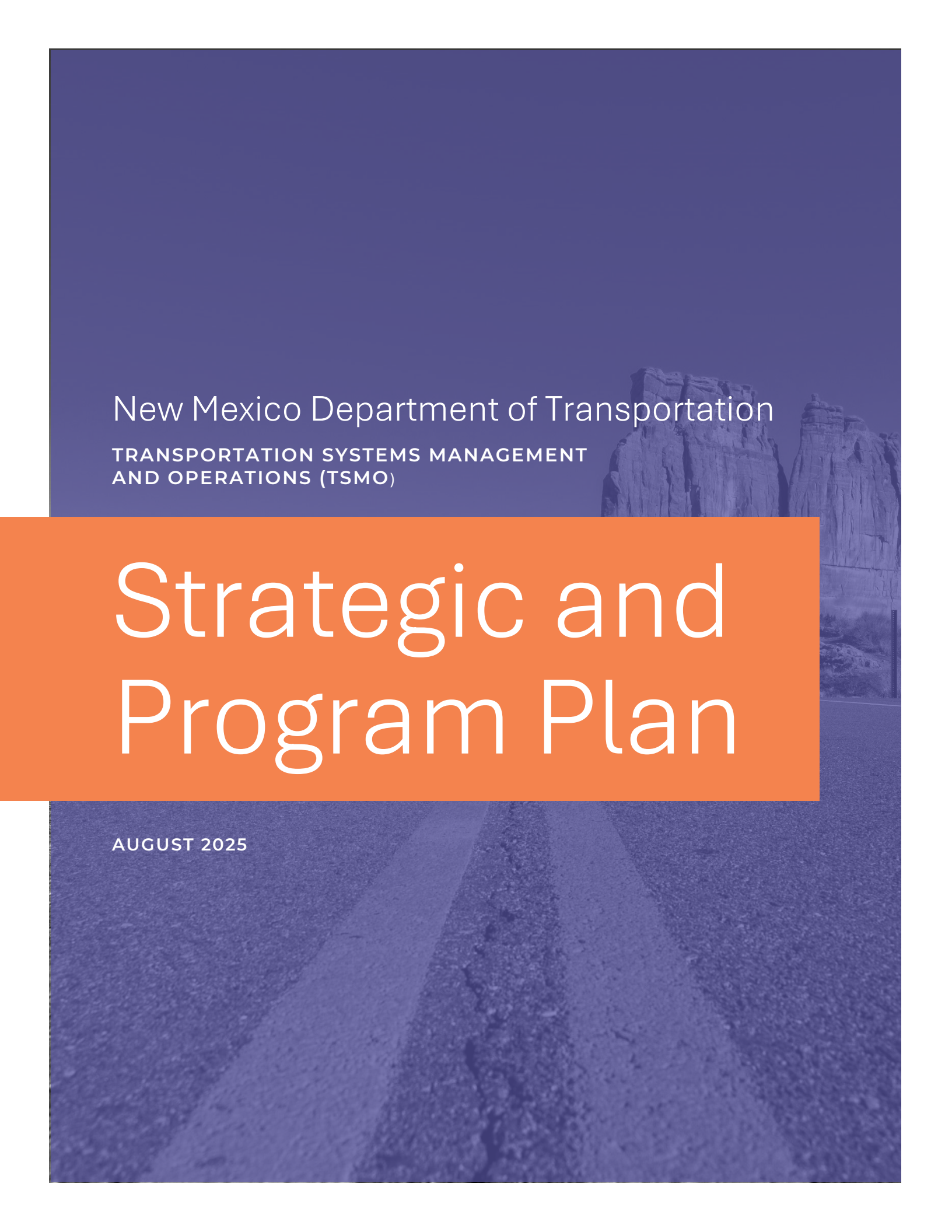




New Mexico Department of Transportation

TRANSPORTATION SYSTEMS MANAGEMENT
AND OPERATIONS (TSMO)

Strategic and Program Plan

AUGUST 2025



COMMITMENT TO TSMO

Dear TSMO Stakeholder, Colleague and Public Servant,

As the Cabinet Secretary of the *NMDOT*, I am dedicated to advancing our mission:

“To provide a safe and efficient transportation system for the traveling public, while promoting economic development and preserving the environment of New Mexico.”

In alignment with that mission, I enthusiastically support the implementation of TSMO strategies within New Mexico.

TSMO is not new to NMDOT. For years, we have implemented operational strategies such as real-time traffic monitoring, incident management, intelligent transportation systems, and road-weather stations to enhance safety and mobility across our great state. TSMO is not solely the responsibility of the Intelligent Transportation Systems Bureau and the Operations Division – it is an agency-wide, collective effort that requires Planning, Design, Maintenance, and Construction team collaboration.

By fostering a culture where TSMO principles are embraced at all levels, we can continue to deliver on our commitment to safe, efficient, and sustainable transportation solutions for New Mexico.

Thank you for your commitment to providing a well operated, maintained, nimble and efficient transportation system for all users

RICKY SERNA,

Cabinet Secretary, NMDOT

VERSION CONTROL

Table of Revisions				
Version Number	Revision Number	Revision Date	Revised Page Numbers	Prepared By
1.0	-	-	-	Olsson

Versions of this Plan are numerically documented with a single decimal point, for example as Version 1.0 which would be the initial version of the TSMO Plan. Version control does take into account both minor and major changes that occur in the Manual.

Minor changes are denoted by numerical progressions after the decimal point, or namely 1.1, 1.2, 1.3 and so on. Minor changes would occur, for example, with changes to action items (priority and/or status).

Major changes are denoted by numerical progressions before the decimal point, namely 2.0, 3.0, and so on. Major changes would occur, for example, with any changes to overall TSMO Program priorities and focus areas. Major changes may require additional stakeholder engagement.

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ACRONYMS

ADE	Assistant District Engineer
ADOT	Arizona Department of Transportation
AI	Artificial Intelligence
ATIS	Advanced Traveler Information System
ATMS	Advanced Traffic Management System
AVL	Automatic Vehicle Locator
BPE	Bicycle, Pedestrian, and Equestrian
CAD	Computer-Aided Dispatch
CAV	Connected and Automated Vehicle
CEDS	Comprehensive Economic Development Strategy
CCTV	Closed-Circuit Television
CDOT	Colorado Department of Transportation
CITE	Consortium for Innovative Transportation Education
CMAQ	Congestion Mitigation and Air Quality
CMM	Capability Maturity Model
CV	Commercial Vehicle
DMS	Dynamic Message Sign
DOT	Department of Transportation
ELM	Enterprise Learning Management
FAQ	Frequently Asked Questions
FHWA	Federal Highway Administration
FSP	Freeway Service Patrol
GIS	Geographic Information System
HSIP	Highway Safety Improvement Program
ICM	Integrated Corridor Management
ICS	Incident Command System
IT	Information Technology
ITS	Intelligent Transportation Systems

L RTP	Long-Range Transportation Plan
MTBF	Mean Time Between Failures
MRCOG	Mid-Region Council of Governments
NHI	National Highway Institute
NMDOT	New Mexico Department of Transportation
NMEDD	New Mexico Economic Development Department
NMRoads	New Mexico Roads Traveler Information System
NMSP	New Mexico State Police
NMSU	New Mexico State University
OSOW	Oversize and Overweight
PIO	Public Information Officer
PSAP	Public Safety Answering Point
QA/QC	Quality Assurance/ Quality Control
RTMC	Regional Traffic Management Center
RWIS	Road Weather Information System
SE	Systems Engineering
SHSP	Strategic Highway Safety Plan
SOP	Standard Operating Procedure
STIP	Statewide Transportation Improvement Program
TIS	Traveler Information System
TMC	Traffic Management Center
TIM	Traffic Incident Management
TOC	Traffic Operations Center
TPAS	Truck Parking Availability System
TSMO	Transportation Systems Management and Operations
TxDOT	Texas Department of Transportation
UNM	University of New Mexico
WZDx	Work Zone Data Exchange

Executive Summary

The New Mexico Department of Transportation (NMDOT) developed this **Transportation Systems Management and Operations (TSMO)** Plan to guide how we manage and operate our transportation system more effectively. This plan reflects a shift in focus from expanding infrastructure to improving how we operate the system we already have. It is intended to help us respond to growing demands, limited funding, and evolving technologies with smarter and more coordinated strategies.

TSMO refers to a set of strategies that help improve safety, reliability, and efficiency by focusing on how we operate the transportation system. These strategies support faster incident response, make better use of real-time data and technology, and contribute to safer travel in rural areas where operational challenges are often more pronounced. TSMO also supports multimodal travel and encourages collaboration across agencies to improve how we manage the system as a whole. Though we've already made progress through our Intelligent Transportation Systems (ITS) program, this plan expands those efforts and integrates them more fully across the agency.

Why TSMO Is Important

New Mexico continues to face transportation challenges that affect safety, access, and system performance. Fatalities on our roadways remain high, and operational needs vary widely across the state. Congestion in urban areas continues to be a concern, especially during peak travel periods and special events. Funding for new infrastructure is limited, and environmental considerations are still an important part of how we approach transportation planning and operations.

TSMO helps us respond to these challenges by improving how we operate the existing system. These strategies support safer travel, more reliable operations, and better coordination across agencies. They also align with NMDOT's mission to provide a safe and efficient transportation system, promote economic development, and protect the environment of New Mexico.

What This Plan Includes

This document is organized into two main parts that work together to guide our approach to transportation operations in New Mexico.

- **Part 1: Strategic Plan – Why TSMO Matters**

This section explains why operations matter, identifies what challenges we face, and outlines NMDOT's commitment to improving system performance through a coordinated and proactive approach to operations.

- **Part 2: Program Plan – How We Put TSMO into Practice**

This section describes how we apply TSMO strategies to improve operations across the agency. It outlines the structure, focus areas, and actions that guide our daily work and long-term direction. Part 2 ends with a table of recommended actions that will be used to guide future initiatives.

The plan is supported by two companion documents: (1) the Statewide ITS Architecture and (2) the Rural ITS Toolbox. Together, these resources provide technical guidance, deployment strategies, and a framework for continuous improvement. They can be found on the NMDOT's ITS Bureau website.

TSMO Focus Areas

The TSMO Strategic Plan is organized around the following three operational focus areas that reflect both our current efforts and our priorities moving forward:

- **Operational Management:** This includes real-time traffic management, incident response, work zone coordination, and weather-related operations.
- **Multimodal and Mobility Services:** These strategies support transit, pedestrian, and bicycle travel, helping us serve all users more effectively.
- **Enabling Technologies and Infrastructure:** This includes the fiber-optic network, data platforms, traffic operations centers, and system monitoring tools that support operations across the state.

These focus areas guide how we prioritize actions, whether by maintaining and expanding existing services or by moving into new areas that better meet the needs of the traveling public. Focus areas and recommended actions were developed through extensive stakeholder engagement and shaped by national best practices. Each focus area reflects a deliberate effort to align our strategies with the realities of transportation in New Mexico and to focus our resources where they can have the greatest impact.

Strategic Direction

Our goal is to integrate operational considerations into every part of our work, including planning, design, construction, maintenance, operations, and public outreach. We are committed to building a culture of operations across NMDOT, supported by leadership, collaboration, and workforce development. We are also focused on measuring performance, improving coordination, and expanding our partnerships with local agencies, tribal governments, and neighboring states. This effort includes looking at how we organize internally, how we fund and maintain our systems, and how we use data to guide decisions. It also involves maintaining cybersecurity, expanding our communications infrastructure, and supporting a workforce that is prepared to manage and operate a more connected and responsive transportation system.

What's Next

This plan positions NMDOT to meet the future needs of New Mexico's transportation system. By investing in smarter operations, we can deliver safer and more reliable travel for everyone who lives, works, and travels in our state. TSMO is not just a technical strategy. It is a commitment to doing more with what we have, working together, and building a transportation system that reflects the values and priorities of New Mexico.

PART 1

Transportation Systems Management and Operations Strategic Plan



New Mexico DEPARTMENT OF
TRANSPORTATION
MOBILITY FOR EVERYONE

Transportation Systems Management and Operations (TSMO), at its core, is simply: **A focus on operations.**

The New Mexico Department of Transportation (NMDOT), like many other transportation agencies, has previously focused primarily on building and maintaining roads with less emphasis on how we operate them. This approach made sense when the main goal was to expand capacity, but as the demands on transportation infrastructure grow, as transportation technology advances, and as the expansion of existing infrastructure becomes more constrained and expensive, smarter and more connected system operations are key. With an increase in roadway-related deaths, rising congestion, and limited funding, it is essential to find ways to make the most of our existing infrastructure by improving how we manage and operate it.

This is the purpose of TSMO, as reflected in the definition provided by the Federal Highway Administration (FHWA) Office of Operations:

A set of strategies that focus on operational improvements that can maintain and even restore the performance of the existing transportation system before extra capacity is needed.

We have already been shifting some focus to operational strategies through our Intelligent Transportation Systems (ITS) program. Though these efforts have been impactful, they are still relatively small and considered a separate function by most of our staff members outside of the ITS Bureau. This plan represents a concerted effort to integrate operational considerations into every aspect of our organization – not only at the operations, maintenance, and ITS levels, but also within our planning, design, and construction divisions.

Why is it important to include operational considerations in our efforts? These strategies will allow us to maximize our current roadway network before adding new capacity and allow us to get the most performance out of the transportation facilities we already have. This approach will provide a high quality of life for those who live, work, and travel through New Mexico.

EXAMPLES OF TSMO IN PRACTICE:

- Integrating operational strategies in planning and design.
- Anticipating future transportation technologies for efficiency and safety.
- Coordinating with partner agencies for seamless incident response.
- Optimizing traffic flow with smart traffic signals.
- Providing real-time updates of road and driving conditions via signs, applications, and social media.
- Enhancing safety and reducing delays with smart work zone technology.
- Managing traffic during adverse weather with advanced technology.
- Implementing real-time traveler information systems.
- Using data analytics for proactive traffic management.

TSMO covers a wide range of strategies beyond ITS and technology. It also includes operational strategies, analysis tools, and data-driven approaches to enhance transportation efficiency and safety. TSMO focuses on optimizing existing infrastructure through real-time traffic management and better coordinated incident responses. By implementing strategies like traffic signal management, traveler information, and performance management, TSMO aims to improve mobility and reduce congestion.

HOW TSMO HELPS NEW MEXICO

New Mexico faces many transportation challenges, including issues related to safety, reliability, congestion, and emissions. These challenges have been documented in reports such as our Long-Range Transportation Plan (LRTP), our Strategic Highway Safety Plan (SHSP), and our Rail-Highway Crossing Program. Stakeholders have highlighted specific issues through our reports, including pedestrian safety and rural transit. These challenges will be examined within the framework of our mission statement and in alignment with our goals. Our mission statement at NMDOT is to:

Provide a **safe** and **efficient** transportation system for the traveling public, while promoting **economic development** and preserving the **environment** of New Mexico.

Many of our responses to challenges can be improved through our continued implementation of TSMO, because it has already been a proven operational strategy for us to address some specific issues within the state.

Safety

Protecting the safety of the traveling public is our top priority. From 2019 to 2023, 2,174 people were killed in traffic crashes in New Mexico. The 2023 traffic fatality rate of 1.46 per 100 million vehicle miles traveled was significantly higher than the national average of 1.26¹. TSMO strategies can offer a comprehensive approach to addressing these safety challenges, described in Table 1.

Table 1. New Mexico Safety Challenges and TSMO Applications.

SAFETY CHALLENGE	HOW TSMO CAN HELP
Rural areas in New Mexico face unique challenges, including higher rates of crashes as a result of limited infrastructure and longer emergency response times. Transportation-related fatalities are disproportionately high in rural regions, accounting for 57.9 percent of deaths. This figure contrasts with the overall crash distribution, where rural areas represent 20.3 percent and urban areas 79.7 percent ² .	TSMO can enhance real-time monitoring, traveler information, and response capabilities, particularly in rural areas where limited infrastructure and longer emergency response times contribute to higher fatality rates.
In 2023, 12.6 percent of all crashes and 12.9 percent of all fatalities occurred during inclement weather conditions ³ .	TSMO strategies can improve safety during inclement weather conditions by actively monitoring conditions, supplying data to maintenance crews, and providing timely information and alerts to drivers.
Though NMDOT has been systematically improving railroad at-grade crossings, safety continues to be a challenge, with 11 injuries and five fatalities in 2024 ⁴	The systematic improvement of railroad at-grade crossings through TSMO and technology can help prevent incidents and fatalities.
New Mexico remains one of the most dangerous states for vulnerable road users ⁵ , with annual pedestrian fatalities ranging from 79 to 102 between 2018 and 2022. During the same period, bicyclist fatalities ranged from four to 11 each year ³ .	TSMO can enhance the safety of vulnerable road users, such as pedestrians and bicyclists, by implementing measures like improved pedestrian crossings, bike signals and bike lanes, and electronic signage.

