



# **Regional Transportation Systems Management and Operations (TSM&O) Strategic Plan**

**February 2025**

# Regional TSM&O Strategic Plan

## Table of Contents

Introduction .....	1
Organizational Purpose, Vision, Goals, and Objectives.....	3
Purpose Statement.....	3
Vision .....	4
Goals and Objectives .....	4
Goal 1: Coordination, Collaboration, and Partnership .....	4
Goal 2: Advocacy, Education, and Support .....	5
Goal 3: TSM&O Integration.....	5
Assessment of Regional Strengths and Opportunities.....	6
Comparison of National Practices and Current State.....	6
Gap Assessment of Vision and Current Program State.....	8
Indicators for Success.....	8
Framework of Strategic Initiatives and Priority Actions .....	9
Strategic Initiatives .....	9
Priority Actions.....	10
Strategic Initiative #1.....	10
Strategic Initiative #2.....	11
Strategic Initiative #3.....	11
Strategic Initiative #4.....	11
Regional TSM&O Program Organizational Structure.....	12
Governance Structure .....	12
Short-Term/Interim Governance Recommendations.....	13
Long-Term Governance Recommendations.....	13
Identifying Funding.....	14
Staffing .....	14
Conclusion and Next Steps.....	15
Pursue Tier 1 Actions.....	15

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# Regional TSM&O Strategic Plan

## Introduction

The Central Florida region faces transportation challenges associated with the movement of people, goods, and services that extend beyond traditional construction and maintenance solutions. With projected traffic growth and system demand, advancements in technology, and limitations in funding, there is increasing recognition that planning for Central Florida's transportation system must adapt to constantly changing conditions.

To address these challenges, a Regional Transportation Systems Management and Operations (TSM&O) Program (RTSMOP) and Working Group were formed to support the region's Metropolitan and Transportation Planning Organizations (M/TPOs) in advancing TSM&O planning. To date, the RTSMOP has been supported by a 2021 Memorandum of Understanding (MOU) between the following 10 M/TPOs:

- Forward Pinellas
- Hillsborough MPO
- Lake-Sumter MPO
- MetroPlan Orlando
- Ocala Marion TPO
- Pasco County MPO
- Polk TPO
- Sarasota/Manatee MPO
- Space Coast TPO
- Volusia-Flagler TPO (formerly River to Sea TPO)

This Regional TSM&O Strategic Plan ("Strategic Plan") is intended to build upon this collaboration and a peer exchange previously held between transportation planning agencies in Central Florida and across the country that focused on the value of establishing a formal organizational platform for regional TSM&O planning collaboration. The development of a Strategic Plan was identified as a key element of a recommended framework for a regional TSM&O program in the report *Feasibility of a Regional Transportation Systems Management and Operations Program* which was completed in 2023 by the Center for Urban Transportation Research (CUTR) at the University of South Florida (USF).

