Collaboration Guidance

LEVEL 3 TO LEVEL 4

Why Collaboration is Important

The development and implementation of TSM&O requires a collaborative approach. The effectiveness of most strategies is dependent on improving the coordinated performance of each partner.

Improvement Target

<table>
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<tr>
<th>From</th>
<th>Collaborative interagency adjustment of roles/responsibilities by formal interagency agreements (L3)</th>
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<td>To</td>
<td>High level of operations coordination institutionalized among key players—public and private (L4)</td>
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<tr>
<td>By</td>
<td>Negotiate effective roles and responsibilities in light of agency priorities, resources and objectives</td>
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Key Sub-dimensions

- Public Safety Agency Collaboration
- MPO/RTPA/Local Government Cooperation
- Outsourcing/Public-private Partnerships
**Public Safety Agency Collaboration Action Plan (L3 to L4)**

**Strategy Summary**

Rationalize roles via new forms of sharing and consolidation

**Key Actions**

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<td><strong>A</strong></td>
<td>Rationalize roles, responsibilities, and resources in light of agency priorities, resources, and agreement on performance</td>
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<tr>
<td><strong>B</strong></td>
<td>Review opportunities for statutory and administrative adjustments to institutionalize changes that improve efficiency and effectiveness</td>
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<td><strong>C</strong></td>
<td>Standardize and document joint operational procedures and related performance measures as interagency policy</td>
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**ACTIONS**

**Action A:** Rationalize roles, responsibilities, and resources in light of agency priorities, resources, and agreement on performance

**Rationale:** While general responsibilities of transportation agencies and public safety agencies are established in law, specific actions, prerogatives, customary procedures, and regulations have evolved without regard to optimizing public safety together with mobility and may benefit from adjustment and reallocation with regard to both effectiveness and costs.

**A.1** Conduct a joint review of specific roles and actions as typically exist and consider potential for adjustments (such as transfer or reallocation of functions, collocation, and adjustments in operating roles) that may improve the effectiveness of TSM&O (such as improved incident clearance time, reduced accidents, and reduced costs through such benefits as more effective use of personnel, consolidation of like functions, collocation, and outsourcing).

**A.2** Compare current practices with appropriate optimum business model. Make such changes as per A.1 that are possible on an administrative basis.

**A.3** Implement an annualized traffic incident management program process that encompasses updating of programmatic strategic plans and performance reporting that is consistent with national best practice.

**A.4** Consider advantages of pooled and mutual support approach to meeting planning and TSM&O resource needs and develop cooperative approach to budgeting related resources and activities.
A.5 Plan and incrementally develop physical collocation of communications, command, and control centers and other facilities as appropriate for maximum cooperation, coordination and collaboration, and efficient use of resources.

**Responsibility and Relationships:** Central office staff. Outside technical support may provide neutral perspective and knowledge of peer experience.

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**Action B:** Review opportunities for statutory and administrative adjustments to institutionalize changes that improve efficiency and effectiveness

**Rationale:** Some important “rationalizations” of roles and responsibilities between transportation and public safety entities may require legislative action.

**B.1** Identify and agree on needed changes in law ranging from minor (quick clearance) to more significant (transportation personnel role in towing, first responder prerogatives, relationships with safety service providers).

**B.2** Seek legislative support and action.

**Responsibility and Relationships:** Central office staff in consultation with legal unit. Senior executive oversight needed to provide policy and political input.

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**Action C:** Standardize and document joint operational procedures and related performance measures as interagency policy

**Rationale:** Continuous improvement of operational concepts, procedures, and protocols requires documentation to ensure improvements are mainstreamed—and to serve as a clear point of departure for the next increment of improvement.

**C.1** Agree on an interjurisdictional basis on the form of documentation and assemble appropriate capability.

**C.2** Document current procedures and develop schedule and format for periodic updates.

**Responsibility and Relationships:** Joint interagency staff group can develop documentation. Consensus agreements may require senior staff involvement.
Examples/References:

  This primer was written for transportation professionals and public safety officials from cities, counties, and states that are responsible for day-to-day management and operations within a metropolitan region. It is intended to help agencies and organizations, and the operations people within them, understand the importance of regional collaboration and coordination, how it happens, and how to get started.

