

CURRENT ASSOCIATION ACTIVITIES IN MAINSTREAMING OPERATIONS (AND ITS)

1. Mainstreaming support activates -- a set of intersecting activities by AASHTO, NTO Coalition, (FHWA, ITE, NAWG)

2. Scope -- Definition of “operations” and “mainstreaming”

What is “mainstreaming”? Mainstreaming systems operations and management implies development of operations activities as a managed program consolidating related activities within a consistent policy, organizational and budget framework -- on the same level of formality as construction and maintenance

3. Focus areas of mainstreaming (based on barriers, challenges) (from NCHRP 20-24 (21) 21st Century Operations Oriented State DOT

Driving Forces and Challenges to Mainstreaming Systems Management and Operations

Driving forces	Challenges
1. Congestion in general is highly visible and spreading and there is increased understanding of its origins and remedies	Conventional wisdom has low expectations of visible improvements but analysis suggest a greater potential
2. High economic and social value of reliability – even greater than marginal time savings	Mobility issues not highly articulated in policy – given limited ambitions of agencies
3. Higher standards for safety and improved emergency transportation operations	Policy and cultural differences between transportation and public safety communities
4. Conventional capacity solutions offer modest relief due to fiscal, physical constraints and time frames	Lack of active external stakeholder community – business or policy – supporting non-construction options
5. Expectations of increased accountability to the public for service delivery and performance	Developing methods and measures to manage performance and to communicate it to decision-makers and the public
6. Recognition of the need to consolidate and formalized incident and emergency management	Incident and emergency response involve public safety agencies with varying priorities and resources
7. Private sector technology and management potential and new service innovations	Equitable and effective partnership arrangements
8. Early winner examples of visible operational contributions	Consistent and aggressive applications of strategies for maximum affect
9. New forms of interagency cooperation	Overcoming agency-specific cultures and differing priorities
10. Changes in federal government policy to support operations	Limited leadership for policy change at state level

3. Promoting a Culture of Systems Operations (from NTOC & ITE Journal)

EVOLUTION OF TRANSPORTATION AGENCY CULTURE		
State and Local		
DIMENSION	20TH CENTURY	21ST CENTURY
1. Customer-focused Authorizing Environment	“Community Development interests” legacy: public (federal/state/local) and private support reflecting economic and community development-related stakeholder interests, combined with accountability for on time and on-budget production	“Regional System users” mobility needs”: Direct interaction and feedback with systems users service interests through -- households and businesses -- to understand and respond to current customer transportation needs
2. Principle Mission and Vision	“Developing the system”: oriented around the development and preservation of physical infrastructure network for access, connectivity and, increasingly, maintaining that system	“Operating the system”: maximizing the service available from the existing system through real time systems management to minimize delay and unreliability and maximize safety and information
3. Basic Professional Values and Orientation	“Engineering expertise to solve problems through project development”: professional values dominated by civil and traffic engineering orientations, with technical and programmatic leadership of career professionals	“Performance Management for efficient operations”: professional focus incorporating wider expertise including measurement, management, reporting and marketing skills thru traffic engineering, information management, and operations
4. Jurisdictional Roles and Relationships	“Cooperation as necessary to realize capital plans”: focused primarily on necessary episodic public sector regional capital program coordination and with private sector entities limited to vendor status	“Continuous partnering among real time service providers”: Collaborative planning provision of services across jurisdictional and sectoral boundaries in partnership-based provision of regional service – public and private
5. Drivers of Program Change	“Budget and regulation constrained”: priorities with management responsive to financial and environmental/community impacts	“Learning and technology based”: Focus on continuous improvement of mobility-and safety related performance thru improved concepts of operations, customer feedback and new technology

