NOCOE REGIONAL AND LOCAL AGENCY PEER EXCHANGE PROCEEDINGS

MAY 8-9, 2019

National Operations Center of Excellence
Overview

On May 8-9, 2019 the National Operations Center of Excellence (NOCoE) hosted a Regional and Local Agency Peer Exchange in Phoenix, Arizona. The peer exchange brought together local and regional agencies from across the United States to discuss the deployment of Transportation Systems Management and Operations (TSMO) practices on a local level, steps to implementing TSMO programs in local and regional agencies, and how to encourage more TSMO practices within local agencies. The peer exchange also included a demonstration of a connected vehicle work zone for participants by the Maricopa County Department of Transportation on the second day of the peer exchange.

Background information leading to the May 8-9, 2019 peer exchange is included in this proceeding’s report as a means to connect and build from the previous NOCoE Local Agency Peer Exchange in 2017. Building on this prior knowledge, the 2019 peer exchange was focused on identifying core elements to successfully applying TSMO within a diverse range of local agencies – a TSMO DNA for local agencies per se.

The Peer Exchange focused on the various organizational structures and strategic implementation plans for TSMO within local agencies. The event covered the following topics with state DOT presentations in each topic area (See agenda):

**Topic 1:** TSMO DNA, Organizational Structure, and Key Staffing Resources (MCDOT, NCTCOG, MetroPlan Orlando)

**Topic 2:** Maintenance, Demand Management, and Partner Involvement (City and County of Denver, PSRC, RPCGB)

**Topic 3:** Differences Between Regional and Local Agencies: A Comparison (NITTEC, SANDAG, City of Arlington (TX) and TxDOT)

**Topic 4:** TSMO DNA Mapping, Integration, and Model Structure

**Topic 5:** Ideal vs. Actual TSMO Practices

**Day 2:** Maricopa County and Arizona DOT CAV Work Zone Demonstration

The beginning of this report describes the journey that NOCoE has had thus far, engaging the regional and local agencies on TSMO. The report continues with a section on each of the topic areas above. The first three sections include a high-level summary of the topics followed by a detailed summary of presentation and discussion highlights, spearheaded by two or more regional and local agency presentations. The
fourth section, representing Topics 4 and 5, discusses the current state of TSMO in organizational structures and challenges the participants to consider what would be ideal vs. actual TSMO responsibilities across organizations. The final section of the report includes a description of the Connected and Autonomous Vehicle (CAV) Work Zone demonstration that participants attended, hosted by the Maricopa County Department of Transportation and the University of Arizona.

Organization descriptions and their general TSMO program descriptions, along with a list of supporting documents, can be found at the end of this document.

Photo: Participants of the NOCoE 2019 Regional and Local Agency Peer Exchange during the multi-agency CAV work zone demonstration.
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BACKGROUND: CONTINUING THE DRUMBEAT OF TSMO FOR REGIONAL AND LOCAL AGENCIES

Incorporating regional and local TSMO is an important focus area for NOCoE as the organization continues to transfer knowledge amongst this group of TSMO practitioners. Building upon two prior peer exchanges and NOCoE’s continued transference of information to regional and local agencies, the 2019 Regional and Local Agency Peer Exchange was focused on successful organizational structures.

Prior to this 2019 peer exchange, NOCoE provided the following information on local agency TSMO work:

In August 2017, the Institute of Transportation Engineers (ITE) and NOCoE hosted a virtual peer exchange on regional and local TSMO Capability Maturity Models (CMM). This virtual peer exchange shared information on how agencies were putting the CMM into practice and discussed topics on technology, performance-based budgets, and Integrated Corridor Management with regard to CMM. To view the full availability of resources from this virtual peer exchange, including the peer exchange video recording, click on the August 2017 peer exchange webpage.