¹ Bonifas, C. (2025, January). TRIP New Mexico Transportation by the Numbers Report. TRIP. Retrieved from <https://tripnet.org>

² University of New Mexico, Geospatial and Population Studies. (2023). Annual crash report 2023. University of New Mexico. <https://gps.unm.edu/tru/reports/annual-crash-reports/annual-report-2023.pdf>

³ Bonifas, C. (2025, January). TRIP New Mexico Transportation by the Numbers Report. TRIP. Retrieved from <https://tripnet.org>

⁴ U.S. Department of Transportation. (n.d.). Highway-Rail Grade Crossing Incident Detail Listing. Retrieved from <https://data.transportation.gov/stories/s/Highway-Rail-Grade-Crossing-Incident-Detail-Listin/8r23-j2j7/>.

⁵ Governors Highway Safety Association. Pedestrian Traffic Fatalities by State: January–June 2024. March 2025. https://ghsa.org/sites/default/files/2025-03/GHSA%20Pedestrian%20Traffic%20Fatalities%20by%20State%20%28January-June%202024%29_0.pdf. Accessed 7/23/2025. Pedestrian fatality rate reported as fatalities per 100,000 population for the period of January through June 2024: New Mexico is 2.07, compared to 0.97 nationally.

Efficiency

In the context of transportation operations, efficiency can be divided into two areas: (1) transportation efficiency through enhanced mobility, reduced congestion, and improved reliability, and (2) efficiency of NMDOT's business processes – planning, design, construction, maintenance, and operations.

Efficiency of the Transportation Network

Transportation mobility in New Mexico faces challenges in rural, semi-urban, and urban areas. In urban regions like the Albuquerque, Las Cruces, and Santa Fe metro areas, traffic congestion and frequent road construction projects lead to significant delays and increased vehicle operating costs. In rural areas, vast distances and sparse populations make it difficult to maintain efficient transportation networks. In semi-urban areas, both urban and rural challenges exist with varying degrees of influence on system operations and impacts to effective incident responses.

Congestion is a primary source of inefficiency, costing New Mexico travelers an estimated \$1.2 billion annually; it particularly affects urban areas. According to the Texas Transportation Institute's 2023 Urban Mobility Report, the average traveler in the City of Albuquerque spent 44 hours annually in traffic delays⁶. Various studies have grouped the sources of congestion into two categories: recurring and nonrecurring. The FHWA Office of Operations illustrated the typical relative distribution of these congestion sources⁷, shown in Figure 1.

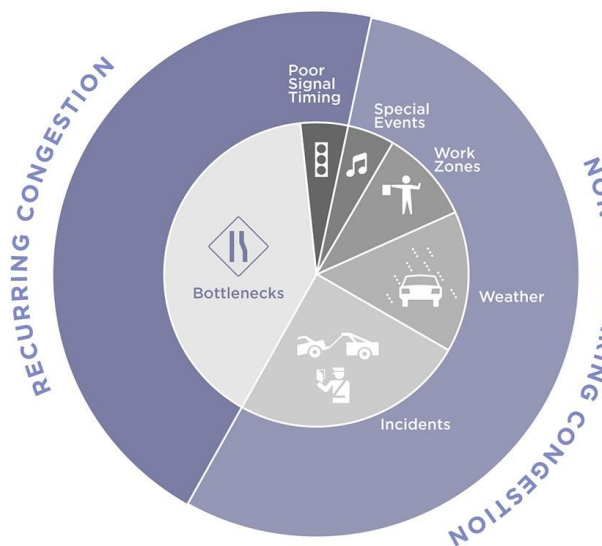


Figure 1. Sources of Congestion.

⁶ Texas A&M Transportation Institute. (2023). 2023 Urban Mobility Report. Retrieved from <https://mobility.tamu.edu>.

⁷ Incorporating Travel-Time Reliability into the Congestion Management Process (CMP): A Primer, FHWA Office of Operations. Accessed via <https://ops.fhwa.dot.gov/publications/fhwahop14034/ch1.htm>

The study indicates that 55 percent of congestion comes from nonrecurring sources and 45 percent from recurring sources. While traditional capital projects that are intended to increase capacity primarily focus on solving recurring congestion, TSMO projects can also address nonrecurring congestion and are generally an order of magnitude less costly.

TSMO can help reduce congestion and enhance the efficiency of roadway operations by leveraging real-time data, advanced traffic management systems, and proactive incident response. Example strategies include optimizing traffic signal timings, managing work zones, and providing timely traveler information. TSMO can support transit by improving the coordination and reliability of public transportation services. Additionally, TSMO promotes collaboration among various agencies and stakeholders, leading to a more cohesive and responsive transportation network.



A summary of the returns on investment for various roadway operational strategies was compiled by the McKinsey Global Institute⁸, shown in Figure 2.

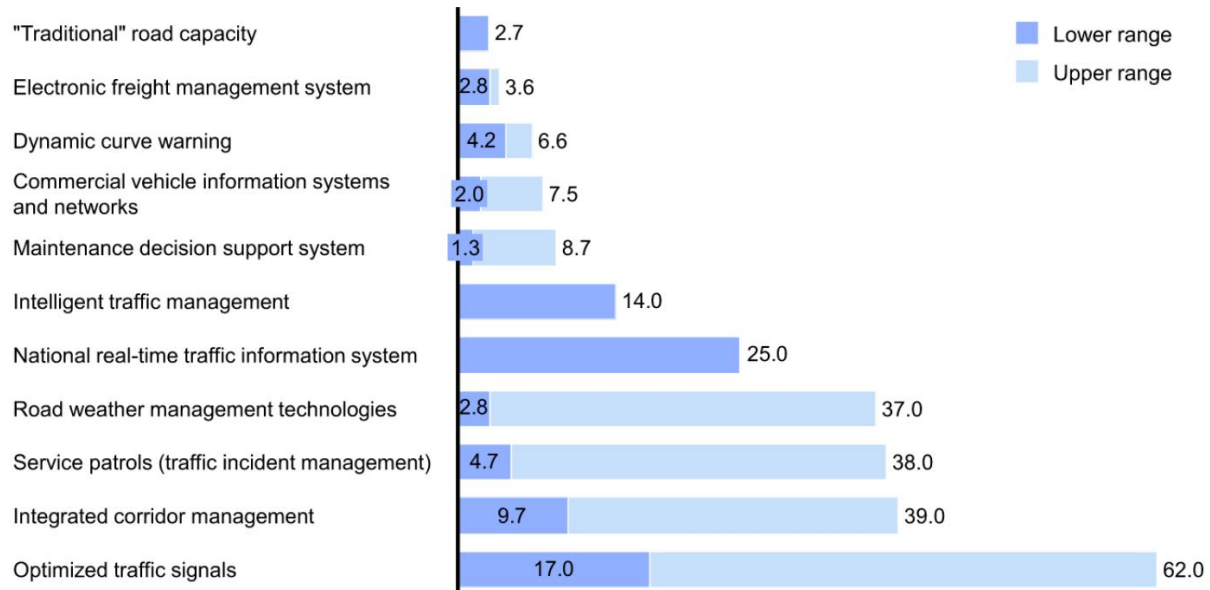


Figure 2 . Comparison of Returns for Different Road Investments (Benefit/Cost Ratios).

CATEGORY DESCRIPTIONS FOR FIGURE 2 ARE AS FOLLOWS:

- **Traditional Road Capacity:** Physical expansion of roadways to accommodate more vehicles.
- **Electronic Freight Management System:** A digital platform for tracking and coordinating freight shipments.
- **Dynamic Curve Warning:** A system that provides real-time alerts about upcoming roadway curves.
- **Commercial Vehicle Information Systems and Networks:** A framework for sharing data related to commercial vehicle operations.
- **Maintenance Decision Support System:** A tool that uses data to guide roadway maintenance planning and scheduling.
- **Intelligent Traffic Management:** A system that uses sensors and algorithms to monitor and control traffic flow.
- **National Real-Time Traffic Information Systems:** Platforms that disseminate real-time traffic and travel condition updates.
- **Road Weather Management Technologies:** Systems that monitor and respond to weather conditions affecting roadways.
- **Service Patrols (Traffic Incident Management):** On-road units that assist with traffic incidents and vehicle breakdowns.
- **Integrated Corridor Management:** A coordinated approach to managing multiple transportation facilities within a corridor.
- **Optimized Traffic Signals:** Signal systems that adjust timing based on traffic conditions.

⁸ McKinsey Global Institute. (2013). *Infrastructure productivity: How to save \$1 trillion a year*. McKinsey & Company. Accessed via https://sites.nationalacademies.org/cs/groups/pgasite/documents/webpage/pga_083856.pdf

Efficiency of NMDOT Operations

TSMO strategies can also provide tools to help increase our efficiency in how we operate the transportation system – much of this through the integration of technology. Some examples are listed below:

- **New data and analytics tools** can help improve planning processes by reducing the cost and effort needed for data collection while providing more comprehensive, diverse, and timely data.
- **Roadway sensor and probe data** can help improve the decision-making processes for weather-related maintenance operations.
- **New data collection technologies** can quickly provide detailed roadway asset and condition assessment data.
- **Transit applications** can be used to improve the operations, reporting, and billing for rural transit systems.
- **Traffic management centers and associated management systems** can share data and information to facilitate interagency communication and collaboration to better manage work zones, clear incidents faster, respond to emergencies more quickly, and communicate more effectively to the traveling public in real-time using fewer resources than would otherwise be needed.

Economic Development

We in New Mexico face several challenges in our pursuit of economic development, including slow population growth, low household income, and limited educational attainment. In a 2023 Statewide Strategic Plan⁹, the New Mexico Economic Development Department (NMEDD) has identified six primary challenge areas to the state’s ability to maximize development opportunities. These challenges include the following:

1	Lack of collaboration between economic development stakeholders
2	Difficulty attracting and retaining talent in urban, rural, and tribal communities
3	Misalignment between higher education and industry
4	Disengagement of socioeconomically disadvantaged communities in the planning process
5	Public-sector dominance in New Mexico's innovation ecosystem
6	Concentration of economy in select key industries

⁹ New Mexico Economic Development Department. *Empower & Collaborate: New Mexico's Path Forward (Statewide Strategic Plan)*. February 29, 2024. Accessed February 22, 2025 via <https://edd.newmexico.gov/pubs/empower-collaborate-new-mexicos-path-forward-statewide-strategic-plan/>

An effective and reliable transportation system plays a crucial role in supporting economic development and helping overcome these challenges. At the most basic level, the transportation system provides access to resources, markets, and employment opportunities. TSMO can further enhance NMDOT's efforts to support economic development for the state, described as follows:

Challenges No. 1 and No. 4 – Collaboration: Many TSMO strategies are collaborative, bringing together stakeholders from many agencies and organizations to enhance transportation operations and accessibility across geographic and jurisdictional boundaries.

Challenges No. 2, No. 3, and No. 5 – Innovation: TSMO strategies are rapidly evolving as a result of leveraging technological advancements. By embracing TSMO initiatives, NMDOT will attract the talent needed to support these systems. Many departments of transportation (DOTs) also establish close partnerships with higher education institutions to foster innovation. As NMDOT advances its TSMO initiatives, it will have the opportunity to strengthen similar relationships, supporting better alignment between higher education and industry, especially for services where and when technology has a more integral role to operations than what has traditionally been the case.

In addition to the NMEDD's statewide strategy, regional economic development plans such as the Mid-Region Council of Governments (MRCOG) Comprehensive Economic Development Strategy (CEDS) offer valuable insights into localized economic challenges and differences between urban and rural areas. Aligning TSMO strategies with these regional plans may support stronger collaboration with private sector partners and contribute to transportation investments that reflect both statewide and region-specific economic development priorities.

Environmental Preservation

TSMO can provide environmental benefits by streamlining traffic flow through traveler information and technology deployments. By addressing congestion, TSMO helps reduce fuel consumption and emissions, leading to improved air quality and a smaller carbon footprint. Efficient traffic management systems, such as optimized signal timings and real-time traffic information, contribute to smoother traffic flow, minimizing idling and stop-and-go driving, which are major sources of excess fuel use and transportation-related emissions.

TSMO also enables better utilization of existing infrastructure, reducing or delaying the need for capacity improvement projects. This approach not only conserves natural resources, but also minimizes the environmental impact associated with construction activities, such as habitat disruption and increased delays in and around construction zones and increased pollution.

Overall, TSMO strategies improve transportation efficiency and contribute to significant environmental benefits, supporting a more sustainable transportation system.

STRATEGIC DIRECTION FOR TSMO AT NMDOT

Our overall TSMO strategy is centered around a strong commitment to enhancing operations through the expansion of the TSMO program in alignment with our mission and core values.

To that end, the objective of our TSMO program is to manage and operate the surface transportation infrastructure more effectively by applying a coordinated set of strategies to improve safety, reliability, and efficiency. These strategies are designed to maximize the performance of the existing network before considering new roadway capacity. In a cost-effective manner, they support safer travel, reduce congestion, improve reliability, promote multimodal and interjurisdictional mobility, and contribute to environmental sustainability.

The long-term success of these strategies depends on collaboration across the department and with external partners – including planners and designers, constructors and integrators, and maintainers and operators. This collaboration will help institutionalize TSMO within NMDOT’s framework and embed it into our business practices.

PUTTING STRATEGY INTO ACTION

Part 1 of this document presents the case for TSMO: why it matters, what challenges it addresses, and how it aligns with NMDOT’s mission. Part 2 builds on that foundation by outlining how we organize, coordinate, and evolve our operations to deliver on those goals.

The TSMO Program Plan, detailed in Part 2, describes the organizational structure, processes, resources, and activities that support implementation. It also emphasizes foundational elements such as executive staff support, a collaborative agency culture, and cross-functional engagement. In addition, Part 2 defines specific program focus areas including operational management, multimodal and mobility services, and enabling technologies and infrastructure. These elements guide how TSMO becomes embedded in daily practice and how the department continues to evolve its operational strategies to meet the needs of New Mexico’s transportation system.



PART 2

Transportation Systems Management and Operations Program Plan



New Mexico DEPARTMENT OF
TRANSPORTATION
MOBILITY FOR EVERYONE

Introduction

The New Mexico Department of Transportation's (NMDOT's) Transportation Systems Management and Operations (TSMO) Program Plan marks an important step in the evolution of how we envision, manage, and deliver transportation services. Building on decades of operational experience and recent advancements in Intelligent Transportation Systems (ITS), this plan formalizes a unified, agencywide commitment to smarter, safer, and more efficient mobility by focusing on operations. It reflects a shift from traditional infrastructure expansion to a forward-thinking approach that leverages data, technology, and interagency collaboration to optimize the performance of existing assets. This document describes the structure and strategies that will guide our operational direction; it aligns with current procedures and policies and supports our mission to provide a transportation system that is safe, efficient, economically supportive, and respectful of New Mexico's environment and cultural resources.

Though this plan is new, ITS deployments and efficient operational strategies have been active in New Mexico for many years. This document builds on that foundation by formalizing the TSMO program and improving coordination across the operational, planning, design, and construction divisions. It also provides a path forward to support building on our foundation in how we approach ITS deployment and operations.

The Program Plan is organized into the following major sections:

Current State of TSMO – Describes the existing program, including its evolution, operational focus areas, and the organizational structure and capabilities that form the foundation for continued growth.

Advancing the TSMO Program – Outlines the path forward based on stakeholder input and national best practices, and presents targeted strategies to strengthen coordination, workforce development, data and performance management, funding, and partnerships.

PURPOSE OF THE PROGRAM PLAN

The TSMO Program Plan serves as a strategic reference point for NMDOT, guiding administrative, organizational, and programmatic decisions that support the long-term vision for operations. The program includes actions that help the agency align with that vision and embed TSMO principles across its functions. While the plan outlines the overall direction of the TSMO program, it does not include project-level recommendations. That level of detail is addressed in companion documents that were prepared in coordination with the TSMO Strategic Plan. These documents include the Statewide ITS Architecture and the Rural ITS Toolbox, which can be found on the NMDOT ITS Bureau's website. Developed in parallel, these three documents are intended to be used together, each serving a distinct purpose:

TSMO PROGRAM PLAN

Establishes the vision, structure, and strategic direction for TSMO across the agency and a framework for future growth.