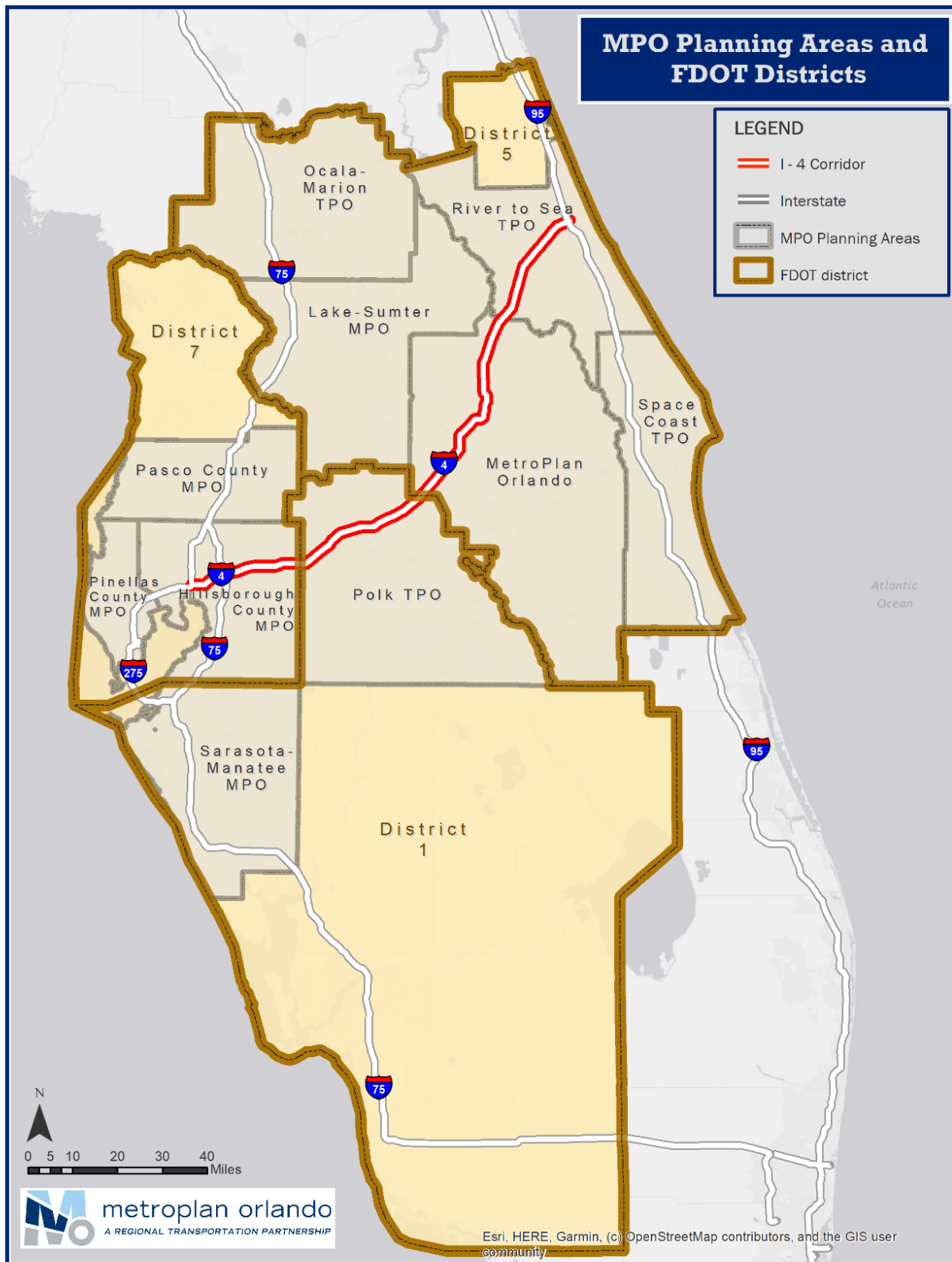
At key milestones throughout the development of this Strategic Plan, the RTSMOP Working Group, which is comprised of representatives from each of the 10 M/TPOs listed above, was engaged to obtain their feedback. The Federal Highway Administration (FHWA), Florida Department of Transportation (FDOT), Florida's Turnpike Enterprise, Central Florida Expressway Authority (CFX), the Tampa-Hillsborough Expressway Authority (THEA), and Florida Metropolitan Planning Organization Advisory Council (MPOAC) were also consulted.

**Figure 1** depicts the planning areas of the participating M/TPOs and FDOT Districts which together serve as the defined region for the Strategic Plan. The Strategic Plan includes the following major elements:

- Organizational Purpose, Vision, Goals and Objectives
- Assessment of Regional Strengths and Opportunities
- Strategic Framework, Initiatives, and Actions
- Organizational Structure

# Regional TSM&O Strategic Plan

Figure 1: Regional TSM&O Planning Areas and FDOT Districts



# Regional TSM&O Strategic Plan

## Organizational Purpose, Vision, Goals, and Objectives

***“Why does the Regional TSM&O Program exist?”*** An Organizational Vision and companion Purpose Statement were defined to answer this question and serve as a guide for the Strategic Plan. The Purpose Statement and Vision were developed based upon the following:

- Input and guidance from the February 2024 Working Group Meeting
- Virtual Stakeholder Interviews (March/April 2024)
- *Summary of Related Documents Technical Memorandum*
  - This Memorandum, prepared at the outset of Strategic Plan development, includes a summary of findings from documents adopted by M/TPOs, FDOT, and other agencies related to the formation of a Regional TSM&O Strategic Plan in Central Florida

### ***Purpose Statement***

The **PURPOSE** of the Regional TSM&O Program is to:

- Facilitate regional coordination and strategic engagement that supports partners in delivering effective TSM&O planning
- Collectively advance a stronger position for TSM&O planning in the region – placing TSM&O projects on even footing with capacity projects
- Identify touchpoints between partner TSM&O projects to maximize coordination and identify opportunities for partnerships and efficiencies
- Leverage regional collaboration to identify, plan, and pursue funding for priority TSM&O projects
- Share information, best practices, and lessons learned to serve as a go-to resource for partners
- Provide education and awareness to foster champions and support effective communication of the purpose and benefits of TSM&O
- Advance a more uniform approach to planning for TSM&O by including key concepts such as:
  - Safety Enhancements
  - Technology and Innovation
  - Optimized Infrastructure
  - Traffic Management Strategies
  - Real-Time Management
  - Integrated Systems



# Regional TSM&O Strategic Plan

## Vision

***A collaborative regional partnership that leverages the individual and combined strengths of members to maximize effective TSM&O planning.***

## Goals and Objectives

In 2021, a series of goals and objectives were initially developed by the Regional TSM&O Working Group to provide direction for the group's efforts. For the Strategic Plan, these goals and objectives were revisited and revised to:

- Align with the defined Organizational Purpose Statement and Vision
- Reflect emerging TSM&O strategies and best practices
- Apply to a regional TSM&O planning and decision-making organization

The Strategic Plan Goals and Objectives are:

### **Goal 1: Coordination, Collaboration, and Partnership**

**Advance regional TSM&O planning through multi-jurisdictional coordination, collaboration, and partnership.**

#### ***Objectives:***

- Support the integration of regional TSM&O strategies into the planning practices and procedures of partner M/TPOs.
- Establish mechanisms for regular regional interagency coordination and cooperation (i.e., meetings/workshops, forums, etc.) regarding TSM&O activities.
- Identify mutual objectives and key challenges with respect to joint participation in regional TSM&O planning.
- Identify cross-jurisdictional boundary issues and brainstorm mechanisms to reduce barriers to cooperative TSM&O planning and programming between local governments, M/TPOs, FDOT and public safety agencies.
- Coordinate resources to provide dedicated RTSMO staff and funding support to advance the integration of regional TSM&O strategies into planning efforts.
- Engage university resources throughout the region to develop and leverage mobility technology research for TSM&O.
- Use as reference the I-75, I-81 and I-95 Corridor Programs for examples of how to improve communication and coordination among regional partners.

# Regional TSM&O Strategic Plan

## Goal 2: Advocacy, Education, and Support

**Enhance the role of TSM&O in meeting the region's mobility demands and safety concerns.**

### ***Objectives:***

- Facilitate advocacy for TSM&O through education and outreach activities.
- Engage MPO/TPO Boards and Committees to advocate for TSM&O strategies and illustrate the benefits of TSM&O through targeted presentations – example projects to highlight include ATTAIN Central Florida and the I-4 FRAME Project.
- Identify and collaborate on grant opportunities to support funding for regional and local TSM&O strategies.
- Collaborate with local jurisdictions, operating agencies, and FDOT to identify and advance regional and local TSM&O projects.
- Identify key regional transportation stakeholders to maintain ongoing communication regarding TSM&O policy, objectives, and activities.

## Goal 3: TSM&O Integration

**Provide assistance as needed to cultivate a culture at the M/TPOs in Central Florida that enables a methodology for supporting TSM&O projects.**

### ***Objectives:***

- Support regional M/TPOs with the following:
  - Consider the development of an M/TPO-based TSM&O advisory group of key internal and external stakeholders to identify and plan projects and adopt policies for improved TSM&O.
  - Allocate resources, including staff and funds, for TSM&O tasks in the M/TPO's Unified Planning Work Program (UPWP).
  - Work with local jurisdictions to identify and sponsor TSM&O projects in the M/TPO's Transportation Improvement Program (TIP).
  - Support the assessment of TSM&O strategies through M/TPO Congestion Management Plan (CMP) processes.
  - Review current agency mission, vision and goals with respect to TSM&O, including implied strategies and outcomes related to specific stakeholders.
  - Develop strategy to familiarize M/TPO leadership and staff with TSM&O.
  - Identify M/TPO Board and staff "champions" to develop the business case for TSM&O.

# Regional TSM&O Strategic Plan

- Identify needed operations-related core capabilities needed to support the development of TSM&O activities in the region — both technical and management.
- Engage with peer agencies and through professional peer exchanges to conduct technical information sharing and identify successful examples of regional TSM&O integration to emulate.
- Review current state of TSM&O planning and monitor progress of regional and local TSM&O projects and initiatives.
- Identify performance measures to support development and evaluation of existing and planned TSM&O activities.
- Maintain involvement in state and national TSM&O forums, activities, associations, and groups to stay current on emerging TSM&O strategies, policies, and programs.

