinement of a statewide TSMO organization, the ALDOT Regional TSMO organizational structure should also be refined to support the goals and objectives of the Statewide TSMO Program. This refinement will provide a consistent organizational framework for TSMO regional departments to enable peer-to-peer collaboration between regions for the benefit of statewide operations. In addition, it will ensure that regional TSMO organizations have the right blend of staff focus areas to manage and maintain successful TSMO operations.



Figure 6 depicts the recommended regional framework, consistent with Figure 5, *Leadership and Organizational Structure Section A*. The Region TSMO Engineer will report to the Assistant Region Engineer(s), who reports to the Region Engineer. The Region TSMO Engineer role currently exists as a function within the ALDOT organization, but it may not be a formalized role in all regional organizations – it is recommended that this role be formalized.

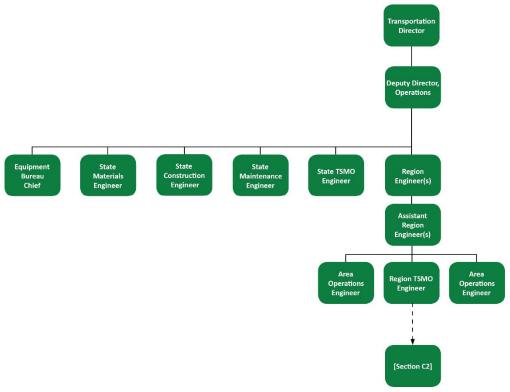


Figure 6: Conceptual ALDOT Regional TSMO Organization – Senior Leadership (Section C1)

Refinement of Regional TSMO Organizations – Supporting Staff

Similar to the state TSMO organization, the regional TSMO organizations are envisioned to be comprised of a formalized Region TSMO Engineer who is supported by department-specific managers for the following departments: Programs, Engineering, Operations, Emerging Technologies, and Systems. Also similar to the state TSMO organization, each of these departments is further supported by section staff in roles relevant to the department. For instance, the Programs Department consists of a Planning Supervisor, Safety Supervisor, and Funding Supervisor—these roles are considered section supervisor managers. Within each regional section, functional roles have been defined (as applicable) to further support regional section and department goals and objectives. In addition, the regional organization includes Regional Traffic Management Center (RTMC) and Alabama Service and Assistance Patrol (A.S.A.P.) operational support which is recommended to be varied by need.

Because each region's TSMO maturity and needs are unique, the organizational structure at the regional level must be scalable and flexible (regarding the number of people in each defined position as well as the potential to consolidate multiple roles into a single professional's responsibilities) to be leveraged across all 5 regions. For example, the West Central Region is currently the only region with a Regional Traffic

Operation Program (RTOP). However, as the benefits and efficiency of this program are realized, it is recommended and expected that future RTOPs be implemented across the state.

It should be noted that recognizing limited funding availability within ALDOT, all these roles may not be staffed as ALDOT employees and may instead be contracted to quality professionals and consultants (as indicated with navy blue boxes).

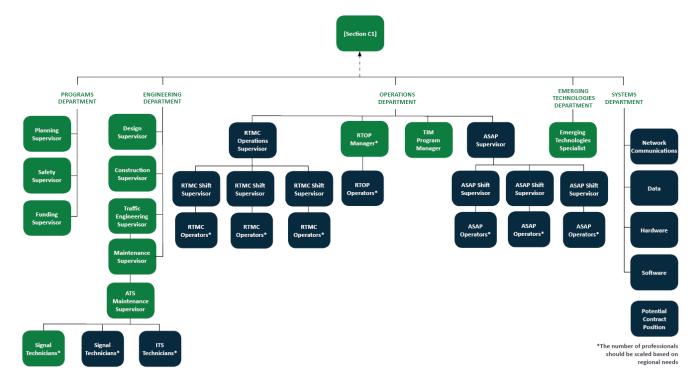


Figure 7: Conceptual ALDOT Regional TSMO Organization – Supporting Staff (Section C2)

Additional Leadership and Organization Recommendations

In addition to leadership and organizational structure recommendations for the ALDOT state and regional departments, the following high-level recommendations also have been identified during the development of the Statewide TSMO Master Plan.

The TSMO departments, sections, and supporting staff will need to be adequately trained to perform their respective roles. To ensure that staff is well-equipped to perform the various functions needed at all levels of organization, ALDOT should develop and implement an ongoing TSMO training program. As discussed in a later section, this training program should be conducted formally at least quarterly, with topics covering:

- Signal Timing
- Signal Hardware
- Performance Management
- Traffic Incident Management



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- Work Zone Management
- Evacuation Management
- Emergency Weather Response and Management
- New and emerging technologies, including CAV
- Data tools to support operations
- Advanced corridor management and operations
- Other identified training needs

In addition to training targeted at specific roles and functions, it is critical to cross-train TSMO staff in each of the above subject areas. Cross-training promotes TSMO integration and helps to ensure that knowledge-base is retained despite individual staff turnover. Furthermore, it is recommended that succession planning be elevated in importance with increased focus on documenting standard operating procedures (SOP), key contacts, lessons learned, etc.

To minimize staff turnover, it will be essential to the ALDOT TSMO program to focus on technical career path mobility because TSMO roles and functions are typically more highly specialized which can create challenges within a traditional agency promotional structure. Clearly defined roles and responsibilities, as outlined with the recommended leadership and organization structure, can help support technical staff promotion by reinforcing the important role each staff member plays in the TSMO program as well as help provide clarity on the influence and dependencies related to the technical skills being provided.

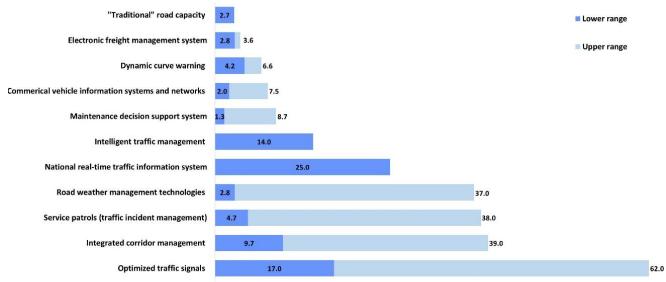
Clear expectations of the knowledge, skills, and abilities needed to perform each role can help ensure the right person is placed in the most appropriate role within the organization. Similarly, by establishing expectations for the knowledge, skills, and abilities for each role, the ALDOT TSMO program can work toward defining pay scales commensurate with these expectations. Appropriate pay scales are another important element to ensuring staff retention.

Table 9: Leadership and Organization

Leadership and Organization			
6	Reorganize statewide work chart structure to increase the opportunity for TSMO collaboration by the State TSMO Engineer and supporting organizational structure.	A, C	
7	Develop and implement an ongoing TSMO training program. Topics to include: signal timing, signal hardware, performance management, incident management, work zone management, evacuation management, and others as required.	S, M, A, C	
8	Encourage technical staff retention: Clearly define roles and responsibilities; Identify and create job titles with appropriate knowledge, skills, and ability; Provide pay commensurate with knowledge, skills, and ability.		
-	- Clearly define roles and responsibilities.		
-	- Identify and create job titles with appropriate knowledge, skills, and ability.		
-	Provide pay commensurate with knowledge, skills, and ability.	S, M, A	
9	Cross-train critical positions to better secure knowledge and functionality for staff changes.	S, M, A	
	S=Safety M=Mobility A=Accountability C=Collaboration I=Innovation		

5.1.3 TSMO Program Support

TSMO programs and deployment strategies have demonstrated performance success in making safer and more efficient use of existing infrastructure and doing more with less financial investment. Traditional capacity expansion, i.e. roadway widening, offers about 3 times the benefit versus the investment, whereas, typical TSMO strategy deployments have been found to offer significantly higher ranges as shown in the chart below.



SOURCE: Intelligent transportation systems, Capitol Research, Council of State Governments, April 2010; Transport for London, 2007; Intelligent transportation systems benefits, costs, deployment, and lessons learned desk reference: 2011 update, US Department of Transportation, September 2011; Urban mobility plan, Seattle Department of Transportation, January 2008; McKinsey Global Institute analysis

Figure 8: TSMO Deployment Strategy Benefit: Cost Ratio Ranges

Supporting Alabama's TSMO program financially and administratively is the most efficient way to achieve statewide transportation safety, mobility, and sustainability goals.

Funding Support

Currently, TSMO strategy deployments, programs, and systems are funded through a number of different resources. The primary funding mechanism for TSMO strategies is allocated from the maintenance budget. Additionally, deployments are sometimes integrated within larger traditional transportation projects, special grants, or through partner agencies. Because maintenance funding allocations are partially dependent upon weather and unforeseen influences, this can cause challenges to the operations and management of a program.

Alabama's approach to funding TSMO strategies is similar to other state agencies throughout the nation, using multiple funding sources based on the specific project or opportunity. There is a recent trend of allocating dedicated funding for TSMO strategies and systems in addition to traditional means of funding. Georgia, Wisconsin, North Carolina, Michigan, etc. all have funds specifically budgeted for supporting TSMO-related programs and/or deployments.

It is recommended that a dedicated funding stream be allocated to support the TSMO program development and needs. It is recommended that current practices of identifying joint funding opportunities continue to be encouraged and enhanced through the recommended development of

collaborative processes and integration of the TSMO culture. Furthermore, it is recommended that all funding sources and their general processes for allocation (i.e. state, federal, grants, private partnerships, etc.) be identified and defined as a resource for TSMO engineers and staff to better take advantage of funding opportunities.

Leadership Support

The influence and effect of senior leadership on the department cannot be overstated. It is critical that senior leadership within the Department offer support of the TSMO program, process, and culture of collaboration. It is recommended that state and regional leadership show their support through involvement in meetings and events when possible. One of these opportunities for involvement could be through a recommended annual TSMO summit in which a program update would be provided; project highlights; technology insight; and lessons learned.

Table 10: TSMO Program Support

Pr	Program Support		
10	Allocate dedicated funding source to support TSMO program development and needs.	S, M, A	
11	Define and seek all available funding sources (i.e. state, federal, grants, private partnerships, etc.) and general processes to help staff implement TSMO projects.		
12	Encourage state and regional leadership support through involvement.		
13	Facilitate annual TSMO Summit to include: TSMO Program update; project highlights; technology insight; and lessons learned.		
	S=Safety M=Mobility A=Accountability C=Collaboration I=Innovation		

5.2 PROGRAMMATIC PROCESSES

The successful management of any program requires a systematic approach to defining, evaluating, and implementing projects, policies, and processes. The following programmatic processes are recommended to ensure that resources are allocated in the most efficient and effective manner possible, creating accountability through demonstration of data-driven decisions and fiscal responsibility.

5.2.1 Project Development

The transportation industry is constantly changing with advancements in technology. The ability to be flexible and proactive, and to take advantage of technological advancements, is even more critical today with the onset of connected/automated vehicles and an expectation of mass amounts of readily available data. ALDOT is anticipating a rapidly changing environment by shifting program processes to address needs based on current technologies and using innovative strategies. It is recommended that ALDOT take a multi-faceted, integrated approach to project implementation; considering opportunities for collaboration and enhancement in addition to dedicated TSMO programming.

An annual cycle of project development and project consideration at the regional level is recommended. At the regional level TSMO engineers will consider the present and 5-year horizon needs based on a review of current data to determine best strategies to address these needs. It is further recommended that



regional TSMO engineers engage other departments, regional staff, MPOs, RPOs, and local agencies to seek opportunities for collaboration or shared efficiencies. It is recommended that there be a formal collaborative process established to integrate TSMO strategies with the State Transportation Improvement Program (STIP). For example, traditional surface transportation type projects should be considered to determine if a potential relatively low cost TSMO deployment should be added to optimize safety and/or mobility, offering enhanced benefits of an investment.

Resources should be developed and updated annually to assist regional TSMO engineers such that project development can be as efficient and effective as possible. These resources may include access to current and compiled statewide crash data, National Performance Management Research Data Set (NPMRDS), weather information, cost information, etc. Each region may have slightly differing perspectives and needs and are likely require region-specific projects, programs, and deployment densities. The following project deployment guidelines have been developed to assist regional project development such that a level of consistency can be implemented to the project development approach across the state. The following project development approach consists generally of: analyzing data to identify needs, considering a range of deployment strategies, identifying potential opportunities for collaboration, and determining if the project is a wise investment.

Project Development Guidelines

TSMO Project Deployment guidelines have been developed to provide direction and guidance for ALDOT at a statewide level. The following project deployment guidelines reflect the region's strategic approach to expansion. The guidelines themselves are aligned with initiatives included in the 2015 ALDOT Strategic ITS Business Plan.

In general, it is recommended that needs be analyzed and organized based on the following criteria:

- Safety (A)
- Mobility (B)
- Facility Type (C)

- Weather (D)
- Other Considerations (e.g., stakeholder input, existing facilities, project cost, partnership opportunities)

The following chart (Figure 9) is used to determine the deployment approach depending on the criteria mentioned above. The letters (A, B, C, or D) are used to associate the criterion with the data resource or map, which allow the user to understand the relative need within each category. The following subsections provide a small image of relevant statewide resource maps; full-size statewide and regional resource maps as well as specific for data analyses can be found in the Appendix.

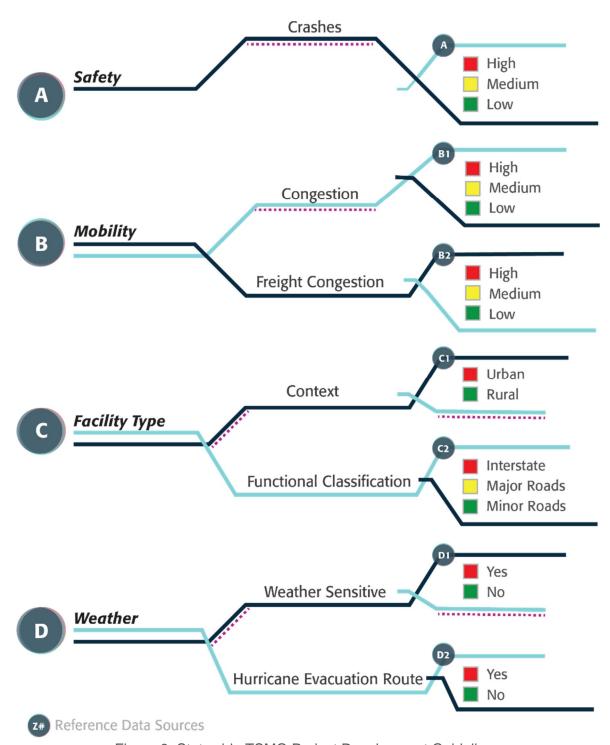
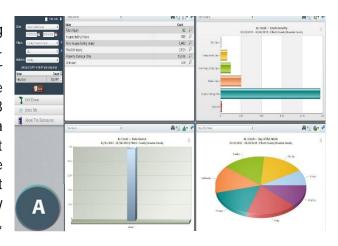


Figure 9: Statewide TSMO Project Development Guidelines

A: Safety

Considering where safety concerns exist and developing potential solutions to address these concerns is paramount. ALDOT's Safety Operations Program, as a part of their database, regularly updates crash data. The data is available through an online dashboard called Advanced, dated 2013 through current. An example of the CARE crash data interface is shown at right with Houston County queried. It is recommended that regional TSMO engineers analyze current crash data each year to guide in project development. Example project recommendations may include; A.S.A.P. expansion, increased camera coverage, expanded TMC support, etc.



B: Mobility

B1: Congestion

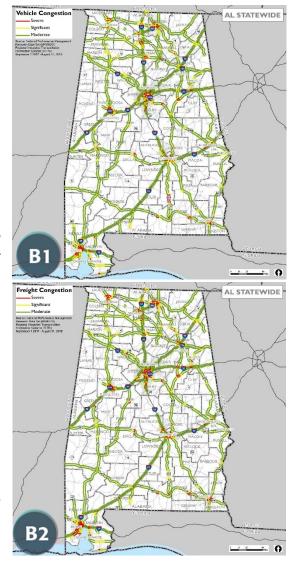
Mobility is directly correlated to congestion levels and is a key consideration for project development. It is recommended that the NPMRDS be utilized to identify corridors of regional significance that have a higher-than-average level of congestion. One year of data was pulled for all corridors from September 2017 to September 2018. The Massive Data Downloader Tool was used to generate reports that included Travel Time Index (TTI). An analysis of the data was completed to determine average relative congestion along each corridor. The following TTI thresholds based on research completed by the University of Alabama (Congestion Quantification Using the National Performance Management Research Data Set (Sisiopiku, Rostami-Hosuri, 2017)) were selected to reflect user perceptions of congestion and its impact on their travel times and are summarized as follows:

- 1.10 < TTI < 1.50 moderate congestion
- 1.50 < TTI < 2.00 significant congestion
- TTI > 2.00 severe congestion

These ranges of travel time indices were used to correlate to Low, Medium, and High congestion needs for both vehicular and freight congestion.

B2: Freight Congestion

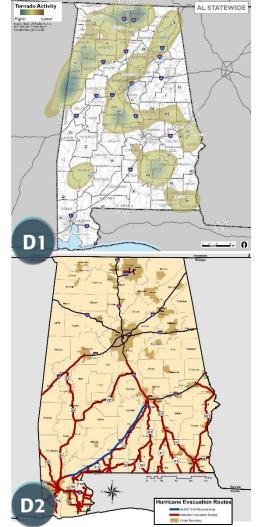
Freight mobility is a significant consideration for the state's economy and industry. Therefore, it is recommended that freight mobility be considered like the mobility analysis described above.



STATEWIDE TSMO MASTER PLAN







C: Facility Type

C1: Context

Context of the roadway—whether urban or rural—plays a role in determining the most effective deployment strategy. For example, corridors in urban areas may require a more significant level of deployment based on the volume and congestion more likely experienced in these areas (see Appendix for map).

C2: Functional Classification

Functional classification is a traditional method for departments of transportation to categorize roadways based on traditional operational characteristics. Understanding the classification of a roadway can highlight the role that it plays in the system and help overall prioritization of deployment. The level of access control is also considered in this category.

D: Weather

D1: Weather Sensitive

During extreme weather events, transportation operations and motorist safety can be compromised. Weather conditions that may have a higher impact on the traveling public require a specific mitigation strategies and tools. For example, flood hazard areas and tornado-prone areas may require expanded TSMO deployment to better manage impacts from extreme weather events. Tornado activity is shown in this section; additional statewide and regional tornado and flood hazard maps are shown in the Appendix.

D2: Hurricane Evacuation Routes

Major corridors that allow rapid travel from the coasts inland are identified in hurricane-prone areas and are designated as Hurricane Evacuation Routes (map from ALDOT). These corridors are likely candidates for high device deployment density to best serve critical operations and safety in the case of an extreme weather event. It is anticipated that these devices will support corridor management systems such as contraflow, reversible lanes, or other unique strategies based on the specific need.

Field Deployment Density Guidelines

Field deployment density guidelines have been developed to provide direction and guidance for ALDOT at a statewide level. These field deployment density guidelines are primarily focused on ITS and communications which is only one set of strategies available to address needs. It is critical to consider a range of potential strategies to address needs. For example, if a large employment center experiences reoccurring congestion, one potential solution may be to consider managing the demand and work with the employers to stager shift changes; this strategy is significantly more cost effective rather than expanding capacity through roadway construction.

The TSMO Project Development Guidelines are intended to provide context and direction at a high-level to the area or corridor of consideration; it is expected that all locations and projects may not fall within these parameters. Likewise, it is up to the TSMO project developer to assess each of the criteria and determine the appropriate low-, medium-, or high-deployment need. For example, safety may be found to be a high need where congestion, facility type, and weather may be considered low. In this case, it would be likely that the TSMO project developer would consider high-density applications due to their understanding and professional judgement of the high-safety need.

Deployment of CCTV, Communication, DMS, Automatic Safety Warning Systems, and/or detection should follow deployment density guidelines as outlined below (Figure 10) and as aligned with the criteria presented in the Statewide TSMO Project Development Guidelines. DMS or Automatic Safety Warning Systems, for example, would be spaced at strategic decision-making points or site-specific locations with identified need. Camera deployments may have low deployment density for strategic locations, while full-coverage may be required for high-density applications. Similarly, Communication infrastructure may have low density in areas that simply require connectivity, whereas fiber would be preferred for high-density deployment applications.

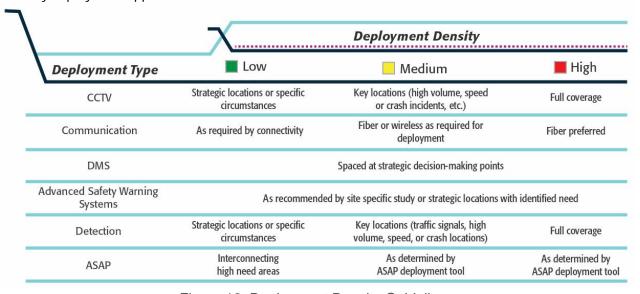


Figure 10: Deployment Density Guidelines

It is important to note that these guidelines are not absolute – meaning there may be specific circumstances or strategic endeavors outside of these guidelines where it makes sense to deploy TSMO strategies. For example, if an opportunity for collaboration is identified along a corridor that has existing fiber infrastructure, it may make sense to deploy a camera along a less-traveled facility if there are additional benefits received from State Highway Patrol (SHP) partners or cost share agreements for installation. It should be noted that even if the capital costs of a deployment are covered from a partnering source, consideration is still needed to determine if the benefit of the deployment is worth the cost associated with management, operations, and maintenance.

Data Resources

The data driven project development approach will ensure that ALDOT is focusing on the most critical areas throughout the State. Vast amounts of data are currently available and will continue to become increasingly available as we move to a world of big data and big data analytics. By establishing a methodology of project development led by data, ALDOT will have the opportunity to continuously advance the process as the accuracy and ease of access to that data becomes increasingly improved. It is recommended that a data resource cycle be established on an annual basis to pull updated data and consider potential new data resources.

State Transportation Improvement Program (STIP) Integration

As mentioned in the TSMO Integration section above and further defined in the Program Cycle below, integration with the STIP project development cycle is recommended to identify opportunities for collaboration and efficiencies. To support this integration with the STIP, it is recommended that a 5-year resource cycle update be developed and implemented to include: communications plan, performance measures, and project development guidelines. This will provide the critical data resources and guidelines that are reflective of the current environment.