STATEWIDE ITS ARCHITECTURE

Provides the technical framework for system interoperability, interagency coordination, and includes a list of potential projects and initiatives. This document is integral to the development of an ITS strategic plan.

RURAL ITS TOOLBOX

Offers practical guidance and deployment solutions tailored to rural transportation needs

Together, these documents and tools support the advancement of transportation operations and ITS in New Mexico. The TSMO Program Plan sets the vision; the Statewide ITS Architecture provides technical structure; and the Rural ITS Toolbox supports implementation, particularly in rural areas. Used together, they help guide coordinated and scalable TSMO strategies across the state.

This plan was developed with reference to other key NMDOT planning documents to promote consistency and integration across programs. These documents include the following:

- Long-Range Transportation Plan (LRTP)
- Statewide Intelligent Transportation System (ITS) Strategic Plan
- Strategic Highway Safety Plan (SHSP)
- Freight Plan
- Bicycle Plan
- Wildlife Plan
- Pedestrian Plan

Each of these documents contains elements that relate to or support TSMO strategies. Through collaboration with internal and external stakeholders (including planners, designers, constructors, integrators, communicators, maintainers, and operators), this plan aims to embed TSMO into the department's culture, operational framework, and business practices.

As we developed this plan, we looked at standards from national organizations and peer transportation agencies and guidance from the Federal Highway Administration (FHWA) to align with best practices for TSMO program development. These resources informed the structure, focus areas, and strategies included in the plan.

STATEWIDE PERSPECTIVES

The development of the TSMO Program Plan began with a foundational workshop in August 2024, facilitated by the FHWA, which helped establish a shared understanding of TSMO principles and national best practices. Building on that foundation, a series of listening sessions were held between September and November 2024 with a diverse group of primarily NMDOT staff representing all divisions, levels, and districts across the state. These sessions were held virtually to encourage the maximum opportunity for participation and provided valuable insight into operational realities, challenges, and opportunities across the agency. The sessions also provided an open forum for our staff members to share their opinions and ask questions about existing TSMO resources and to network with other NMDOT TSMO professionals.

Additional technical stakeholder input sessions were conducted in May 2025 as part of the Statewide ITS Architecture development effort. These sessions focused on system integration, data needs, and coordination strategies, and they included both internal and external public agency partners. The feedback gathered from all engagement activities – FHWA workshops, listening sessions, and technical input meetings – has been directly incorporated into this TSMO Program Plan and has shaped its priorities, structure, and recommended actions.



PROGRAM FOCUS AREAS

The program focus areas outlined in this plan represent the core functions of NMDOT's existing TSMO efforts and provide a framework for future growth. The focus areas include all current activities and identify opportunities to expand into new service areas that better meet the needs of the organization and the traveling public. The focus areas also support more effective collaboration with partner transportation agencies within New Mexico and in neighboring states. These areas serve as the foundation for organizing, prioritizing, and delivering operational strategies statewide. The program focus areas are divided into the following categories:

Operational Management	<i>Continuous Operations</i> – Includes functions that operate daily, like the NMRoads advanced traveler information system, smart work zones, and traffic signal management.
	<i>Event-Based Management</i> – Focuses on responses to incidents, weather events, and special events using tools such as roadside closed-circuit television systems (CCTV), road-weather information systems (RWIS), incident detection systems, and dynamic messaging.
Multimodal and Mobility Services	Enhances coordination across transit; freight; bicycle, pedestrian, equestrian (BPE); and park-and-ride systems to improve mobility options for all users.
Enabling Technologies and Infrastructure	Covers the physical and digital infrastructure that supports TSMO and ITS, including fiber networks, connected vehicle systems, data platforms, and system monitoring tools.

PROGRAM ORGANIZATION

The Program Organization section of this plan defines the internal and external structures necessary to support effective TSMO implementation and long-term sustainability. These structures include aligning staffing and organizational roles, advancing workforce development, securing sustainable funding mechanisms, and establishing performance measurement systems. This section also emphasizes the importance of strategic partnerships with local, regional, tribal, and federal stakeholders. Together, these elements create a coordinated framework that enables NMDOT to deliver integrated operational strategies, foster innovation, and respond proactively to the evolving needs of New Mexico's transportation system.

Current State of TSMO at NMDOT

NMDOT has steadily advanced its TSMO capabilities over the past two decades. This section provides a high-level snapshot of the current program, highlighting key systems, achievements, and organizational structures that support day-to-day operations. Though not a full inventory, it offers enough context to understand the TSMO foundation we're building from.

TSMO and ITS have become a vital part of how NMDOT and our partners manage the transportation system. The public increasingly relies on tools like the NMRoads traveler information system, the Interstate 10 (I-10) dust detection and warning system, and the I-10 truck parking availability system (TPAS). These and other strategies have delivered measurable safety and mobility benefits, reinforcing the value of TSMO across New Mexico. Internally, the program has grown through dedicated staffing, interagency coordination, and investments in enabling technologies. These efforts have positioned NMDOT to deliver more integrated, data-driven solutions that respond to the evolving needs of New Mexico's travelers. The timeline below outlines major milestones that have shaped the program's development.

KEY PROGRAM MILESTONES
2000S: ESTABLISHING THE FOUNDATION - Initial ITS deployment focused on basic infrastructure, including the introduction of dynamic message signs (DMS) and closed-circuit television cameras (CCTV) on key corridors in the Albuquerque area. - Deployment of foundational ITS architectures, plans, and policies to guide system integration and deployment. - Implementation of NMRoads, the advanced traveler information system (ATIS), providing statewide real-time traffic and road condition updates to the public.
2010S: INFRASTRUCTURE EXPANSION AND OPERATIONAL GROWTH - Establishment of the Regional Traffic Management Center (RTMC) in Albuquerque to centralize traffic management and incident response operations. - Deployment of fiber-optic communications, significantly enhancing the connectivity of ITS devices across the state. - Expansion of the ATIS into a mobile environment for use on smartphones and tablets. - Introduction of the Interstate 10 (I-10) dust detection and warning system, which leverages weather sensors, data analytics, and driver notification systems to mitigate weather-related safety risks.
2020S: INNOVATION AND DATA-DRIVEN SOLUTIONS - Expansion of the RTMC to include regional representation from various operational and response agencies in a collocated environment. - Introduction of the I-10 truck parking availability system (TPAS) to address freight parking challenges. - Launch of self-assessments using the Capability Maturity Model (CMM) to identify gaps and opportunities in TSMO operations. - Ongoing efforts to formalize rural ITS development, addressing unique challenges in underserved areas. - Continued deployment of ITS devices to meet district needs at select locations around the state, including CCTV, DMS, and road-weather information systems (RWIS).

CURRENT FOCUS AREAS

Our existing ITS Program encompasses a broad range of TSMO strategies and ITS deployments. We use our current resources to manage both day-to-day and event-based operations, promote multimodal and mobility services, and provide the physical and digital infrastructure necessary to implement our programs statewide. These focus areas – Operational Management, Multimodal and Mobility Services, and Enabling Technologies and Infrastructure – are the backbone of ITS operations in New Mexico now and will continue to be the guiding structure in our future development.

Operational Management

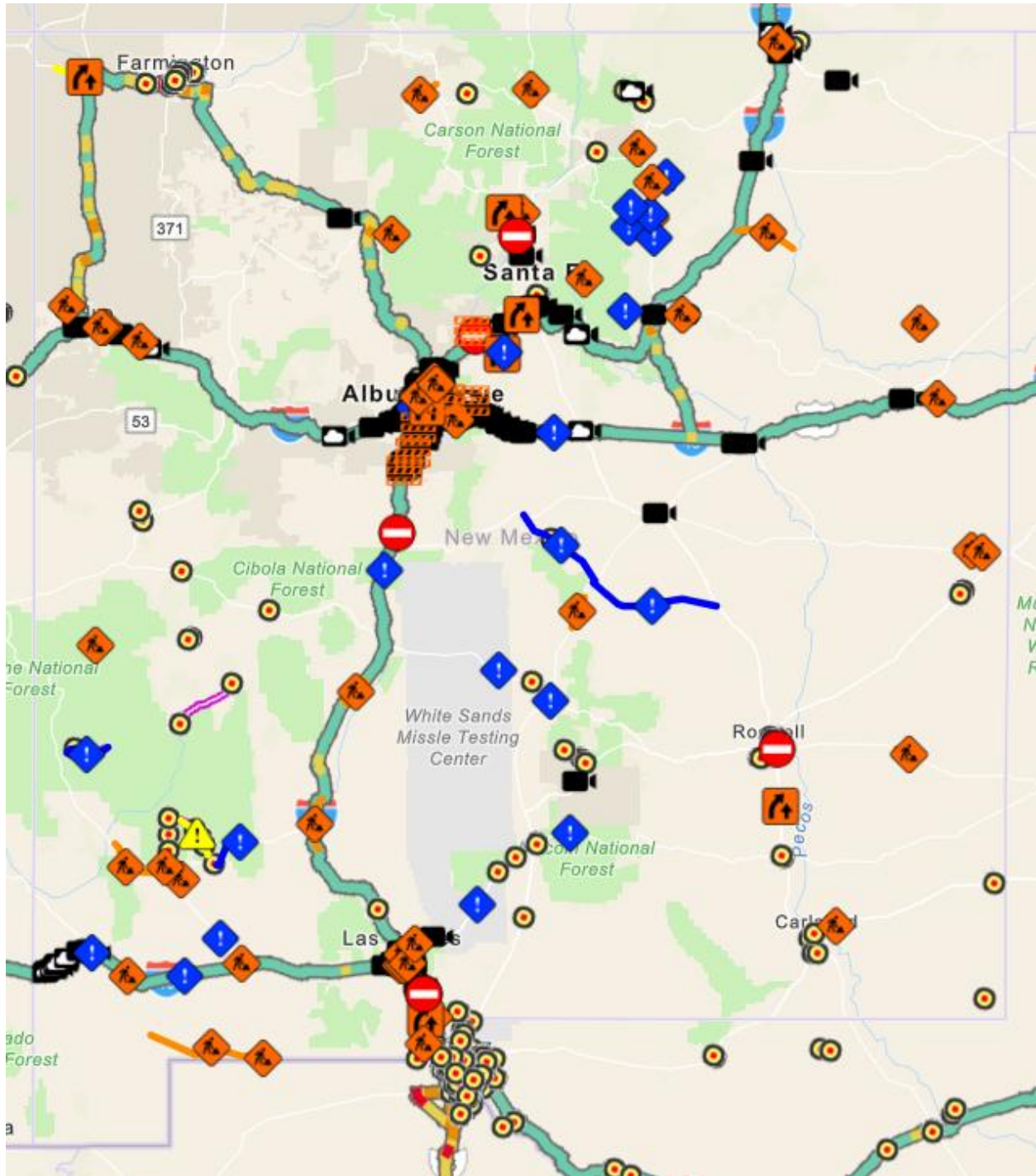
Operational Management encompasses the full range of activities we use to support the safe and efficient performance of our transportation system. These activities are coordinated through our Regional Traffic Management Center (RTMC), which serves as the statewide nerve center for monitoring field devices in real time, disseminating traveler information, and dispatching the Albuquerque area Courtesy Patrol (freeway service patrol) units.

Continuous Operations

Continuous operations are the day-to-day functions that keep the transportation system running smoothly. These include the following:

Traffic Signal Management: We currently manage approximately 700 traffic signals statewide. Wherever communications are available, signal timing is communicated through data exchanges with signal controllers and centralized signal management software. Where possible, signal controller data is shared across jurisdictions, especially in urban areas. Signal timing coordination across jurisdictions is in development in the Albuquerque area but is not yet implemented.

Advanced Traveler Information Systems: The NMRoads advanced traveler information system (ATIS) delivers real-time updates related to crashes, road closures, weather conditions, construction zones, special events, seasonal closures, congestion, and other alerts. Information is distributed via the NMRoads Traveler Information resources, including a mobile app, website, phone line, external feeds, and third-party platforms. The system supports hands-free, bilingual notifications and alerts for user-selected types of events, routes, locations, days, and times. Users can obtain mapping for the most direct route between an origin and destination and travel time estimates. The platform allows users to view NMDOT's network of roadside CCTV, dynamic message signs (DMS), RWIS, and TPAS, and it uses geo-mapping to update users on current events based on their location. It also offers access to multimodal transportation services from NMDOT's and surrounding states' ATIS. Public feedback tools are available for reporting roadway issues, and event data is distributed to third parties via GeoJSON through the Work Zone Data Exchange (WZDx) and XML through RSS data feeds. While data on oversize/overweight (OSOW) vehicles is not yet integrated, work is ongoing to connect the OSOW program with roadway restriction information reported on NMRoads that may affect routing for OSOW hauls.



Screenshot from NMRoads Traveler Information Website



New Mexico DOT Dust Storm roadside sign.



New Mexico DOT roadside Truck Parking Availability System (TPAS) sign.

Road Weather Management (RWIS): RWIS, including dust storm warnings, snowplow tracking on a limited number of vehicles, and weather data dissemination, is integrated into our maintenance operations and traveler information systems. The snowplow tracking system is a pilot effort that monitors nine vehicles and collects data on location, vehicle status, material usage, quantity reporting, forward- and cab-facing images, and environmental conditions.

Freight Management: Our TPAS provides real-time information on parking availability at rest areas along I-10. OSOW data is managed by the NMDOT Permit Office and is not part of NMRoads, though improving freight-specific routing and information services remains a priority.

Event-based Management

Event-based operations focus on managing unplanned or time-sensitive events that can disrupt normal traffic flow. These include the following:

Traffic Incident Management (TIM): We operate a Courtesy Patrol in the Albuquerque area from Broadway to Tramway along I-25; Atrisco Vista to Tramway along I-40; and Coors to I-25 along Paseo del Norte. Current times of operation are Monday-Friday from 6:00 a.m. to 7:00 p.m. Efforts are underway to expand the footprint of the Courtesy Patrol and extend the hours of operation.

The Courtesy Patrol units are tracked with automatic vehicle locators (AVLs), which allows the RTMC dispatchers to optimize the response to incidents. RTMC dispatch coordinates with incident responders, and advanced dispatch systems are being explored further.

Work Zones: Roadwork information is currently managed through contractor-submitted work plans for construction. Though not yet active, an initiative is underway to add an administrator login to NMRoads for contractors. This project-specific login to NMRoads will allow contractors to update work zone related information in real time for the corridor that their project is affecting. Implementation of this strategy will help to improve the timeliness and quality of information on work zone activities such as lane shifts, lane closures, and shoulder closures to the travelling public. This effort is being undertaken through the addition of an NMDOT special provision for smart work zones.



New Mexico DOT Courtesy Patrol Vehicle.

Special Event Management: Specialized traffic management plans are developed for events such as the Albuquerque Balloon Fiesta, New Mexico State Fair, major sporting events, and various parades and festivals. Our event coordination includes preplanning with stakeholders and the use of DMS, portable changeable message signs, and NMRoads for public communication. Special event traffic management planning is often complex and time-consuming. It remains a developing focus area within the program.

Emergency Event Management – Unlike incident management, emergency event management typically has a much larger area of impact and can be prolonged in nature. It may involve events like wildfire management and flood control. Operational resources associated with information sharing, access control, alternative routing, and network surveillance are commonly used as part of emergency event management activities.

Multimodal and Mobility Services

We support a range of multimodal services that enhance mobility options for all users, including transit riders, freight operators, and BPE.

Transit Integration: The NMDOT Transit Bureau manages the Park and Ride intercity bus service and administers federal transit grants. We are coordinating with regional transit districts and exploring ways to expand ITS support for rural transit operations.

Active Transportation: The NMDOT Planning Division leads BPE planning, and we support these efforts by integrating mode-focused information into NMRoads. These initiatives promote sustainable, inclusive, and environmentally friendly transportation options.

Enabling Technologies and Infrastructure

Enabling technologies form the backbone of the TSMO program and either enable or support all other focus areas. Items in this category include fiber-optic networks, connected vehicle systems, data platforms, and system-monitoring tools.

Regional Traffic Management Center: A jointly operated facility that brings together NMDOT, the City of Albuquerque, and other regional partners. It supports coordinated traffic management, incident response, and traveler information-sharing across jurisdictional boundaries.



New Mexico DOT Regional Traffic Management Center (RTMC) located in Albuquerque, NM.