In October 2017, NOCoE continued the CMM and TSMO discussion for regional and local agencies through topics focused on CMM, strategic planning, and financing TSMO, regional and interagency cooperation, as well as performance management. Visit the October 2017 peer exchange webpage for the presentations and proceeding report of this peer exchange that preceded this 2019 Regional and Local Agency Peer Exchange.
TOPIC 1: TSMO DNA, ORGANIZATIONAL STRUCTURE, AND KEY STAFFING RESOURCES

The first topic of the peer exchange focused on how organizations are making TSMO a part of their DNA and sharing how each organization is structured along with staffing insights. These discussions allow agencies to be able to understand what the challenges and benefits are for organizations that re-structured or updated their structure to be TSMO focused.

PRESENTATION/DISCUSSION HIGHLIGHTS FOR TOPIC 1

Maricopa County DOT — Integrating TSMO into the Agency’s Plan for the System

The Maricopa County Department of Transportation (MCDOT) shared how its TSMO structure benefits the entire agency and reinforces their core purpose, “Providing Connections that Improve People’s Lives.” The TSMO structure allows MCDOT to be able to change the typical transportation planning process to a more TSMO systems planning approach that works for their agency. A TSMO systems planning approach allows for operational improvements to be budgeted, a shorter time horizon, area or system-wide applications, and focuses on ongoing activities instead of “one and done” projects. MCDOT also identified the challenges that they are currently facing with organizational culture change, selling the message, cost and resources, qualified/trained staff and the impact the new structure has on the organization as a whole. The benefits of a TSMO structure for MCDOT are 1) integration of planning and design to accommodate operational goals, 2) operational agreements, 3) the efficient use of funding, and 4) mainstream operations. These benefits have allowed MCDOT to grow and thrive in their local and regional partnerships for the benefit of improving people’s lives.

MetroPlan Orlando – Regional TSMO Successes and Messages

MetroPlan Orlando presented on how they have been using their communication packages to allow the region to invest in TSMO by demonstrating the benefits by county. In addition to the individual counties, it was noted how they have a multitude of diverse communities and how they accommodate them. The region is also unique because of the tourism that attracts 72 million people a year with only two million residents that live there. Building off their ITS Master Plan, they are able to plan for further investments in TSMO through their Transportation Improvement Plan and Prioritized Project List for future fiscal years. MetroPlan Orlando also shared how the Capability Maturity Model has allowed for options to be considered, especially through a regional approach and while enhancing the regional TSMO program. The success from being able to communicate benefits to leadership and the counties coupled with the regional approach has helped grow the TSMO program.

North Central Texas Council of Governments – The North Texas TSMO Approach

The North Central Texas Council of Governments (NCTCOG) shared their stakeholder inclusion approach that included infrastructure owners and operators, HAZMAT, towing and recovery as well as first responders. Traffic Incident Management (TIM) training was an excellent starting point for them to bring
all of the stakeholders together. The NCTCOG has also been leading the region’s efforts to create more centralized multimodal operations, demand management to breakdown operations silos, and manage TSMO assets on a system level. Having the ability to allocate funding, it brings agencies to the table in a way that can prioritize TSMO solutions, during the consideration of capacity expanding solutions.

General Discussion

Participants noted how different the structures of the organizations were, but are still successful in positively pushing TSMO within their organizations and regions. Unique regional considerations are also able to be addressed through multi-agency collaborations and partnerships. Common training practices, terminology, and efforts like Traffic Incident Management and Capability Maturity Model workshops are helping to breakdown silos and advance the practice of TSMO.

<table>
<thead>
<tr>
<th>Typical Transportation Planning</th>
<th>TSM&amp;O Systems Planning</th>
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<tbody>
<tr>
<td>Capital Improvements, Budgeting</td>
<td>Operational Improvements, Budgeting</td>
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<tr>
<td>$ Billions</td>
<td>$ Millions</td>
</tr>
<tr>
<td>Infrastructure &amp; related services</td>
<td>Services &amp; related infrastructure</td>
</tr>
<tr>
<td>Long term horizon</td>
<td>Short term horizon</td>
</tr>
<tr>
<td>Route/segment specific improvements</td>
<td>Area or system-wide applications</td>
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<tr>
<td>Level of Service performance</td>
<td>Reliability, Delay performance</td>
</tr>
<tr>
<td>Federal $, planning processes</td>
<td>State and local $</td>
</tr>
<tr>
<td>One and done</td>
<td>Ongoing activities</td>
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</tbody>
</table>