MPO/RTPA/Local Government Cooperation Action Plan (L3 to L4)

Strategy Summary

Rationalize roles and relationships to optimize partners’ resources

Key Actions

A  Consider reconfigured institution options for operating systems based on new approaches to cost-sharing, incentives, transfer, or consolidation of authority

B  Develop new forms of cooperation for meeting resource needs

ACTIONS

Action A: Consider reconfigured institution options for operating systems based on new approaches to cost-sharing, incentives, transfer, or consolidation of authority

Rationale: Jurisdictional fragmentation and uneven capabilities among owner-operators of components of the regional transportation system may represent a substantial barrier to improved regional TSM&O that can be addressed by new levels of coordination, consolidation or other new forms of regional operations collaborative entities.

A.1 Identify key impediments to improved relational operational collaboration in one or more service area (TMC, HOV, signalization, HOT, etc.) and the ways in which they may be overcome through new cooperative relationships, including a review of relevant existing institutional models in other metropolitan areas.

A.2 Review spectrum of options ranging from improved real time coordination, to collocation, shared control and staffing, contracting out responsibilities, joint funding, and control of activity. Include consideration of shared data, images and off-hours control consolidation.

Responsibility and Relationships: Joint interagency working group (existing operations group may suffice).

Action B: Develop new forms of cooperation for meeting resource needs

Rationale: New forms of regional cooperation and consolidation may suggest ways of rationalizing operational costs.
B.1 Explore range of options for improved cost-effectiveness and savings including pooled funding, intergovernmental contracting, outsourcing, facility sharing, etc.

B.2 Develop and administer coordinated regional and statewide traffic operations infrastructure and ITS plans for deployment, operations, maintenance and lifecycle replacement.

B.2 Develop appropriate intergovernmental agreements as necessary.

Responsibility and Relationships: Joint interagency working group (existing operations group may suffice) with DOT and MPO/RTPA and local government involvement to establish options. Senior executive oversight needed.

Examples/References:

Outsourcing/Public-Private Partnerships Action Plan (L3 to L4)

**Strategy Summary**

Develop consistent approach to outsourcing regarding contracting procedures, performance management, and timeframe of contracts

**Key Actions**

- **A** Evolve improved performance management approach to services that are outsourced
- **B** Continuously update understanding of relative costs of capabilities, technology, and function provision, comparing in-house with evolving private sector capabilities

**ACTIONS**

**Action A:** Evolve improved performance management approach to services that are outsourced

**Rationale:** There is the potential for "learning" regarding more effective outsourcing, both on the client and contractor side as experience is gained and as competition develops.

A.1 Regularly review outsourcing activities among all unit and contract managers to capitalize on experience and develop the most competitive and cost-effective approaches.

A.2 Where feasible, consider controlled comparisons across comparable contexts to maximize learning regarding effective procurement, contracting, and contract management.

**Responsibility and Relationships:** Central office operations and procurement staff, working with key district/regional staff for specific projects. Outside technical support may be helpful in analyzing options based on peer experience.

**Action B:** Continuously update understanding of relative costs of capabilities, technology, and function provision, comparing in-house with evolving private sector capabilities

**Rationale:** As the TSM&O program develops, the nature and relative importance may change, impacting the trade-offs between in-house and outsourced provision of specific functions.

B.1 Review the changes in operational concepts, ITS technology, comparative costs, etc., for each key function, and their impact on the pros and cons of outsourcing and the importance of
maintaining functions in-house or related core technical capacities that may be important for informed function management.

B.2 Explore opportunities to combine TSM&O outsourcing with ongoing or projected outsourcing of other non-TSM&O functions such as HOV lane operations, private toll road development, and total asset management.

**Responsibility and Relationships:** Central office staff working with administrative and budgeting units to determine real costs for comparison.

**Examples/References:**