## Assessment of Regional Strengths and Opportunities

As a foundational element to Strategic Plan development, USF/CUTR prepared the *Assessment of Regional Strengths and Opportunities*. This gap assessment of the existing Central Florida Regional TSM&O Program was conducted to (1) compare the current state of the program to national practices for regional TSM&O programs and (2) evaluate the current state of the RTSMOP to the aspirational purpose statement and vision. A gap is generally defined as a misalignment between the current state of a program and its desired state. This evaluation highlighted the strengths and weaknesses of the RTSMOP as it currently exists, specifically focusing on those factors that are internal to the program and the MPOs/TPOs (M/TPOs) that participate in the program. This assessment served as a baseline for identifying a framework of strategic initiatives and priority actions to advance the program's Vision, Goals, and Objectives. Aligning these initiatives and actions with the Organizational Vision and national practices are intended to ensure the program's organizational and membership capacity, continuity, and longevity.

### *Comparison of National Practices and Current State*

The first phase of the gap assessment compared the current state of the RTSMOP to national practices as identified in the *Feasibility of a Regional Transportation Systems Management and Operations (TSM&O) Program* report.

**Table 1** includes a summary of the national practices, current state, identified gaps, and action items. This assessment and the identified actions provide support for and inform the Strategic Initiatives and Priority Actions (short- and long-term) in the following section.



# Regional TSM&O Strategic Plan

*Table 1: National Practices Summary*

National Practice	Current State	Gap	Actions
<b>Develop a strategic plan</b>	MOU and goals and objectives	A regional strategic plan that establishes the organizational vision, mission, and goals for a regional TSM&O planning entity	Develop a regional organizational strategic plan for the RTSMOP with a vision and well-aligned goals and objectives
<b>Publish a work plan</b>	An expired work plan and member M/TPO work programs	A current work plan for the RTSMOP	Develop a work plan for the RTSMOP
<b>Publish an annual review</b>	No established annual review process	An annual review that tracks progress toward achieving strategic plan goals and objectives, describes organizational accomplishments and impacts, and identifies areas for improvement	Establish an annual review process and publish an annual report
<b>Identify stable and dedicated funding</b>	No dedicated funding	No stable, dedicated funding	Identify sufficient, stable, and dedicated regional funding
<b>Provide dedicated staff</b>	A volunteer Director of TSM&O and some volunteer staff support from Working Group agencies	No full-time, dedicated staff to support the RTSMOP in meeting its goals and supporting the strategic vision	Hire at least one full-time, dedicated staff
<b>Establish a clear governance structure that includes political support</b>	An informal structure and a local TSM&O Champion	There is currently no formal structure, nor a regional TSM&O Champion	Establish a formal governance structure and identify a regional champion
<b>Develop a plan for education and communication</b>	Communication and education opportunities between RTSMOP members	Strong education and communication activities at the regional level	Develop and implement an education and communication program

# Regional TSM&O Strategic Plan

## *Gap Assessment of Vision and Current Program State*

The second phase of the assessment involved evaluating the gap between the program's current state and the Organizational Vision. This focused on identifying a list of indicators for success linked to the national practices as a basis for evaluating the gaps between the current state of the program and the Vision.