Table 11: Project Development

Project Development		Goal
14	Engage other departments, regional staff, MPO, RPO, and local agencies in TSMO project development.	S, M, A, C
15	Utilize Statewide Deployment Guidelines.	S, M, A
16	Develop and implement an annual data resource cycle update to include: National Performance Management Research Data Set (NPMRDS); AADT; TADT; crash; and event centers.	S, M, A, C
S=Safety M=Mobility A=Accountability C=Collaboration I=Innovation		



5.2.2 Project Evaluation

The ALDOT faces growing challenges addressing increasing needs with decreasing funding resources. This heightens the importance of how projects are evaluated and prioritized for funding. The following project evaluation recommended methodology has been developed to clearly and objectively allocate funding resources based on data driven decisions and critical needs throughout the state.

Project evaluation criteria have been developed within the framework of the statewide TSMO goals and are consistent with the deployment guidelines described above. This framework relies on relative prioritization of the plan goals, with weighting as outlined below.

- Safety (35%)
- Mobility (30%)
- Accountability (15%)
- Collaboration (10%)
- Innovation (10%)

Based on stakeholder input, departmental direction, and technical analysis, the weighting scale for this framework was designed with the understanding that all these goals are important to project as well as system success. It is possible that over time, the relative weighting of each of these elements may change as some priorities shift due to system maturity and other evolving conditions.

The relative weighting of each plan goal is comprised of criteria scores designed to support plan objectives. Each criterion has a corresponding data-based (quantitative and/or qualitative) assessment, which was derived based on known available data, process, and guidance designed through the Statewide TSMO Master Plan process. As part of plan implementation, as well as for future planning efforts, regional TSMO staff would leverage this framework to develop and evaluate potential projects within their region to produce a list of recommendations that can be evaluated and prioritized at the statewide level for implementation. It is recommended that a project application and evaluation cycle be developed and implemented annually.

A TSMO project evaluation tool has been developed to assist in the prioritization process, providing a transparent, consistent, data driven approach to allocating funds. The Excel-based tool compiles project specific user responses and ranks them relative to the established weighted criteria. It should be note, that the deployment guidelines and evaluation criteria are largely dependent upon the same data resources, thus encouraging use of the deployment guidelines and making efficient use of resources. Each project will be evaluated relative to the project specific need. The analysis and maps referenced in the previous deployment guidelines section will be used to score each criterion. The following criteria are considered within each goal category:



Safety

Of the plan goals, safety accounts for 35% of the total prioritization score and is an important element of project evaluation. Data available for safety evaluation includes review of project extents in the most up to date eCrash data mapping. High crash rates along the project corridor would score higher than low crash rates, for example. Additional safety scoring is based on whether the project is an identified Evacuation Route, in a Weather Sensitive area, or on a Freight Corridor, as identified in the samples of relevant maps in the Project

Table 12: Safety (35%)

SAFETY (35%)					
Criteria	Data source	Response	Score	Aggregate Weight	
Crash	Map - eCrash data	High/Med/Low	3/2/1	28%	
Evacuation Routes	Map/Routes	Y/N	1/0	2%	
Weather Sensitive	Map/State Report	Y/N	1/0	2%	
Freight Corridor	Map - NTAD	Y/N	1/0	3%	

Development section of this report; data and maps will be updated annually for best results.

Mobility

Mobility impacts will consider criteria Table 13: Mobility (25%) including project's organizational impact, or the sphere of influence the project will provide, whether that is statewide, a regional or local-only impact. Congestion and Freight Congestion mapping with RITIS (AADT) data will be updated annually to help identify if the project is within a high-, medium-, or lowcongestion area, or freight-congestion area. Designation as urban versus a rural provides a small component of the mobility assessment and can be identified corridor map identifying urban and rural routes.

MOBILITY (25%)					
Criteria	Data source	Response	Score	Aggregate Weight	
Congestion	Map - RITIS (AADT)	High/Med/Low	2/1	23%	
Freight	Map - RITIS (TAADT)	High/Med/Low	3/2/1	5%	
Urban vs. Rural	Мар	Urban/Rural	3/2/1	1%	
Organizational Impact	Known by applicant	Statewide/ Regional/ Local	3/2/1	2%	

Accountability

Evaluation related to accountability includes an assessment of benefit/cost analysis per a scoring methodology described in the Appendix. The applicant include maintenance must and operations provisions to be eligible for scoring criteria for this category; resources such as available funding must have been identified to qualify. Performance measures of the project are to be prepared by the applicant project to evaluate the project post-

Table 14: Accountability (20%)

ACCOUNTABILITY (20%)					
Criteria	Data source	Response	Score	Aggregate Weight	
Benefit/Cost	See Appendix	High/Med/Low	3/2/1	6%	
Maintenance and Operations	Known by applicant/ App. process	Resource Identified/Funding Available	2/1/0	6%	
Performance Measures	Known by applicant	Y/N	1/0	3%	

implementation to enable ALDOT to track progress toward TSMO objectives.

Collaboration

Collaboration is important for overall Table 15: Collaboration (15%) ALDOT TSMO program success. Areas with high potential for collaboration and coordination, such as hubs, local/regional activity centers, are strategic areas where projects can provide high impact and further ALDOT TSMO program success. Additional collaboration from a funding perspective either through public partnerships, or

COLLABORATION (15%)						
Criteria Data source Response Score Aggregate Weight						
Hubs	Known by applicant	Y/N	1/0	4%		
Public Partnership	Known by applicant	Y/N	1/0	3%		
Private Partnership	Known by applicant	Y/N	1/0	3%		

private partnerships, can enable greater reach and program success through joint-venture funding and coordination.

Innovation

Innovation will continue to be an Table 16: Innovation (10%) element of any future important endeavor. Future technologies, including enhanced Traffic Management System Support via integration with the latest Statewide Communications Infrastructure will be for any large-scale project deployment. Likewise, continuing to encourage and design projects for Multimodal options and/or CAV Support will better enable ALDOT to adapt to changes in travel patterns and travel technologies.

INNOVATION (10%)					
Criteria	Data source	Response	Score	Aggregate Weight	
Traffic Management System Support	Known by applicant	Y/N	1/0	6%	
CAV Support	Known by applicant	Y/N	1/0	6%	
Multimodal	Known by applicant	Y/N	1/0	3%	



Pr	Project Evaluation				
17	Develop TSMO project application.				
18	Implement an annual TSMO project application cycle.				
19	Implement the TSMO Evaluation Process.				
20	Provide TSMO project application and evaluation process training.				
	S=Safety M=Mobility A=Accountability C=Collaboration I=Innova				

5.2.3 Systems Engineering

The systems engineering (SE) process is a proven approach to developing technology implementations such as ITS or TSMO projects. The process includes several key steps that consider the full lifecycle of the proposed project (from planning through operations, maintenance, and eventually replacement). Both the FHWA and the Federal Transit Administration (FTA) have formally adopted regulations requiring that "[a]II ITS projects funded by highway trust funds shall be based on a systems engineering analysis." The SE process has been shown to decrease risk, reduce schedule and budget overruns, and deliver final systems that meet the initially outlined objectives of the system.

The systems engineering process recommended for use in Alabama follows the approach defined in the *USDOT Guidebook for Systems Engineering for Intelligent Transportation Systems*. The process is depicted in the "V" diagram and is shown in Figure 11.

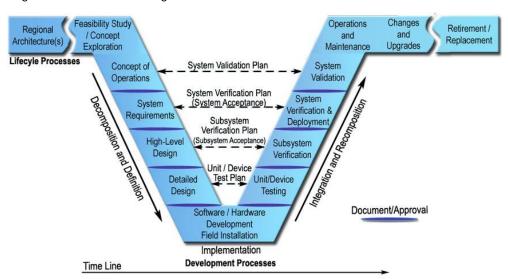


Figure 11: Systems Engineering "V" Diagram

Source: USDOT Systems Engineering for Intelligent Transportation Systems, January 2007

The first step mentioned in the systems engineering process references regional architectures. This is a process by which existing systems are defined and interoperability relationships within an agency are identified. Recent upgrades and capabilities supporting connected and automated vehicles have been

added to the ITS Architecture software provided and required for use by FHWA. It is recommended that ALDOT update the statewide ITS Architecture with current software ARC-IT, RAD-IT, and SET-IT.

The systems engineering process will guide project managers through each of the defined engineering steps. Each of the ALDOT regional TSMO plans that have been prepared provide a basic systems engineering framework recommended for use within that region. It is recommended that ALDOT consider these frameworks and prepare high-level TSMO systems engineering guidance based on the type of system being considered: existing system, existing system modification, new system deployment.

It is further recommended that a Statewide Configuration Management Plan and an Asset Management Plan be developed and implemented. The implementation of standard configurations and asset management will support consistent, efficient operations and maintenance of systems and allow for greater optimization; realizing added value in existing and new systems throughout the state. In addition, standardization of configurations and asset management will allow systems to be better secured.

Table 18: Systems Engineering

Sy	stems Engineering	Goal				
21	Update ITS Architecture with current software ARC-IT, RAD-IT, and SET-IT.					
22	Develop and implement Statewide Configuration Management Plan.					
23	Develop and implement Statewide Asset Management Plan.					
24	Provide TSMO deployment systems engineering guidance.					
-	Existing System Deployment Process.					
-	- Existing System Deployment Modification Process.					
-	New System Deployment Process.					
	S=Safety M=Mobility A=Accountability C=Collaboration I=Innovation	1				

5.3 CONTINUOUS TSMO PROGRAM SUCCESS

5.3.1 Culture of Collaboration

As previously noted, TSMO relies on integration and coordination for success. As ALDOT advances its TSMO program, fostering a culture of collaboration will be essential for this integration and coordination to take place. This collaborative culture will need to be fostered both internally and externally.

For internal collaboration, FHWA advises that embedding TSMO is a key priority within an agency and this embedment generally requires the integration of TSMO into other agency functions, plans, and programs, which may include Planning, Programming/Funding, Project Development/Design, and Maintenance and Asset Management. FHWA further delineates how TSMO can be integrated within these various functions²:

- Planning The TSMO program should support the goals and objectives in the agency's longrange transportation plan and serve as a basis for identifying these objectives and priorities.
 TSMO thinking and TSMO strategies should permeate all relevant planning documents, including freight plans, bicycle/pedestrian plans, and safety plans. The strategic objectives of the TSMO program plan also should be integrated into corridor plans, and sub-area planning.
- Programming/Funding The TSMO program's priorities should be integrated into investment and funding decisions, including integration into the TIP and STIP.
- Project Development/Design TSMO needs to be considered at the project level when considering both project design and strategies to incorporate into a project (e.g., transit signal priority, dynamic lane control, demand management).
- Maintenance and Asset Management TSMO needs to consider how its assets (including ITS equipment, transportation management centers, etc.) are maintained and replaced over their life-cycle.

Integration of TSMO within ALDOT will help further support this internal collaboration, and integration can be further supported with internal educational materials disbursement, such as via a TSMO-specific website, as well as regular CMM assessments that include action plans that include necessary partnerships to address critical needs.

For external collaboration, FHWA advises that for TSMO to permeate an agency, TSMO considerations must be integrated into processes and procedures used throughout an area or region, such as other types of transportation planning studies. As an example of this collaboration, FHWA cites Caltrans' collaboration and integration efforts that include conducting forums where Caltrans District staff meets with MPOs and other regional partners to advance mutual priorities. ALDOT is currently hosting similar meetings, called "TSMO Leaders Workshops," which should continue on a regular basis and include a diversity of stakeholders and partners—both internal and external—to further foster the culture of collaboration needed to advance ALDOT's TSMO goals.

²² FHWA, Developing and Sustaining a Transportation Systems Management & Operations Mission for Your Organization: A Primer for Program Planning, https://ops.fhwa.dot.gov/publications/fhwahop17017/ch6.htm

Table 19: Culture of Collaboration

Cı	ılture of Collaboration	Goal		
25	Continue quarterly TSMO Leaders Workshops. Rotate stakeholder invitees from other ALDOT Departments.	С		
26	Develop an ALDOT TSMO Website with: TSMO overview, educational materials (brochures, service layer plans, presentation materials), program overview, key performance measures, key contacts, roles and responsibilities, resources, etc.			
27	Complete basic CMM assessment on an annual cycle. Develop an action plan to address the most critical needs on a biennial basis.	A, C		
	S=Safety M=Mobility A=Accountability C=Collaboration I=Innovation	l		

5.3.2 Performance Measurement

The Moving Ahead for Progress in the 21st Century Act (MAP-21) bill, passed in June 2012, formally established the practice of performance-based planning and programming to support decision-making in transportation management and operations. Theses performance measurement requirements provide greater consistency in reporting with a focus on safety and mobility. In addition, there is a stated expectation that performance data will be used to inform operations, planning, and programming decisions. For safety, these metrics focus on reducing fatalities and serious injuries while for mobility, they focus on interstate reliability and excessive delay. TSMO performance measures are required to be in line with the goals of MAP-21 and those agencies that do not meet self-established goals are subject to constraints on future funding. Furthermore, using data to drive management and operations is basic good practice; making it possible to optimize performance and be as efficient as possible within the given constrains of an area.

ALDOT has been moving in the direction of integrating performance measures into programming, management, and operations—reviewing incident clearance times, focusing on high crash and congested

areas, etc. The recommended methodologies of project development and prioritization will also establish data-driven practices. It is further recommended that ALDOT develop performance measurement goals and develop resources to facilitate optimization systems and processes. Current performance measure trends and initiatives that are being implemented throughout the nation include:

- Corridor mobility and reliability
 - o travel time
- TIM measures
 - response times
 - clearance times
 - o secondary crashes



Example Performance Measures
Website from Ohio DOT

This will require an investment of resources to develop tools to measure the performance of assets. In some cases, crashes for example, tools are currently developed with a process for maintaining data; however, there will still need to be consideration of how this data can be efficiently retrieved, analyzed, and processed to guide decisions. It is recommended that tools be developed at a statewide level for the use of regional TSMO engineers. This will promote consistency, efficiency, and quality of the data.

It is recommended that regional TSMO engineers lead an effort to develop regional performance measurement goals within each of their regions—what are key focus areas within each region that need to be addressed; what is the performance metric that can be considered to measure the progress against these goals? These goals should be used to guide project development and focus investments. It is expected that continual assessment of performance will offer insight on how best to optimize performance; therefore, it is recommended that goals be annually reconsidered to make sure current practices and recommendations are still relevant. It is recommended that an annual Statewide TSMO report demonstrating program success, challenges, status, and goals for the coming year.

Benefits Analysis

It is recommended that performance measures data be used to provide an estimate of program benefits, including sustainability. Estimation of benefits is a powerful way to communicate the value of TSMO strategies and deployments which are more difficult to tangibly show. However, analysis is not an exact science, assumptions are formulated and applied in a consistent method to most accurately anticipate what has been or will be realized. As performance measures data accuracy and availability increases, so does the quality of benefits estimation.

The basic methodology typically involves considering a similar deployment or system that has a published evaluation of tested results and scaling according to project/system specific data elements. U.S. Department of Transportation (US DOT) maintains a clearinghouse of ITS related cost and benefits information that has been developed over



TOPS-BC Website from FHWA

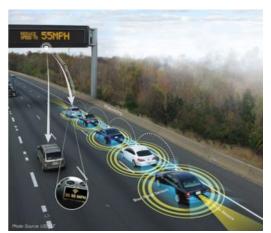
many years (https://www.itsbenefits.its.dot.gov/its/benecost.nsf/ByLink/BenefitsAbout). This clearinghouse is an extensive resource of information for ITS and TSMO strategy deployments. Additionally, FHWA has developed the Tool for Operations Benefit Cost Analysis (TOPS-BC), which guides the user through the estimation of benefits of a specific deployment.

Both resources provide an extensive amount of information, however, can be labor intensive to use and dependent on data that may or may not be readily available for ALDOT users. It is recommended that simplified benefit and sustainability resources be developed to support ALDOT TSMO reporting. In addition, it is recommended that the resources be integrated to support the project prioritization methodology as described on the previous page.

Pe	erformance Measurement	Goal			
28	Develop performance measurement goals and resources to facilitate optimization systems and processes (mobility, safety, reliability, incident response).				
29	Develop regional performance measurement goals within each region.				
30	Integrate performance measurement considerations into standard development, management, and operating practices.				
31	Review data practices annually for enhancement, quality improvements, and efficiencies.				
32	Develop simplified benefits analysis resources.				
33	Develop simplified sustainability analysis resources.	Α			
34	Demonstrate program success through an annual report providing status related to program maturity, performance measures, benefits and sustainability analysis, etc.				
	S=Safety M=Mobility A=Accountability C=Collaboration I=Innovation	n			

5.3.3 Innovation

We are entering a time when advanced computing, sensors, and telecommunications technology are transforming automobile and road-based surface transportation. With these advancements come important policy, legal, investment, and research decisions that governments must consider. As connected and automated vehicle (CAV) advancements expand daily and are introduced into existing transportation systems, certain questions become increasingly pertinent: Is Alabama ready? Can we address safety regulations while simultaneously leveraging opportunity? Can we prepare our workforce, the legal community, and the public for shifts in how the transportation network is used and how mobility is supplied? It is critical that these changes are diligent to protect the safety of the public while maintaining a certain level of flexibility that allows innovation and business growth for Alabama. Safety should remain paramount in these discussions. It is critical that ALDOT continue to protect the safety of the public while maintaining a certain level of



Example of connected vehicle technology Source: U.S. Department of Transportation

flexibility to allow transportation innovation and business growth for Alabama.

In addition to CAV, emerging technology advancements are imminent in Smart City and Internet of Things applications, Big Data processing and automation, artificial intelligence and machine learning, and others. It is expected that all these innovations will offer significant opportunities to improve and change the way we travel.

An adopted innovation strategy for ALDOT will allow Alabama to both prepare for new transportation trends and leverage emerging Big Data to evaluate and manage project implementation. It is

recommended that ALDOT form an Innovation Board that includes DOT, public agencies, and key partners in research and industry that will allow the state to identify and task technology leads to research and consider implementation of innovative technologies.

A primary task of the Innovation Board will be to prepare a Connected and Automated Vehicle Preparedness Roadmap that can be used to guide roll-out of CAV and emerging technology enhancements throughout the state. Pilot projects can be accomplished through the partnership with academia and with stakeholders statewide to cultivate an atmosphere of innovation. Pilot projects, in turn, can provide data analytics and leverage local research to better prepare for statewide integration. As technology and innovation continue to evolve, the framework for innovation will allow the state to continue identification of pilot studies, and key projects that can be established statewide.

Table 21: Innovation

Ini	novation	Goal			
35	Convene Innovation Board made up of ALDOT, local agencies, research partners, industry professionals, and private industry.	C, I			
36	Identify and task technology leads to follow national research and opportunities.				
37	Prepare Connected and Automated Vehicle Preparedness Roadmap.				
38	Integrate academia to stay current with innovation.				
39	Create an atmosphere to cultivate pilot projects for innovative ideas.				
	S=Safety M=Mobility A=Accountability C=Collaboration I=Innovatio	on			

6 TSMO PROGRAM IMPLEMENTATION

The programmatic recommendations are provided in support of the stated TSMO vision, goals, and objectives. These recommendations have been developed based on consideration of existing program conditions; needs identified and discussed throughout stakeholder engagement (i.e. workshops, interviews, committee meetings, and survey); and professional experience and best practices.

6.1 IMPLEMENTATION GUIDE

The Alabama Department of Transportation recognizes the importance and value of implementing a TSMO program and approach to current culture, policies, and practices. ALDOT has invested significant resources in an effort to optimize the movement, management, and motivation of people, goods, and services throughout the State. It is recommended that TSMO programmatic recommendations, described in the previous sections, be implemented in a prioritized, efficient manner.

The following implementation table (Table 22) details the recommended timeframe for implementation of each of the programmatic recommendations. In addition, it is anticipated that this table can be used for frequent reference and aide in the tracking of task status. Implementation recommendations have been made in three horizons: near term, equivalent to fiscal year 2020; short term, equivalent to fiscal years 2021 and 2022; and midterm, equivalent to fiscal years 2023 and 2025. Service layer recommendations will be provided in respective service layer plans.

Table 22: TSMO Program Implementation Plan

	TSMO Program Structure					
TSN	MO Integration	Near Term (FY20)	Short Term (FY21-22)	Mid Term (FY23-25)		
1	Encourage Statewide TSMO representative participation in existing management, operations, and maintenance considerations; including budgeting and ways and means committee meetings.					
	Revise Guide for Development of Construction Plans (GDCP) to include Regional TSMO Engineer at preliminary project scoping meetings and throughout project planning, design, and construction.					
3	Integrate TSMO into Statewide Transportation Improvement Program (STIP) planning procedures and processes.					
	Encourage Metropolitan Planning Organizations (MPOs), Rural Planning Organizations (RPOs), local jurisdictions or municipalities, private businesses, or other stakeholders to incorporate TSMO into their planning processes.					
	Present TSMO related topics at ALDOT and professional organizational conferences, including non-TSMO focused meetings such as maintenance, design, and construction meetings and summits as well as presentations to elected officials the state legislature to foster their support and understanding of TSMO and its benefits.					