Image: Integrating TSMO in the Agency Plan comparison chart. (Credit: SHRP2 and Transportation Research Board).
TOPIC 2: MAINTENANCE, DEMAND MANAGEMENT, AND PARTNER INVOLVEMENT

The next set of topics for the peer exchange included topics of maintenance, demand management, and partner involvement. The presentations and discussions highlighted positive initiatives and successes that have moved their organizations and regions forward.

PRESENTATION/DISCUSSION HIGHLIGHTS FOR TOPIC 2

City and County of Denver – Increasing Operational Capabilities of Local Agencies

The City and County of Denver shared how they have been able to utilize the application of technology in addressing the current and future congestion problems by maximizing their Transportations Operations Division which sits at the confluence of operations and technology. With a new mission statement that included the direct language of managing the performance of the transportation infrastructure, it allowed the organization to focus its efforts on achieving its mission. This focus was put to the test in May 2018 when a full closure of a major arterial was detected. The resulting changes in traffic flow were managed through an “iterative process by continuing to actively monitor and manage the network.” After the May 2018 event and a separate December 2018 event, the Transportation Operations Division produced a quick fact sheet about the impacts of their real-time efforts by detailing the amount of congestion that was decreased due to their efforts. A case study of their efforts can be found here.

Regional Planning Commission of Greater Birmingham – Reconstruction, Access Management and CommuteSmart

The Regional Planning Commission of Greater Birmingham (RPCGB) shared how they were able to bring multiple stakeholders together on a large interchange project that improved access management along U.S. 280. This particular corridor is a commuter and commercial corridor that includes 5 cities and 2 counties and addressed multiple intersections, specific turn movements, removal and relocation of signals, and advanced technology deployment such as adaptive signal technology. Their approach for working with the stakeholders included dedicated directors for ideal partner involvement, integrated project planning on federal and state roads within the region, and the use of an overarching Alabama TSMO plan to bring the region together. In addition to the supply improvements, the RPCGB was able to include demand solutions such as ride-matching (carpool and vanpool), emergency ride homes and incentives for other modes of travel (bike, transit, walking and telecommuting). Advancing TSMO through a major project that will touch multiple stakeholders is an opportunity for any region.

Puget Sound Regional Council – ITS Planning and Inventory

The Puget Sound Regional Council (PSRC) focuses on bringing stakeholders together for ITS planning. Their recent initiative to inventory all of the ITS assets within the region was an example of that. Their Regional
Traffic Operations Committee (RTOC) identified that having an ITS inventory is important in providing consistent and uniform information and serves as a tool for regional partners. To accurately depict how the information will support the regional ITS architecture and planning, a flow chart was provided to communicate how they will use the inventory to enhance the ITS planning and maintenance of the ITS Architecture.

Image: Flow chart of ITS planning in the Puget Sound region of Washington State from inventory and gap analysis to long range planning. (Credit: PSRC)
TOPIC 3: DIFFERENCES BETWEEN REGIONAL AND LOCAL AGENCIES: A COMPARISON

The topic of understanding if and what the differences are between regional and local agencies required an understanding of how different agencies function. From a regional bi-national collaboration to a city and state DOT, each approach highlighted important functional differences between the agencies.