ITS Infrastructure: This category includes all field devices traditionally identified as ITS, such as DMS, CCTV, and RWIS. The category may also include any other technology and associated applications deployed to monitor or manage traffic or other conditions that could affect transportation operations. Many of these devices are available for viewing on NMRoads.



New Mexico DOT roadside Dynamic Message Sign (DMS)



New Mexico DOT TPAS camera

Communications Infrastructure: Our statewide ITS fiber-optic network is concentrated in urban and semi-urban areas, with additional deployments for service-specific needs like the dust storm warning system. Fiber is mapped using geographic information system (GIS) tools, and network monitoring is performed using vendor-specific platforms. To serve rural areas of New Mexico better, we want to continue to expand the device communications network across the state. Fiber-optic connections are favored over wireless because of speed, reliability, versatility, and their capability to support redundant communication to field devices.

Data Management and Analytics: Traffic data is currently collected and managed by the Planning Division. The ITS Bureau houses infrastructure inventories that are shared with other NMDOT divisions. Data sharing protocols have been developed in conjunction with external partners, including neighboring state departments of transportation (DOTs), local entities, federal agencies, and research institutions. We use tools such as probe data, video analytics, and survey platforms to support administrative analysis and traffic performance monitoring.

System Monitoring Tools: GIS tools, including fiber network mapping and device inventory systems, are used for inventory and location tracking of active and inactive ITS assets. System performance is tracked through routine checks and internal documentation. These efforts include twice-daily virtual inspections of DMS and CCTV cameras, and monthly reviews to monitor functionality. Maintenance issues are logged and prioritized for resolution. An example of a twice-daily check report is shown in Figure 3.

From: NMDOT RTMC Dispatch
Sent: Thursday, June 26, 2025 5:53 AM
To: NMDOT ITS Bureau
Subject: A.M. Report

Wall: No issues.

Signs- Polled and Verified @ 6 A.M by Andrew M

Failed Comm: No issues.

Camera Positions- Checked and Verified @ 6 a.m. by Andrew M

Newly reported: NM 528 @ High Resort Blvd no PTZ,

I.T Aware: I-25 @ Sunport, NM 528 @ Sabana Grande Ave,

Figure 3: Report from Twice-daily System Operation Check.

While these practices help us maintain system reliability, we see opportunities to strengthen our approach by developing a more formal performance management program. Using performance measures to guide operational decisions can support better alignment of our efforts with agency goals. These measures may focus on system uptime, incident response and clearance times to support interagency coordination, and other key operational outcomes. Establishing regular reporting through dashboards and visual summaries will help communicate program effectiveness, support informed decision-making, and identify areas for improvement.

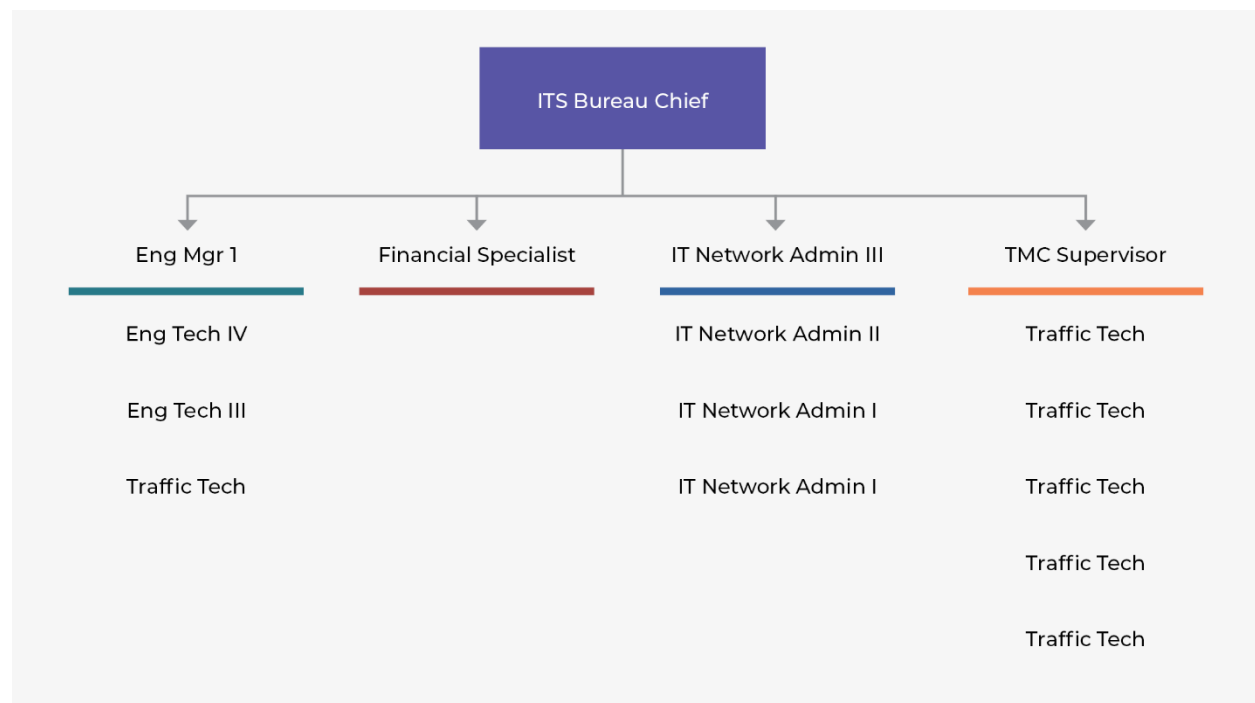
CURRENT PROGRAM STRUCTURE

The organization of NMDOT's ITS program plays a critical role in how ITS is planned, deployed, and maintained across the state. This section outlines how our internal structure supports ITS operations and how we collaborate with external partners to deliver safe, efficient, and reliable transportation services.

Organizational Structure

Staffing

The ITS program is housed within the Operations Support Division of NMDOT. Although the team includes only 16 positions, it plays a central role in supporting operations across the state. The staff includes technical professionals responsible for planning, deploying, and maintaining ITS infrastructure, operating the RTMC, and coordinating with other divisions, districts, and external partners. In addition to managing vendor relationships and overseeing contracted services, the ITS program also relies on several external contractors and consultants who provide maintenance, design, and software support. The ITS Bureau is organized as follows:



Internal Operations

ITS staff members work closely with both the General Office and the six NMDOT districts. They provide guidance on ITS needs during the project design phase and advise districts on appropriate device types for specific locations. They also track ITS needs using GIS-based tools, which help align operational priorities with infrastructure planning. However, ITS is not always included early in the planning process, which can limit the scope and effectiveness of deployments. District patrol yards often provide support for ITS device maintenance when they have the capacity, but this varies depending on location. At the executive level, there is strong and growing support for ITS and TSMO strategies, which has helped elevate the visibility of these efforts across the agency.

Program Growth and Development

The continued growth of the ITS program depends on strengthening three key areas: securing reliable funding, developing a skilled workforce, and building strong partnerships.

Funding

Our ITS funding is supplied through a combination of federal, state, and grant-based sources. Dedicated operations funding currently covers core needs such as staffing, equipment maintenance, and contracted services. This funding includes support for our full-time ITS positions. It also covers the maintenance of field devices, which is handled through a mix of in-house resources and external maintenance contracts.

Though current operational and maintenance needs are generally well supported, expanding the program will require consistent funding that also supports ongoing operations and staffing. As we continue to grow through new technologies, expanded coverage, and additional statewide TSMO strategies, a stable and predictable source of expanded funding would help sustain these efforts and keep them aligned with long-term transportation goals.

Workforce Development

Though there is no formal training program or defined career path for ITS or TSMO professionals at this time, NMDOT does offer some relevant learning opportunities. ITS “residency” is included in the department’s engineering intern rotational training program which provides a high-level exposure of ITS planning, design, implementation, maintenance, and operations to its participants. Though only two weeks long, the training still provides a valuable opportunity for our young staff members to acquire an awareness of ITS and how it interacts with other areas of work at NMDOT.

The ITS Bureau also has access to the student intern employment program; through the program, interested college students who are pursuing technical degrees can gain a more pronounced understanding of ITS.

Through the Enterprise Learning Management (ELM) system, staff members have access to technical courses such as training on anti-icing and RWIS. The department also supports continuing education by reimbursing costs for professional development hours, certifications, and degree-related coursework.

As the ITS program evolves, expanding these resources into a more structured workforce development strategy will help build internal capacity and support long-term program growth.

Collaboration and Partnerships

Because one of the strengths of TSMO is the integration of transportation across geography, jurisdiction, and mode, NMDOT has worked to build relationships with agencies and organizations that play a role in operations. Good working relationships with several key partners including the City of Albuquerque, Bernalillo County, the City of Las Cruces, and the Mid-Region Council of Governments (MRCOG) have helped grow the ITS program.

We are also party to focused coalitions (I-10 Corridor) and collaborate with neighboring state DOTs such as the Arizona Department of Transportation and the Colorado Department of Transportation; universities like the University of New Mexico (UNM) and New Mexico State University (NMSU); and national laboratories such as Los Alamos National Laboratory, supporting data sharing, research, and cross-jurisdictional coordination.

The ongoing growth of the program will include developing new partnerships and strengthening existing ones. Closer coordination with law enforcement and emergency management organizations, local governments, tribal entities, and private sector partners will help improve responsiveness, enhance situational awareness, and support more unified incident and emergency management. Even among current collaborators, more formalized coordination frameworks and regular engagement can help improve operational effectiveness. As TSMO continues to evolve, cultivating stronger and more consistent partnerships across all sectors will be essential to delivering a truly integrated and resilient transportation system.

Self-assessment

NMDOT has participated in two self-assessments to understand the effectiveness of its TSMO program and to identify opportunities for improvement. The first self-assessment was conducted in 2016, and the second followed in 2024. These assessments were facilitated by the FHWA and brought together a diverse group of stakeholders from across NMDOT and its partner agencies. Participants worked collaboratively in a structured workshop setting to evaluate how well NMDOT is managing and operating its transportation system.

The assessments followed the Capability Maturity Model (CMM) framework, which is designed to help agencies evaluate their organizational maturity. In this context, maturity refers to how effectively an agency can operate its transportation system in a coordinated, integrated, and performance-driven way. The CMM framework focuses on six key areas, as follows:

- Business Processes
- Systems and Technology
- Performance Measurement
- Culture
- Organization and Staffing
- Collaboration

Each dimension is scored using a four-level scale as follows:

LEVEL 1: PERFORMED	Decentralized, ad-hoc, reactive, pilot initiatives; limited accountability
LEVEL 2: MANAGED	Core strategies defined; emerging accountability; baseline capabilities
LEVEL 3: INTEGRATED	Systematic implementation; performance management; cross-jurisdiction best practices
LEVEL 4: OPTIMIZING	Continuous improvement; high-level funding; institutionalized culture

Each level includes specific criteria and examples that help participants evaluate how well the agency is applying TSMO practices. Consensus scores reflect the collective judgment of participants based on current practices, strengths, and areas for improvement.

Assessment Process and Participation

The first CMM self-assessment was conducted in 2016 and included representatives from NMDOT, FHWA, regional planning organizations, local governments, law enforcement, and academic institutions. The session focused on identifying and celebrating the department's past accomplishments, such as establishing the ITS Bureau, developing the NMRoads traveler information platform, and creating the RTMC.

The second assessment, held in August 2024 at the MRCOG offices in the City of Albuquerque, was facilitated by FHWA's Resource Center Operations Technical Service Team. It brought together a broader mix of operational staff from NMDOT headquarters and district offices and local and regional partners. Paired with a two-day ITS architecture workshop, the session reinforced the link between systems planning and operational maturity. Although law enforcement partners were not present, participants engaged in open, candid discussions focused on both strengths and areas for improvement. Compared to 2016, the tone of the 2024 assessment was more introspective, with participants focusing on both strengths and areas for improvement.

Although the scores in 2024 were lower than in 2016, this doesn't reflect a step backward. Instead, it shows a more honest and self-aware evaluation – one that signals increased organizational maturity. One key reason for the lower scores is that we took a more rigorous approach to scoring. In 2016, meeting just one of the criteria for a level was often enough to assign that score. In 2024, we held ourselves to a higher standard, requiring that all criteria for a level be met before assigning that score. The scores for both assessments are shown in Table X.

DIMENSION	2016 SCORE	2024 SCORE
Business Processes	1.0 (statewide), 2.5 (Albuquerque)	1.0 (NMDOT)
Systems and Technology	2.2	1.0 (NMDOT)
Performance Measurement	1.5	1.0 (NMDOT)
Culture	1.5	1.0 (NMDOT), 2.0 (MRCOG)*
Organization and Staffing	1.0 (staffing), 2.0 (structure)	1.0 (NMDOT), 3.0 (City of Albuquerque)*
Collaboration	1.5	1.0 (NMDOT Headquarters), 2.0 (Districts and City of Albuquerque)*

Table 1. Comparison of 2016 and 2024 CMM Results. ***Associated scores from self-evaluation by the respective entities.**

Key Areas for Improvement Identified in 2024

Participants in the 2024 assessment ranked elements of all six capability dimensions at the “Performed” level of maturity. This indicates that though foundational activities are underway, there is significant opportunity to strengthen processes, coordination, and institutional support. Highlights of the assessment are as follows:

- **Business Processes:** ITS is often overlooked in construction planning and lacks dedicated funding. Smart work zone planning and benefit-cost analysis for TSMO elements and alternatives are not well integrated into project development.
- **Systems and Technology:** ITS architectures and cybersecurity protocols exist, and systems engineering (SE) is consistently used across projects through a standardized checklist process. We apply SE principles to help confirm that the technologies we deploy meet our needs and align with established standards. Most of the ITS services and technologies we use are mature and commercially available, which supports reliable integration and reduces development risk. However, ITS is not fully integrated into project development or asset management planning.
- **Data and System Performance Management:** Data tools are in use, but statewide consistency is lacking. Archived data is underused, and real-time data access, especially in rural areas, needs improvement.
- **Culture:** TSMO is not widely understood across the agency. Awareness is limited outside the ITS Bureau, and there are few mechanisms to communicate its value internally or externally.

- *Organization and Staffing:* Staffing capacity and capability remain limited, especially for ITS roles and responsibilities in support of outlying regions. Clearer responsibilities, succession planning, and stronger district-level engagement are still needed to support consistent operations statewide.
- *Collaboration:* Some agreements for specific operational functions have been formalized with other agencies, but most partnerships remain informal. Coordination with public safety is limited, and collaboration between districts and headquarters still needs to be strengthened.

Moving Forward

The 2024 assessment is helping to shape the next phase of NMDOT's TSMO program. Key priorities include developing this TSMO Strategic Plan, formalizing data-sharing protocols, and expanding training and outreach. Participants also recommended launching a statewide operations summit, refining performance measures, and strengthening both internal and external partnerships. These actions will support NMDOT's efforts to move from the "Performed" to the "Managed" level of maturity across all six dimensions and help institutionalize TSMO as a core agency function.



Advancing the TSMO Program at NMDOT

As transportation systems in New Mexico evolve, the future of safety and mobility will continue to be shaped by transportation technology and adaptive infrastructure. The ability for the New Mexico advanced traffic management system (ATMS) services to support timely, efficient, and seamless integration of options for multimodal users in urban and rural areas will be critically important. To meet these growing demands, we must leverage real-time data for travel time reliability and traveler information, research and deploy innovative technologies, support system sustainability, manage congestion effectively, and cultivate relationships with partner agencies. At the same time, we must also maintain and continue to expand services the public has come to expect. The recommended actions in this document will include supporting programs and services that are well underway at NMDOT, things we have already begun to implement, and new initiatives that we believe will advance the TSMO program toward the future. Our first and most important recommendation is to maintain and expand the network of ITS devices like CCTV and DMS that are the foundation for all the other focus areas.

A NOTE ON RECOMMENDED ACTIONS

Each recommended action is assigned an identification number for traceability. Actions are grouped into two categories: Focus Areas (FA) and Program Organization (PO). Action priorities are identified by color as follows:

	Foundational actions (continued support) are pink .
	Near-Term actions (highest priority) are red .
	Medium-Term actions (second priority) are orange .
	Additional recommendations are grey .

All actions are compiled in the *Summary of Recommended Actions* at the end of this report.

RECOMMENDED ACTIONS

ID	Status	Recommendation
FA 01	Support	Maintain and expand the network of ITS devices across the state.

CHOOSING THE DIRECTION

To determine the course ahead, a thorough analysis of existing practices was conducted. It included a comprehensive review of NMDOT's ITS program and an evaluation of information gathered from several stakeholder engagement sessions, including previous FHWA workshops and capability assessments. The analysis also included a review of the current ITS Architectures. This process highlighted areas for growth and realignment in both urban and rural areas and across programs.