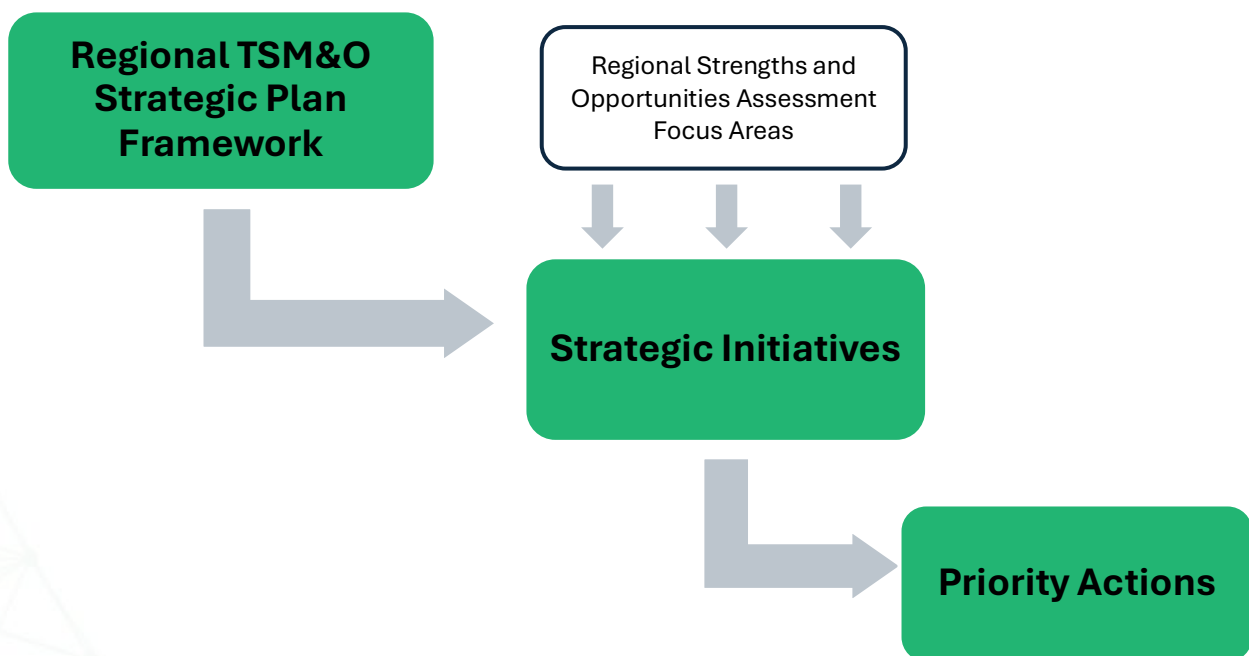
### Indicators for Success

- Documentation that describes the benefit of partnering in the collaborative relationship available through the RTSMOP. This may be included in the written agreements such as an MOU and/or the Strategic Plan for the RTSMOP.
- Clearly defined, mutually agreed upon vision, goals, and tasks for the regional partnership.
- Commitment from all member M/TPOs and other stakeholders to participate in RTSMOP programs, projects, and activities; share best practices, challenges, and lessons learned; and exchange of information, data, and other resources between members.
- Protocols for communication and decision-making, including appropriate outreach methods, regular communication using both formal (e.g. meetings) and informal (e.g., emails) mechanisms, and documentation describing the purpose of the collaborative efforts (topics, issues, projects, and activities that will benefit from the collaborative effort).
- Adequate operational resources to meet the vision, including dedicated staff and sufficient, stable, and dedicated funding, as well as a commitment of resources (e.g., time, personnel, etc.) from RTSMOP member agencies to support the partnerships established through the program.
- Procedures to identify and build upon the strengths of RTSMOP members for regional TSM&O planning efforts, ensuring a balanced and fair exchange of resources between members.
- Member agency staff who are responsible for supporting the RTSMOP in meeting its goals and maintaining communication between member agencies.
- Processes to evaluate the collaborative effort and outcomes of member agencies in the RTSMOP and adjust the program as needed to meet its goals.

# Regional TSM&O Strategic Plan

## Framework of Strategic Initiatives and Priority Actions

A core component of the Strategic Plan is defining *HOW* regional TSM&O planning in Central Florida can best be advanced. This Strategic Plan addresses this through a Framework of Strategic Initiatives and Priority Actions that reflect the *Regional TSM&O Vision* and draws from the *RTSMOP Assessment of Regional Strengths and Opportunities*. The Framework serves as a high-level guide to facilitate Regional TSM&O program implementation following completion of and extending from the Strategic Plan.



### Strategic Initiatives

Strategic Initiatives define the core structure of the Framework to provide a comprehensive approach for implementation. For the *Assessment of Regional Strengths and Opportunities*, six *Focus Areas* were used as part of the evaluation. The Strategic Initiatives are based on a synthesis of these key *Focus Areas*:

- Strategic Planning
- Evaluating Progress
- Operations
- Education
- Communication
- Collaboration

# Regional TSM&O Strategic Plan

These Focus Areas combine into four Strategic Initiatives:

- **Strategically Position the Regional TSMOP for Successful Implementation**  
(Focus Areas: Strategic Planning and Evaluating Progress)
- **Institutionalize Regional TSM&O Planning Support**  
(Focus Area: Operations)
- **Provide Education and Foster Communication to Advance Regional TSM&O Planning** (Focus Areas: Education and Communication)
- **Facilitate Regional TSM&O Collaboration and Coordination**  
(Focus Area: Collaboration)