PRESENTATION/DISCUSSION HIGHLIGHTS FOR TOPIC 3

NITTEC – State of the Practice in Western New York/Southern Ontario Region

The Niagara International Transportation Technology Coalition (NITTEC) was established in 1995 and is the only bi-national collation of its kind in the U.S./Canada. Through a unique and longstanding collaboration for the region, the NITTEC leadership and committees have managed and operated the Southern Ontario/Western New York area by sharing the responsibilities of managing and operating the transportation system and its assets. It is a unique relationship where NITTEC will perform all operational activities, inform DOTs and agencies of the conditions of their assets; and the DOTs will program, plan, design, and replace the roadway and complimenting ITS equipment in a coordinated and regional approach. The NITTEC management center serves as a 24/7, multi-agency collaboration with standardized operations and provides an information clearinghouse. NITTEC stands for a true coalition that recognized the need for a multi-agency approach 20+ years ago.

City of Arlington, TX – Municipal TSMO

The City of Arlington shared how their goal for Vision Zero and safety was complimented with improved traffic operations from smart city initiatives for special events and incidents as well as managing the ITS infrastructure. The City of Arlington has a fully connected ITS system allowing them to have visibility into all of their ITS devices in real-time at their TMC including Connected Vehicle Road Side Units (RSUs). Focusing on the connection between safety and operations, the city utilized crash data and speed feedback signs at critical safety locations while also considering operational parameters when large special events like a Dallas Cowboy football game is going on at the stadium.

Texas DOT Dallas District and TSMO

Texas DOT saw a distinct culture change in July 2016 and April 2017 when the chief engineer at the time sent two memos that detailed and specifically included TSMO. In the July 2016 memo, the focus was on the inclusion of traffic management systems on new roadway construction projects. The April 2017 memo expressed the expectation that each district will ensure that traffic management system requirements will be included in each project’s capital improvement project process and identify projects for any gaps that exist. These memos, coupled with the state DOT’s participation in the Capability Maturity Model (CMM) assessment allowed Texas DOT to be able to change the culture of the organization. Texas DOT shared how they developed their TSMO program plan and specifics about the.
scope, deliverables, and approaches that benefitted the districts and headquarters. Some of their “keys to success” are a unified and consistent approach statewide, engaging leadership early and often, collaboration among consultant teams, ensuring TSMO planning documents are absolutely relevant, providing one on one engagement with each function group, and staying alert to opportunities to leverage TSMO.

**General Discussion**

The participants noted throughout the day that the success of the TSMO programs is driven by collaborative activities, breaking down silos in processes, and strong leadership support at all levels of the DOTs. Leadership was noted to come from team members at all levels, from engineers to DOT executives. The participants also noted how the nature of the regional and local agencies depended heavily on partnerships around them for success, and this was also recognized at the state DOT level.
The last discussion of the day was an exploration with the participants to understand what an ideal mix of organizations that manage, operate and own different portions of the transportation system might be. The current transportation system is owned and operated differently in every state and region. The participants commented that the variability and different policy environments make it difficult to structure the same, but looked more at the commonalities between organizations that would be applicable to their organizations.

A key theme that was agreed upon was that regardless of the different structures or owners and operators of the various components of the transportation system, a key component is to set up lasting partnerships with tools like Memorandum of Understanding documents that can be resilient even if people change. The successes of many agencies were possible because of the partnerships, and the participants recognized that a successful TSMO implementation requires more than a single individual organization.

Suggestions from the participants of how an ideal TSMO framework could benefit the industry include:

- Combining the corridor framework and the system needs framework
- Establishing a multi-agency data governance methodology
- Sharing policies for MPOs that promote TSMO approaches and solutions

The discussion then transitioned to a novel exercise where the participants indicated which organizations are currently responsible for which portion of the transportation system and it is described in the section below.

**Exercise 1: Ideal Responsibility Matrix**

Given the multiple roles, organizations, and levels of government that were present at this peer exchange, the exercise sought to extract insights from the participants so as to give their thoughts and opinions on what an ideal responsibility matrix might look like. The responsibility matrix compared the level of the components of the transportation system with the functions in the capital improvement and operations functions for the transportation system. The participants were then asked to indicate which type of organization (local, transit, MPO, state DOT, toll authorities and law enforcement) would be ideally responsible for a particular function and role. The table components are shown below.
Table 1: Generic Responsibility Matrix Template