Stakeholder Engagement

Our stakeholder engagement process began with a foundational FHWA workshop and CMM exercise, which helped us establish a shared understanding of TSMO principles and national best practices. Building on that foundation, we conducted a series of virtual stakeholder-listening sessions in October and November 2024, focused primarily on NMDOT staff from across the organization.

We hosted five dedicated listening sessions and organized two additional input meetings. In total, more than 100 NMDOT staff members participated in these sessions. Each session was tailored to a specific audience, including the following:

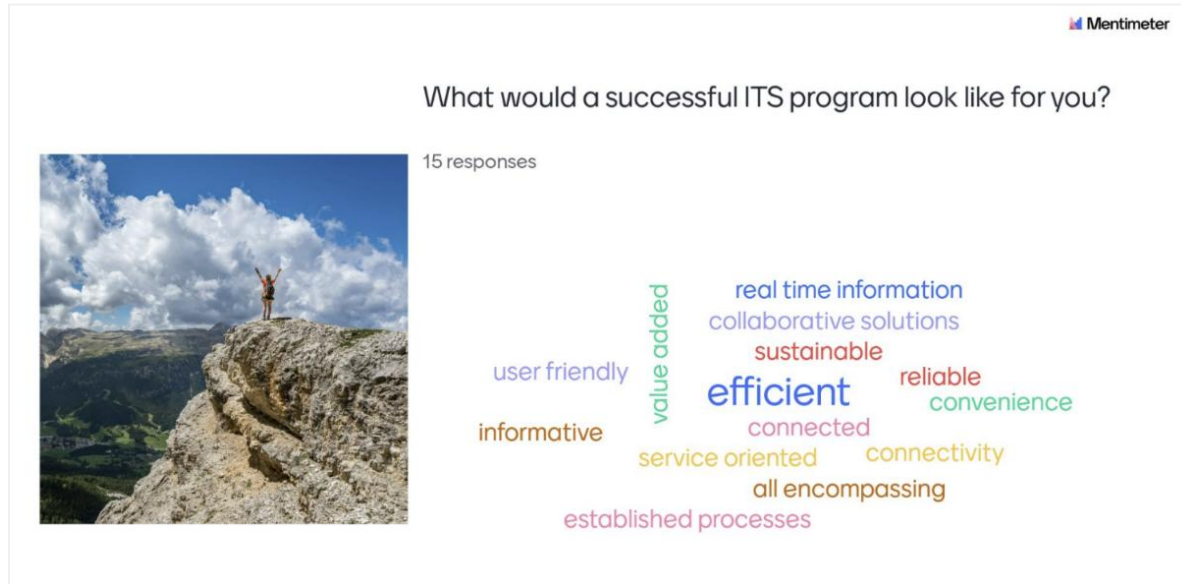
STAKEHOLDER SESSIONS:

- Executive Staff with District Engineers
- Public Information Officers (PIOs), RTMC Operators, and Traffic Engineers
- Assistant District Engineers (ADEs) Maintenance, Assistant Maintenance Engineers, Area Maintenance Supervisors, and Fleet Management
- Infrastructure Engineers, ADE Construction, ADE Engineering Support, and Technical Support Engineers
- Planning, Transit, Rail, and Freight teams

Each session began with a presentation introducing the breadth and variety of technology and operations solutions that fall under the TSMO umbrella. These presentations were customized for each group to support relevance and clarity.

Following the presentations, open discussions were facilitated using a series of questions and prompts. Feedback was collected both verbally and through an online input tool (Mentimeter). A pre-meeting questionnaire was also distributed to gather additional insights.

The following image shows a word cloud – one of many examples of stakeholder input and feedback from the stakeholder sessions.



Word cloud of results from a stakeholder engagement question

COMMON THEMES FROM STAKEHOLDER SESSIONS:

- Need for better understanding of available tools for daily operations
- Interest in innovative technologies, especially for maintenance crews
- Desire to consider ITS earlier in project design
- Improved awareness of existing ITS deployments
- Stronger support for underserved areas and customers
- An emphasis on safety – especially for vulnerable road users and in work zones
- Interest in FHWA scanning tours and ITS certifications
- Demand for tailored ITS solutions in rural areas (e.g., wildlife detection, CCTV deployment)
- Importance of using data for actionable insights (e.g., incident management and weather management)
- Need for more consistent ITS integration across districts and agencies
- Need for connectivity to more traffic signals across the state

In addition to these internal sessions, separate stakeholder meetings were held as part of the Statewide ITS Architecture development process. These meetings were more technical in nature and included a smaller group of NMDOT staff members with specialized expertise and a broader range of external stakeholders from partner organizations. Discussions focused on system integration, data needs, and coordination strategies. Though the primary outcomes of these sessions supported Statewide ITS Architecture development, key insights were also captured that shaped this TSMO Strategic Plan.

All combined feedback was used in developing the structure and recommendations of this TSMO Strategic Plan. The data helped to identify operational needs, determine program priorities, and shape the strategies to reflect the realities and expectations of those who manage and operate New Mexico's transportation system every day.

Comparison to Other States

This section provides a high-level view of NMDOT relative to its peers in the development and implementation of TSMO. NMDOT has a significant and advanced ITS Program, which helps to facilitate safe and efficient traffic management throughout the state.

Across the country, transportation agencies have taken different approaches to TSMO. Some have published standalone plans, while others rely on strategic documents or frameworks. This plan represents NMDOT's own standalone TSMO strategy, developed to reflect our statewide priorities and operational goals. The list of state TSMO Program highlights below includes examples of how other agencies have formalized their TSMO efforts. These differences reflect each agency's infrastructure, priorities, and structure. NMDOT's progress in planning, coordination, and implementation places us among the states with established and evolving TSMO programs.

STATE DEPARTMENTS OF TRANSPORTATION WITH STANDALONE TSMO PLANS:

- Arizona
- Florida
- Iowa
- Maryland
- Michigan
- Minnesota
- Missouri
- Nevada
- North Carolina
- Ohio
- Pennsylvania
- South Dakota
- Texas
- Washington

PEER STATE TSMO PROGRAM HIGHLIGHTS:

- Nevada DOT (NDOT): In its 2014 CMM assessment, NDOT adopted managed-level TSMO practices and launched a strategic program that spans planning, operations, and incident response.
- Texas DOT (TxDOT): Conducted statewide and district-level workshops in 2017–2018, self-assessing all six dimensions and moving from ad hoc strategies toward integrated, performance-based processes.

- Utah DOT (UDOT): In 2018, UDOT began formally exploring a TSMO engineer position and official program plan. An official TSMO program manager position was not created; rather, TSMO leadership roles were integrated into existing positions within the Traffic Management Division
- Colorado DOT (CDOT): In 2013, CDOT established a TSMO division and introduced a TSMO evaluation tool for project scoping reviews. While the program structure has since evolved, CDOT continues to apply TSMO principles under a renamed framework. The evaluation tool is still in use and now applies to a broader range of projects, reflecting a sustained commitment to integrating operations into planning and design.
- Multiple States (27 by 2018): FHWA's capability maturity framework workshops have helped agencies move beyond champion-driven efforts toward documented, repeatable practices.

As these varied approaches across states show, TSMO is an evolving process shaped by each agency's operational needs, resources, organizational structure, and priorities. While no two programs look exactly alike, NMDOT's continued investment in planning, stakeholder engagement, and performance-based strategies reflects a strong and deliberate path forward.

PROGRAM FOCUS AREAS

The NMDOT TSMO Strategic Plan is structured around key focus areas to address operational, safety, and mobility needs statewide. These focus areas serve as the foundation for existing initiatives and provide a framework for future improvements. Each focus area has a short list of priority actions and goals to continue progressing the TSMO program at NMDOT. These priorities were established based on stakeholder engagement sessions, with the guidance of the ITS Bureau.

The following sections outline the current state of these efforts, grouped into three main categories: Operational Management, Multimodal and Mobility Services, and Enabling Technologies and Infrastructure. Specific project recommendations can be found in the Statewide ITS Architecture.

Operational Management

There are two subcategories of operational management: Continuous Operations and Event-based Management. It is important to consider these subcategories separately, because the application of devices and strategies can vary based on the implementation time frame.

In the stakeholder engagement discussions, it was noted that work zone management practices in maintenance projects require greater consistency and that traffic signal centralization and ICM expansion are still in development.

Continuous Operations

The focus areas in Continuous Operations have the most significant effect on daily traffic operations in the state. The systems and field devices in these focus areas run 24/7 to keep day-to-day travel efficient and safe.

Because the focus areas here affect travelers every day, Continuous Operations is the subcategory where the smallest changes can make the most impact and where system and protocol improvements are necessary to integrate TSMO into existing processes at NMDOT.

Advanced Traveler Information Systems

An ATIS is a digital platform that delivers real-time updates on road conditions, incidents, closures, and travel alerts, enabling the public to make safer, more informed decisions and plan for trip logistics such as specific routes or times of travel. The NMRoads platform is NMDOT's ATIS. In addition to reporting near-real-time road and driving conditions, it has a host of user-defined options that can be tailored to meet the specific needs and preferences of those accessing it.

NMRoads is extremely useful to travelers today, but it can be improved with the addition of more regional and local events such as crashes and work zones that are currently reported to local agencies. Additional value could come from expanding the network of third-party mapping applications and offering more detailed data and information through a multi-lingual platform. Having a single resource for users to view both statewide and local concerns in their preferred language would improve user experience.

Integrating advanced technologies like artificial intelligence (AI) and machine learning into NMRoads has the potential to transform real-time travel updates and public engagement. AI-driven analytics could interpret vast streams of roadway data, predicting incidents, congestion, or hazardous conditions before they arise, while machine learning algorithms refine alert accuracy and personalize alerts based on user preferences or regional travel patterns. Automated language translation powered by AI could provide timely, multilingual notifications, further enhancing accessibility. Additionally, AI-powered feedback analysis could rapidly identify recurring issues and emerging trends from public reports, enabling NMRoads to deliver more responsive, adaptive, and user-centric traveler information services across New Mexico.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 02	Support	Continue to support current levels of traveler information service, including support for bilingual users, freight services, and data feed enhancement for third-party navigation applications and national data exchanges and efforts to expand coordination with local agencies.	
FA 03	New	Expand NMRoads using AI and machine learning to detect hazardous conditions from various sources and alert administrative users and provide natural language responses to public queries about roadway conditions and to streamline the entering of event information by application administrators.	

Road Weather Management

Road weather management enhances traffic operations and safety by integrating real-time data from ITS field equipment and the RWIS into day-to-day roadway management. Initiatives such as the dust storm warning system on I-10 and the pilot snowplow tracking program enable timely responses to hazardous conditions, minimizing the risk of weather-related incidents.

These advancements, combined with the expansion of weather sensors and improved public communications, empower both agencies and travelers to make informed decisions, reduce delays, and safeguard roadway users during adverse weather events.

There is no dedicated DOT program for road weather management – the districts are responsible for winter maintenance activities, and the ITS Bureau uses field equipment and RWIS integrations to collect real-time data for use toward improving winter maintenance operations. This separation of powers can be leveraged to provide local equipment support for ITS weather devices instead of requiring General Office presence in the field.

Leveraging AI in road weather prediction analytics allows for more accurate and timely assessment of infrastructure conditions, supporting proactive decision-making and minimizing the impact of adverse weather on transportation networks. Weather-responsive traffic management enables agencies to dynamically adjust traffic flow and deploy resources in real time based on changing weather conditions, thereby reducing congestion and enhancing roadway safety.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 04	Support	Maintain support for road-weather systems for maintenance support and public alerts.	
FA 05	Ongoing	Continue to expand RWIS, dust storm, and winter weather warning systems in key locations, and continue to work cooperatively with outside entities for system implementations, deployments and data sharing.	
FA 06	Ongoing	Continue to implement real-time snowplow tracking and information systems.	

Freight Management

Freight management involves the strategic planning, coordination, and optimization of the movement of goods and commodities across transportation networks. This effort encompasses the integration and use of technologies such as TPAS, OSOW permitting and routing, and weigh-in-motion systems to enhance efficiency and safety; it also includes efforts to develop freight-specific routing tools and traveler information systems. Effective freight management also requires collaboration among various divisions and third-party providers, data sharing, and continuous improvements, such as expanding parking solutions, incorporating automated border crossing systems, and supporting freight operations in adapting to evolving logistical needs and regulatory requirements.

New Mexico's freight operations use the TPAS and weigh-in-motion systems, but there is no dedicated freight operations unit within NMDOT. Data sharing occurs among planning and operational divisions; recent efforts are focused on commercial truck parking studies and collaboration with third-party providers.

Establishing a freight management coalition or taskforce would enable NMDOT to centralize and streamline the coordination of freight activities across New Mexico, fostering collaboration among state agencies, municipalities, and private sector partners. By uniting stakeholders with diverse expertise, the coalition could develop standardized protocols for real-time information sharing, synchronize freight-specific routing and parking solutions, and address bottlenecks at key border crossings. This unified approach would facilitate the integration of advanced technologies like automated border crossing systems, sharing credentials on commercial vehicle (CV) movements through our ports of entry, and weigh-in-motion data while promoting interoperability between local traveler information systems and statewide freight operations. A dedicated coalition would enable NMDOT to respond more rapidly to emerging challenges, improve the flow of goods, and promote efficient and resilient freight movement throughout the state's critical corridors and border points.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 07	Support	Support continued development of freight-specific routing tools and ATIS.	
FA 08	Ongoing	Expand Truck Parking Information Systems to I-40, then I-25.	
FA 09	New	Support a phased implementation of freight border crossing systems such as wait time information systems and interstate credentialing (identified through the I-10 Corridor Coalition).	

Traffic Signal Management

NMDOT manages approximately 700 traffic signals statewide, coordinating through data exchanges from signal controllers. Though progress has been made in sharing signal timing with local agencies, full centralization remains a challenge.

Coordinating traffic signals is a fundamental TSMO strategy because it optimizes the flow of vehicles through intersections, reduces congestion, and improves overall travel reliability without the need for costly infrastructure expansions. By synchronizing signal timing across corridors or networks, agencies can enable smoother progression of traffic, minimize stop-and-go conditions, and better accommodate fluctuating travel demands. This proactive approach not only enhances efficiency for all roadway users, including public transit and freight, but also supports safer and more predictable travel, making it a cornerstone of integrated, technology-driven traffic management.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 10	Support	Continue to support state signal timing efforts (including connectivity), regional traffic signal management and coordination efforts, and data sharing.	
FA 11	Ongoing	Streamline funding approval for connecting traffic signals and clarify funding sources.	

Integrated Corridor Management

Integrated Corridor Management (ICM) is a key TMSO strategy that enhances the efficiency and reliability of travel along major corridors without the need for costly lane additions or roadway expansions. By coordinating traffic signals, sharing real-time travel information, integrating various transportation networks, and leveraging smart technologies, ICM enables agencies to actively manage the movement of vehicles, public transit, and freight across an entire corridor. This holistic approach allows for dynamic adjustments in response to congestion, incidents, or changing travel demands, optimizing the use of existing roadways and supporting seamless multimodal travel.

Efforts are underway to enhance coordination between agencies by sharing signal timing and corridor plans. River crossing travel times are displayed as a passive ICM strategy, but further integration of cross-jurisdictional services is required to achieve full corridor management.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 12	Ongoing	Work with local agencies to study the potential benefits of an ICM system in the City of Albuquerque, possibly starting with river crossings.	

Event-based Management

Event-based management refers to tools and strategies that can improve operations during occurrences that do not happen daily or in regular locations. Planning for special events using TSMO strategies allows us to make the best use of our existing infrastructure and resources in unexpected situations.

Traffic Incident Management

Effective TIM is crucial to maintaining the safety, reliability, and efficiency of a transportation system. By enabling agencies to rapidly detect, respond to, and clear roadway incidents, TIM minimizes the duration and impact of disruptions, reducing secondary crashes and congestion. Well-coordinated incident response allows emergency services, incident operators, and travelers to receive accurate and timely information. This information can be used for promoting safer driving behaviors and enabling informed route choices for advanced trip planning. A robust TIM program safeguards both roadway users and responders, supports uninterrupted freight and passenger movement, and optimizes the performance of the entire transportation network.

NMDOT operates a freeway service patrol (FSP), called the Courtesy Patrol, in the Albuquerque region that covers portions of I-25, I-40, and Paseo Del Norte. Route coverage is being evaluated for expansion to include I-40 through Tijeras Canyon and I-25 north to Bernalillo.