## Priority Actions

Priority Actions are the preliminary recommended steps to be undertaken following completion of the Strategic Plan to meet Strategic Initiatives. The Actions are broken up into two tiers:

- **Tier 1 Actions**
  - Expected to be undertaken in Years 1-2
  - Intended to be the core catalytic activities to initiate TSM&O Program implementation
  - Set the stage for Tier 2 Actions
- **Tier 2 Actions**
  - Expected to be initiated following marked progress or completion of the respective Tier 1 Action
  - Some Tier 2 Actions will start later than others based upon the steps that will need to precede it

## Strategic Initiative #1

### ***Strategically Position the Regional TSM&O Program for Successful Implementation***

(Focus Areas: Strategic Planning and Evaluating Progress)

- **Tier 1 Action:** Define short-term work plan with Strategic Framework Tier 1 Actions and related efforts as basis for first year activities
  - **Tier 2 Action:** Develop long-term work plan (*implementation action plan*) for the RTSMO Program based on goals and key objectives defined in the Strategic Plan and identify potential roles of member agencies
  - **Tier 2 Action:** Develop annual review process and define key metrics to evaluate regional TSM&O Program effectiveness
  - **Tier 2 Action:** Conduct annual review to define progress toward meeting evaluation metrics and document progress in annual at-a-glance report card

# Regional TSM&O Strategic Plan

## Strategic Initiative #2

### *Institutionalize Regional TSM&O Planning Support*

(Focus Area: Operations)

- **Tier 1 Action:** Identify and implement interim operational support to carry forward momentum from the Strategic Plan process until a long-term governance structure and funding are established
  - **Tier 2 Action:** Define long-term governance structure for the Regional TSM&O Program based on recommendations from the Strategic Plan and refine based on Working Group input
  - **Tier 2 Action:** Building on what is identified during Strategic Plan development, identify sufficient, stable, and dedicated regional funding sources to support operations of the Regional TSM&O Program
  - **Tier 2 Action:** When funding is available, establish staffing as recommended for long-term governance to provide continuous, dedicated support to regional partners and to facilitate implementation and coordination

## Strategic Initiative #3

### *Provide Education and Foster Communication to Advance Regional TSM&O Planning*

(Focus Areas: Education and Communication)

- **Tier 1 Action:** Support regional partners in communicating with board and committee members and the public by developing and providing plain-language materials (fact sheet(s) and presentation slides) that clearly define TSM&O and benefits including examples of regional TSM&O success stories
  - **Tier 2 Action:** Identify one or more regional champions to promote the Regional TSM&O Program and to potentially serve on a “Board of Champions”
  - **Tier 2 Action:** Develop a comprehensive education and communication plan (possibly as component of the implementation plan) to support consistent and effective TSM&O outreach among regional partners

## Strategic Initiative #4

### *Facilitate Regional TSM&O Collaboration and Coordination*

(Focus Area: Collaboration)

- **Tier 1 Action:** Identify and advance, with input from Working Group, a pilot regional project to serve as an initial demonstration of purpose and benefit of the Regional TSM&O Program
  - **Tier 2 Action:** Utilize regional TSM&O Program Working Group meetings as a forum to identify and advance opportunities for regional collaboration and coordination



# Regional TSM&O Strategic Plan

- **Tier 2 Action:** Seek consensus Working Group input to and support for an implementation action plan including roles defined for member agencies
- **Tier 2 Action:** Identify partnership opportunities to pursue regional funding for projects and initiatives and provide support through Regional TSM&O Program
- **Tier 2 Action:** Define opportunities for data and information sharing that will leverage collective resources to benefit all members
- **Tier 2 Action:** Define a process to track the collaborative effort and outcomes for member agencies

## Regional TSM&O Program Organizational Structure

The next core component of the Strategic Plan is defining *WHAT* a regional TSM&O planning organization may be structured like to best advance TSM&O in our region. The formation of this regional organization must consider factors including governance structure, staffing, and funding.

The following recommendations for a Regional TSM&O Organizational Structure are guided by the relevant findings within previous documentation including the *Feasibility of a Regional Transportation Systems Management and Operations (TSM&O) Program (2023)*, the *Assessment of Regional Strengths and Opportunities* developed by CUTR as part of this planning process, and other available information related to organizational models of regional TSM&O planning organizations. As identified during the gap analysis, the recommendations for a formal regional TSM&O entity are intended to bring the Central Florida Regional TSM&O Program in alignment with the following national practices:

1. Establish a clear governance structure that includes political support
2. Identify stable and dedicated funding mechanisms
3. Provide dedicated staff for the program

In addition, defining this formal entity advances one of the four Strategic Initiatives of this Strategic Plan – **Strategic Initiative #2 - Institutionalize Regional TSM&O Planning Support** and its associated priority actions. The first priority (Tier 1) action under this Strategic Initiative is to “Identify and implement interim operational support to carry forward momentum from the Strategic Plan process” to maintain regional collaboration while working toward establishing the desired long-term governance structure, staff position(s), and funding mechanisms.