<table>
<thead>
<tr>
<th>Components</th>
<th>Planning</th>
<th>Design</th>
<th>Construction</th>
<th>Operations</th>
<th>Maintenance</th>
<th>Emergency Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intersection</td>
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<tr>
<td>Street</td>
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<tr>
<td>Corridor</td>
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<tr>
<td>Network</td>
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<tr>
<td>System</td>
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</tbody>
</table>

Based on the responses from the participants, the majority of the components and functions are handled by a combination, and sometimes partnership of the local agency and state DOT. Another interesting consideration is that MPOs play a significant role within the corridor through network and system level responsibilities. There is a healthy mix of suggested partnerships with transit agencies, toll authorities, and the association of governments that indicate the need to create strong partnerships.

Images: Several completed matrixes to discuss ideal vs actual TSMO practices and a model to determine model TSMO structure for local and regional agencies.
One notable organization, NITTEC is fundamentally structured differently than other typical transportation departments (additional information on NITTEC is provided in the organizational background section later in this report) and NITTEC’s matrix of how the current structure of responsibilities are divided is shown in Table 2.

Table 2: NITTEC Responsibility Matrix

<table>
<thead>
<tr>
<th>Components</th>
<th>Planning</th>
<th>Design</th>
<th>Construction</th>
<th>Operations</th>
<th>Maintenance</th>
<th>Emergency Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intersection</td>
<td>Local/ DOT</td>
<td>Local/ DOT</td>
<td>Local/DOT/ NITTEC</td>
<td>Local/DOT/ NITTEC</td>
<td>Local/DOT/ NITTEC</td>
<td>NITTEC</td>
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<tr>
<td>Street</td>
<td>Local/ DOT</td>
<td>Local/ DOT</td>
<td>Local/DOT/ NITTEC</td>
<td>Local/DOT/ NITTEC</td>
<td>Local/DOT/ NITTEC</td>
<td>NITTEC</td>
</tr>
<tr>
<td>Corridor</td>
<td>MPO/ NITTEC</td>
<td>Local/Transit /DOT/NITTEC</td>
<td>Local/Transit/DOT/NITTEC</td>
<td>NITTEC</td>
<td>NITTEC</td>
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<td>Network</td>
<td>MPO/ NITTEC</td>
<td>Local/Transit /DOT/NITTEC</td>
<td>Local/Transit/DOT/NITTEC</td>
<td>NITTEC</td>
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<tr>
<td>System</td>
<td>MPO/ NITTEC</td>
<td>Local/Transit /DOT/NITTEC</td>
<td>Local/Transit/DOT/NITTEC</td>
<td>NITTEC</td>
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<td>NITTEC</td>
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DAY 2: MARICOPA COUNTY AND ARIZONA DOT CAV WORK ZONE DEMONSTRATION

On the second day of the peer exchange, the Maricopa County Department of Transportation, Arizona Department of Transportation, and the University of Arizona demonstrated a CAV work zone project on MC85 in Phoenix, Arizona. This demonstration not only allowed participants to see a CAV and technology demonstration on an active street but also showed peer exchange participants the multi-agency roles of a project at the host MPO. The participants found the demonstration helpful in understanding organizational roles and the deployment of CAVs on U.S. roads.

Image: CAV work zone demonstration equipment and hardware layout diagram on MC85. (Credit: MCDOT, ADOT, and the University of Arizona)
NEXT STEPS TO BUILD MORE TSMO PRACTICES IN LOCAL AND REGIONAL AGENCIES

At the conclusion of the peer exchange, participants found the discussion to be productive and determined the following steps would be helpful to build more TSMO practices in local and regional agencies.