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Lea	dership and Organization	Near Term (FY20)	Short Term (FY21-22)	Mid Term (FY23-24)
	Reorganize Statewide work chart structure to increase the opportunity for TSMO collaboration by the Statewide TSMO Engineer and supporting organizational structure.			
7	Develop and implement a reoccurring TSMO training program. Topics to include: signal timing, signal hardware, performance management, incident management, work zone management, evacuation management, and others as required.			
8	Encourage technical staff retention: Clearly define roles and responsibilities; Identify and create job titles with appropriate knowledge, skills, and ability; Provide pay to commensurate with knowledge, skills, and ability.			
-	Clearly define roles and responsibilities.			
-	ldentify and create job titles with appropriate knowledge, skills, and ability.			
-	Provide pay to commensurate with knowledge, skills, and ability.			
9	Cross-train critical positions to better secure knowledge and functionality for staff changes.			
Pro	Program Support		Short Term (FY21-22)	Mid Term (FY23-24)
10	Allocate dedicated funding source to support TSMO program development and needs.			
11	Define and seek all available funding sources (i.e. state, federal, grants, private partnerships, etc.) and general processes to help staff implement TSMO projects.			
12	Encourage statewide and regional leadership support through involvement.			
13	Facilitate annual TSMO Summit to include: TSMO program update; project highlights; technology insight; and lessons learned.			
	TSMO Programmatic Processes			
Pro	ject Development	Near Term (FY20)	Short Term (FY21-22)	Mid Term (FY23-24)
14	Engage other departments, regional staff, MPO, RPO, and local agencies in TSMO project development.			
15	Utilize Statewide Deployment Guidelines.			
16	Develop and implement an annual data resource cycle update to include: National Performance Management Research Data Set (NPMRDS); AADT; TADT; crash; and event centers.			

Pro	ject Evaluation	Near Term (FY20)	Short Term (FY21-22)	Mid Term (FY23-24)
17	Develop TSMO project application.			
18	Implement an annual TSMO project application cycle.			
19	Implement the TSMO Evaluation Process.			
20	Provide TSMO project application and evaluation process training.			
Sys	tems Engineering	Near Term (FY20)	Short Term (FY21-22)	Mid Term (FY23-24)
21	Update ITS Architecture with current software ARC-IT, RAD-IT, and SET-IT.			
22	Develop and implement Statewide Configuration Management Plan.			
23	Develop and implement Statewide Asset Management Plan.			
24	Provide TSMO deployment systems engineering guidance.			
	Existing System Deployment Process.			
	Existing System Deployment Modification Process.			
-	New System Deployment Process.			
	TSMO Program Success	Near Term	Short Term	Mid Term
Cul	ture of Collaboration	(FY20)	(FY21-22)	(FY23-24)
	Continue quarterly TSMO Leaders Workshops. Rotate stakeholder invitees from other ALDOT Departments.			
	Develop an ALDOT TSMO Website with: TSMO overview, educational materials (brochures, service layer plans, presentation materials), program overview, key performance measures, key contacts, roles and responsibilities, resources, etc.			
27	Complete basic CMM assessment on an annual cycle. Develop an action plan to address the most critical needs on a biennial basis.			
Per	formance Measurement	Near Term (FY20)	Short Term (FY21-22)	Mid Term (FY23-24)
28	Develop performance measurement goals and resources to facilitate optimization systems and processes (mobility, safety, reliability, incident response).			
29	Develop regional performance measurement goals within each region.			
	Integrate performance measurement considerations into standard development, management, and operating practices.			
1 5 1	Review data practices annually for enhancement, quality improvements, and efficiencies.			

32	Develop simplified benefits analysis resources.			
33	Develop simplified sustainability analysis resources.			
34	Demonstrate program success through an annual report providing status related to program maturity, performance measures, benefits and sustainability analysis, etc.			
Inr	ovation	Near Term (FY20)	Short Term (FY21-22)	Mid Term (FY23-24)
35	Convene Innovation Board made up of ALDOT, local agencies, research partners, industry professionals, and private industry.			
36	Identify and task technology leads to follow national research and opportunities.			

6.2 PROGRAM CYCLE

39 Create an atmosphere to cultivate pilot projects for innovative ideas.

The annual TSMO Program Cycle is shown on the following page in Figure 10. The programming cycle is primarily centered around the budgeting cycle and it is critical that the project development cycle occur prior to this time. The Project Development Cycle runs concurrently with the overall Program Cycle, with annual resource updates (data/mapping), project development, and project evaluation/prioritization setting the stage for Project Deployment, including implementation along with baseline and post-implementation performance measurements. It is recommended that the Innovation Board has two primary meetings in Q1 and Q3, while the TSMO Leaders hold a workshop quarterly. It is anticipated that the programming cycle will need to be considered after the first year to assess and modify as necessary to best accomplish the goals and objectives of the program.

In addition to the near-, short-, and mid-term recommendations provided in the table above, it is recommended that ALDOT coordinate with its MPO and RPO partners to integrate TSMO strategies into current planning practices to further support TSMO solutions. This coordination includes identifying the MPOs' and RPOs' approach and schedule for regional transportation planning, which is largely outlined by FHWA via MAP-21 and the FAST Act, and determining how to best integrate the proposed TSMO development cycle into this framework.

At a high-level, this integration may involve each ALDOT TSMO region moving through the TSMO development cycle as recommended by the ALDOT Statewide TSMO Master Plan to align with ALDOT budgeting cycles and then partnering with their MPO/RPO counterparts during the MPOs'/RPOs' call-for-projects. This partnership may not occur in direct alignment with ALDOT budget process as various organizations have different fiscal calendar years, which should be taken into account on a region-by region basis. Based on regional MPO/RPO partnerships, these project lists and implementation strategies will be regional project lists and carried out according to the development cycle proposed by the ALDOT Statewide TSMO Master Plan, where reasonably practicable.

Beyond regional implementation strategies, programs and projects will arise that will involve a more statewide approach. Implementation of these projects should be integrated with the Statewide Transportation Improvement Program (STIP). This approach should occur in what is commonly referred to as a "Minor Update" and a "Major Update" cycle. For the Major Update project cycle, the regions will coordinate at a statewide-level to identify which of their projects requires statewide programming during the course of the next five years, which will be added to a Statewide TSMO project list. These projects will advance as feasible during this five-year timeframe. This coordination will occur every five years for the Major Update cycle, where the next five years of projects are built into a statewide implementation strategy. Every year during this five-year period, the regions will determine if there is a need to reprioritize or revise the five-year project list based on a change of needs, demands, funding, etc. This process is considered a Minor Update cycle as it does not involve the build-out of a new five-year project list. The annual TSMO Program Cycle is shown on the following page in Figure 12.

PROJECT DEVELOPMENT CYCLE

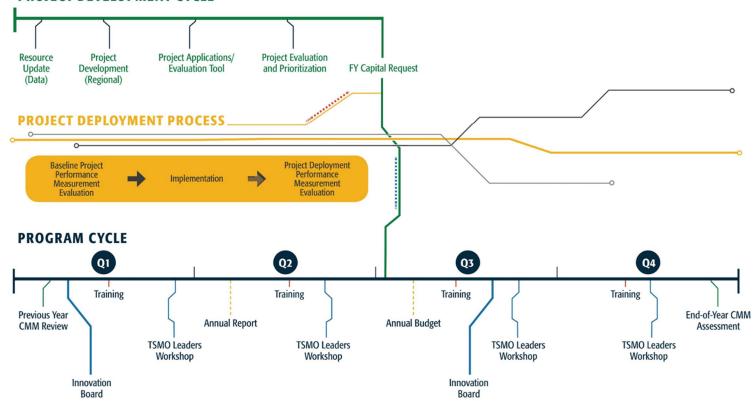


Figure 12: TSMO Program Cycle

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PROJECT DEVELOPMENT AND EVALUATION RESOURCES

The Program Plan provided a high-level summary of the recommended methodology for developing and evaluating projects based on safety, mobility, facility type, and weather needs. The following sections provide detailed process information about how the data was retrieved and analyzed for this effort. The data has been prepared for this annual process, however, it is recommended that the data be refreshed each year prior to the project development cycle. The methodology has been developed to be data driven and user friendly. In addition, consideration has been given to the limited anticipated resources available to implement the annual data refresh requirements.

SAFETY

ALDOT's Safety Operations Program regularly updates crashes as a part of their database. The data is available through an online dashboard called *Advance*. It was established by the Alabama Criminal Justice Information Center (ACJIC) to provide safety information using analytic and visualization technologies. The data originates from Critical Analysis Reporting Environment (CARE) and organizes it through a Dataset ID (eCrash) and Dataset Name (Alabama Integrated Crash Data). The crash information used for this analysis dates from January 2013 to February 2019.

Based on the data acquired using *Advance*, crash information can be pulled by county and categorized into crash type, including: fatal, incapacitating, non-incapacitating, possible injury, property damage only, unknown. The recommended crash evaluation methodology uses the national and statewide fatal crash rate to compare county-level and project-level areas. Based on the 2016 Crash Facts report prepared by ALDOT and the *Drive Safe Alabama* campaign, the national and statewide crash rates are shown in Table A1.

Table A1: Crash Totals and Rates (2012-2016)

Source: Alabama Department of Transportation, 2016 Crash Facts (http://www.caps.ua.edu/files/2018/02/ALDOT-2016-CrashFactsBook.pdf)

Crash Totals and Rates (2012-2016)						
Year	Total Crashes	Total Injuries	Total Fatalities	Alabama Fatality Rate (Per HMVM*)	National Fatality Rate (Per HMVM*)	
2012	128,307	40,202	870	1.34	1.14	
2013	126,862	37,559	852	1.31	1.10	
2014	133,219	39,518	821	1.24	1.08	
2015	147,452	44,020	849	1.24	1.13	
2016	155,907	47,653	1089	1.56	1.19**	

^{*}Hundred Million Vehicle Miles



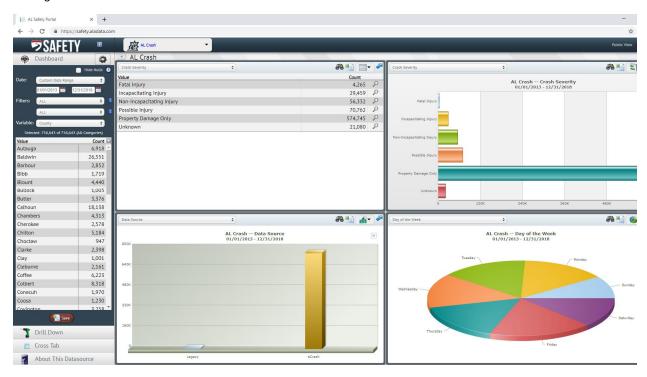
^{**}This value has been updated to reflect the final 2016 fatality rate as the report was released 9 months into the year and reflected an intermittent value.

FATALITY CRASH RATE CALCULATION

The following methodology is based on the expectation that a given project is corridor based, if a project is not corridor based, it is recommended that the Evaluation Committee determine potential safety impact on a case by case basis. Fatality crash rates for the specific projects are compared to the nationwide and statewide crash rates for scoring purposes. The fatality crash rates for each project should be calculated using data from *Advance*. The fatality crash rate will then be used during project evaluation and prioritization. The fatality crash rate is a three-step calculation.

Step 1 – Proposed Project Crash Data

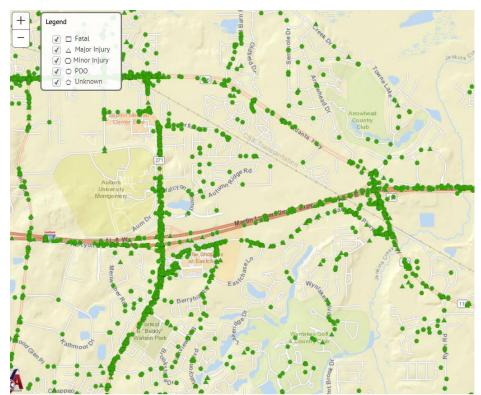
The first step is used to determine the number of fatalities along the project segment and sum them for the past five years. The user should log into *Advance* using ALDOT credentials. The homepage is shown in the figure below.



Homepage of Advance

Upon logging in, the user will use the map to identify where in the project corridor is located. The dashboard has the capability for one to draw a polygon around the area of interest (in this case the project corridor) and can be used to pull project area specific data. After drawing a polygon around the project corridor, click on the "drill down" tab on the left panel which will display data for the polygon drawn. An example of the map interface is shown below.





Crashes in and around AL-8 and Auburn University

The user will then record these statics and move on to the next step of the calculation.

Step 2 - MVM

The second step is used to calculate the project segment million-vehicle-miles (MVM). The following formula is used to calculate MVM for each project that is corridor based. If a project is not corridor based, it is recommended that the Evaluation Committee determine potential safety impact on a case by case basis.

$$MVM = \frac{AADT * \times segment length \times 365 \times number of years **}{1,000,000}$$

^{*}AADT stands for Annual Average Daily Traffic and can be determined by referencing ALDOT's AADT GIS Shapefile (which is updated annually)

^{**}Number of years references total number of years that the crash data has been pulled. It has been recommended that data be retrieved for the previous five years, thus equal to five.



Step 3 - Project Fatality Crash Rate

The third step is used to calculate the fatality crash rate using the calculations in step 1 and 2.

The project segment fatality crash rate is determined by the following equation:

Project Segment Fatality Crash Rate =
$$R = \frac{Number\ of\ Fatal\ Crashes\ in\ the\ n\ Year\ Period\ *}{MVM\ for\ the\ n\ Year\ Period}$$

PROJECT EVALUATION

Alabama's fatal crash rate has consistently been above the national average. Furthermore, ALDOT is committed to reducing the number of fatalities on their roadways regardless of the national average. Therefore, emphasis has been given to those projects that are expected to positively impact safety in areas with fatal crash rates above the statewide and national averages.

It is recommended that the calculated project fatal crash rate be compared to the national and statewide average fatal crash rates and assigned points based on the table below.

Table A2: Crash Evaluation

Reference for annual fatality rates (nationwide and statewide): National Highway Traffic Safety Administration (USDOT) https://cdan.nhtsa.gov/SASStoredProcess/quest

SAFETY EVALUATION SCORING					
Scoring Tiers	Comparison				
Low	Fatality crash rate is less than the national fatality rate (1.15% in 2017)	R<1.15	1		
Medium	Fatality crash rate is between the national fatality rate (1.15% in 2017) and the statewide fatality rate (1.56% in 2017)	1.15 <r<1.56< td=""><td>2</td></r<1.56<>	2		
High	Fatality crash rate is higher than the statewide fatality rate (1.56% in 2017)	1.56 <r< td=""><td>3</td></r<>	3		

MOBILITY

The following sub-section provide information specific to the data resources, retrieval, and analysis methodology developed to consider the relative need and potential impact of TSMO deployment strategies. All information is provided such that the data and methodology can be recreated, however, efforts were made to create efficiencies such that the annual process of data regeneration would be as efficient as possible.



^{*}Number of crashes references the sum of the fatal crashes that occurred within the n Year Period (in this case, it is recommended to continue with the five-year timeline).



CONGESTION DATA ANALYTICS

The FHWA provides data to agencies throughout the nation. The data is sourced from the National Performance Management Research Data Set (NPMRDS) which is an archived speed and travel time data set (including associated location referencing data) captured from roadway sensors and probe-based systems that covers the National Highway System (NHS). The Regional Integrated Transportation Information Systems (RITIS) web-based platform was created to aggregate travel times and speed data and provide access to analytics and visualization tools. ALDOT does not currently subscribe to the full version of RITIS; the free version of the platform is available for users to access the NPMRDS with limited tools and has been used for the following methodology.

The platform allows users to access historical and real-time data for a majority of roadways throughout the state of Alabama using data visualization and limited data retrieval tools. These tools allow users to create and download reports, visualize data on maps or in other interactive graphics, and even download raw data for off-line analysis.

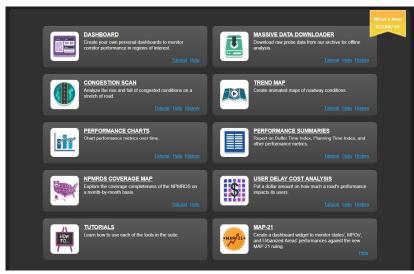
RITIS segments the road network into Traffic Message Channels (TMCs). TMC segments are identified using TMC segment codes that consist of three components: an area/region code, a directionality code, and a segment code. TMC segments vary in length throughout the state and have predefined beginning and end points. Through the visualization platforms, routes in RITIS are developed by stitching together multiple TMCs to create segment sets.

CORRIDORS OF REGIONAL SIGNIFICANCE

The TSMO Regional Plans for the Southeast, Southwest, West Central, and East Central regions were used to identify corridors of regional significance. These corridors were built and saved in RITIS as segments sets for analysis. A segment set was created for each route of regional significance identified in the regional plans.

RITIS provides a variety of visualization tools, as shown in the figure below. Routes can be created and saved using most of the tools provided in RITIS, however routes are not always interchangeable between the tools. For example, routes created in the Massive Data Downloader may not be available for analysis in the Congestion Scan tool, depending on the method of creation. For this analysis, the Congestion Scan tool was used which has two methods for creating routes. These methods require users to search by route name and number using the standard and advanced search function. Users can enter in the respective route number or road name to search for the available TMCs that have available data.

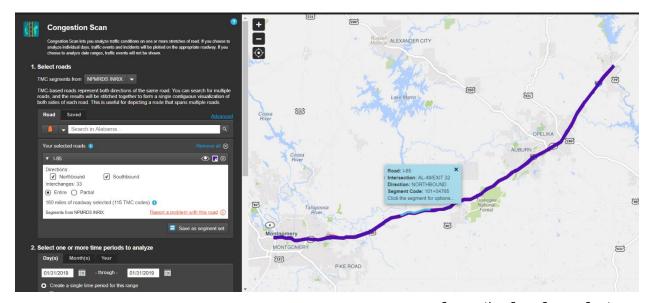
Start by selecting *Congestion Scan* from the home page, which redirects user to the main interface (i.e. route selection panel and world map). The map is used to identify TMCs that will be included in the route creation and will display the currently selected TMC segments. Hovering over individual TMC segments provides information to the user such as road name, direction, and TMC segment code, as shown in the figure below.



https://www.ritis.org/

Standard Search

Under the *Road* tab, a standard search can be conducted by selecting the state of Alabama, typing in the name of the road, and hitting search. A standard search will bring up all the roads in the state that match the name entered, including roads that have a similar name to the road name entered. This search method may result in a large list of roads and large sets of TMC segments. Additionally, roads that have several names may be listed under another less common name (e.g. US 43 is listed as SR 13). TMC segment road names may also change throughout the corridor.

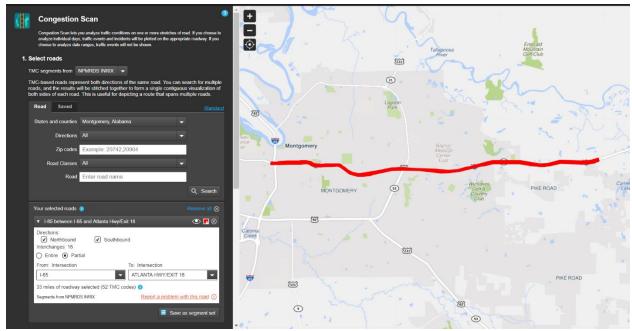


Congestion Scan Screen Capture

Advanced Search

The advanced search feature can narrow the search by county, directionality, zip code, and roadway classification information to find the correct TMC segments. For example, when I-85 is searched within Montgomery County, only TMC segments that are entirely within the county are returned.

Once the route is selected, parameters such as directionality and length can be manipulated below the search window, highlighted by the green box in the figure below. Corridor length can be updated by selecting a partial set and choosing the start point and end point that best matches the needs of the analysis.



Congestion Scan Screen Capture

To remove TMC segments from the group, left click on the TMC segments on the map and select "Remove this TMC Segment." The option to add the TMC segments back to the group is available until the entire set is removed or the page is refreshed.

Once TMC segments are created using any of the previously described methods, they can be saved by clicking *save as segment set* in the lower right corner. The user should enter the description for their routes and select whether to allow others within their agency to use the TMC set.

Additionally, under *Saved* tab, previously created and saved TMC sets can be accessed and added to the current analysis. Under *Display Options*, saved TMC sets can be filtered by text and owner. To modify a saved TMC set, select an existing TMC set from the available list and add segments using the above listed options or remove segments by left clicking the segment on the map and selecting *Remove this TMC segment*. Saved TMC sets are also editable based on the method that was used to create them. Those created using the search by road feature can be split by direction and into partial segments.

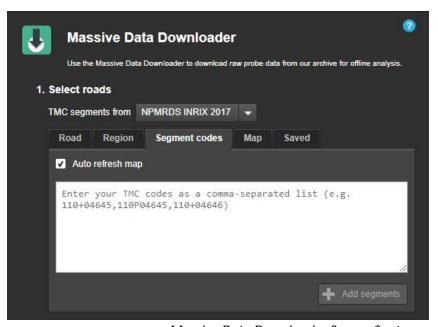


Use of Developed Routes

TMC segment sets have been developed for a majority of the previously mentioned corridors of regional significance. The NPMRDS data set is limited in its coverage area and the corridors with available data are identified below by region:

- Southeast: US 84, SR 167, I-85, US 231, US 331, US 431, US 80, I-65, US 82, US 280, US 29, SR 271,
 US 31
- Southwest: I-10, US 90, US 31, SR 59, SR 193, SR 163, US 45, US 98, I-65, I-165, US 43, SR 158, US 84, SR 182, SR 1113, SR 287, US 90, US 80, SR 13
- East Central: I-459, I-20, I-65, US 280, US 78, I-22, I-59, SR 21, I-85, US 31, US 11, US 431, US 231
- West Central: I-20/I-59, US 82, SR 118, I-22, US 43, SR 69, SR 215, US 11, SR 13
- North: SR 24, US 431, US 231, US 72, I-565, I-65, US 13

The Massive Data Downloader Tool offers users the ability to create segment sets using known TMC codes. Under the Segment Codes tab, multiple TMC codes, separated by commas, can be entered into the provided field. Once the *Add* segments button in the lower right-hand corner is selected, the user has the option to save the TMC set using the same methodology described in the previous section. This method is the quickest way to build a route if the user already has a list built.



Massive Data Downloader Screen Capture

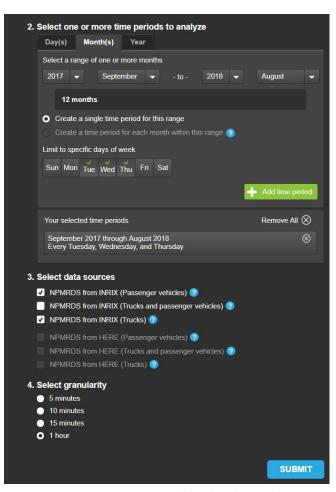
TMC codes for each of the corridors of regional significance are listed at the end of this Appendix as a comma-separated list. These lists can be used to recreate the TMC sets for each route. Please note, this method can only be used to recreate the routes for use in the Massive Data Downloader Tool. The Congestion Scan tool will not list saved TMC sets that were created using lists of TMC codes. The TMC sets will need to be created using either the standard or advanced search function.