## Governance Structure

While there is currently an informal regional structure for the Regional TSM&O Working Group, including an existing Memorandum of Understanding, a formal governance structure with support from decision-makers, including Regional TSM&O Champions, has not been established.

# Regional TSM&O Strategic Plan

## Short-Term/Interim Governance Recommendations

The following recommendations are intended to continue the momentum of this Strategic Plan and leverage the existing collaboration of Regional TSM&O Working Group to set the stage for a formal organizational structure:

- Utilize available forums and the structure of existing MPO-centered entities to initially position the Central Florida Regional TSM&O program in a manner similar to other committees (e.g. Freight and Rail Committee of the Florida Metropolitan Planning Organization Advisory Council (MPOAC)).
- Pursue additional grants/discretionary funding for the Regional TSM&O Program using this Strategic Plan as a basis for funding applications.
- Continue ongoing collaboration with FHWA to identify potential opportunities for support in the establishment of a formal organizational structure.

## Long-Term Governance Recommendations

Based on the preceding gap analysis and assessment of national practices, the formal governance structure should be pursued to provide a framework for decision-making, operations, and the success of the regional TSM&O organization. The potential implementation of any of the following organizational elements will be evaluated by the Working Group during interim organizational meetings described above.

### ***Formation Document***

A formation document should be developed to solidify the governance structure of the regional TSM&O organization. The type of formation document ultimately would depend on the desired governance structure, organizational needs (administration, membership, etc.), and any applicable state requirements. The purpose of this document would be to create a common understanding of the organization, its structure, and the roles, responsibilities, and expectations of all member agencies.

### ***Policy Board***

A Policy Board should be formed consisting of individuals with authority to make decisions on behalf of their respective agency, such as elected officials, executive directors, and other high-level staff. This board could continue to leverage forums already in place as part of existing alliance structures (e.g. Central Florida MPO Alliance (CFMPOA), Sun Coast Transportation Planning Alliance (SCTPA), and MPOAC) to convene.

### ***Regional TSM&O Champions***

Regional TSM&O Champions should be identified to promote the regional TSM&O program and organization through outreach, advocacy, and networking. Identified Regional TSM&O Champions may also be agency representatives serving on the Policy Board or other senior-level staff.

### ***Technical Committee***

A Technical Committee should be formed to help guide technical aspects of the organization's work and provide input and recommendations to the policy board.

# Regional TSM&O Strategic Plan

## Identifying Funding

Currently, there is no stable or dedicated funding for a regional TSM&O planning entity and the variety of needs such an entity would undertake. Examples of these needs include administrative expenses, planning studies, and communications/outreach materials.

Identifying and securing funding will be a collaborative activity between the Regional TSM&O Program member agencies and its stakeholders. Potential funding may come from a diverse range of sources to achieve stability and may include grants/other discretionary funds and membership dues. Regarding the latter, existing (e.g., CFMPOA dues or MPOAC contributions) and potential structures to assess funding and other resources from M/TPOs to support a regional TSM&O planning entity will be needed.

Preliminary steps in identifying funding mechanisms may stem from pursuing a pilot regional project to serve as an initial demonstration of the purpose and benefit of the Regional TSM&O Program (see Strategic Initiatives and Priority Actions). This effort would involve defining the financial needs of the project to pursue discretionary funding and determining how matching funds would be assessed (e.g. dedicated regional TSM&O funds in each member MPO's Unified Planning Work Program). The future funding model and mechanism will be evaluated based on the implementation and management of the pilot project.

## Staffing

There is no full-time, dedicated staff supporting the Central Florida Regional TSM&O Program. Currently, the program relies on MetroPlan Orlando staff to support and facilitate Working Group activities in addition to soliciting and managing grant awards and studies to answer the *Why?*, *How?*, and *What?* questions for having a regional TSM&O program. This approach has been identified as unsustainable based upon the experience of similar efforts nationally. Therefore, it is recommended that the Regional TSM&O Program be supported by **at least one, full-time, dedicated position** to promote the long-term stability and effectiveness of the program.