- Identify the role of MPO vs. city and the major employer impact
- Transportation Demand Management (TDM) action plan involvement
- Emergency management should be imagined on a regional scale
- The MPO should help with the fluidity between jurisdictions
- Transportation users don’t think about who controls the system, just that it works
- An agency’s role can change from city to city based on the structure of government
- TSMO partnerships need to be considered under any structure
- There is a need to plan corridors between agencies
- The impact of land use and operations across the region should be planned
- Forces of growth and technology need to be considered
- Agency setup needs to be reviewed
- The regional framework and funding should be identified
- The criteria for funding may also impact a project’s structure and evaluation
ORGANIZATIONAL BACKGROUND: AGENCY TSMO PROGRAM INFORMATION

This Regional and Local Agency Peer Exchange included agencies of various organizational structures and geographic representations. NOCoE facilitated the peer exchange with 13 agencies and the following descriptions of the organizations are provided below.

North Central Texas Council of Governments (NCTCOG)

The North Central Texas Council of Governments (NCTCOG) is a voluntary association of, by and for local governments, established to assist in regional planning in North Central Texas. NCTCOG’s purpose is to strengthen both the individual and collective power of local governments and to help them recognize regional opportunities, eliminate unnecessary duplication, and make joint decisions. You can learn more about NCTCOG and its TSMO structure at [www.nctcog.org/](http://www.nctcog.org/).

City of Arlington, Texas

The City of Arlington, Texas is a member of NCTCOG. The City of Arlington is located in Tarrant County and is part of the Mid-Cities region of the Dallas–Fort Worth–Arlington metropolitan area, approximately 12 miles (19 km) east of downtown Fort Worth and 20 miles (32 km) west of downtown Dallas. The City of Arlington has a population of 396,394 according to the 2017 U.S. Census estimates. To find out more information about the City of Arlington, Texas Transportation Department, visit the [Public Works and Transportation Department](http://www.arlingtontx.gov/www.arlingtontx.gov/) webpage.

Texas Department of Transportation (TxDOT)

TxDOT provides support to both NCTCOG and the City of Arlington, Texas through the TxDOT Traffic Safety Division’s statewide TSMO Strategic Plan. The TxDOT role with NCTCOG and the City of Arlington is primarily around TSMO support and management of highway and interstate systems in North Central Texas. To learn more about TSMO at TxDOT, visit [www.txdot.gov/inside-txdot/division/traffic/tsmo.html](http://www.txdot.gov/inside-txdot/division/traffic/tsmo.html).

San Diego Association of Governments (SANDAG)

The San Diego Association of Governments (SANDAG) is an MPO that covers 18 city and county governments in the San Diego area. This public agency serves as the forum for regional decision-making. SANDAG builds consensus; makes strategic plans; obtains and allocates resources; plans, engineers, and builds public transportation, and provides information on a broad range of topics pertinent to the region’s quality of life. To find out more about transportation operations and management, visit the [transportation program](http://www.sandag.org/) webpage.
City and County of Denver

The City and County of Denver are a consolidated city-county government. Rather than an incorporated city and a chartered county. One role of the combined government is to manage the regional transportation system rather than as an MPO. Information about the TSMO program for the City and County of Denver is under the Transportation Engineering Department.

Maricopa County Department of Transportation (MCDOT)

The Maricopa County Department of Transportation (MCDOT) plans, designs, builds, maintains and operates roadways within the County’s unincorporated areas. This transportation system supports Maricopa County’s population of more than four million residents across 9,224 square miles. Maricopa County is the fourth most populous county in the United States and is larger than Connecticut, Delaware and Rhode Island combined. To learn more about MCDOT, visit https://www.maricopa.gov/816/About-Us.

Maricopa Association of Governments (MAG)

The Maricopa Association of Governments (MAG) is a Council of Governments (COG) that serves as the regional planning agency for the metropolitan Phoenix area. MAG is the regional air quality planning agency and MPO for transportation for Maricopa County (MCDOT). This includes the Phoenix area and the neighboring urbanized area in Pinal County, containing the Town of Florence and City of Maricopa. To learn more about their extensive TSMO program at MCDOT, visit www.azmag.gov/Programs/Transportation/TSMO-ITS.