TRAVEL TIME INDEX ANALYSIS

Travel time index is defined as the ratio of travel time in a peak period to travel time in free flow conditions. A travel time index of 1.50 would indicate that a 30-minute free flow trip would take 45 minutes in the peak period.

The Congestion Scan tool allows users to analyze traffic conditions on one or more stretches of road for a defined time period. Based on user inputs, the Congestion Scan generates a contour plot of traffic conditions. Once the segment set is created or selected from the saved tab, users can define the time period, data source, and granularity of the analysis to be completed. For this analysis a one-year period was chosen, focused on a typical weekday (Tuesday, Wednesday, Thursday), for both trucks and passenger vehicles, returning results in one-hour increments.

The dropdown menu at the top of the page allows the user to control which performance metric is displayed (e.g. historic average speed, travel time index, congestion, etc.). For the purposes of this analysis, travel time index was reported for all study corridors.



Data Selection Screen Capture

The plot generated can be exported as XML file for additional analysis. Users can click on the disk in the upper right-hand corner of the plot to download an XML file containing the raw data in a format similar to the displayed results. The exported XML file can be saved as a standard Excel file or easy manipulation. Once the file is downloaded the data can be averaged across any time interval desired (e.g. AM Peak, PM Peak, etc.).

One year of data was pulled for all corridors from September 2017 to August 2018. The Congestion Scan tool was used to generate reports that averaged travel time index in one-hour increments for a standard weekday over the one-year period. The average travel time index along each corridor was determined. This data was then geo-coded by joining the excel file with a RITIS generated GIS file that has all of the NPMRDS TMC's associated and used to show a comparison of congestion across the state of Alabama visually in the accompanying maps.

Research completed with the University of Alabama was used to determine the threshold values for the maps shown. According to the research paper *Congestion Quantification Using the National Performance*



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Management Research Data Set¹ (Sisiopiku, Rostami-Hosuri, 2017) the following thresholds were selected to reflect user perceptions of congestion and its impact on their travel times and are summarized as follows:

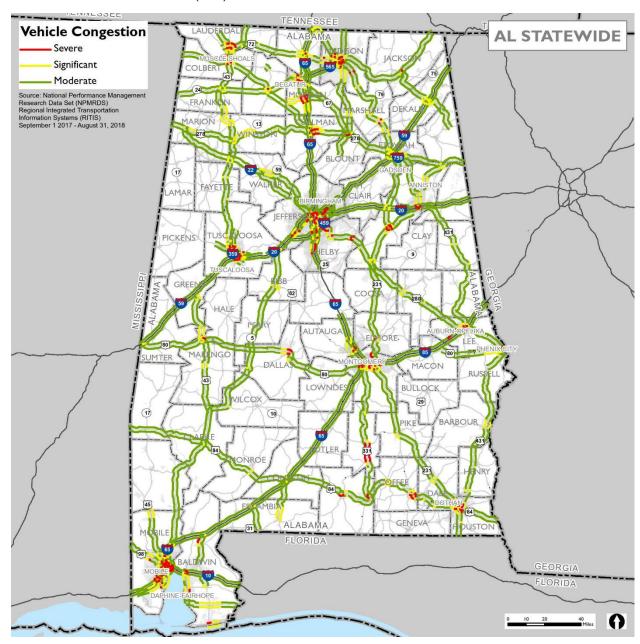
- 1.10 < TTI < 1.50 moderate congestion
- 1.50 < TTI < 2.00 significant congestion
- TTI > 2.00 severe congestion

These ranges of travel time indices were used to correlate to Low, Medium, and High congestion needs for both vehicular and freight congestion. These maps are available for use during the project development (B1 and B2) and evaluation phase as described in the Program Plan.

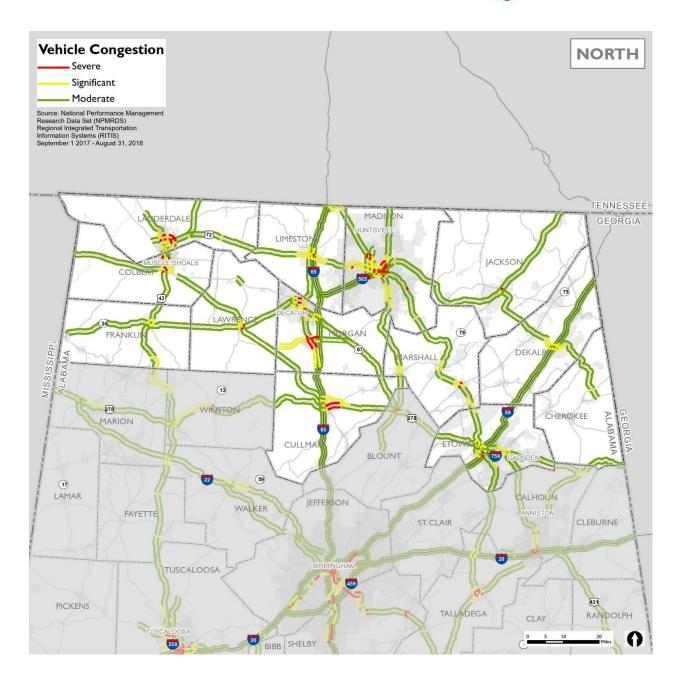
¹ https://res.mdpi.com/data/data-02-00039/article_deploy/data-02-00039.pdf?filename=&attachment=1

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CONGESTION MAPS (B1)

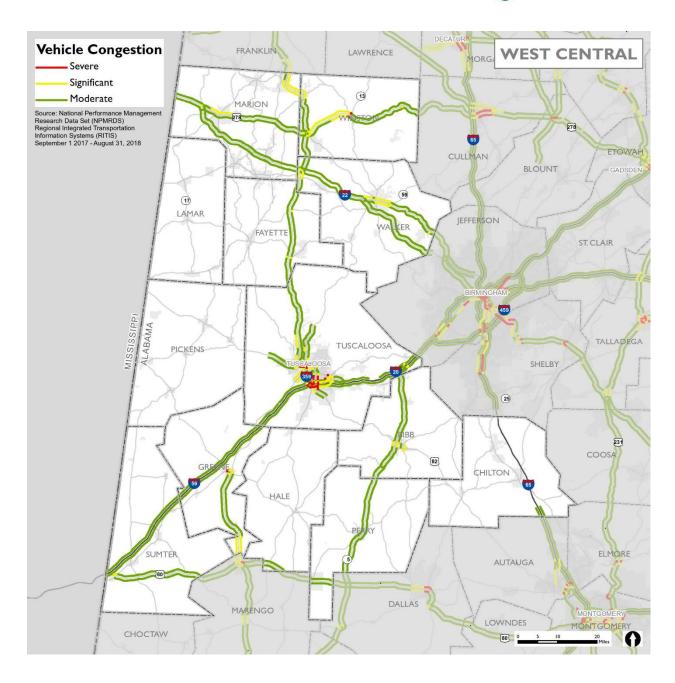




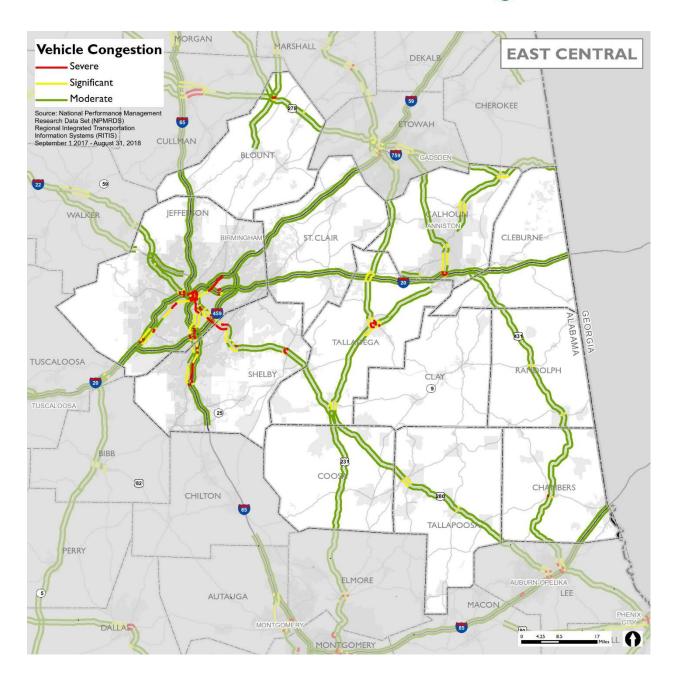


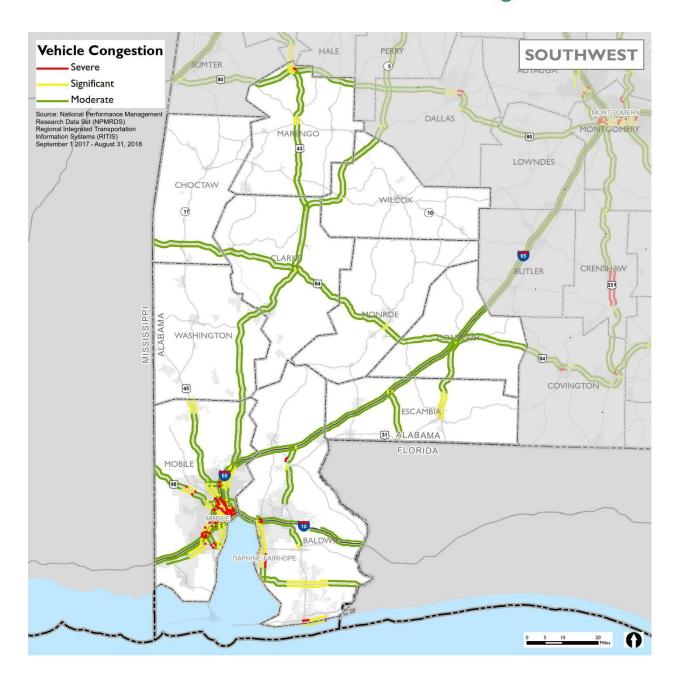


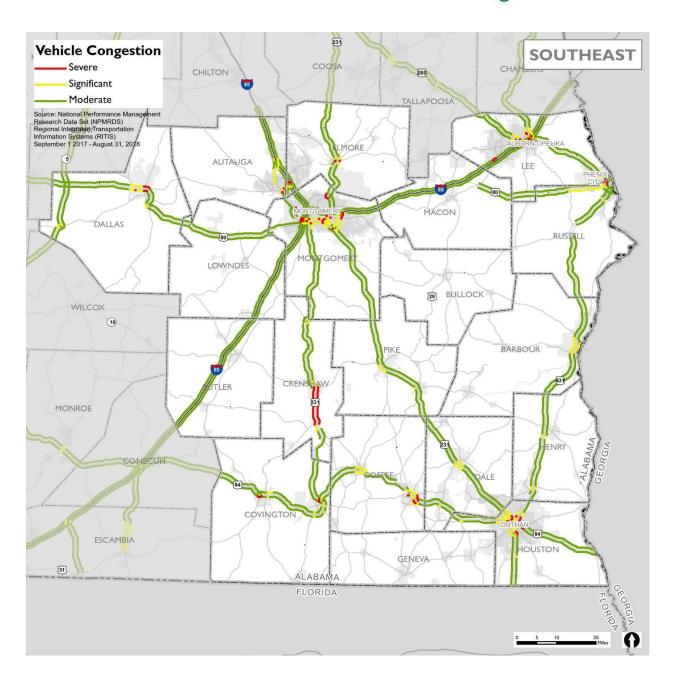








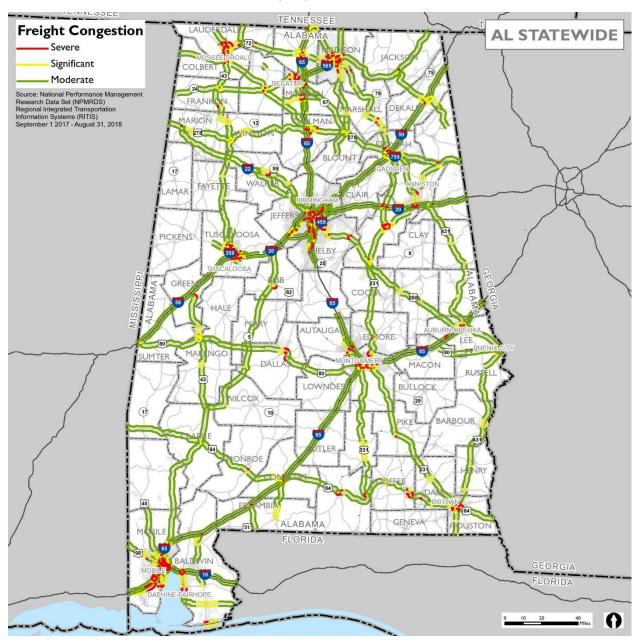






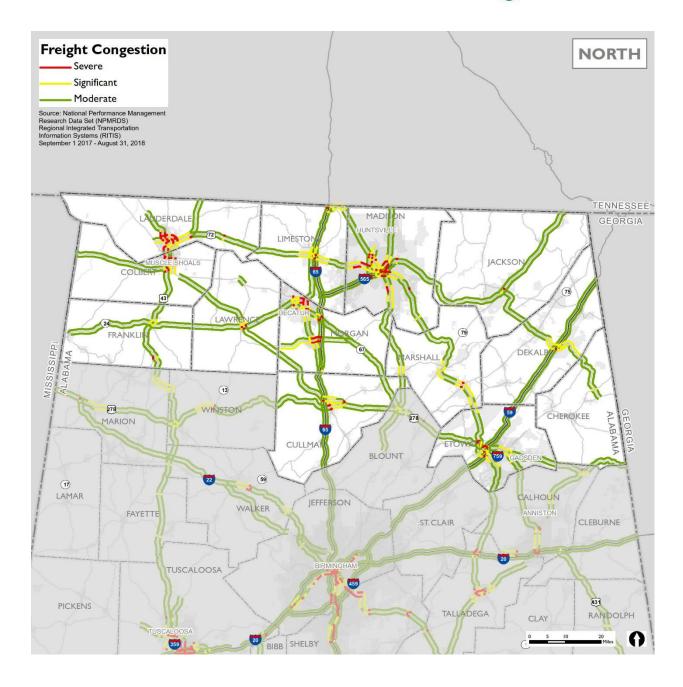
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FREIGHT CONGESTION MAPS (B2)



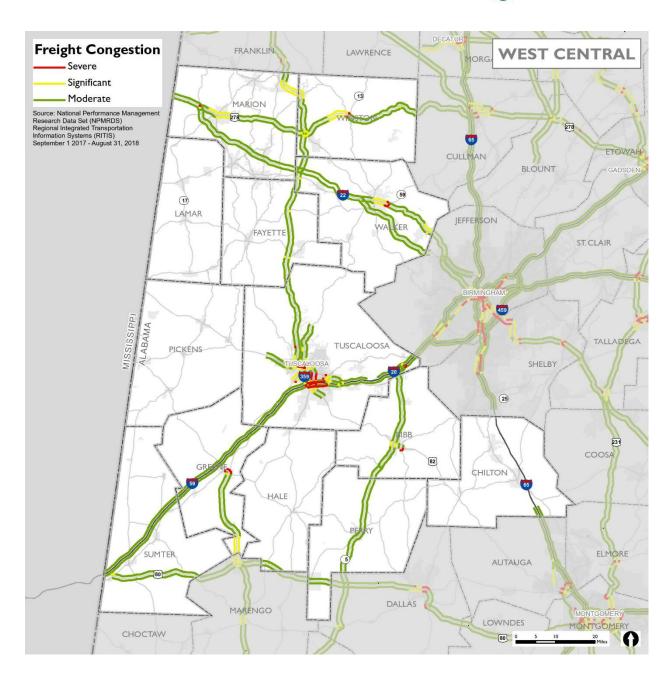




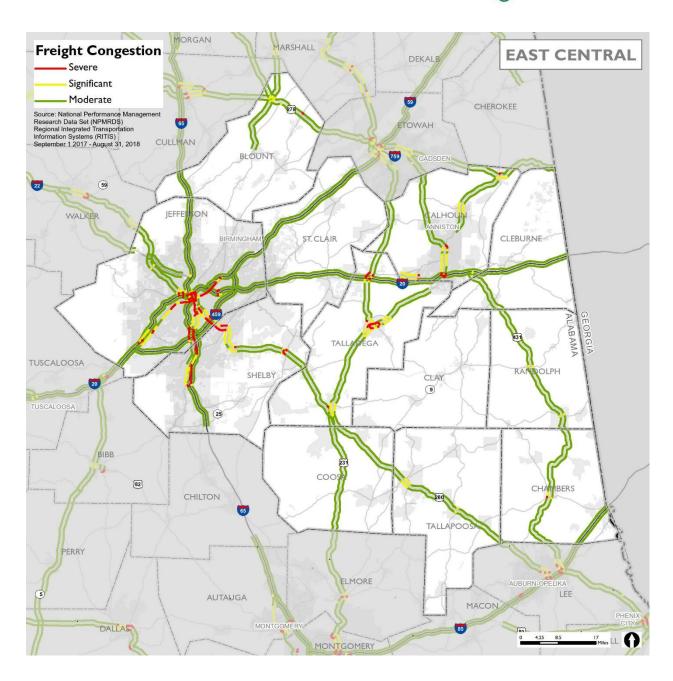


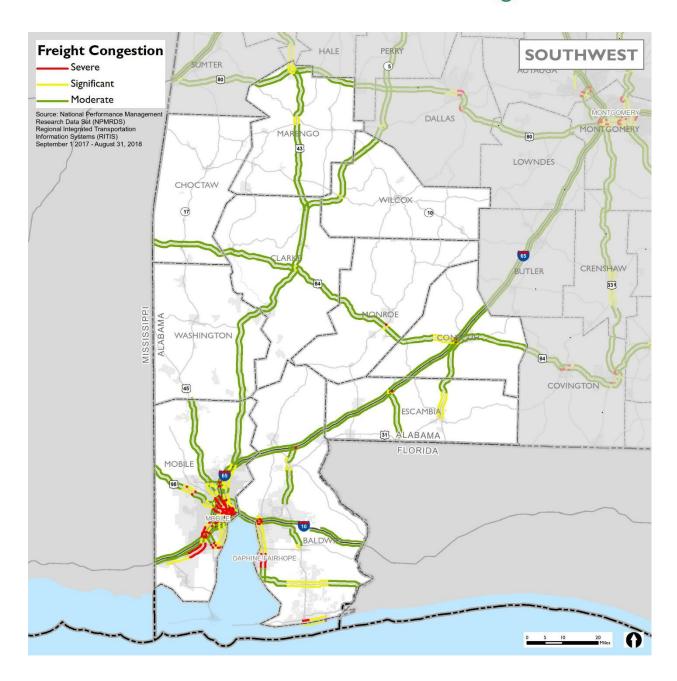






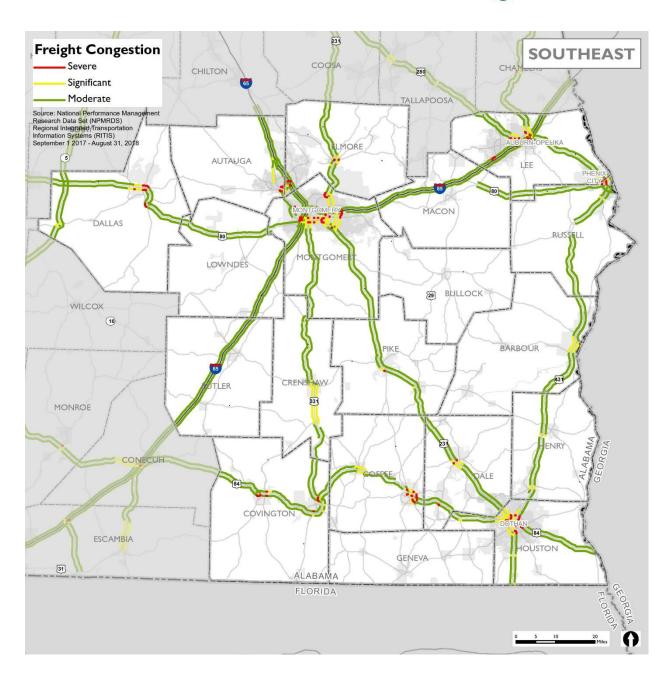










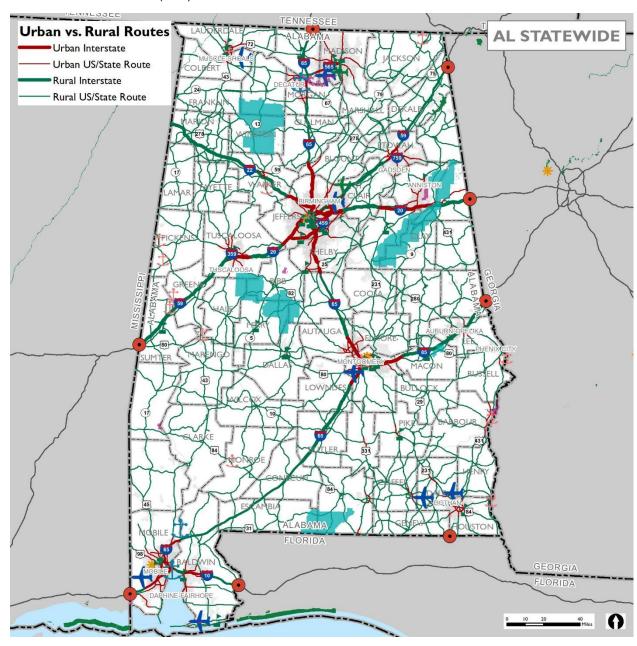




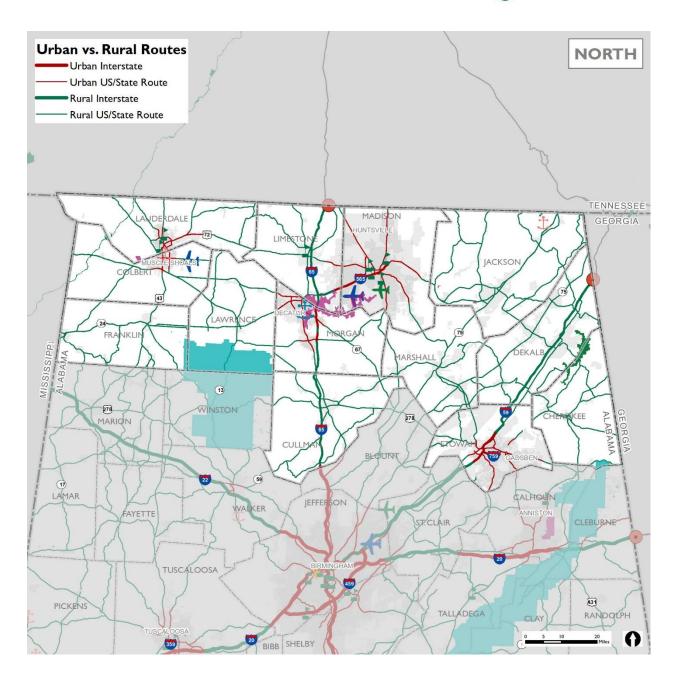
FACILITY TYPE

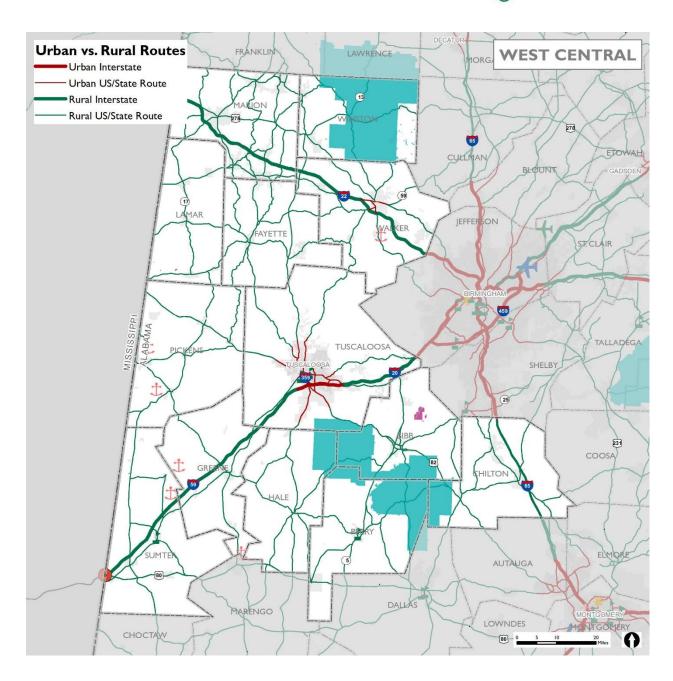
The Program Plan provided a high-level summary of the recommended methodology for developing projects based on facility type. The following maps provide context and functional classification information to help guide project development. In addition, activity hubs are shown for consideration during the evaluation process.