4. State of Play: Survey of State DOT state of play (AASHTO SSOM members) – Example from SSOM “State-of-Play” survey

SSOM MAINSTREAMING SURVEY SUMMARY (MD SHA Example)					
POLICY	PLANNING	BUDGET	ORG	PM	PARTNERS
State status, characteristics					
<ul style="list-style-type: none"> – No.2 Priority • Agency wide Business Plan with key performance areas(safety mobility, preservation) 	<ul style="list-style-type: none"> • Business plan as goals objectives and PM • Separate non-contained deployment play for ITS (CHART) to establish framework • lead 	<ul style="list-style-type: none"> • 4 Priority • budget reviewed by legislature • Funded mostly federal with CMAQ and earmarks • lead 	<ul style="list-style-type: none"> • Traffic safety, CHART and maint report to top level deputy • Cross functional councils as forum for action plans/PM and cross activity coord • Collocation of ops related functions in HQ • lead 	<ul style="list-style-type: none"> • 1 Priority • CHART data use to evaluate effectiveness and value of ER and IM – tied to plan • lead 	<ul style="list-style-type: none"> • 4 Priority • MD SHA active in regional rations with MPOs • PSA liaison • SHA s sponsored interagency training for coord • lead
Other areas of interest					
<ul style="list-style-type: none"> • Other : restructure procurement to support ongoing operational expenses • Establish agency culture for support 	<ul style="list-style-type: none"> • Other: cross jurisdictional and intermodal input to planning and coord with other statewide planning 	<ul style="list-style-type: none"> • Other: inter and intra agency tracking 	<ul style="list-style-type: none"> • Other: improved coordination and cooperation efforts between HQ and districts • Link ITS and SW planning 	<ul style="list-style-type: none"> • Other: comparative analysis of PM for DM 	<ul style="list-style-type: none"> • Other: establishment of interagency working groups to set up new initiatives
Learning Objectives					
<ul style="list-style-type: none"> • procurement and funding 	<ul style="list-style-type: none"> • application of planning tools (simulation ,AA) 	<ul style="list-style-type: none"> • establishing and maintaining dedicated and sustained state funding 	<ul style="list-style-type: none"> • coord and coop between HQ and districts 	<ul style="list-style-type: none"> • benchmarking with peer agencies 	<ul style="list-style-type: none"> • resource coord

5. AASHTO SSOM —Preparing multi-year Business Plan for Mainstreaming Operations/ITS

FOCUS AREAS	SPONSOR	POSSIBLE LEAD STATES <u>1/</u>
<p>1. <i>Policy:</i> Commitment to, role of SO&M as articulated in formal agency policy and stakeholder support</p> <ul style="list-style-type: none"> ▪ <i>Current Emphasis:</i> Stakeholder Support 	<ul style="list-style-type: none"> ▪ AASHTO – CEO workshop (06) ▪ AASHTO SSOM –guidance documents, manuals ▪ NTOC – outreach material and program (NGA, NCSL, etc) 	<p>MD -- CHART BD MN -- GuideStar) CA -- Performance TF and ops policy MT -- stakeholder input WA -- ops review</p>
<p>2. <i>Planning:</i> SO&M included in formal planning and programming process</p> <ul style="list-style-type: none"> ▪ <i>Current Emphasis:</i> Identify process/methods needs 	<ul style="list-style-type: none"> ▪ AASHTO SSOM/SCOP joint task force & workshop ▪ NTOC – basic methods issues matrix ▪ FHWA – survey use of tools, PCB? 	<p>MD – LR plan WA – DOT business Plan CA – TMS Master Plan FL – SW ITS Plan KA -- IS in projects/SW TOC plan IL -- Ops and security MN – ITSOP plan PA -- SW Ops Plan WI -- ITS Business Plan</p>
<p>3. <i>Organization:</i> Organization/staffing with appropriate reporting relationships, span of control and staff core capacities</p> <ul style="list-style-type: none"> ▪ <i>Current Emphasis:</i> Org structure and KSAs 	<ul style="list-style-type: none"> ▪ AASHTO/FHWA -- support of new university raining programs (CITE, MIT) for operations managers ▪ SSOM – possible pooled fund for KSAs, organization structure options 	<p>MD -- CHART VA – re-or TX -- District PA expressed interest</p>
<p>4. <i>Partnerships:</i> DOT/PSA cooperative relationships and training and public-private partnerships in service delivery</p> <ul style="list-style-type: none"> ▪ <i>Current Emphasis:</i> Formalizing ETO 	<ul style="list-style-type: none"> ▪ NTIMC activities and outreach ▪ AASHTO/NCHRP ETO Guide & workshop ▪ International and proposed domestic scan on TIM 	<p>FL – IM workshops MD – Interagency TF & MPO -- rel MN -- Guidestar Bd MO -- KC Scout</p>
<p>5. <i>Performance Measurement:</i> Collection, reporting and use of appropriate performance measures including warrants or benchmarks</p> <ul style="list-style-type: none"> ▪ <i>Current Emphasis:</i> Develop standards of practice 	<ul style="list-style-type: none"> ▪ NTOC – basic measures memo to be incorporated in NCHRP study; ▪ AASHTO SSOM -- development of standards of practice/benchmarking; Liase with F-SHRP reliability studies ▪ AASHTO/NCHRP studies on incident reporting 	<p>FL – Clearance times MD – C/E studies MN PM in Annual Report MO --Tracker system VA – NOVA study WA – Grey book WI --.Maint. System</p>
<p>6. <i>Budgeting</i> Adequacy of resources, Cost experience, position in conventional budgeting processes</p> <ul style="list-style-type: none"> ▪ <i>Current Emphasis:</i> methods for identifying resource needs 	<ul style="list-style-type: none"> ▪ AASHTO SSOM – develop approaches (NCHRP?) 	<p>FL -- 10 year ITS Plan MD -- CHART line item MN -- perf levels KA -- SW TMC Plan LA -- Cap and op budgets NC – TIP with Ops</p>