Coordination between RTMC radio dispatch and incident responders is improving, but computer-aided dispatch (CAD) is not yet being used, limiting efficiency.

Seasonal planning for TIM helps agencies prepare for fluctuations in traffic patterns, weather-related challenges, and unique operational demands throughout the year. Systematic collection and reporting of TIM data provide valuable insight into incident trends, response times, and areas for operational improvement. By analyzing this data and conducting thorough after-action reviews, agencies can refine their strategies, enhance coordination, and foster a culture of continuous improvement, ultimately leading to safer and more efficient roadways. These practices are integral to developing proactive, adaptive TIM programs that respond effectively to both anticipated and unexpected events.



NMDOT is already applying advanced traffic incident detection strategies, including the use of video analytics, crowd-sourced reports, and probe data. These efforts reflect a strong foundation in leveraging real-time information for operational response. As technologies evolve, NMDOT should continue exploring emerging tools such as machine learning and AI-based fusion models that combine multiple data sources to improve detection accuracy and timeliness.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 13	Support	Continue to support and improve all NMDOT TIM related activities.	
FA 14	Ongoing	Strengthen collaboration with emergency response agencies to improve participation in TIM training, coordination meetings, and after-action reviews.	
FA 15	Ongoing	Continue evaluation of potential expansion of the HELP Freeway Service Patrol service on I-40, I-25, and I-10 between El Paso and Las Cruces.	
FA 16	Ongoing	Continue to explore and implement advanced traffic incident detection systems for faster response times.	

Work Zone Management

Work zone management refers to the strategies and practices used to promote safety, efficiency, and clear communication in areas where road construction or maintenance is taking place. Work zone management involves deploying technologies and protocols to minimize risks for both workers and motorists, maintain smooth traffic flow, and provide timely information to the public and relevant stakeholders.

NMDOT has implemented smart work zone special provisions for major construction projects, including zipper merges, probe data acquisition, and portable smart devices. These efforts support WZDx for third-party integration. However, work zone management in maintenance projects lacks uniform application, presenting an area for improvement.

Establishing a dedicated work zone management program or group within NMDOT would provide focused leadership and coordination across the agency, enabling best practices, technologies, and safety protocols to be developed and applied consistently in all construction and maintenance activities.

By centralizing expertise, NMDOT would be better equipped to measure performance, share information with stakeholders and the traveling public, and adopt innovative solutions uniformly throughout the agency that foster a safer and more effective transportation system statewide.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 17	Support	Continue to enhance and expand the use of smart work zones, incorporating new technologies and providing regular special provision updates.	
FA 18	New	Program funding for smart work zones on all projects at a level commensurate with the construction effort.	
FA 19	New	Organize a dedicated work zone management group within NMDOT to provide focused leadership and coordination.	
FA 20	Ongoing	Continue efforts to align systems and processes to support data sharing via the Work Zone Data Exchange (WZDx) format.	
FA 21	New	Provide programmatic access (subscription services) to probe data and crowd-sourced information so it can be used for projects and maintenance tasks.	



Special Event Management

Special event management is a vital component of TSMO because it advances the safe and efficient movement of people and vehicles during large-scale gatherings that dramatically alter normal traffic patterns. By coordinating closely with local authorities and event organizers; deploying event-specific traffic plans; and providing real-time traveler information through platforms like NMRoads, portable signage (both static and changeable message signs), and permanent DMS, agencies can proactively address congestion, mitigate disruptions, and maintain a reliable level of service for both event attendees and regular roadway users. This targeted planning and operational support not only minimizes delays and safety risks, but also enables rapid response to changing conditions, reinforcing the resilience and overall performance of the transportation network during high-impact events.

NMDOT provides traffic management support for large-scale events, including the Albuquerque Balloon Fiesta, the New Mexico State Fair, and the Roswell Air Show. NMDOT participates in pre-event planning with stakeholders and shares real-time information via NMRoads, portable changeable message signage, and permanent DMS. The pre-event planning session recaps the previous year's event to mitigate impacts associated with past problems and issues.

Establishing dedicated event management task forces for annual events would foster proactive coordination, streamline stakeholder communication, and enable swift, adaptive responses to evolving conditions that support safer, more efficient traffic operations and minimize disruptions for both event attendees and everyday roadway users.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 22	Support	Continue to support and refine regular and one-time special event management activities through coordination with local authorities for event planning and event-related traveler information.	

Multimodal and Mobility Services

In stakeholder discussions, we heard that the integration of multimodal trip-planning tools and improved transit coordination remain areas for enhancement.

Expanding Multimodal Alternatives and Mobility Services

Multimodal alternatives and mobility services advance TSMO objectives by diversifying travel options, reducing congestion, and improving system reliability for all users. By integrating services such as Park and Ride, ridesharing programs, and regional transit coordination, NMDOT not only enhances operational efficiency, but also creates resilience during disruptions and special events. Incorporating infrastructure for BPE further supports the movement of nonmotorized travelers, reducing dependence on single-occupancy vehicles and lowering the environmental impact of transportation.

NMDOT supports multimodal transportation through Park and Ride, ridesharing programs, and regional transit district coordination. The Transit Bureau manages Park and Ride operations, and federal funding supports regional transit initiatives. Infrastructure planning incorporates BPE elements to enhance nonmotorized travel options.

This comprehensive approach fosters a more equitable transportation system by addressing the needs of historically underserved populations, including those without access to private vehicles, individuals with limited mobility, and communities in transit-dependent areas. This approach includes access to, from, and within tribal areas and areas served by regional transit districts. Access to multimodal options expands job opportunities, improves connectivity to essential services, and supports inclusive economic development. By prioritizing investments in pedestrian and bicycle facilities, expanding transit corridors, and offering accessible trip-planning tools, TSMO strategies help bridge mobility gaps and share the benefits of a safe, reliable, and efficient transportation network across all segments of the population.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 23	Ongoing	Support state and regional Complete Streets implementation efforts that may include technology or operational support for all modes, including pedestrian and bicycle infrastructure.	
FA 24	Ongoing	Support the expansion of services for regional transit districts.	
FA 25	Ongoing	Support local agency efforts to improve bus rapid transit operations.	
FA 26	New	Support state and local agency efforts to implement multimodal trip planning tools.	

Enabling Technologies and Infrastructure

Each of the advancements in the previous sections is made possible by infrastructure and technologies that form the basis of the communications network and traffic management services in New Mexico. Without infrastructure like the NMDOT ITS fiber-optic network and services like the RTMC, it would be impractical or impossible to have a robust TIM program, to implement smart work zones, and to broadcast traveler information to the public on NMRoads. It is critical to the continued successful operations of NMDOT to maintain and expand these networks and improve on these processes as we can.

Stakeholders indicated that though fiber-optic expansion continues, rural connectivity gaps pose challenges for ITS deployments. Limited CAD-based dispatch capabilities hinder traffic incident response efficiency.

Communications Infrastructure

The expansion of a comprehensive fiber-optic network, paired with the development of robust cybersecurity protocols for ITS that keep abreast of the development of malware that exploits vulnerabilities and the advancement of more sophisticated intrusive attacks, is foundational to the effective integration of TSMO strategies at NMDOT. Fiber optics provide the high-speed, high-capacity backbone necessary to support real-time data collection, seamless communication among field devices, and rapid dissemination of traveler information, all of which are crucial for adaptive traffic management and incident response. Meanwhile, enhanced cybersecurity safeguards protect the integrity and availability of ITS assets, protecting critical infrastructure from cyberthreats and unauthorized access.

NMDOT's fiber-optics network is concentrated in urban and semi-urban areas, with additional service-specific installations such as dust storm management systems along I-10. Fiber network mapping is managed using GIS-based tools, while vendor-specific platforms handle network monitoring. Expansion and maintenance of this infrastructure remain ongoing priorities.

RECOMMENDED ACTIONS		
ID	Status	Recommendation
FA 27	Support	Support the continued maintenance and expansion of the NMDOT ITS fiber-optic network.

Field Infrastructure Protection

NMDOT's field systems operate in varied and often remote environments. Cabinets, meters, junction boxes, poles, foundations, and communications infrastructure face threats that can interrupt operations and shorten asset life. Protecting these assets is a core operational responsibility that supports all that TSMO is working to achieve. There are three primary threat types, described as follows.

Natural threats: Heavy rainfall events and localized cloudbursts can flood cabinets, undermine foundations, and erode around pull boxes. Rodents and other pests can damage wiring and conduit. Lightning and utility fluctuations can produce power quality spikes that degrade equipment and create intermittent faults over time.

Accidental threats: Construction activity near our right of way, private utility work, mis-marked facilities, and knock downs from work vehicles can disrupt power and communications or damage enclosures. Encroachment and unannounced changes by private providers can also affect cabinet access, grounding, or backhaul connectivity.

Intentional threats: Vandalism, copper theft, and tampering at electrical meters, pull boxes, and cabinets can disable critical devices or cause service interruptions. These incidents are a growing challenge nationwide, particularly for communications and power interfaces that support transportation operations.

The Department applies a range of protective measures during design, construction, and maintenance. Current practices include using security fasteners on cabinet hardware, coded padlocks with district key exchange, meter guards at vulnerable sites, and metal covers for junction boxes. Crews also use strategies such as burying or abandoning legacy pull boxes, installing innerduct for fiber, and backfilling with concrete or gravel to reduce tampering risks. Routine maintenance addresses erosion and pest activity as part of ongoing field work. Despite these efforts, protecting field assets remains challenging because of the size of the network, varied site conditions, and frequent activity near our infrastructure. We continue to refine these practices and add measures where risk and service dependency are highest.

Moving forward, the Department will apply a structured risk assessment that considers both likelihood and impact while balancing mitigation costs against response. We are reviewing specific risks and countermeasures in each of the three threat categories and plan to address them through updates to standards, specifications, and special provisions. Additional steps may be added to preventative maintenance processes, and we will strengthen communication with locate services to reduce accidental impacts. These actions will help focus resources where service dependency and vulnerability are greatest.

RECOMMENDED ACTIONS		
ID	Status	Recommendation
FA 28	New	Evaluate natural, accidental, and intentional threats using likelihood and impact, and factor in service criticality and dependency. Produce a prioritized list and map of high risk sites with candidate countermeasures and rough order of magnitude costs.
FA 29	Ongoing	Based on assessment findings, revise standards, specifications, and special provisions, and add steps to preventative maintenance procedures. Include standard details and pay items for protective hardware, surge protection, drainage improvements, and cabinet and conduit hardening.

RTMC/TOC Operations

RTMC operations serve as the nerve center for effective transportation system management by managing unexpected incidents, orchestrating special event logistics, and maintaining the flow of daily traffic. The RTMC leverages advanced technologies and a centralized command structure to detect disruptions, deploy resources, and relay critical information to agency personnel, emergency responders, and the traveling public. This comprehensive oversight not only minimizes the duration and impact of incidents but also advances seamless traveler experiences during high-demand events, contributing to safer, more reliable, and resilient roadway networks.

The RTMC conducts twice daily device operability checks for roadside ITS equipment, with issue reports sent to IT staff for resolution. Efforts are focused on expanding current RTMC operations and improving remote monitoring capabilities to enhance system reliability and response efficiency. Actual occupancy occurs between 6:00 a.m. to 7:00 p.m., M – F. Virtual occupancy occurs in the hours outside of actual occupancy, including weekends. To that end, RTMC operates at a 24/7 level of service. Additionally, a reserved station exists at the RTMC for future use by the New Mexico State Police (NMSP). When the NMSP uses this station, TMC Operators will be able to collaborate more directly with emergency and response services and have immediate situational awareness of what is happening on the roadways.

District-level traffic operations centers (TOCs) can facilitate network surveillance during weather or roadway events, managing DMS messaging pertinent to those events and operating local CCTV equipment. The district TOCs can currently read field devices, but expanding the capacity of the TOC in each district will allow for more active control of field equipment and direct coordination with other agencies.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
FA 30	Support	Continue supporting 24/7 RTMC operations and developing TOC capacity at the district level.	
FA 31	New	Explore providing Computer Aided Dispatch (CAD) access to RTMC operators.	
FA 32	Ongoing	Continue to investigate moving the ATMS central software to a cloud environment to allow easier access from District TOCs.	

Emerging Technology Evaluation

There is no dedicated connected and automated vehicle (CAV) program, but real-time traffic and road conditions, work zone information, and truck parking data are available for third-party use. CAV research is supported through the ITS Bureau, and NMDOT maintains documentation for companies that are testing AV technology in New Mexico.

The NMDOT TSMO program has made significant strides in optimizing transportation operations, enhancing safety, and improving mobility. However, ongoing investment in ITS infrastructure, strategic coordination, and emerging technologies will be necessary to address existing limitations and support future advancements. Continued collaboration with local agencies and stakeholders will play a critical role in achieving these objectives.

RECOMMENDED ACTIONS		
ID	Status	Recommendation
FA 33	Support	Continue to evaluate and explore potential new and emerging technologies for potential piloting and eventual implementation.
FA 34	Ongoing	Continue to explore potential connected vehicle applications using manufacturer-provided cloud-based connected vehicle data.
FA 35	Ongoing	Wrong-way driving mitigation technology is currently being tested in one district - continue to evaluate operational strategies and technologies to curb wrong-way driving and expand throughout the state.
FA 36	Ongoing	Monitor industry developments with roadside connected vehicle technology, (Cellular Vehicle-to-Everything - C-V2X).
FA 37	New	Evaluate AI-based traffic prediction models and transportation services applications, especially with respect to ATIS and road weather predictive analytics.
FA 38	New	Position the agency to support the implementation and evolution of new technologies that have been shown to reduce crashes and increase safety including but not limited to Autonomous, Connected and Highly Autonomous vehicles and commercial vehicles.

PROGRAM ORGANIZATION

Organizing and growing our TSMO program requires thoughtful attention to how it is supported across the agency. This section focuses on the foundational elements that enable TSMO to thrive, including **staffing, internal coordination, workforce development, funding, partnerships, and performance tracking**. These are the building blocks that will help us deliver a responsive and resilient program that can adapt to changing needs and provide long-term value for the people of New Mexico.

Building a Culture of Operations

TSMO is often misunderstood to be the sole responsibility of the ITS Bureau. **Every department, division, and employee plays a meaningful role in supporting TSMO**. Our plan calls for a cultural shift at NMDOT – one where operations is front of mind and a core consideration for every aspect of our work. This shift is critical to fulfilling our mission to provide a safe, efficient transportation system that supports economic development and environmental stewardship.

Cultural change of this kind is challenging and often requires a sustained, long-term effort. It requires strategic planning, education, consistent leadership, and deep engagement across all levels of the organization. **This initiative is not just about deploying new tools or strategies; it is about embedding a mindset of proactive, data-driven, and collaborative operations into the DNA of our agency.**

When meaningful programs are champion driven, they often wane when that champion moves on or retires. Ad hoc deployments can be costly and may not be cohesive enough to propel an overall department redirection. When pursuing a new course, determining the agency culture for TSMO is a key step that can often be overlooked.

A few key strategies for driving cultural change include:

- Executive staff modeling and consistently reinforcing TSMO priorities
- Providing clear, ongoing communication about the value of operations
- Engaging staff through involvement, ownership, and recognition
- Aligning systems and processes to support operational goals
- Providing training, tools, resources, storytelling, and knowledge-sharing
- Measuring progress and adapting strategies over time
- Adopting, documenting, and embedding the practices, tools, and structures that support lasting cultural change
- Leveraging external sources that have an elevated profile of public access, such as the Road Warrior column, to help build the expectation of improved operations by both the public and NMDOT

The recommendations in this plan include not only technical elements and program focus areas, but also the cultural change strategies outlined above. We recognize that for technical improvements to take root and have a lasting impact, they must be supported by an organizational culture that values and prioritizes operations. By incorporating these cultural elements into the recommendations, we create the conditions needed to support meaningful and lasting change. To support this shift, the following primary action is recommended.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
PO 01	New	Engage NMDOT executive staff in TSMO implementation efforts, and provide them with messaging, materials, and a plan for leading the cultural change.	

Internal Organization Structure

NMDOT's TSMO program is currently anchored by strong executive-level support. Executive Staff recognizes the value of operations and has publicly endorsed the integration of TSMO principles across the agency. The ITS Bureau, housed within the Operations Support Division, serves as the central resource for TSMO expertise. Most districts rely on the ITS team for guidance on ITS and operational strategies, reinforcing its role as a statewide hub.