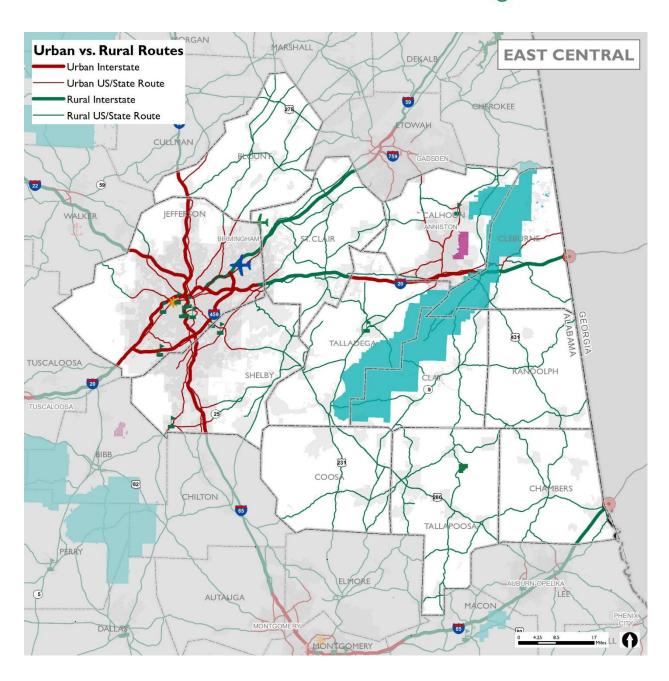
CONTEXT MAPS (C1)



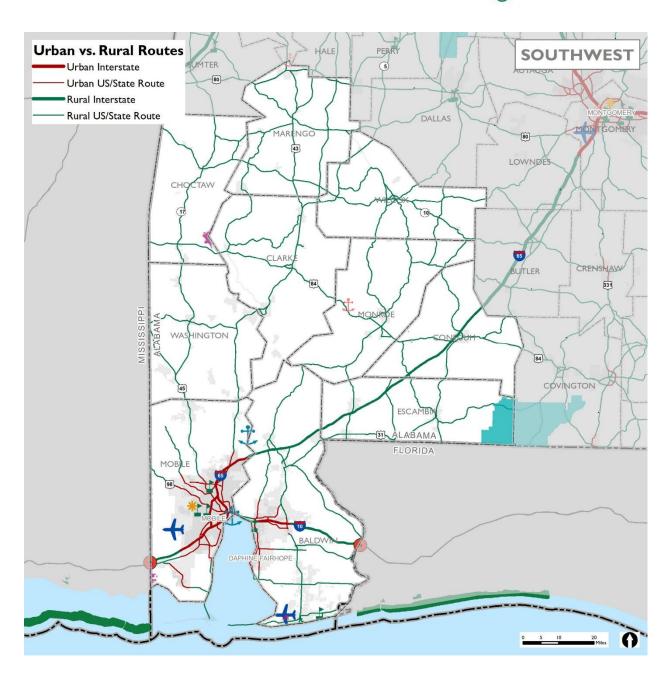




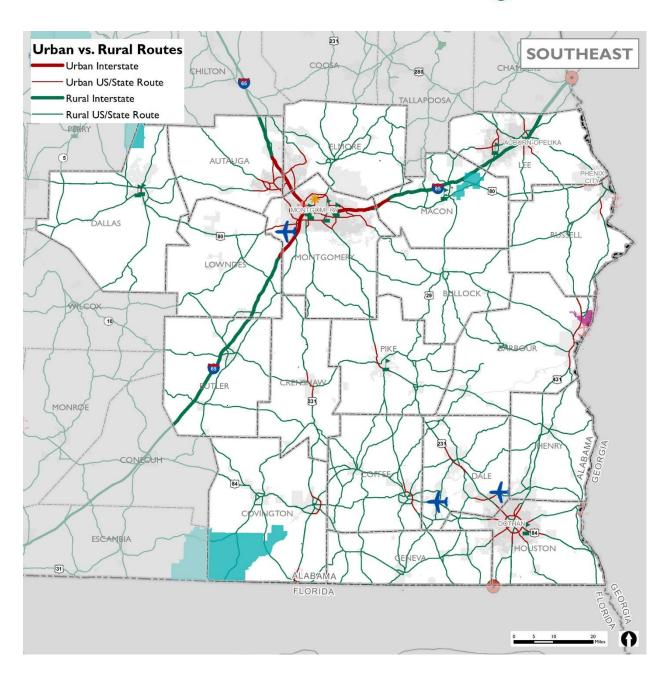




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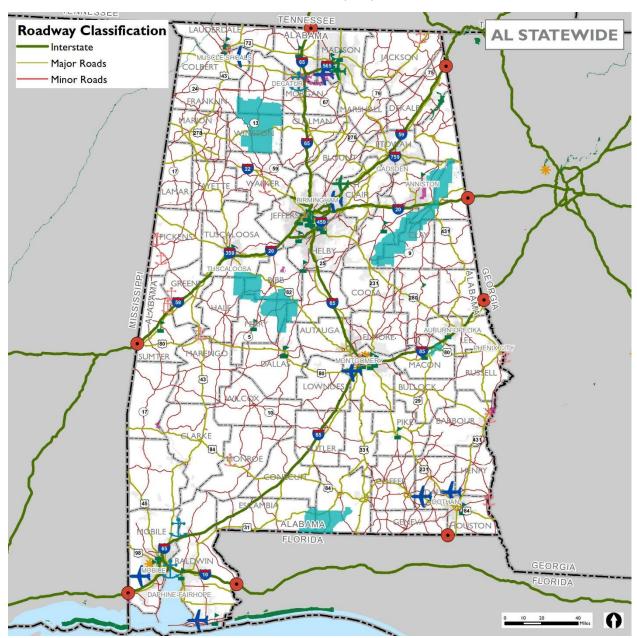


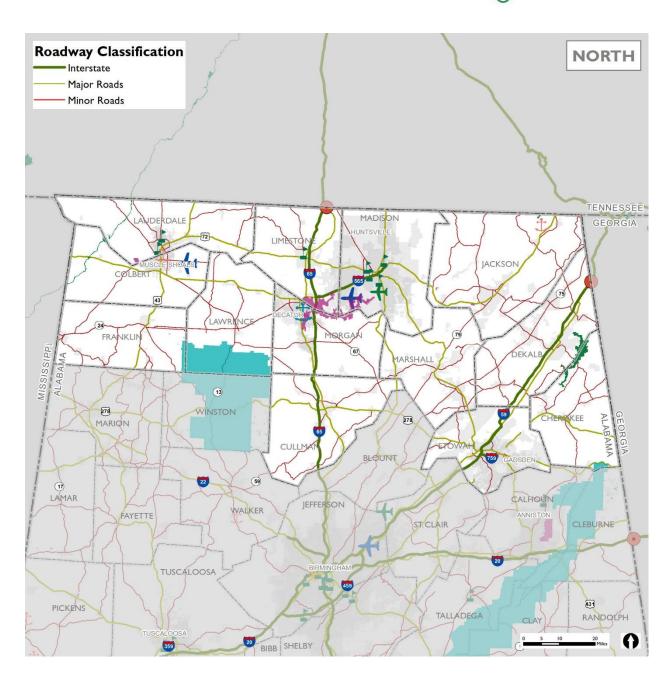




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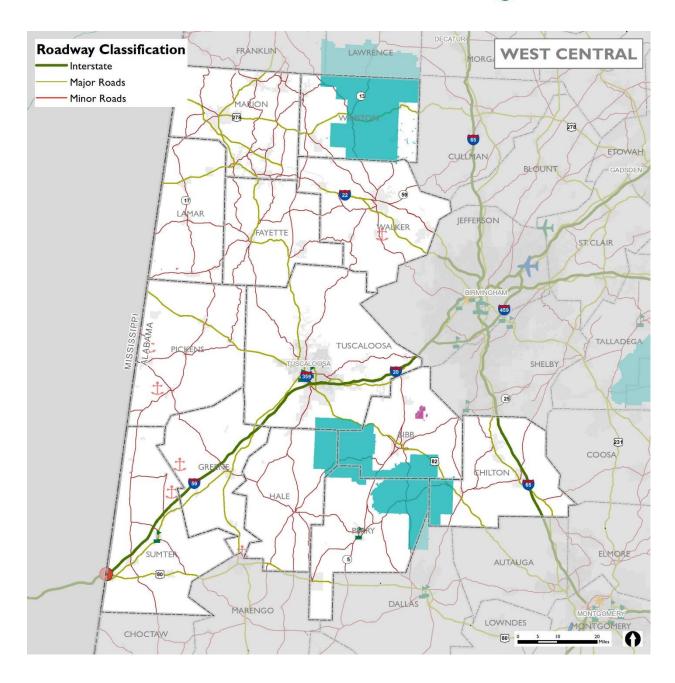
FUNCTIONAL CLASSIFICATION MAPS (C2)



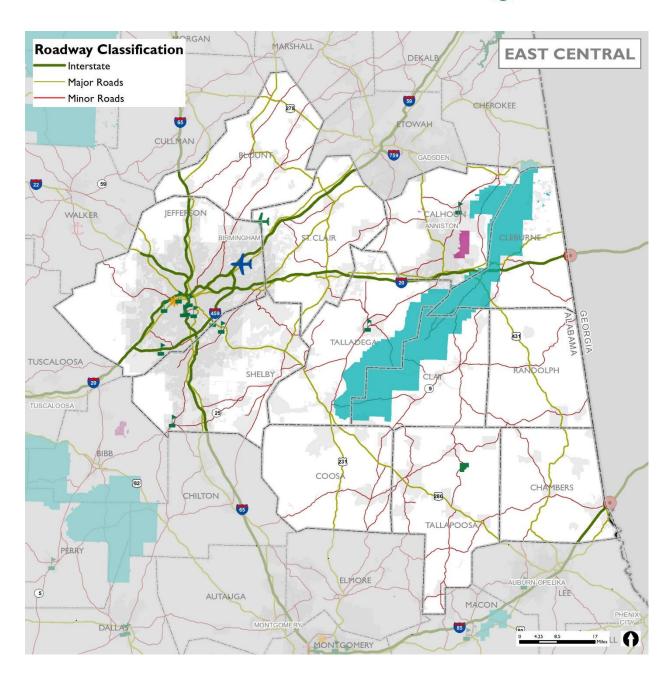


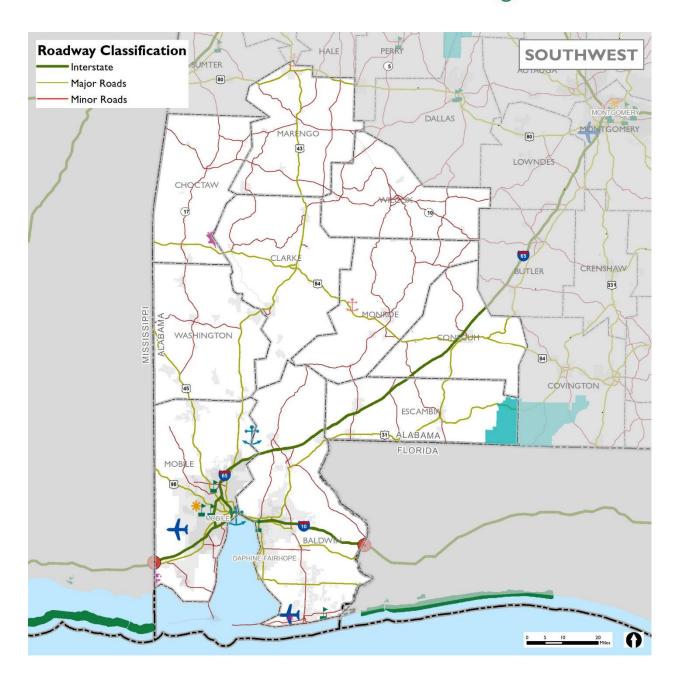


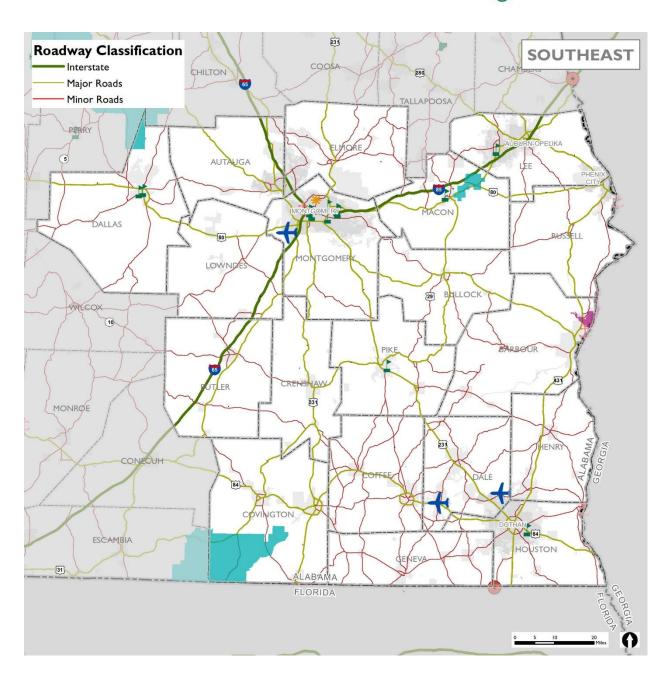










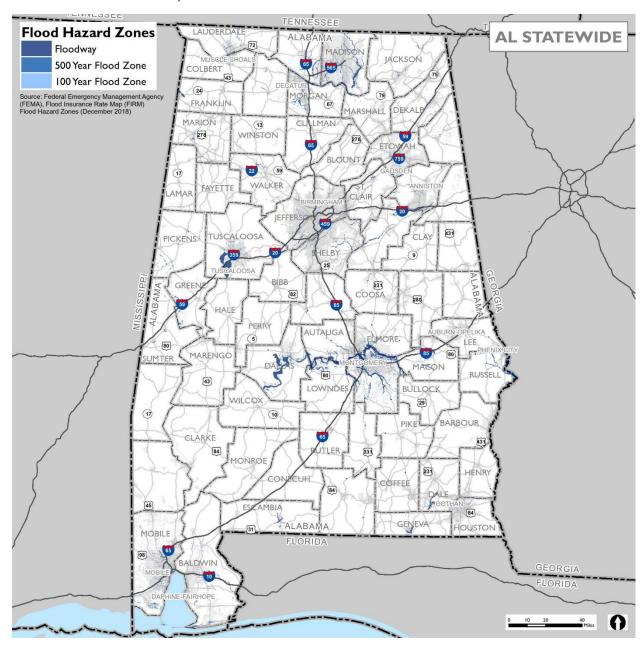


WEATHER

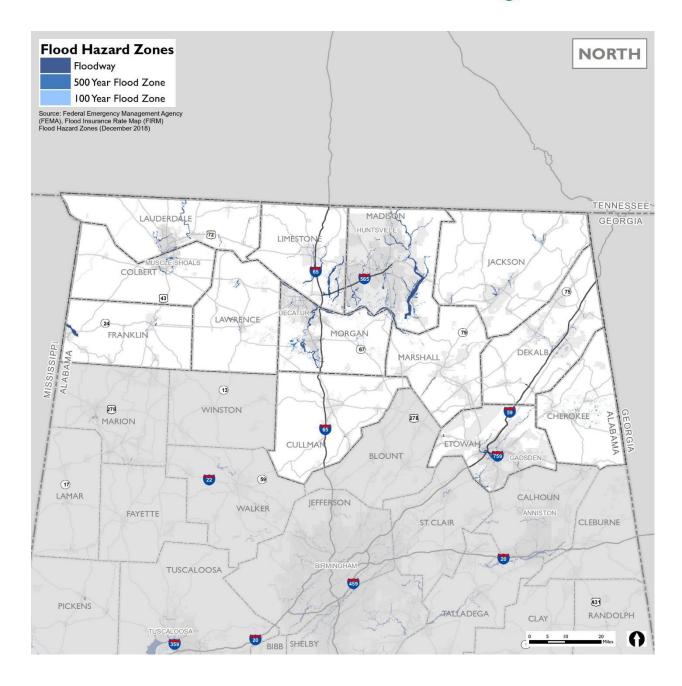
The Program Plan provided a high-level summary of the recommended methodology for developing projects based on Weather information. The following maps provide weather sensitive areas as well as established hurricane evacuation routes to help guide project development.