Arizona Department of Transportation (ADOT)

The Arizona Department of Transportation (ADOT) is a multimodal transportation agency serving one of the fastest-growing states in the country. ADOT is responsible for planning, building and operating a complex highway system in addition to other divisions. Additionally, ADOT assists local governments and policymakers by providing objective information on available resources and solutions, such as TSMO support to MCDOT. To find out more about the ADOT TSMO program, visit https://azdot.gov/business/transportation-systems-management-and-operations-tsmo.

City of Phoenix, Arizona

The City of Phoenix, Arizona is an incorporated city that is also part of the MCDOT that participates in the regional MPO. The City of Phoenix has a Street Transportation Department that manages and operates the transportation network within the city, including a Management Services Division that handles TSMO. To learn more about the City of Phoenix Street Transportation Department, visit www.phoenix.gov/streets/about-the-department.
MetroPlan Orlando

MetroPlan Orlando is a regional transportation partnership that leads the transportation planning efforts in Orange, Osceola, and Seminole counties. As the MPO for Central Florida, we also set priorities and determine how federal and state transportation dollars are spent in the region. To learn more about the MetroPlan Orlando TSMO program, visit [www.metroplanorlando.org/programs-resources/transportation-system-management-operations/](http://www.metroplanorlando.org/programs-resources/transportation-system-management-operations/).

Niagara International Transportation Technology Coalition (NITTEC)

NITTEC is a coalition of agencies developed to help get you where you are going more safely and efficiently. NITTEC provides real-time traffic and roadway information to improve traffic flows and enhance emergency assistance for motorists using the transportation system. To find out more about NITTEC, visit [www.nittec.org](http://www.nittec.org).

Regional Planning Commission of Greater Birmingham (RPCGB)

The Regional Planning Commission of Greater Birmingham provides planning services, economic development services and multiple initiatives for six counties and 84 communities throughout central Alabama. Through the Birmingham MPO, the RPCGB coordinates the Transportation Improvement Program which programs all federal and state transportation dollars for improvements in Jefferson and Shelby counties, Alabama. To learn more about transportation planning programs at RPCGB, visit [www.rpcgb.org/transportation-planning/](http://www.rpcgb.org/transportation-planning/).

Puget Sound Regional Council (PSRC)

PSRC develops policies and coordinates decisions about regional growth, transportation, and economic development planning within King, Pierce, Snohomish, and Kitsap counties in Washington state. PSRC is composed of over 80 jurisdictions, including all four counties, cities and towns, ports, state and local transportation agencies and tribal governments within the region. PSRC develops and maintains the Regional Transportation Plan for the Puget Sound Region. To learn more about PSRC, visit the Regional Transportation Plan webpage.

Gannett Fleming

Gannett Fleming is a consulting firm leader in global infrastructure solutions with a focus on planning, design, technology, and construction management services for a diverse array of markets and disciplines across more than 60 offices, 2,500+ highly qualified professionals. To find out more about their transportation work, visit [www.gannettfleming.com/markets/transportation/overview](http://www.gannettfleming.com/markets/transportation/overview).
1. Agenda and Participants List
2. Visit the NOCoE website to view any of the presentations from the NOCoE 2019 Regional and Local Agency Peer Exchange or click the links below:

   a. City and County of Denver  Jim Fox.pdf
   b. City of Arlington Presentation  Monsur Ahmed.pdf
   c. MCDOT Presentation  Nicolaas Swart.pdf
   d. MCDOT WZDx Presentation  Faisal Saleem.pdf
   e. MetroPlan Orlando Presentation  Eric Hill.pdf
   f. NTCOG Presentation  Natalie Bettger.pdf
   g. NITTEC Presentation  Athena Hutchins.pdf
   h. PSRC Presentation  Gary Simonson.pdf
   i. RPCGB Presentation  Sam Parsons.pdf
   j. Texas DOT Presentation  Joe Hunt.pdf
   k. University of Arizona CVWZ Demo Presentation.pdf

NOCoE would like to thank the Maricopa County Department of Transportation (MCDOT) for coordinating the demonstration and assisting NOCoE in the development of this peer exchange.