Centralized vs. Distributed Organization

Transportation agencies across the country have generally taken one of two approaches to organizing their TSMO programs: centralized or distributed. In a centralized model, a dedicated team sets direction and manages implementation, offering consistency, visibility, and streamlined coordination.

However, this approach can limit local flexibility and, in some cases (such as at Arizona and Colorado DOTs), has led to programs being deemphasized or generalized after initial momentum faded. On the other hand, distributed models embed TSMO responsibilities across divisions and districts, fostering local ownership and integration into daily operations. Though this approach can be slower to implement and requires a deeper cultural shift, it often results in more balanced, sustainable, and impactful outcomes.

Because of these trade-offs, a hybrid approach that builds on the strengths of the current program is recommended. Centralized resources should coordinate and facilitate information sharing across internal and external stakeholders, provide strategic guidance, offer technical expertise, and support the development of shared tools and resources.

Responsibility for developing and implementing solutions should remain with those closest to the work. Identifying, developing, and empowering district and division staff members to lead TSMO integration will help with both alignment and adaptability. For agencies like NMDOT, this hybrid model offers the most effective path forward by balancing statewide consistency with local responsiveness and long-term resilience.

Recommended Organizational Enhancements

To support this hybrid model, it is recommended that NMDOT establish a formal, cross-divisional TSMO working group. This group will serve as the primary forum for coordinating implementation efforts, sharing lessons learned, and providing strategic guidance. It will also help navigate organizational processes and promote alignment across the agency. The working group should be sponsored and overseen by executive staff, with the ITS Bureau director as chair.

One of the working group's first responsibilities will be to determine how best to engage district-level staff in TSMO implementation. This may include identifying informal champions, creating liaison roles, or developing district-specific engagement strategies based on local needs and capacity. The working group will also help structure how NMDOT personnel engage with local communities and municipalities within each region. This includes identifying opportunities for collaboration, supporting regional planning efforts, and promoting consistent communication and coordination across jurisdictions.

The working group will also help amplify executive messaging, support ITS maintenance coordination, and guide the development of interagency coordination roles. These efforts will help institutionalize TSMO across NMDOT, fostering a culture where operations are a shared responsibility and a core part of how the agency delivers transportation services.

RECOMMENDED ACTIONS			
Category	ID	Status	Recommendation
Formally Establish an Agencywide TSMO Working Group	PO 02	New	Establish a cross-divisional TSMO working group to coordinate implementation and guide district engagement.
Amplify Executive Messaging and Modeling	PO 03	Ongoing	Executive staff should amplify the support for TSMO through increased consistent messaging and by modeling operational priorities in agencywide communications and decision-making. Executive staff will be supported with plans and materials provided by the TSMO working group.
Strengthen ITS Maintenance Support	PO 04	Ongoing	Strengthen ITS maintenance support by training district personnel and identifying technical experts.

These organizational enhancements will help institutionalize TSMO across NMDOT, fostering a culture where operations are a shared responsibility and a core part of how the agency delivers transportation services.

ITS Bureau Role

As TSMO becomes more integrated across NMDOT, the role of the ITS Bureau should evolve from a primarily technical support unit to a strategic leader in operations. This shift reflects the growing need for statewide coordination, consistent program direction, and deeper engagement across all divisions, districts, and outside stakeholders such as local transportation agencies.

The Bureau should continue to provide technical expertise while expanding its role in several key areas. It should lead efforts to standardize practices, tools, policies, and procedures across the state, setting expectations for device integration, data sharing, and system performance. These standards will help align operational efforts across departments and districts and support more consistent implementation of TSMO strategies.

The ITS Bureau should also maintain its leadership in planning, deploying, and maintaining the statewide fiber-optic communications infrastructure. This infrastructure is foundational to the success of TSMO and must be managed with long-term sustainability and interoperability in mind.

To support broader implementation, the Bureau should coordinate and expand TSMO efforts across districts and divisions. This includes facilitating the newly established TSMO working group and providing technical input and strategic guidance. The Bureau can help guide the working group's agenda, support its activities, and promote alignment with statewide transportation goals. Oversight of the working group's operations will be a key responsibility, helping align its efforts with agency priorities and effective district-level engagement.

In addition, the ITS Bureau should lead the development and delivery of training programs to build operational knowledge across the agency. A capacity-building program may be established, supported by mentoring and technical experts who can work directly with district personnel to share tools, resources, and guidance.

By expanding its leadership, coordination, and workforce development roles, the ITS Bureau can help institutionalize TSMO as a core function of NMDOT and support the program’s long-term success.

RECOMMENDED ACTIONS			
Category	ID	Status	Recommendation
Technical Leadership and Standardization	PO 05	Ongoing	Standardize statewide practices, tools, policies, and procedures for TSMO and ITS.
Statewide Communications Infrastructure	PO 06	Ongoing	Continue leading the planning, deployment, and maintenance of statewide fiber-optic infrastructure.
Strategic Direction and Coordination	PO 07	Ongoing	Coordinate and expand TSMO implementation across districts and divisions, including oversight of the working group.
Training and Capacity Building	PO 08	New	Develop and deliver training programs and mentoring to build operational knowledge across the agency.



Workforce Development

A capable and future-ready workforce is essential to the success of NMDOT's TSMO program. As operational strategies expand across the agency, staff in relevant roles must be equipped with the knowledge, tools, and support to implement and sustain them effectively. NMDOT will pursue workforce development through the following four key areas:

RECOMMENDED ACTIONS			
Category	ID	Status	Recommendation
Knowledge Sharing and Mentorship	PO 09	New	To preserve institutional knowledge and support growth, NMDOT will establish a centralized TSMO knowledge hub with best practices, reports, and technical guidance. Informal mentorship and cross-training may also be encouraged to connect experienced staff with newer employees and foster collaboration across divisions.
External Partnerships and Talent Development	PO 10	Ongoing	To strengthen the pipeline of future TSMO professionals, NMDOT will explore partnerships with local colleges, universities, and technical schools. These partnerships could support existing NMDOT internships, capstone projects, and research collaborations that expose students to real-world transportation operations and help build a skilled, aligned workforce.
Targeted Training and Certification	PO 11	New	NMDOT will explore a targeted training and certification process for staff in planning, design, operations, and maintenance roles. This may include leveraging programs like the Consortium for Innovative Transportation Education (CITE) and the National Highway Institute (NHI) and developing a TSMO fundamentals course through the NMDOT Training Academy. In-person learning such as peer exchanges and workshops could also be encouraged to support hands-on learning and collaboration.
TSMO Career Pathways and Role Clarity	PO 12	New	To support long-term workforce sustainability, NMDOT will explore ways to define and communicate career pathways for TSMO-related roles. This effort may include identifying core competencies, clarifying how TSMO responsibilities align with existing roles, and highlighting advancement opportunities to attract and retain talent.

Cybersecurity

Cybersecurity threats are growing in scale and complexity, especially in light of advancements in AI. As these threats increase in number and sophistication, transportation systems are increasingly being targeted. TSMO systems are especially vulnerable because they rely on real-time data, external interfaces, and the presence of field devices across the state. These systems are essential to our operations, and we must act now to protect not only our systems, but also the broader agency, our partners, and the traveling public.

Strengthening our ongoing cybersecurity processes in the following areas will help protect our systems as we grow.

RECOMMENDED ACTIONS				
Category	ID	Status	Recommendation	
Cybersecurity Planning	PO 13	Ongoing	Maintain support for continuous and evolving cybersecurity planning and implementation. This should continue to include: field device exposure, external data interfaces, real-time dependencies, and third-party coordination, layered security, monitoring, and response and recovery plans, staff training, and coordination with overall NMDOT cybersecurity efforts.	
TSMO and Information Technology (IT) Collaboration	PO 14	Ongoing	The ITS Bureau is already actively maintaining cybersecurity resilience across the ITS network and ATMS, supported by three dedicated IT staff members. This effort should continue through sustained staffing levels, ideally expanded through collaboration with NMDOT ITS IT, along with regular monitoring, testing, and updates. Ongoing activities include internal and external penetration tests, tabletop drills, and assessments that inform future security implementations and help adapt to evolving threats.	

Data and Information Management

Data is foundational to TSMO success. At NMDOT ITS, a wide range of data sources and tools are used to support operations, including probe data, geospatial data, traffic signal performance measures, and ITS device monitoring. The integrity of that data and the functionality of the tools we use are critical to sustaining operations and maintaining public confidence in the services we provide. Quality assurance/quality control (QA/QC) measures in place improve reliability and accuracy in how we collect and share data and information. These measures also help confirm that data shared for national performance reporting is credible and complete. Field device and network checks are conducted multiple times daily and include remedial measures to resolve any issues discovered. Real-time and historical data from third parties are analyzed daily for consistency and accuracy. These efforts provide a strong base for data-driven decision-making and coordination.

With advances in computing power, cloud infrastructure, and analytics, access is now available to powerful tools that monitor the system in real time, support decisions, analyze trends, and uncover new insights. Emerging sources like connected vehicle data, crowdsourced reports, and mobile analytics expand how we understand system performance and user behavior. To fully leverage these capabilities, a data management approach to support innovation, reduce risk, and enhance consistency across the agency should be formalized.

Areas for improvements in data and data management include the following:

RECOMMENDED ACTIONS				
Category	ID	Status	Recommendation	
Data Governance and Oversight	PO 15	Ongoing	The NMDOT ITS Bureau will continue to develop and refine its TSMO-specific data governance policy and guidelines. These updates will define roles and responsibilities for data stewardship and support coordination across relevant programs to improve data consistency and reduce duplication of data.	
Data Management and Integration	PO 16	Ongoing	To enhance data reliability and usability, metadata for key TSMO datasets should be maintained, including data sources, usage restrictions, and ownership. Data formats and standards should be aligned to support integration across systems and improve interoperability between field devices, back-end systems, and third-party tools. Additionally, quality checks, validation processes, and user feedback loops should be implemented to verify accuracy.	
Emerging Data Sources and Integration	PO 17	Ongoing	The use of new data sources such as crowdsourced reports, connected vehicle feeds, and mobile analytics should continue to be explored, and where appropriate, integrated with existing datasets from across NMDOT and our partners. Combining traditional and emerging data will enhance situational awareness, improve performance measurement, and support more responsive, equitable operations.	

Performance Measurement and Management

Performance measurement and performance management are foundational to a successful TSMO program. While measurement focuses on collecting and analyzing data to understand how the system is performing, management uses that information to guide decisions, allocate resources, and improve outcomes.

Effective performance management enables NMDOT to track progress toward strategic goals, evaluate the impact of operational strategies, and communicate results to executive staff, partners and the public. It also supports transparency, accountability, and continuous improvement across the agency.

NMDOT has expressed concern about storing operational data due to potential exposure through public records requests. While this caution is understandable, it also limits our ability to conduct performance measurement, identify trends, and improve operations over time. To address this challenge, a focused evaluation should be considered to identify which types of data are most valuable for operational analysis and how those data can be stored in a way that minimizes risk. This may include anonymizing or aggregating data, clarifying legal protections, and developing internal protocols for secure and limited-scope retention. By taking a deliberate and informed approach, we can balance transparency concerns with the need for data-driven decision-making.



PERFORMANCE MEASUREMENT SHOULD BE GROUNDED IN THE FOLLOWING CORE PRINCIPLES:

- **Alignment with strategic goals:** Measures should reflect NMDOT's mission to provide a safe and efficient transportation system that supports economic development and environmental stewardship.
- **Clarity and relevance:** Metrics should be understandable, actionable, and tied to specific operational objectives. Measures that do not directly support decision-making or performance improvement should be excluded.
- **Consistency:** Data should be collected using the same definitions, methods, and intervals over time, with a focus on accuracy and completeness to support reliable trend monitoring.
- **Balance of lead and lag measures:** A strong framework includes both lead and lag indicators. Lead measures are proactive and support real-time operational decisions. Lag measures describe outcomes and are used to evaluate effectiveness and guide long-term planning.

RECOMMENDED ACTIONS

ID	Status	Recommendation
PO 18	New	Conduct an internal evaluation to identify valuable operational data, explore anonymization strategies, and develop secure retention protocols that support performance measurement while minimizing FOIA-related risks.
PO 19	New	Develop a performance management program that is intentional and aligned with agency goals. It does not need to be complex, but should define roles, reporting cycles, and specific performance measures.
PO 20	New	Organize measures by function, grouping them by TSMO focus areas such as work zones, incident management, traveler information, and freight operations.
PO 21	New	Adopt a tiered framework that organizes measures into strategic (executive-level), operational (program-level), and tactical (field-level) tiers. Each tier serves a different audience and purpose.
PO 22	New	Integrate performance into decision-making by using dashboards and regular reporting to support both short-term operational actions and long-term planning. Emphasize lead measures for their ability to influence real-time decisions and improve outcomes.
PO 23	New	Institutionalize the process by embedding performance management into agency culture through training, executive staff support, and regular reporting.

Partnerships and Collaboration

NMDOT has made strong progress in building partnerships that support its TSMO goals. Collaborations with local governments, academic institutions, law enforcement, and neighboring DOTs have already delivered real benefits in traffic operations, multimodal coordination, and workforce development. As transportation challenges grow more complex, these partnerships will become even more valuable. Strengthening these partnerships and forming new ones will be key. In many cases, NMDOT may need to lead by initiating relationships, guiding joint projects, and serving as a resource to promote shared success.

The following categories summarize current partnership activities and offer targeted recommendations to enhance and expand these relationships in support of NMDOT's operational and strategic goals.

Partner Transportation Organizations – NMDOT collaborates with the City of Albuquerque, Bernalillo County, the City of Rio Rancho, the City of Las Cruces, MRCOG, and regional transit agencies to support traffic operations, ITS deployments, and multimodal coordination. The City of Albuquerque and NMDOT co-manage the RTMC, and transit agencies help integrate services like Park and Ride and rural transit.

RECOMMENDED ACTIONS: PARTNER TRANSPORTATION ORGANIZATIONS			
ID	Status	Recommendation	
PO 24	New	Formalize partnerships with additional municipalities and transit providers, especially in rural areas, to improve consistency in ITS deployment and multimodal service delivery.	
PO 35	New	Establish regional TSMO working groups with city and county transportation staff to strengthen local coordination and streamline joint planning.	

Emergency Management and Law Enforcement Agencies – NMDOT coordinates with NMSP and local law enforcement on incident response and event traffic management. NMSP and local agencies assist with planning and post-event reviews.

RECOMMENDED ACTIONS: EMERGENCY MANAGEMENT & LAW ENFORCEMENT AGENCIES			
ID	Status	Recommendation	
PO 26	Ongoing	Expand joint training and after-action reviews with public safety partners to enhance preparedness and response effectiveness. Consider beginning with the TIM and Train-the-trainer programs.	
PO 27	New	Develop a concept of operations with law enforcement agencies to clarify roles and facilitate consistent coordination. Examples may include incident management, data and information sharing, freeway service patrol operations, etc.	
PO 28	New	Collaborate with law enforcement and other first responder agencies to conduct Incident Command System (ICS) training for all NMDOT personnel at the appropriate functional level.	

Academic and Research Institutions – Partnerships with UNM, NMSU, Sandia National Laboratories, and Los Alamos National Laboratories support workforce development through student projects and internships and contribute to research in transportation systems and data analytics.

RECOMMENDED ACTIONS: ACADEMIC AND RESEARCH INSTITUTIONS			
ID	Status	Recommendation	
PO 29	Ongoing	Expand student engagement through fellowships, internships, and co-op programs to build a pipeline of skilled professionals familiar with NMDOT's operations and priorities.	

Interstate Coordination – NMDOT works with the Arizona Department of Transportation (ADOT), TxDOT, and CDOT on cross-border planning, data sharing, and corridor operations, including participation in initiatives like the I-10 Corridor Coalition.

PARTNERSHIPS & COLLABORATION RECOMMENDATIONS: INTERSTATE COORDINATION			
ID	Status	Recommendation	
PO 30	Ongoing	Participate in relevant pooled fund studies and initiatives with other states to share best practices, reduce duplication, and accelerate innovation through collective research and development.	
PO 31	New	Formalize corridor-level agreements akin to the I-10 Corridor Coalition for shared data and coordinated operations to improve efficiency and consistency across state lines.	
PO 32	New	Pursue joint funding opportunities for multistate ITS and freight mobility projects to unlock available federal resources and amplify regional impact.	