Once the formal organizational structure is established and a dedicated funding source(s) is identified and available, the regional TSM&O planning entity will move forward with the hiring of this position.

The steps to establish the full-time, dedicated staff position will likely include the following:

1. Clearly defining role and responsibilities, including time distribution for various activities.
2. Allocating dedicated funding for the salary, benefits, and associated activities.
3. Planning for succession and continuity to mitigate risks associated with personnel changes or retirement.

# Regional TSM&O Strategic Plan

## Conclusion and Next Steps

The major elements of this Strategic Plan, including key findings and recommendations, were presented during a December 2024 virtual meeting of the Working Group to obtain their feedback and final guidance prior to a presentation of the Plan to the M/TPO Directors. A brief survey was also distributed to the Working Group ahead of the meeting related to the potential organizational structure of any formalized regional TSM&O entity. A virtual meeting was then held with the M/TPO Directors in January 2025 to obtain their final feedback on the Strategic Plan and direction on how to proceed with the next phases of the Strategic Plan and the future of the Regional TSM&O Program. The M/TPO Directors expressed support for the tiered approach in advancing the Strategic Plan and provided directions to pursue the Tier 1 Actions for each of the four (4) respective Strategic Initiatives. Three M/TPO Directors volunteered to assist and guide this work. The Tier 1 Actions are summarized again below along with related activities and associated considerations as these actions are pursued.

### *Pursue Tier 1 Actions*

- Define **short-term work plan** with Strategic Framework Tier 1 Actions and related efforts as basis for first year activities.
  - Create a work plan summarizing the activities expected to be undertaken in Years 1-2, including the development, review, and approval of the Directors or Governance Structure Committee.
  - Prepare a template for use by M/TPOs to consider for inclusion in their respective UPWP as a regional TSM&O task item
  - To the extent possible, and at the appropriate time, align the RTSMOP with MPOAC Freight and Commuter Rail Subcommittee
  - Establish a concept of operations for assignments, roles, and responsibility between agencies to support the short-term work plan
  - Articulate the relationship between RTSMOP and FDOT, FTE, and local agencies
  - Leverage applicable FHWA resources
  - Develop an annual review process and publish an annual report
  - Develop and maintain a regional prioritized project list based on CFMPOA TSM&O criteria
- Identify and implement **interim operational support** to carry forward momentum from the Strategic Plan process until a long-term governance structure and funding are established.
  - Develop the budget for Years 1-2 to support tasks in the short-term work plan
  - Evaluate the steps necessary to operate the organization as a 501(c)(3)
  - Identify a budget model for allocating contributions from M/TPOs, e.g. fee schedule



# Regional TSM&O Strategic Plan

- Propose a governance structure with input and guidance from the Governance Committee
- Identify a staffing structure, dedicated staff from each agency for the program, and a regional champion
- Coordinate, collaborate, and communicate federal, state, and local funding opportunities to sustain the program, e.g. local gas taxes
- Support regional partners in **communicating with board and committee members and the public** by developing and **providing plain-language materials (fact sheet(s) and presentation slides)** that clearly define TSM&O and benefits including examples of regional TSM&O success stories.
  - Develop and implement an education and communication program
  - Create TSM&O fact sheets or infographics
  - Curate training materials and opportunities through TSM&O networks such as ITS Florida, ITS America, FHWA, the National Operations Center of Excellence (NOCoe), and the Operations Academy
  - Evaluate use of a peer exchange to share key information
  - Develop a dedicated webpage
- Identify and advance, with input from the Working Group, **a pilot regional project** to serve as initial demonstration of purpose and benefit of the Regional TSM&O Program. For example, Smart North Florida operates as a 501(c)(3) and serves as a bridge between public and private institutions to use data and resources to develop problem statements, use cases and pilots. Potential projects may involve the following:
  - Traffic Signal Retiming
  - Maintenance of Traffic (MOT) Strategies
  - Non-Strategic Intermodal System (SIS) Parallel Facilities
  - Automated Air Mobility
  - Regional Congestion Management Process (CMP)
  - Vehicle Miles Traveled Fee Evaluation
  - Speed Limit Benefits
  - Automated Speed Cameras
  - Electric Vehicle Supply Equipment Network for underserved communities, visitors, and other populations
  - Connected and Automated Vehicles
  - Artificial Intelligence – Data Sharing