WEATHER SENSITIVE MAPS (D1)

FEMA Flood Hazard Maps

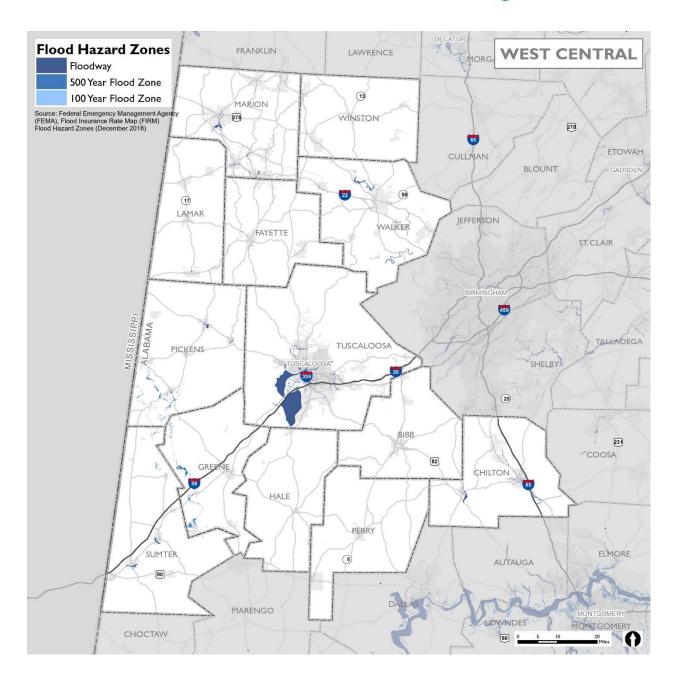




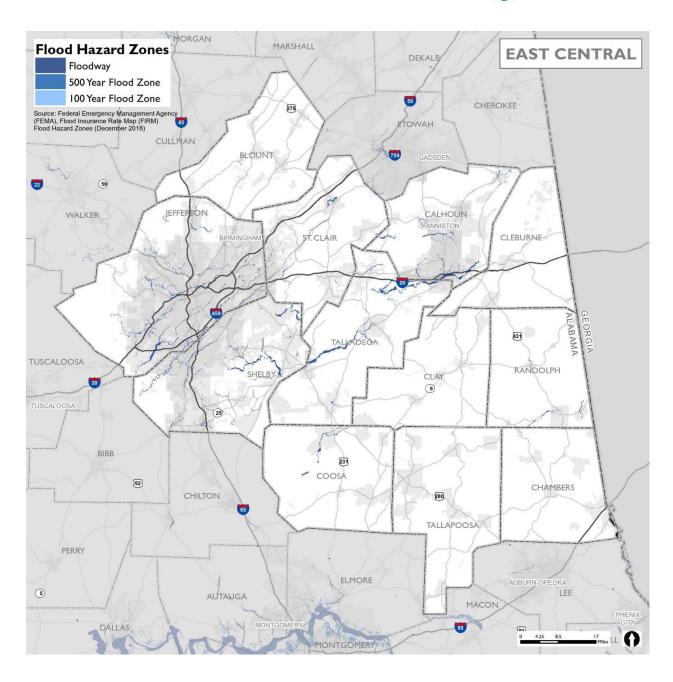




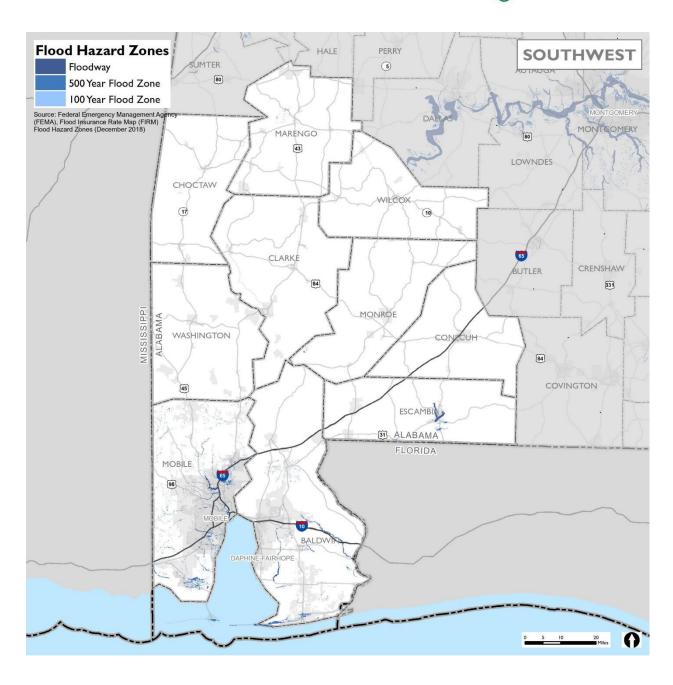




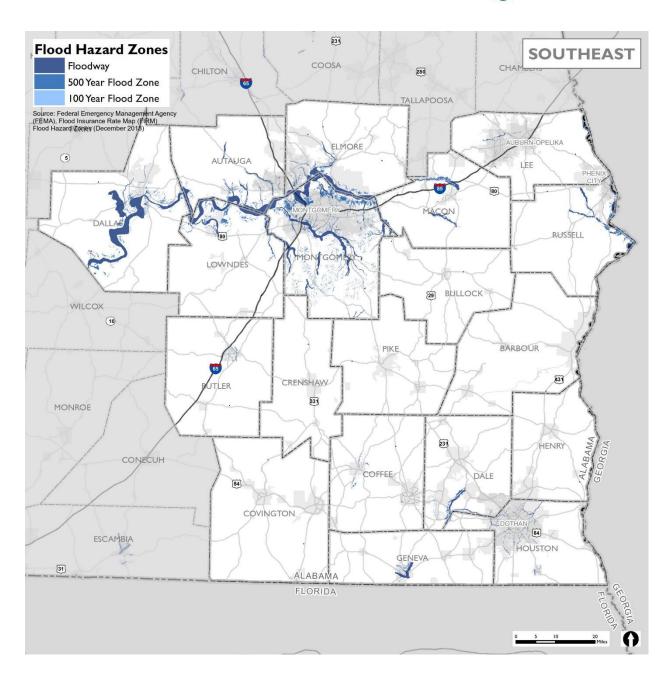






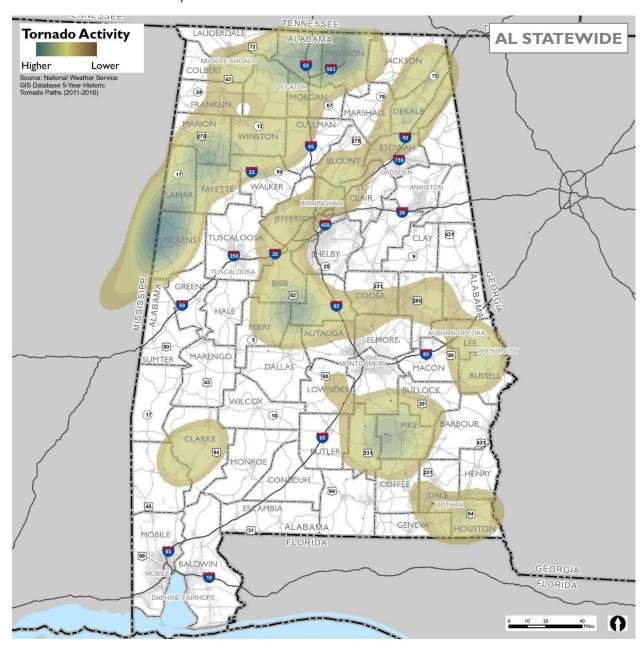






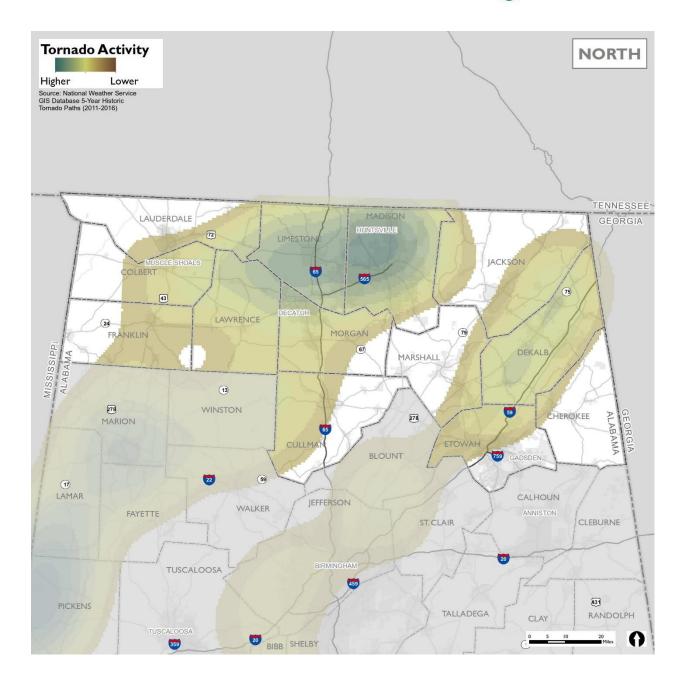
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Tornado Prone Area Maps

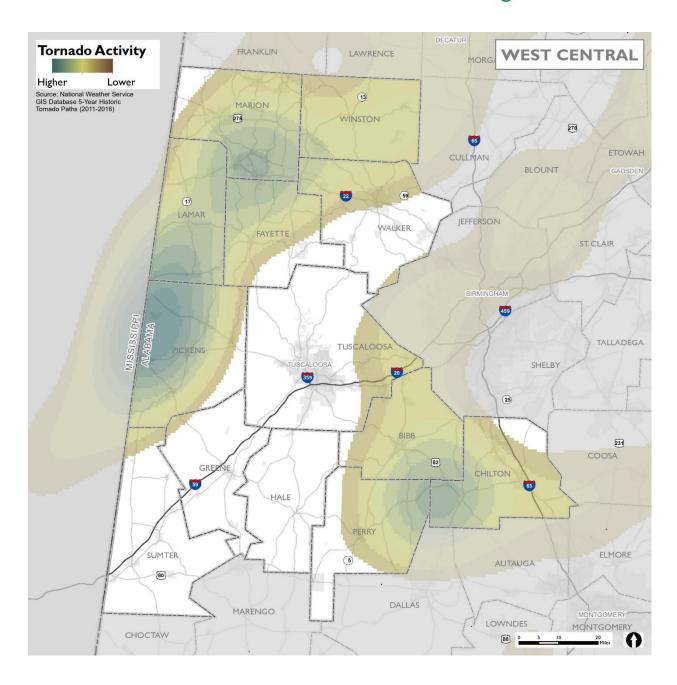




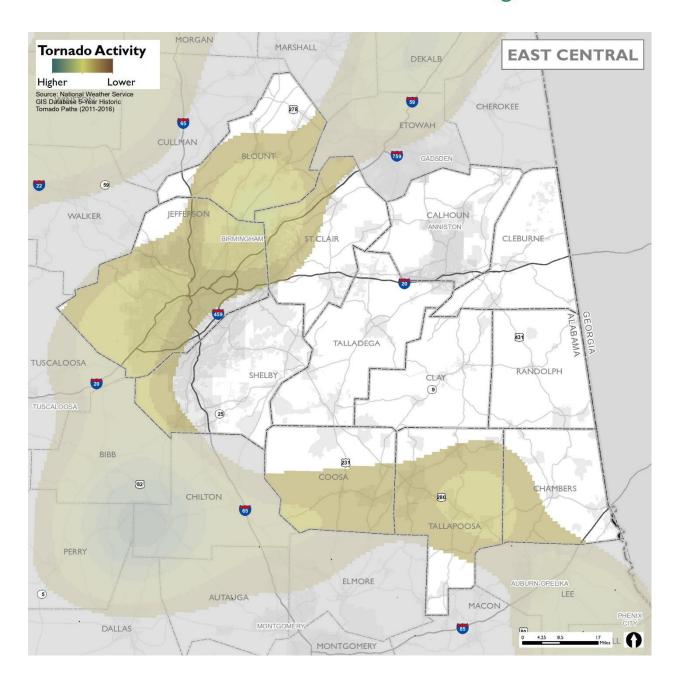


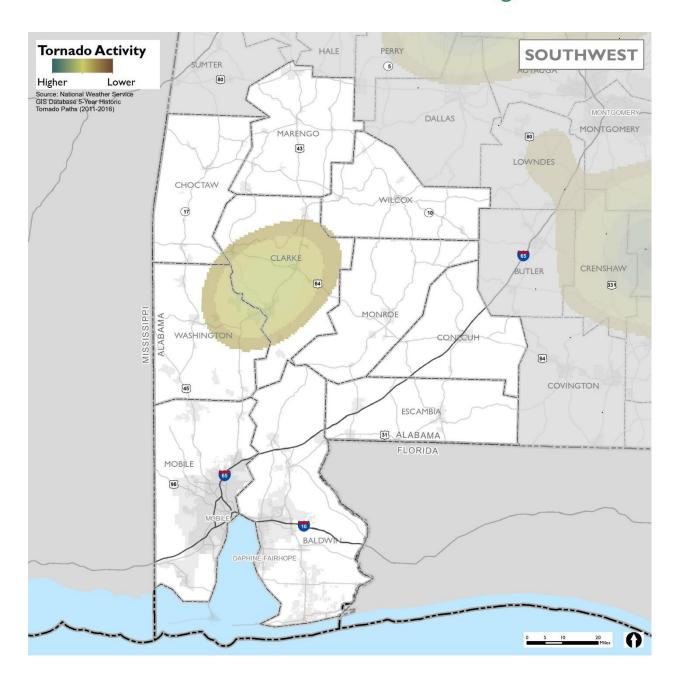




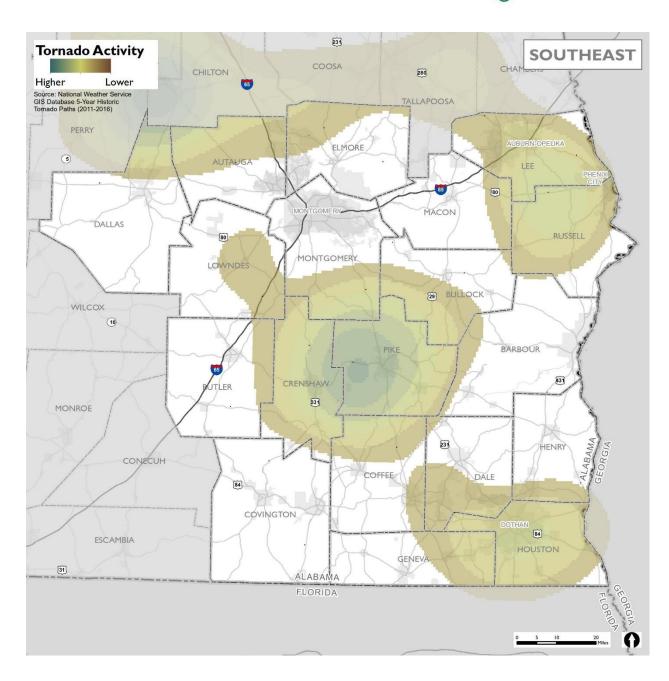




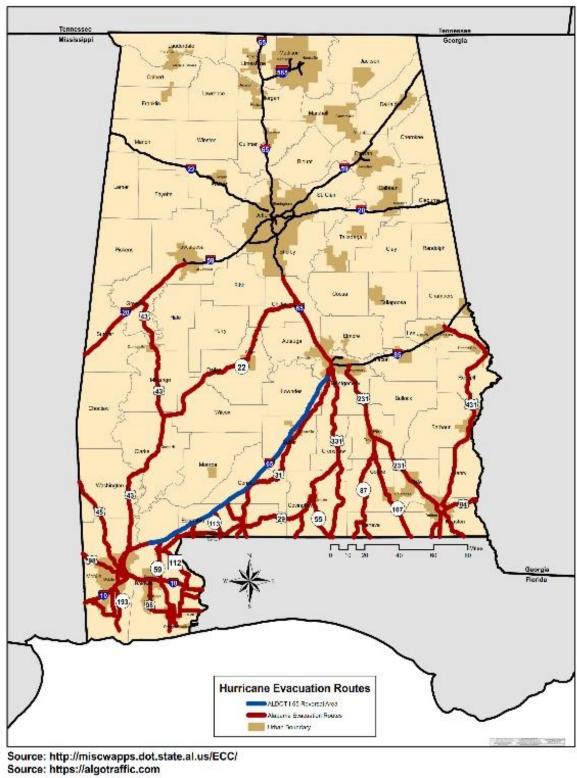








HURRICANE EVACUATION ROUTE MAP (D2)



BENEFIT-TO-COST EVALUATION

Benefit-to-cost analysis is used to communicate and consider the anticipated value of a particular project. It is the ratio of expected monetary benefit of a project divided by the cost of the project. There are many different methodologies and varying complexities to consider when calculating benefits.

FHWA has developed a Tool for Operations Benefit Cost Analysis (TOPS-BC) that is sometimes used by agencies to guide in benefit-to-cost analysis. Other agencies develop their own tools to guide users based on agency specific and readily available data. Further still, many agencies focus benefit-to-cost analysis on larger, more complex projects.



https://ops.fhwa.dot.gov/plan4ops/top sbctool/

However, the basic premise of analysis is similar throughout methodologies; project specific crash and/or congestion data are considered and an expectation of benefit based on research and/or case study evaluations is applied and typically monetized. For example, crashes along a potential project corridor will be considered and an evaluation of a similar project type as to the one being proposed which states a measured reduction of crashes will be applied to the potential project corridor crashes. The projected reduced crashes will then be given an estimated monetary value to represent the potential safety benefit anticipated for the proposed project. Furthermore, this value can then be compared to the estimated cost of the proposed project and reported as a benefit-to-cost ratio which allows projects of different types to be considered.

The following methodology has been developed as a simplified way to consider potential project benefit-to-cost ratios for common project types. This is recommended as a starting point for comparison. It is expected that larger or more unique project types may require more extensive analysis such as TOPSBC or other tools as described above.

SIMPLIFIED BENEFIT-TO-COST ANALYSIS

The variance in need, safety or mobility, is the primary influence on how much value or benefit can be provided by a given project type – simply stated, the bigger the problem, the greater opportunity for improvement. Therefore, the recommended simplified benefit-to-cost analysis considers demonstrated benefit-to-cost ratio ranges within several common project types and assumes there is a direct correlation to the safety and congestion need. The following steps are recommended to evaluate benefit-to-cost for a proposed project.

Step 1 – Project Type Benefit-to-Cost Ratio Ranges

The following table provides a summary of benefit-to-cost ratio ranges that have been published and supported by FHWA for various TSMO strategy types.

Table A3: Benefit-to-Cost Ratio Ranges

Source: https://www.itsbenefits.its.dot.gov/ITS/benecost.nsf

Donloyment Stratogy	Benefit-to-Cost Range		
Deployment Strategy	Low (BC _L)	High (BC _H)	
Integrated Corridor Management	9.7	39.0	
Optimized Traffic Signals	17.0	62.0	
DMS Deployment	1.4	16.95	
CCTV Camera Deployment	3.95	16.6	
Service Patrols (Traffic Incident Management)	4.7	38.0	
Warning Systems	4.2	6.6	

For the purposes of this simplified analysis, it is assumed that the following deployment strategies represent:

- Integrated Corridor Management it is assumed that corridor-based deployments of fiber optic cable, CCTV cameras, and signal timing upgrades will fall under this category.
- Optimized Traffic Signals it is assumed that this deployment strategy will represent those
 projects in which communications to traffic signals is already established, no further surveillance
 is required or planned, and the effort is focused solely on the optimization of existing traffic
 signals.
- DMS Deployment it is assumed this is for the permanent deployment of a DMS.
- CCTV Camera Deployment it is assumed that strategic camera deployments or camera only deployments will fall under this strategy type.
- Service Patrols it is assumed that ASAP expansion will fall under this strategy type.
- Warning Systems it is assumed that warning systems such as curve, speed, queue, etc. will be considered to fall under this strategy type.

Step 2 – Safety and Mobility Need

Next, as mentioned previously, it is assumed that there is a direct correlation between safety and mobility, and potential benefit received from a project. It is recommended that the safety and mobility score be added to determine a combined relative need factor:

$$S + C = RN^*$$

^{*}Based on the methodology for safety and congestion evaluation scoring above, the minimum score is equal to two and maximum score is equal to 6.



Step 3 – Project Simplified Benefit-to-Cost Ratio

Then the relative need factor (RN) should be applied to the benefit-to-cost range such that the resulting benefit-to-cost is scaled based on the relative need. The following formula should be used to determine the project simplified benefit-to-cost ratio.

$$\frac{1}{4}x(BCH - BCL)x(RN - 2) + BCL = BCP$$

Where: BCH = the benefit-to-cost ratio high range for the specific project deployment strategy type.

BCL = the benefit-to-cost ratio low range for the specific project deployment strategy type.

RN = the relative need as determined in step 2.

BCP = the simplified anticipated benefit-to-cost ratio for the specific project being considered.

Step 4 – Benefit-to-Cost Score

Finally, it is recommended that the benefit-to-cost score be developed annually such that each annual cycle, all of the project benefit-to-cost ratios will be assigned a score between one and three, distributed by how they compare relative to each other. This scoring assignment has been built into the project evaluation tool but is given below for information and transparency.

$$1 + \frac{(BCPx - BCPl)}{BCPh - BCPl} x 2 = BC Score$$

Where: BCPx = the benefit-to-cost for the specific project being considered.

BCPI = the lowest benefit-to-cost ratio determined for the annual cycle of projects.

BCPh = the highest benefit-to-cost ratio determined for the annual cycle of projects.

BC Score = the score representing the benefit-to-cost analysis for the project being considered.

TMC Segment Codes

0-	uui al a u	1 3 24	TMO On the
Co	rridor	Limits	TMC Codes
Southeast	US 84		101+08302, 101P08302, 101+15610, 101P15610, 101+15611, 101+08306, 101+15615, 101+15616, 101P15616, 101+15617, 101P15617, 101+15618, 101P15618, 101+08308, 101+06712, 101+06713, 101+06713, 101+06715, 101+06716, 1011+06716, 101+06718, 101+06717, 101+08311, 101+08311, 101P08311, 101+06719, 101+06720, 101P06720, 101P06720, 101P06722, 101P06722, 101+06723, 101+06724, 101+08313, 101+08313, 101+08315, 101+06725, 101P06725, 101P06725, 101P06725, 101P06725, 101P06725, 101P06726, 101P06726, 101P06726, 101P06726, 101+08322, 101+08324, 101+08324, 101+08325, 101+06727, 101+08394, 101-15618, 101N08308, 101N15618, 101-15617, 101N15617, 101-15616, 101N15616, 101-15615, 101-08304, 101-08320, 101-08320, 101-08322, 101-08324, 101-08325, 101-08324, 101-08323, 101-08322, 101-06726, 101N06727, 101N06727, 101-08325, 101-08324, 101-08323, 101-08322, 101-06726, 101N06726, 101-08321, 101N08321, 101-08309, 101-08319, 101-08318, 101-08314, 101-08313, 101-08313, 101-06724, 101-06723, 101-06722, 101N06722, 101-06721, 101-06720, 101N06720, 101-08312, 101-08316, 101-06725, 101N06729, 101-08311, 101N08311, 101-06718, 101-06719, 101N06719, 101-08311, 101N08311, 101-06718, 101-06719, 101N06712, 101-08309, 101-06713, 101-06714, 101-06714, 101-06714, 101-06714, 101-06714, 101-06714, 101-06714, 101-06714, 101-06714, 101-06714, 101-06714, 101-06722, 101-06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06722, 101+06723, 101+08314, 101+08315, 101+06725, 101+06725, 101+06725, 101+06726, 101+08314, 101+08314, 101+08315, 101+06725, 101+06725, 101+06725, 101+06725, 101+06726, 101+08322, 101+08322, 101+08322, 101+08324, 101+08315, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06726, 101+08322, 101+06722, 101+06722, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101+06725, 101-06725, 101-06725, 101-06725, 101-06725, 101-06725, 101-06725, 101-06725, 101-06725,
Southeast	I-85	I-65 to Andrews Rd/Exit 66	101P04747, 101+04748, 101P04748, 101+04749, 101+04750, 101+04751, 101+04752, 101+04753, 101+04754, 101P04754, 101+04755, 101P04755, 101P04756, 101P04756, 101P04756, 101P04757, 101P04757, 101P04758, 101P04758, 101P04758, 101P04759, 101P04769, 101P04760, 101P04761, 101P04761, 101P04762, 101P04762, 101P04762, 101P04763, 101P04763, 101P04764, 101P04764, 101P04764, 101P04765, 101P04765, 101P04765, 101P04765, 101P04765, 101P04765, 101P04765, 101P04765, 101P04772, 101P04771, 101P04771, 101P04771, 101P04771, 101P04772, 101P04772, 101P04773, 101P04773, 101P04774, 101P04774, 101P04774, 101P04774, 101P04773, 101P04773, 101P04773, 101P04765, 101P04765, 101P04766, 101P04766, 101P04766, 101P04766, 101P04766, 101P04765, 101P04765, 101P04764, 101P04764, 101P04764, 101P04763, 101P04763, 101P04765, 101P04765, 101P04765, 101P04764, 101P04767, 101P04764, 101P04764, 101P04764, 101P04764, 101P04764, 101P04766, 101P04766, 101P04766, 101P04766, 101P04766, 101P04766, 101P04766, 101P04766, 101P04767, 101P04767, 101P04768, 101P04768, 101P04769, 101P04769, 101P04763, 101P04764, 101P04764, 101P04764, 101P04767, 101P04767, 101P04767, 101P04768,

Southeast	US 231	ALFL STATE BORDER/CR- 55/State Line Rd and US-80/AL-8	101+09692, 101+09693, 101P09693, 101N09693, 101-09692, 101-06805, 101+06805, 101-06804, 101P06802, 101+06803, 101+09691, 101+06804, 101-09691, 101-06803, 101-06802, 101N06802, 101+07934, 101P07934, 101P06677, 101P06677, 101P06678, 101P06678, 101P06679, 101P06680, 101P06680, 101P06680, 101P06680, 101P06681, 101P07935, 101+06682, 101P06682, 101+07936, 101P07936, 101+06683, 101+08240, 101P06683, 101+06684, 101+07937, 101P07937, 101P07937, 101P07938, 101P06685, 101P06685, 101+06226, 101+06227, 101P06227, 101P06228, 101P06228, 101P06229, 101P07939, 101P07939, 101P07939, 101P06230, 101P06230, 101P06231, 101P06231, 101P06231, 101P06231, 101P06232, 101P07942, 101P06233, 101P07942, 101P06233, 101P07943, 101P06234, 101P06234, 101P06234, 101P06235, 101P07942, 101P06235, 101P06235, 101P07942, 101P06235, 101P06235, 101P07942, 101P06236, 101P06236, 101P06231, 101P0633, 101P07934, 101P07934, 101P07934, 101P07934, 101P07934, 101P07934, 101P07934, 101P07936, 101P0633, 101
Southeast	US 331	82/US-80/AL-21/AL- 8/South Blvd	101+09333, 101+09334, 101+15626, 101P15626, 101P15629, 101+09336, 101+09337, 101+06279, 101P06279, 101+06280, 101P06280, 101+09338, 101+06281, 101+06282, 101P06282, 101+09339, 101+09340, 101+09341, 101+06283, 101+10363, 101+09342, 101+06284, 101+09343, 101+09344, 101+09344, 101+10365, 101+06285, 101P06285, 101+06286, 101P06286, 101P06286, 101P06286, 101P06286, 101P06286, 101P06283, 101-09344, 101-09344, 101-09343, 101-06284, 101-09342, 101-10363, 101-06283, 101-06283, 101-09344, 101-09340, 101-09339, 101-06282, 101P06282, 101P06282, 101P06281, 101-09338, 101-06280, 101P06280, 101P06279, 101P06279, 101P06279, 101P06279, 101P06279, 101P06279, 101P06279, 101P06280, 101P06280, 101P06281, 101P06281, 101P06281, 101P06281, 101P06282, 101P06282, 101P06282, 101P06283, 101P06283, 101P06284, 101P06284, 101P06284, 101P06284, 101P06284, 101P06284, 101P06284, 101P06285, 101P06285, 101P06285, 101P06285, 101P06286,

Southeast	US 431		101P06788, 101+08041, 101+08042, 101+06789, 101P06789, 101+06790, 101P06790, 101+08043, 101+08044, 101+06791, 101P06791, 101+06792, 101P06792, 101+08045, 101+08046, 101+06218, 101+08044, 101+06791, 101+08052, 101+08052, 101+08052, 101+08052, 101+08053, 101+08054, 101+08053, 101+08054, 101+08055, 101+08055, 101+08056, 101+08056, 101+08057, 101+08058, 101+08056, 101+08057, 101+08056, 101+08057, 101+08058, 101-08058,
Southeast	US 80	and	101+06550, 101P06550, 101+08166, 101+08167, 101P08167, 101+08168, 101+06551, 101+06552, 101+08169, 101+06553, 101P06553, 101+06554, 101P06554, 101P06554, 101P06555, 101+06556, 101P06556, 101P06556, 101+06557, 101+08170, 101P08170, 101+08171, 101P08171, 101+06558, 101P06558, 101+08253, 101P08253, 101+06559, 101+06560, 101+08177, 101+08178, 101+08179, 101+08180, 101+08181, 101+08182, 101P08182, 101+04799, 101P04799, 101+04800, 101P04800, 101+04801, 101N04509, 101-04799, 101-08182, 101-08181, 101-08179, 101-08179, 101-08177, 101-08232, 101-06559, 101N06559, 101-08253, 101-06558, 101-08171, 101N08171, 101-08170, 101N08170, 101-06557, 101N06557, 101-06556, 101-06556, 101-06555, 101N06555, 101-06554, 101-06554, 101-06553, 101N06555, 101-06554, 101-06554, 101-06553, 101-06551, 101-06551, 101-06553, 101-06553, 101-06551, 101-06551, 101-06553, 101-06553, 101-06551, 101-06551, 101-06553, 101-06553, 101-06551, 101-06551, 101-06553, 101-06553, 101-06551, 101-06551, 101-06553, 101-06553, 101-06551, 101-06551, 101-06553, 101-06553, 101-06554, 101-06554, 101-06554, 101-065554, 101-065554, 101-065557, 101-065557, 101-065557, 101-065557, 101-065557, 101-065557, 101-065557, 101-06557, 101-06557, 101-06557, 101-06558, 101-06558, 101-06558, 101-06559, 101P06559, 10

Southeast	I-65	CR-7/Exit 107 and CR-59/Exit 200	101+05064, 101P05064, 101+05065, 101P05065, 101+05066, 101P05066, 101+05067, 101P05067, 101+05068, 101P05068, 101+05069, 101P05069, 101+05070, 101P05070, 101+05071, 101P05071, 101+05072, 101P05072, 101P05073, 101P05073, 101+05074, 101P05074, 101P05075, 101P05075, 101P05076, 101P05076, 101P05076, 101P05077, 101+05078, 101P05078, 101P05079, 101P05079, 101P05080, 101+05080, 101+05081, 101P05081, 101+05082, 101P05082, 101-05082, 101N05082, 101-05081, 101N05082, 101N05083, 101-05079, 101N05079, 101N05079, 101N05079, 101N05071, 101-05077, 101N05077, 101-05076, 101N05076, 101-05075, 101N05075, 101-05074, 101N05073, 101N05073, 101N05072, 101N05072, 101N05071, 101-05070, 101N05070, 101-05069, 101N05069, 101-05068, 101N05068, 101-05065, 101N05066, 101N05066, 101N05069, 101-05065, 101N05069, 101-05069, 101P05067, 101+05068, 101P05069, 101P05069, 101P05067, 101P05067, 101P05068, 101P05069, 101P05079,
Southeas t	US 82	US-31/AL-14- TRUCK/AL-3/S Meml Dr and I-65	101+05079, 101P05079, 101+05080, 101P05080, 101+05081, 101P05081, 101+05082, 101-05081, 101N05081, 101-05080, 101N05080, 101-05079, 101N05079, 101+05079, 101P05079, 101P05079, 101P05080, 101P05080, 101P05081, 101P05081, 101+05082, 101-05081, 101N05081, 101-05080, 101N05080, 101-05079, 101N05079, 101-05078
Southeast	US 280		101-06598, 101-06590, 101N06598, 101-06599, 101-06600, 101N06599, 101-06589, 101N06589, 101-06588, 101-06588, 101-06587, 101-06586, 101-06585, 101-06584, 101N06585, 101-06583, 101N06583, 101-06582, 101N06582, 101-06581, 101-06583, 101+06584, 101P06583, 101+06585, 101+06586, 101+06587, 101P06586, 101+06587, 101P06586, 101+06587, 101P06586, 101+06587, 101P06586, 101+06588, 101+06589, 101P06589, 101P06589, 101+06599, 101P06599,
Southeast	US 29	CR-270/Lee Rd 270 and AL- 81/Westside St/Eastside St	101+08249, 101P08249, 101+08250, 101P08250, 101+08251, 101P08251, 101+08252, 101P08252, 101+07992, 101-08252, 101N08252, 101-08251, 101N08251, 101N08251, 101-08250, 101N08250, 101-08249, 101N08249, 101-07991, 101N07991, 101+08249, 101P08249, 101+08250, 101+08251, 101P08251, 101+08252, 101+08252, 101+07992, 101-08252, 101N08252, 101-08251, 101N08251, 101-08252, 101N08252, 101N08252, 101N08252, 101N08251, 101N08251, 101-08250, 101N08250, 101-08249, 101N08249, 101-07991, 101N07991

Southeast	SR 167	S 3Rd Ave and AL- 51 (SOUTH)	101+10397, 101+06782, 101P06782, 101+09678, 101P09678, 101+09679, 101+06783, 101-09679, 101-09678, 101N09678, 101-06782, 101N06782, 101-10397, 101-06781, 101N06781, 101+10397, 101+06782, 101P06782, 101+09678, 101P09678, 101+09679, 101-09679, 101-09678, 101N09678, 101-06782, 101N06782, 101N06782, 101-10397, 101-06781, 101N06781
Southeast	US 331	ALFL STATE BORDER and US- 82/US-80/AL- 21/AL-8/South Blvd	101+09333, 101+09334, 101+15626, 101P15626, 101P15629, 101+09336, 101+09337, 101+06279, 101P06279, 101+06280, 101P06280, 101+09338, 101+09338, 101+06281, 101+06282, 101P06282, 101+09339, 101+09340, 101+09341, 101+06283, 101+10363, 101+09342, 101+06284, 101+09343, 101+09344, 101P09344, 101+10365, 101+06285, 101+06286, 101P06286, 101N15626, 101-09334, 101-09333, 101N06286, 101-09332, 101-06285, 101-10365, 101N10365, 101-09344, 101-09343, 101-06284, 101-09342, 101-10363, 101-06283, 101-09341, 101-09340, 101-09339, 101-06282, 101N06282, 101+06281, 101-09338, 101-06280, 101N06280, 101-06279, 101N06279, 101N06279, 101+09337, 101-09338, 101+06281, 101+09338, 101+06281, 101+06282, 101P06282, 101P06280, 101P06282, 101P06283, 101+09342, 101+06284, 101+09343, 101+09344, 101P09344, 101+0365, 101P06285, 101P06285, 101P06286, 1
Southwest	I-10	ALMS STATE BORDER and FL AL STATE BORDER	102+08358, 102P08358, 102+08359, 102P08359, 102+08360, 102P08360, 102+08361, 102P08361, 102+08362, 102P08362, 102+08363, 102P08363, 102+08364, 102P08364, 102+08365, 102P08365, 102+08366, 102P08366, 102P08367, 102P08371, 102P08372, 102P08372, 102P08372, 102+08373, 102P08373, 102+08374, 102+08374, 102+08375, 102P08375, 102P08376, 102P08374, 102P08374, 102P08374, 102P08375, 102P08375, 102P08374, 102P08374, 102P08373, 102P08373, 102P08373, 102P08373, 102P08373, 102P08374, 102P08375, 102P08375, 102P08376, 102P08367, 102P08367, 102P08367, 102P08367, 102P08366, 102P08367, 102P08367, 102P08375, 102P08375, 102P08376, 102P08377, 102P08377, 102P08377, 102P08377, 102P08377, 102P08377, 102P08377,

Southwest	I-65	-10 and CR-7/Exit 10	102+08343, 102+08344, 102+08344, 102+08344, 102+08345, 102+08345, 102+08345, 102+08642, 102+08346, 102+08346, 102+08347, 102+08347, 102+08348, 102+08358, 102+08359, 102+08350, 102+08351, 102+08351, 102+08352, 102+08352, 102+08353, 102+08354, 102+08354, 102+08355, 102+08355, 102+08356, 102+08357, 102+08357, 102+08643, 101+05055, 101+05055, 101+05056, 101+05056, 101+05057, 101+05057, 101+05058, 101+05058, 101+05059, 101+05069, 101+05060, 101+05060, 101+05061, 101+05062, 101+05062, 101+05063, 101+05063, 101+05055, 101+05056, 101+05056, 101+05056, 101+05056, 101+05056, 101+05056, 101+05056, 101+05056, 101+05062, 101+05062, 101+05063, 101+05056,
Southwest	SR 13	WASHINGTON MOBILE COUNTY BORDER and AL- 14/Morrow Ave/Boligee St	101+08262, 101+08263, 101+06761, 101+08264, 101+08264, 101+06762, 101+06762, 101+06763, 101P06762, 101P06763, 101+06764, 101+08265, 101+06765, 101P06765, 101+08266, 101+08267, 101+08268, 101+08268, 101+08269, 101+06767, 101+08277, 101+08277, 101+08278, 101+08278, 101+08273, 101+08273, 101+08273, 101+08274, 101+08275, 101+08276, 101P08276, 101+08277, 101+08277, 101+08277, 101+08278, 101+08278, 101+08279, 101+08280, 101-08278, 101-08277, 101N08278, 101-06771, 101N06771, 101-08276, 101N08276, 101-08275, 101-08275, 101-08274, 101-08278, 101-08277, 101N08278, 101-08277, 101N08278, 101-08276, 101-08276, 101-08275, 101-08275, 101-08274, 101-08274, 101-08278, 101-08272, 101-08272, 101-08274, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08274, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264, 101-08264,
Southwe	SR 193	-	102P16797, 102+16798, 102P16798, 102+16799, 102P16799, 102P16801, 102N16799, 102-16798, 102N16798, 102-16797, 102N16797, 102P16813, 102+16814, 102P16814, 102+16815, 102+16816, 102P16816, 102N16816, 102-16815, 102N16815, 102-16814, 102N16814, 102-16813, 102N16813, 102P16797, 102P16797, 102P16799, 102P16799, 102P16799, 102P16799, 102P16801, 102N16799, 102-16798, 102N16797, 102N16797, 102P16813, 102+16814, 102P16814, 102+16815, 102+16816, 102P16816, 102N16816, 102-16815, 102N16815, 102-16814, 102N16814, 102N16813
Southwest	SR 59	-	102P17585, 102+17497, 102+17498, 102+17499, 102+17585, 102+17500, 102+17501, 102+17502, 102P17502, 102+17503, 102+17504, 102P17504, 102+17505, 102P17505, 102P17506, 102+17507, 102P17507, 102N17507, 102-17496, 102N17506, 102N17506, 102N17505, 102-17504, 102N17504, 102-17503, 102-17502, 102N17502, 102-17501, 102-17500, 102-17585, 102-17499, 102-17498, 102-17497, 102-17496, 102N17585, 101P07972, 101+07972, 101+06756, 101-07972, 101N07972, 101-06755, 102+09451, 102P09451, 102+08499, 101+09674, 101+09675, 101+06774, 101P06774, 101N06774, 101-09675, 101-09674, 101-06773, 102N08499, 102-09451, 102N09451, 102-08498, 102P17585, 102+17497, 102+17498, 102+17499, 102+17585, 102+17500, 102+17501, 102+17502, 102P17502, 102P17504, 102P17504, 102P17505, 102P17505, 102P17506, 102P17507, 102P17507, 102N17507, 102-17506, 102N17506,

est			102P17585, 102+17497, 102+17498, 102+17499, 102+17585, 102+17500, 102+17501, 102+17502, 102P17502, 102+17503, 102+17504, 102P17504, 102+17505, 102P17505, 102P17506, 102+17507, 102P17507, 102N17507, 102-17506, 102N17506, 102N17505, 102-17504, 102N17504, 102-17503, 102-17502, 102N17502, 102-17501, 102-17500, 102-17585, 102-17499, 102-17498, 102-17497, 102-17496, 102N17585, 101P07972, 101+07972, 101+06756, 101-07972, 101N07972, 101-06755, 102+09451, 102P09451,
Southwest	US 31	-	102+08499, 101+09674, 101+09675, 101+06774, 101P06774, 101N06774, 101-09675, 101-09674, 101-06773, 102N08499, 102-09451, 102N09451, 102-08498, 102P17585, 102+17497, 102+17498, 102+17499, 102+17585, 102+17500, 102+17501, 102+17502, 102P17502, 102P17503, 102+17504, 102P17504, 102P17504, 102P17505, 102P17505, 102P17506, 102P17507, 102P17507, 102P17507, 102P17507, 102P17507, 102P17506, 102N17506, 102N17505, 102-17504, 102N17504, 102-17503, 102-17502, 102N17502, 102-17501, 102-17500, 102-17585, 102-17499, 102-17498, 102-17497, 102-17496, 102N17585, 101P07972, 101+07972, 101+06756, 101-07972, 101N07972, 101-06755, 102+09451, 102P09451, 102P09451, 102+08499, 101+09674, 101+09675, 101+06774, 101P06774, 101N06774, 101-09675, 101-09674, 101-06773, 102N08499, 102-09451, 102N09451, 102-08498
Southwest	US 45	ALMS STATE BORDER to Mobile Washington County Border	101+06687, 101-09220, 102P09465, 102+09466, 102+09467, 102P09467, 102+09468, 102+09469, 102P09469, 102+09470, 102+09471, 102+09472, 102+09473, 102P09473, 102+09474, 102+09475, 102+09476, 102+09477, 102+09478, 101-15802, 101N15803, 101-15801, 102-09477, 101+15803, 101P15803, 101+15802, 102-09476, 102-09474, 102-09474, 102-09473, 102N09473, 102-09471, 102-09470, 102-09469, 102-09468, 102-09468, 102-09467, 102N09467, 102+09469, 102P09469, 102P09470, 102P09470, 102P09470, 102P09470, 102P09469, 102P09469, 102P09469, 102P09469, 102P09470, 102P09469,
Southwest	US 80		101+06445, 101P06445, 101+06446, 101+08156, 101P06446, 101+08157, 101P08156, 101P08157, 101+08158, 101P08158, 101+08159, 101+08160, 101+08161, 101+06544, 101P08161, 101+06545, 101P08545, 101+08162, 101+06546, 101+06547, 101P06547, 101+06548, 101+08163, 101P08163, 101+08164, 101P08164, 101P08164, 101P08165, 101-08165, 101P08165, 101P08166, 101P08166, 101P08166, 101P08166, 101P08166, 101P08164, 101P08165, 101P08164, 101P08164, 101P08164, 101P08164, 101P08164, 101P08165, 101P08164, 101P08164, 101P08164, 101P08164, 101P08164, 101P08164, 101P08164, 101P08164, 101P08164, 101P08165, 101P08165, 101P08165, 101P08165, 101P08165, 101P08165, 101P08165, 101P08165, 101P08166, 101P08166, 101P08166, 101P08166, 101P08166, 101P08166, 101P08164,
Southwest	US 84	ALMS STATE BORDER to ALGA STATE BORDER	101+08283, 101+08284, 101+08295, 101+08285, 101+08286, 101+08396, 101+08397, 101P08397, 101+08287, 101+08288, 101+08289, 101+06698, 101+08290, 101P08290, 101+08291, 101P08292, 101+08292, 101+08293, 101+08294, 101P08294, 101P08294, 101P06699, 101+06700, 101P06700, 101P06700, 101+06703, 101+08295, 101+08295, 101+08297, 101+06704, 101P08297, 101P06705, 101+08298, 101+08298, 101+08299, 101+06706, 101P06706, 101P06706, 101P06706, 101P06705, 101+08300, 101+08301, 101+06707, 101P06707, 101+08302, 101P08302, 101+15610, 101P15610, 101P15611, 101+15611, 101+08306, 101+15615, 101+15616, 101P15615, 101P15615, 101P15618, 101P15618, 101P05712, 101+06713, 101+06714, 101P06714, 101+08309, 101+06715, 101+06715, 101+06713, 101+06713, 101+06720, 101P06720, 101P06720, 101P06721, 101P06722, 101P06722, 101+06723, 101+06724, 101+08313, 101+08313, 101+08314, 101+08315, 101+06725, 101P06725, 101P06727, 101+08318, 101+08319, 101+08320, 101+08321, 101P08321, 101+06726, 101P06726, 101P06727, 101P06728,

Southwest	US 90	AL-188/CR- 11/Grand Bay Wilmer Rd and AL- 59/Milwaukee St	102+09551, 102+09552, 102P09552, 102+08435, 102P08435, 102+08441, 102P08441, 102+09553, 102P09553, 102+09554, 102P09554, 102+08445, 102P08445, 102+09555, 102+08448, 102+09556, 102+08446, 102P08452, 102+09558, 102+09558, 102+09559, 102P09559, 102+09560, 102+09561, 102+09562, 102P09562, 102P09562, 102P09564, 102P09564, 102P09566,
Southwest	US 98		102-09367, 102-09366, 102-09365, 102-09364, 102-09364, 102-09364, 102-09363, 102-09362, 102-09361, 102-09360, 102-09359, 102N09359, 102-09358, 102-09358, 102-09357, 102-09356, 102-09355, 102-09354, 102-09353, 102N09353, 102-09352, 102-09497, 102-09351, 102-09496, 102-09498, 102N09498, 102-09494, 102-09350, 102N09350, 102-09349, 102-09349, 102-09347, 102-09341, 102-09341, 102-09341, 102+09342, 102+09348, 102+09343, 102+08385, 102+09344, 102+09345, 102+08383, 102P08383, 102P09350, 102P09350, 102P09350, 102P09350, 102P09350, 102P09494, 102P09494, 102P09498, 102P09498, 102+09496, 102+09351, 102+09497, 102+09352, 102+09353, 102P09353, 102+09354, 102+09355, 102+09355, 102+09355, 102+09355, 102+09355, 102+09355, 102+09355, 102+09355, 102+09355, 102+09355, 102+09355, 102+09365, 102+09365, 102+09366, 102+09367, 102+09368, 102-09366, 102-09366, 102-09366, 102-09366, 102-09366, 102-09366, 102-09366, 102-09359, 102+09364, 102-09359, 102-09359, 102+09359, 102-09359, 102-09355, 102-09353, 102-09353, 102-09359, 102-09349, 102-09359, 102-09359, 102-09359, 102-09359, 102-09359, 102-09359, 102-09359, 102-09359, 102-09359, 102-09359,
East Central	1-20	Mcashan Dr/Exit 104 to ALGA STATE BORDER	101-04368, 101N04369, 101N04368, 101-04367, 101N04367, 101-04366, 101N04366, 101-04365, 101N04365, 101-04364, 101N04364, 101-04363, 101N04363, 101-04362, 101N04362, 101-04461, 101-04724, 101N04724, 101-04723, 101N04723, 101-04722, 101N04722, 101-04721, 101N04721, 101-04720, 101N04720, 101-04719, 101N04719, 101-04718, 101N04718, 101-04710, 101N04717, 101-04709, 101N04709, 101-04708, 101N04715, 101-04707, 101+04461, 101+04708, 101P04708, 101+04709, 101+04709, 101+04710, 101P04710, 101+04711, 101P04711, 101P04711, 101P04711, 101P04711, 101P04712, 101P04712, 101+04713, 101+04714, 101P04714, 101+04715, 101P04715, 101+04716, 101+04716, 101+04717, 101P04717, 101+04718, 101P04718, 101+04719, 101P04719, 101+04720, 101P04720, 101+04721, 101P04721, 101+04722, 101P04722, 101P04723, 101+04724, 101P04724, 101+04725, 101+04362, 101P04362, 101+04363, 101P04363, 101+04364, 101+04365, 101P04365, 101+04366, 101P04366, 101P04366, 101P04367, 101P04367, 101+04368, 101P04368, 101+04369, 101P04369, 101P04439, 101P04432, 101P04431, 101P04441, 101P044441, 101P044441, 101P044443, 101P044443, 101P04443, 101P044443, 101P044444, 101P044444, 101P044444, 101P044444, 101P044444, 101P044445, 101P044445, 101P04445, 101P04446, 101P04446, 101P04446, 101P044446, 101P04444
East Central	I-22	US-78 and I-65	101P15711, 101+15712, 101P15712, 101+15713, 101P15713, 101+15714, 101P15714, 101+15715, 101P15715, 101+17714, 101N15715, 101-15715, 101-15715, 101-15714, 101N15714, 101-15713, 101N15713, 101-15712, 101N15712, 101N15714, 101P15711, 101P15711, 101P15711, 101P15712, 101P15713, 101P15713, 101+15713, 101P15713, 101P15714, 101P15715, 101P15715, 101+17714, 101N15715, 101-15715,

East Central	I-59	I-20/Exit 130 and AL-77/Exit 181	101P04410, 101+04411, 101P04411, 101+04412, 101P04412, 101+04413, 101P04413, 101+04414, 101P04414, 101+04415, 101P04415, 101+04416, 101P04416, 101+04417, 101P04417, 101+04418, 101P04418, 101+04419, 101+04727, 101P04727, 101+04728, 101P04728, 101+04729, 101P04729, 101+04730, 101P04730, 101P04731, 101P04731, 101-04730, 101N04730, 101-04729, 101N04729, 101N04728, 101N04728, 101-04727, 101N04727, 101-04726, 101-04418, 101N04418, 101-04417, 101N04417, 101-04416, 101N04416, 101-04415, 101N04415, 101-04414, 101N04414, 101-04413, 101N04413, 101-04412, 101N04412, 101-04411, 101N04411, 101+04412, 101P04412, 101P04413, 101P04414, 101+04414, 101+04415, 101P04415, 101+04416, 101P04416, 101P04417, 101P04418, 101P04418, 101P04418, 101P04418, 101P04418, 101P04418, 101P04731, 101N04731, 101-04730, 101N04730, 101-04729, 101N04729, 101N04728, 101P04727, 101N04727, 101-04726, 101-04418, 101N04418, 101-04417, 101N04417, 101-04416, 101N04416, 101-04415, 101N04418, 101-04417, 101N04417, 101-04416, 101N04416, 101-04415, 101N04418, 101-04417, 101N04417, 101-04416, 101N04416, 101-04415, 101N04415, 101-04416, 101N04416, 101-04416, 101N04416, 101-04416, 101N04411, 101-04410, 101N04410, 101N04416, 101-04415, 101N04415, 101-04414, 101N04414, 101-04413, 101N04413, 101-04412, 101N04412, 101-04411, 101N04411, 101-04410, 101N04410, 101N04410, 101N04416, 101-04415, 101N04415, 101-04416, 101N04414, 101-04413, 101N04413, 101-04412, 101N04412, 101-04411, 101N04411, 101-04410, 101N04410, 101N04410, 101N04411, 101-04410, 101N04410, 101N04411, 101-04411, 101N04411, 101-04410, 101N04410, 101N04411, 101-04411, 101N04411, 101-04410, 101N04411, 101-04411, 101N04411,
East Central	I-65	AL-25/Exit 228 and AL-91/Exit 291	101P05088, 101+05089, 101P05089, 101+05090, 101P05090, 101+05091, 101P05091, 101+05092, 101P05092, 101+05093, 101P05093, 101+05094, 101P05094, 101+05095, 101+04371, 101P04371, 101P04371, 101P04371, 101P04373, 101P04373, 101P04373, 101P04374, 101P04374, 101P04375, 101P04375, 101P04376, 101P04376, 101P04383, 101P04393,
East Central	I-85	Andrews Rd/Exit 66 and ALGA STATE BORDER	101+04774, 101P04774, 101+04775, 101P04775, 101+04776, 101P04776, 101+04777, 101P04777, 101+04778, 101-04777, 101N04777, 101-04776, 101N04776, 101-04775, 101N04774, 101+04774, 101+04774, 101+04774, 101+04774, 101+04775, 101+04776, 101P04776, 101+04777, 101P04777, 101+04778, 101-04778, 101-04778, 101-04776, 101N04776, 101-04775, 101N04775, 101-04775, 101N04774, 101N04774, 101N04774, 101N04776, 101N04776, 101N04776, 101N04775, 101N04775, 101N04774, 101N04774
East Central	I-459	I-20/I-59 and I- 59/Exit 33	101+04397, 101P04397, 101+04398, 101P04398, 101+04399, 101P04399, 101+04400, 101P04400, 101+04401, 101P04401, 101+04402, 101P04402, 101+04403, 101P04403, 101+04404, 101P04404, 101+04405, 101P04405, 101+04406, 101P04406, 101+04407, 101P04407, 101+04408, 101P04408, 101+04409, 101-04408, 101P04408, 101P04407, 101P04407, 101P04407, 101P04406, 101P04406, 101P04406, 101P04406, 101P04407, 101P04407, 101P04403, 101P04408, 101P04402, 101P04404, 101P04408, 101P04407, 101P04407, 101P04408,
East Central	SR 21	I-20/Berry St and US-431/AL-1	101P06358, 101+09519, 101P09519, 101+09520, 101+09521, 101+09522, 101+09523, 101+06359, 101P06359, 101N06359, 101-09523, 101-09522, 101-09521, 101-09520, 101-09519, 101N09519, 101-06358, 101N06358, 101P06359, 101N06359, 101+09521, 101+09522, 101+09523, 101+09523, 101+06359, 101N06359, 101-09523, 101-09521, 101-09520, 101-09520, 101-09529, 101-09520,

East Central	US 11	I-59/I-20/Academy Dr/Ford Pkwy and AL-75/Roebuck Pkwy	1101-11368 101-11367 101011367 101-11366 101011366 101-11365 101011365 101-11363 101011363 101011363 101-11363 101-11367 101-11361 101-11360 - 1
East Central	US 31	I-65 (ALABASTER) and I-59/I-20	101P11453, 101+11454, 101+11455, 101P11455, 101+11456, 101+11457, 101P11457, 101+11458, 101P11458, 101+11459, 101+11460, 101P11459, 101P11460, 101+11461, 101P11461, 101+11462, 101P11462, 101P11462, 101P11463, 101+11463, 101+11463, 101+11463, 101+11463, 101+11464, 101P11464, 101P11464, 101P04453, 101P04453, 101+04454, 101P04454, 101P04454, 101P04454, 101P04459,
East Central	US 78	Flat Top Rd/2Nd Ave and CR-49	101+15695, 101-06088, 101N06088, 101-06089, 101-06090, 101-06091, 101N06091, 101-06092, 101-07897, 101N07897, 101-07896, 101N07896, 101-07895, 101N07895, 101-06093, 101N06093, 101-07892, 101N06104, 101-06105, 101N06105, 101-07892, 101+07897, 101+06091, 101P06091, 101+06090, 101+06099, 101+06089, 101+06089, 101+06089, 101+06089, 101-06088, 101+07895, 101-06088, 101N06088, 101-06091, 101N06091, 101-06092, 101-07897, 101N07897, 101N07895, 101N07896, 101N07896, 101N07896, 101N07897, 101N07897, 101N07897, 101N07891, 101N06091, 101N06091, 101N06091, 101N06099, 101N06088,
East Central	US 231	US-80/AL-8 and US 280/AL-25/Florida Short Rte	1101-07945 101N06241 101-06241 101-06240 101N06240 101-06239 101-06238 101N06238 101-06237 101N06237 101-06236 101N06236 101±06236 101P06236

	US-31/AL-3/Elton 100 100 100 100 100 100 100 100 100 10	and James E 101+06069, 101P06069, 101+08515, 101P08515, 101+06068, 101P06068, 101P06243, 101+08241, 101P08241, 101+08242, 101P08242, 101+08243, 101P08243, 101+08243,	589, 517, 512, 565, 244, 8, 9, , 101-
US 431 US	JS 431 I-85/US-280/US- 29/AL-38 and I-20 10 10	29/AL-38 and I-20 1011/08064, 1011/08063, 101-08063, 101-08064, 1011/08064, 1011-08064, 1011-08064, 1011-08064, 1011-08064, 1011-08066, 1011-0806, 1011-08066, 1011-08066, 1011-08066, 1011-08066, 1011-08066, 101	74, 068, 378,

West Central	I-20/I-59	ALMS STATE BORDER and AL- 216/Exit 100	101+04698, 101P04698, 101+04699, 101P04699, 101+04700, 101P04700, 101+04701, 101P04701, 101+04702, 101P04702, 101+04703, 101P04703, 101+04704, 101P04704, 101+04705, 101P04705, 101+04705, 101+04705, 101+04421, 101P04421, 101+04422, 101P04422, 101+04423, 101P04423, 101+04424, 101P04424, 101+04425, 101P04425, 101P04426, 101+04427, 101P04427, 101P04428, 101P04428, 101+04429, 101P04429, 101+04430, 101+04430, 101+04421, 101P04423, 101N04423, 101N04423, 101N04423, 101N04423, 101N04423, 101N04424, 101-04423, 101N04424, 101-04423, 101N04423, 101-04424, 101-04423, 101N04423, 101-04423, 101N04423, 101-04424, 101-04423, 101N04423, 101-04424, 101-04423, 101N04423, 101-04424, 101-04423, 101N04423, 101-04424, 101-04424, 101-04425, 101N04424, 101-04429, 101N04429, 101-04699, 101P04699, 101P04699, 101P04699, 101P04699, 101P04700, 101P04700, 101P04701, 101P04701, 101P04702, 101P04702, 101P04703, 101P04703, 101P04704, 101P04704, 101P04704, 101P04705, 101P04705, 101P04424, 101P04424, 101P04424, 101P04425, 101P04425, 101P04426, 101P04426, 101P04427, 101P04427, 101P04428, 101P04428, 101P04429,
West Central	I-22	ALMS STATE BORDER to CR- 45/Snowville Brent Rd	101-04793, 101N04793, 101-04792, 101N04792, 101-04791, 101N04791, 101-04790, 101N04790, 101-04789, 101N04789, 101-04788, 101N04788, 101-04787, 101N04787, 101-04786, 101N15707, 101N15707, 101-15706, 101N15706, 101-15705, 101N15705, 101-06078, 101N06078, 101-15704, 101N15704, 101-15703, 101N15703, 101-15702, 101N15702, 101-15701, 101N15701, 101-15700, 101N15700, 101-15699, 101N15699, 101-15698, 101N15698, 101-15697, 101N15697, 101+15697, 101P15697, 101P15698, 101P15698, 101P15699, 101P15699, 101P15700, 101P15700, 101P15701, 101P15701, 101P15702, 101P15702, 101P15703, 101P15703, 101P15704, 101P15704, 101P04789, 101P04789, 101P15705, 101P15705, 101P15706, 101P15706, 101P15707, 101P15707, 101P04786, 101P04786, 101P04787, 101P04787, 101P04788, 101P04788, 101P04789, 101P04789, 101P04790, 101P04791, 101P04791, 101P04792, 101P04792, 101P04793, 101P04793, 101P04793, 101P04787, 101P04786, 101P15702, 101N15707, 101P15703, 101P15703, 101P15702, 101P15703, 101P15703, 101P15703, 101P15703, 101P04793, 101P04792, 101P04792, 101P04793, 101P15704, 101P15704, 101P15704, 101P15704, 101P15704, 101P15704, 101P15704, 101P15704, 101P15704, 101P04789, 101P04789, 101P04789, 101P04793,
West Central	SR 13	CR-44/M L King Jr Blvd to AL-24	101+09405, 101P09404, 101P09405, 101+09406, 101P09406, 101+09407, 101+09408, 101+09409, 101P09409, 101+09410, 101+09411, 101P09411, 101+09412, 101P09413, 101+09413, 101+09414, 101P09414, 101+09415, 101+09416, 101P09416, 101P09417, 101P09417, 101P09418, 101+09418, 101+09419, 101+09420, 101+09422, 101P09422, 101+06317, 101P06317, 101+09423, 101+06318, 101P09423, 101P06318, 101+06319, 101P06319, 101+16048, 101+06320, 101P16048, 101+06321, 101P09429, 101+09424, 101P09429,

West Central	SR 69	-	101N06079, 101-15638, 101N15638, 101P06079, 101P15638, 101+06079, 101+09408, 101+09409, 101P09409, 101+09410, 101+09411, 101P09411,
West Central	SR 118	Frontage Rd to AL- 5/9th Ave	101-06079, 101N06079, 101-15638, 101N15638, 101-15690, 101-15689, 101N15689, 101P15689, 101P06079, 101+15690, 101P15638, 101+15691, 101+06079, 101+15709, 101-06079, 101N06079, 101-15638, 101N15638, 101-15690, 101-15690, 101N15689, 101P15689, 101P06079, 101+15690, 101P15638, 101+15691, 101+06079, 101+15709
West Central	US 11	Begin Freeway to AL-5	101P06496, 101+09615, 101+09616, 101+09617, 101P09617, 101N09617, 101-09616, 101-09615, 101-06496, 101N06496, 101P04784, 101+04785, 101P11347, 101+11348, 101P11348, 101+11349, 101P11349, 101P11350, 101P11350, 101+11351, 101+11352, 101P11352, 101N11352, 101N11352, 101-11351, 101-11350, 101N11350, 101-11349, 101N11349, 101-11348, 101N11348, 101-11347, 101N11347, 101-04784, 101N04784, 101P06496, 101+09615, 101+09616, 101+09617, 101P09617, 101P09617, 101N09617, 101-09616, 101-09615, 101-06496, 101N06496, 101P04784, 101+04785, 101P11347, 101+11348, 101P11348, 101+11349, 101P11352, 101N11357, 101N11352, 101-11351, 101-11350, 101N11350, 101-11349, 101N11349, 101-11348, 101N11348, 101-11347, 101N11347, 101-04784, 101N04784
West Central	US 43	-	101P09404, 101+09405, 101P09405, 101+09406, 101P09413, 101+09413, 101P09414, 101+09414, 101+09415, 101-09414, 101N09414, 101-09413, 101-09413, 101-09415, 101N09405, 101N09404, 101-09404, 101+09405, 101N09405, 101N09405, 101N09413, 101-09413, 101-09414, 101+09414, 101+09415, 101-09414, 101-09414, 101-09414, 101-09413, 101-09413, 101-09413, 101-09413, 101-09413, 101-09413, 101-09413, 101-09413, 101-09413, 101-09413, 101-09413, 101-09413, 101-09405, 101N09405, 101N09404, 101-09404
West Central	US 82	and CR-66/Bradley	101-08499, 101N08499, 101-08498, 101-08497, 101N08497, 101N08496, 101-08496, 101-08495, 101-15680, 101N15680, 101-08494, 101N08494, 101-06201, 101N06201, 101-06202, 101N06202, 101-08493, 101N08493, 101-08492, 101-08491, 101N08492, 101N08491, 101-08490, 101N08490, 101-08489, 101N08489, 101-08488, 101-08487, 101N08488, 101-06203, 101N06203, 101N06203, 101N08486, 101-08486, 101-08485, 101N08484, 101-08484, 101-06204, 101N06204, 101-08483, 101+08483, 101+06205, 101N06205, 101-08487, 101P08487, 101P08483, 101+08488, 101+08488, 101+08488, 101+08488, 101+08486, 101+08486, 101+08486, 101+08490, 101P08491, 101P08491, 101P08492, 101P08492, 101P08493, 101P08493, 101P08493, 101P08493, 101P08499,

North	I-65	AL-91/Exit 291 and ALTN STATE BORDER	101P05037, 101+05038, 101P05038, 101+05039, 101P05039, 101+05040, 101P05040, 101+05041, 101P05041, 101+05042, 101P05042, 101+05043, 101P05043, 101+05044, 101P05044, 101+05045, 101P05045, 101+05046, 101P05046, 101+05047, 101P05047, 101+05048, 101P05048, 101+05049, 101P05049, 101+05050, 101P05050, 101+05051, 101P05051, 101+05052, 101P05052, 101+05053, 101-05052, 101N05052, 101-05051, 101N05051, 101-05050, 101N05050, 101-05049, 101N05049, 101-05048, 101N05048, 101-05047, 101N05047, 101-05046, 101N05046, 101-05045, 101N05045, 101-05044, 101N05044, 101-05043, 101N05043, 101-05042, 101N05042, 101-05041, 101N05041, 101-05040, 101+05041, 101P05041, 101P05042, 101P05042, 101P05042, 101P05043, 101P05043, 101P05043, 101P05045,
North	I-565	Exit 1 & 1 and US-72	101P04498, 101+04499, 101P04499, 101+04500, 101P04500, 101+04501, 101+04502, 101P04502, 101+04503, 101P04503, 101+04504, 101P04504, 101+04505, 101P04505, 101+04506, 101P04506, 101+04507, 101P04507, 101+04508, 101P04508, 101+04509, 101P04509, 101+04510, 101P04510, 101+04511, 101P04511, 101+04512, 101P04512, 101P04512, 101P04513, 101P04513, 101P04513, 101P04513, 101P04513, 101P04513, 101P04513, 101P04513, 101P04513, 101P04505, 101P04505, 101P04505, 101P04504, 101P04504, 101P04503, 101P04503, 101P04509, 101P04509, 101P04506, 101P04506, 101P04506, 101P04506, 101P04506, 101P04506, 101P04506, 101P04507, 101P04507, 101P04501, 101P04501, 101P04502, 101P04502, 101P04502, 101P04503, 101P04503, 101P04504, 101P04504, 101P04504, 101P04505, 101P04505, 101P04506, 101P04506, 101P04507, 101P04508, 101P04508, 101P04509, 101P04509, 101P04509, 101P04509, 101P04509, 101P04511, 101P04511, 101P04512, 101P04512, 101P04513, 101P04513, 101P04513, 101P04512, 101P04504, 101P04504, 101P04508, 101P04508, 101P04504, 101P04506,
North	SR 13		101P09429, 101+09430, 101P09430, 101+09431, 101+09432, 101+09433, 101P09433, 101P09434, 101+09435, 101+09435, 101P09435, 101P09435, 101P09435, 101P09435, 101P09435, 101P09435, 101P09435, 101P09435, 101P09435, 101P09445, 101P09435, 101P09445, 101P09445, 101P09445, 101P09445, 101P09446,
North	SR 24	AL-243 to Gordon Dr	101+09378, 101+09383, 101+09384, 101+09379, 101+09385, 101+09386, 101P09386, 101+09380, 101P09380, 101+09387, 101P09387, 101+09388, 101+09389, 101+06308, 101+06309, 101P06308, 101P06309, 101+06310, 101+09390, 101P06310, 101+09391, 101P09392, 101+09392, 101+06311, 101P06311, 101+09393, 101+11727, 101+11728, 101N09392, 101-11727, 101-09393, 101-06311, 101N06311, 101-09392, 101-09391, 101-09390, 101-06310, 101N06309, 101N06309, 101N06309, 101-06308, 101-09389, 101N06308, 101-09387, 101-09387, 101-09380, 101N09380, 101-09386, 101N09386, 101-09385, 101-09387, 101-09383, 101-09378, 101+09379, 101+09379, 101+09379, 101+09379, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09381, 101+09391, 101+09392, 101+06311, 101+09391, 101+09391, 101+09392, 101+06311, 101+09391, 101+09393, 101+06311, 101+09393, 101+06309, 101+06308, 101+09381, 101-09381,

North	US 72		101-07969, 101+06482, 101-06630, 101-06631, 101N06631, 101-07970, 101-06482, 101-07968, 101-07965, 101N07965, 101-07964, 101N07966, 101P07966, 101+07965, 101P07965,
North	US 231	AL-160/CR-1 to AL- -TN STATE BORDER	101P06258, 101+06258, 101+07950, 101P06259, 101+06259, 101+06260, 101+07951, 101P06260, 101+06261, 101P06261, 101+07952, 101P07952, 101+07953, 101P07953, 101+06262, 101+15666, 101P15666, 101P04516, 101P04517, 101P04517, 101P04518, 101P04518, 101P04519, 101P04519, 101P04520, 101P04520, 101+04521, 101P04521, 101P04521, 101P04522, 101P04522, 101P04530, 101P04530, 101P04531, 101P04531, 101P04532, 101P04532, 101P04533, 101P06263, 101P06263, 101P04531, 101P04531, 101P04531, 101P04532, 101P04533, 101P06263, 101P04533, 101P06263, 101P04533, 101P06263, 101P04533, 101P04533, 101P04532, 101P04533, 101P04532, 101P04533, 101P04532, 101P04533, 101P04532, 101P04534,