Outreach and Education

The success of our TSMO program depends on strong cooperation within NMDOT and with our transportation partners across modes and jurisdictions. **Outreach and education help achieve the full benefits of TSMO by building shared understanding, aligning priorities, and keeping momentum.** This section focuses on outreach and education strategies that support those goals. While related, these efforts are distinct from Workforce Development, which focuses on training and career development.

INTERNAL ENGAGEMENT RECOMMENDATIONS

Meaningful steps have been taken to build internal awareness of TSMO through FHWA workshops, stakeholder listening sessions, and strong support for the ITS New Mexico organization. Still, TSMO is not consistently understood across all divisions. Our goals are to promote shared understanding, reinforce the value of operations, and support cultural change through consistent messaging and engagement. The following recommended actions will help us work toward these goals:

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
PO 33	New	Develop a communications toolkit with templates, frequently asked questions (FAQs), and visuals tailored to distinct roles.	
PO 34	New	Host peer exchanges and summits to share knowledge and identify challenges.	
PO 35	New	Build a resource hub with best practices, guidance, and outreach materials.	

EXTERNAL ENGAGEMENT RECOMMENDATIONS

We already work with local governments, transit agencies, and regional partners through planning and operations. Tools like NMRoads help us share real-time traveler information, but broader understanding of TSMO remains limited. Our goals are to raise awareness, strengthen coordination, and make operational information more accessible. The following recommended actions will help us work toward these goals:

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
PO 36	Ongoing	In addition to partner agencies, public understanding of TSMO is essential. Developing and maintaining good working relationships with local media can facilitate education and outreach for the public, which influences how travelers receive and respond to TSMO-focused information.	
PO 37	Ongoing	Continue cooperatively engaging with professional transportation-oriented organizations such as ITS NM, AASHTO, and ITE to promote understanding and awareness of TSMO.	
PO 38	New	Create messaging tailored to freight operators and transit agencies.	
PO 39	New	Use regional TSMO working groups to share information and align strategies.	
PO 40	New	Share selected internal resources with partners to support consistency and capacity-building. Examples may include educational modules, design standards, inspection guidelines, standard operating procedures, training guides, etc.	

These strategies will help embed TSMO as a shared responsibility and support operational goals through clear, consistent, and inclusive communication.

Maintenance

ITS infrastructure only delivers value when it operates reliably. A strong maintenance program keeps these assets functional, so they can support their intended purpose and operational goals. The five sections below outline the core elements of an effective maintenance program, including how we manage responsibilities, field operations, performance monitoring, asset management, and workforce readiness.

Each section highlights best practices for ITS maintenance and shows how we at NMDOT align with them. We note where we're strong and identify clear actions where improvement is needed, such as expanding district capabilities or improving system integration. This analysis gives us a focused framework for maintaining and scaling a reliable ITS program.

Governance and Structure

Best Practices – Most departments of transportation use a hybrid maintenance model that combines in-house staff with contracted vendors. Responsibilities are typically divided by staffing type, geographic area, and technical function or expertise. Common functional areas include server and software maintenance, network infrastructure, and field devices. This model offers flexibility, scalability, and redundancy.

NMDOT – We follow this hybrid approach. NMDOT ITS field staff take on basic ITS device troubleshooting and maintenance requests and offer technical expertise and support and carry out more advanced tasks. When available, district field teams perform basic ITS device maintenance, but there are no formal commitments to provide that support. Contractors assist with specialized work, particularly if it involves heavy construction and high-voltage electrical activities. As the system grows, we plan to formalize district staff support for basic maintenance activities and begin training district staff to take on more complex maintenance responsibilities.

RECOMMENDED ACTIONS		
ID	Status	Recommendation
PO 41	Ongoing	As our ITS program continues to grow, we plan to regularly reassess and adjust staff and contractor roles. This effort may include bringing on specialized contractors or providing additional training to central and district staff. These adjustments will help us maintain flexibility and will help position us to meet evolving technical and operational needs.
PO 42	Ongoing	Establish formal internal agreements between districts and the ITS operations team to facilitate coordinated first-level troubleshooting of ITS devices.



Maintenance Operations

Best Practices – ITS maintenance operations fall into two categories: preventive and response. Preventive maintenance follows scheduled routines to preserve system reliability and minimize failures. Response maintenance is triggered by alerts, user reports, or routine checks and should follow defined timelines for diagnosis and resolution. Standard operating procedures (SOPs) guide both approaches, and emergency protocols should be in place to support timely off-hours or critical event response.

NMDOT – Our team follows scheduled maintenance routines, with alerts prompting coordinated contractor responses. Our work is guided by SOPs covering CCTV and DMS inspections, GIS data collection, field documentation, and response protocols. The RTMC manages urgent ITS maintenance requests and conducts twice-daily system checks to flag issues. These procedures help us maintain system reliability and facilitate timely, coordinated action across teams.

RECOMMENDED ACTIONS		
ID	Status	Recommendation
PO 43	Ongoing	NMDOT has SOPs for several key functions, and expanding their scope would improve consistency and training. This effort could involve consolidating the individual SOPs into a unified SOP document with chapters by function or creating additional SOPs. These procedures can be used to support preventive maintenance, troubleshooting, inspections, and training.



Monitoring and Performance

Best Practices – Daily system monitoring and diagnostic tools help agencies detect issues early and maintain high system availability. Key performance metrics typically include device uptime and response and resolution times. Many agencies also use automated alerts, centralized dashboards, and regular reporting to track trends, prioritize resources, and support continuous improvement.

NMDOT – Our staff conducts a.m. and p.m. system checks through the RTMC dispatchers to monitor device status and communication. We use vendor-specific tools for diagnostics and escalate issues to IT or field staff as needed. We track performance metrics internally and review them in staff meetings to guide our priorities. These practices help us stay responsive, but there is room to strengthen how we use this data to inform long-term planning and resource allocation.

RECOMMENDED ACTIONS			
ID	Status	Recommendation	
PO 44	Ongoing	To strengthen our operations, we plan to enhance how we use performance data. This improvement includes developing dashboards to visualize trends, linking metrics to maintenance planning, and using data to refine SOPs and contractor oversight. We also plan to explore automated monitoring and alert systems to detect issues in real time. These steps would help us move from reactive tracking to proactive, data-informed decision-making.	

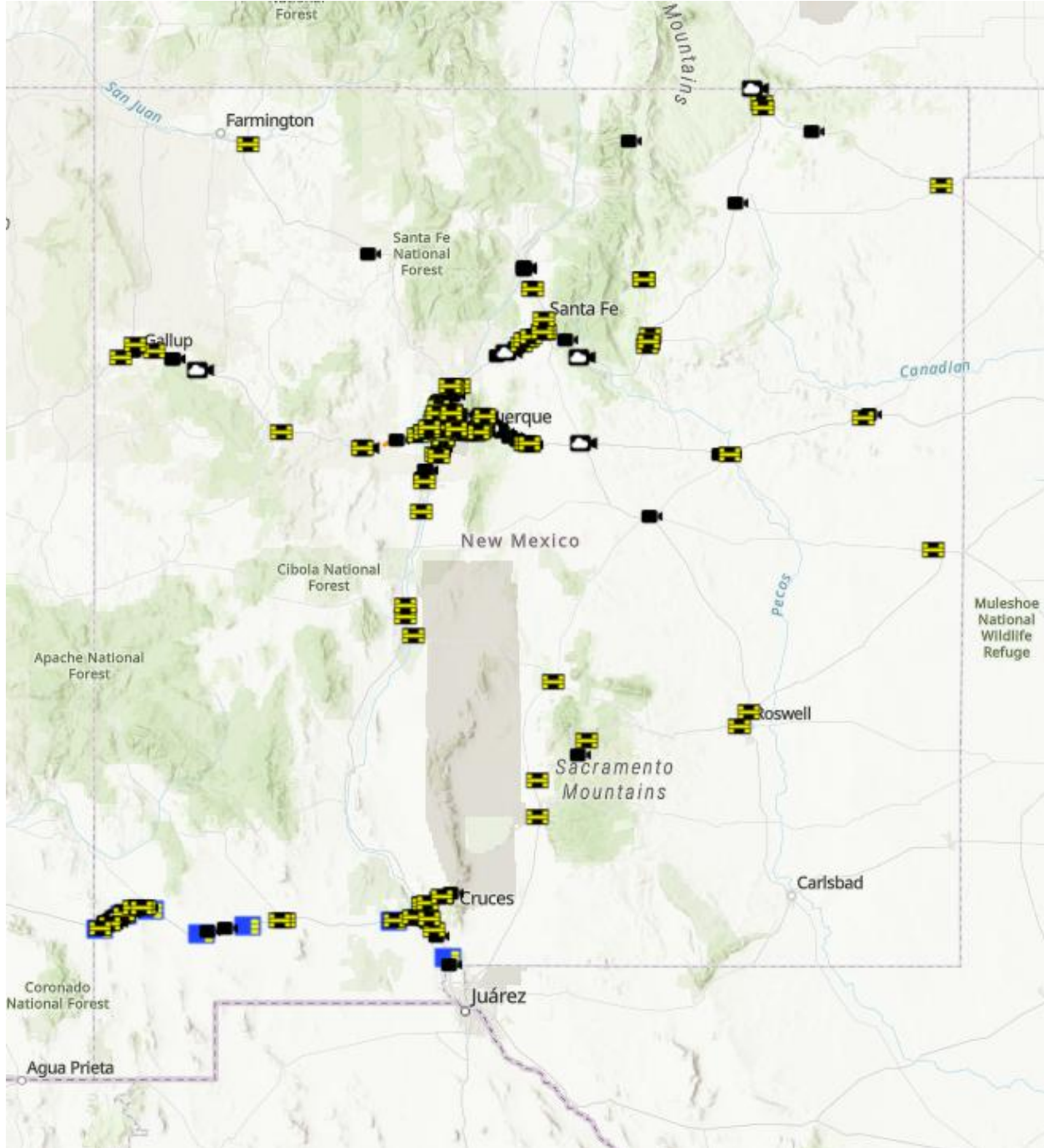


Asset and Inventory Management

Best Practices – Effective asset and inventory management helps agencies track the location, condition, and life cycle of ITS infrastructure. Leading practices include using GIS-based systems for real-time asset tracking, entering shelved or spare equipment into inventory systems, and maintaining detailed records of maintenance history. Agencies also benefit from linking asset data to maintenance planning and performance metrics to support proactive decision-making and resource allocation.

NMDOT – We use GIS to inventory ITS assets and track maintenance work. The system includes fiber infrastructure details such as physical asset locations and attributes and links to fiber-optic splice diagrams and geometric layouts. We’re working to expand this inventory to include shelved equipment and are developing tools to log internal maintenance activities. Contractors submit field work plans, and we’re exploring interfaces like ArcGIS or Team Dynamics to support internal tracking.

RECOMMENDED ACTIONS		
ID	Status	Recommendation
PO 45	Ongoing	To improve asset management, we plan to complete the integration of shelved equipment into our GIS inventory and finalize internal maintenance logging tools (ARCGIS Online). We also aim to link asset data with performance metrics and maintenance history to support more strategic planning. Incorporating measured failure rates and estimated mean time between failures (MTBF) would help us better anticipate future maintenance needs and costs, enabling more proactive and cost-effective decisions.



Training and Safety

Best Practices – Staff working with ITS systems should be certified in relevant technologies and safety protocols. Agencies are expected to maintain up-to-date safety plans, provide ongoing training, and enforce access controls to protect secure systems – and demand the same from each of their contractors. Clear procedures for incident response and public interaction are also essential to enable safe and consistent operations.

NMDOT – We support staff certification and continuing education through department resources and policies. Our SOPs address safety procedures, incident response, and public interaction. We also hold biweekly meetings that include safety-related topics and needs. Access to secure systems is managed through IT and administrative controls, which helps maintain appropriate permissions and oversight. These practices help us maintain a safe and secure operating environment. All projects have routine safety meetings where items are catalogued, and minutes are taken. This also included daily safety tail-gates to discuss relevant topics specific to the day’s scheduled activities.

RECOMMENDED ACTIONS		
ID	Status	Recommendation
PO 46	Ongoing	To continue strengthening our operations, we plan to maintain and expand staff training opportunities, including certifications aligned with evolving technologies. We also plan to regularly review and update safety-related SOPs and access controls to reflect current risks and system configurations. These efforts will help us to support staff readiness and strengthen system security as our ITS program grows.

Program Funding

As we continue to grow and modernize our TSMO program, funding remains one of the principal factors in determining what we can achieve. Though we’ve made strong progress with the resources we have, there are still limitations that affect our ability to expand and sustain the program over time.

Current Funding Sources

Our TSMO and ITS efforts are supported through a mix of federal, state, and grant-based funding. This funding includes the Highway Safety Improvement Program (HSIP), which is available statewide. We also rely on dedicated operations budgets that cover staffing, equipment maintenance, and contracted services. In some cases, individual capital projects include ITS components, helping integrate operations into broader infrastructure investments. Though the Congestion Mitigation and Air Quality (CMAQ) program is no longer available to the Albuquerque area because of improved air quality, other federal programs continue to support operational and emissions-reducing strategies.

Challenges

Though our current funding structure provides a solid foundation, we still face limitations. One of the most significant is the lack of a consistent, dedicated funding stream for program expansion and the resources needed to sustain operations and maintenance over time. This situation makes it difficult to scale ITS deployments, extend coverage to underserved areas, and respond quickly to emerging needs.

ITS is also not always prioritized early in project development, and there is no formal programming mechanism for standalone ITS projects. Operations-focused projects often struggle to compete in the Statewide Transportation Improvement Program (STIP) process, where scoring criteria are typically designed around capacity expansion rather than operational performance. Internal processes can also slow progress, especially when roles, responsibilities, or cost ownership are not clearly defined. Tools like the Rural ITS Toolbox, currently in development, may help address some of these gaps by providing clearer guidance and support for rural-focused operational strategies. Updating documents like CN Request Form 813-40 to include ITS will promote the consideration of ITS earlier in the project development process. Improving coordination and streamlining implementation will help us make the most of our investments.

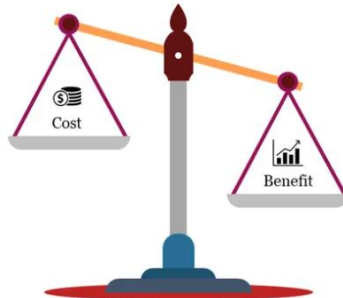
Funding Needs

To move forward, we need a stable and predictable funding stream that supports both operations and expansion. This includes investment in communications infrastructure, data platforms, emerging technologies, and new ITS device deployments. We also need clearer cost allocation policies and stronger internal coordination to reduce delays

As the system expands, so will the resources needed to operate and maintain it. For every dollar of capital expense, at least 15 cents should be coffered and infused into a recurring budget to account for typical depreciation and/or maintenance and support costs associated with both staff resources, system repairs and obsolescence. Planning for that growth now will help us continue to deliver reliable, effective services across the state. Finally, additional investment in workforce development will help our staff grow alongside the program and its evolving technologies, supporting its success over time.

Program Benefits

TSMO strategies offer a strong return on investment, especially compared to traditional infrastructure projects. The strategies improve safety, mobility, and system reliability at a lower cost and with faster implementation. These approaches help us make the most of limited resources by enhancing operational efficiency and reducing the need for large-scale capital expansion such as adding lanes to a roadway.



The New Mexico 2045 Plan highlights a significant long-term funding gap, with projected needs far exceeding available revenue. In this context, TSMO and ITS provide practical, cost-effective tools for delivering meaningful improvements within financial constraints. Continued investment in these strategies will help us stretch every dollar and provide more responsive, data-driven transportation services across the state.

RECOMMENDED ACTIONS				
Category	ID	Status	Recommendation	
Funding and Programming	PO 47	New	Establish a dedicated funding stream for TSMO expansion.	
	PO 48	New	Create a mechanism for TSMO and operations projects to compete equally with capacity improvement projects.	
	PO 49	New	Include ITS earlier in project development.	
Policy and Coordination	PO 50	New	Clarify cost ownership for communications infrastructure.	
	PO 51	New	Streamline internal coordination for ITS funding.	
Technology and Operations	PO 52	Ongoing	Continue to invest in communications, data, emerging technologies, and services.	
	PO 53	New	Plan for growing expanded operations and maintenance needs.	
Workforce	PO 54	New	Support workforce development and technical training.	

Commitment to Smarter Operations

This plan reflects NMDOT’s commitment to improving how we manage and operate New Mexico’s transportation system. We are shifting the focus from expanding infrastructure to making better use of what is already in place. The shift is necessary. It allows us to respond to growing demands, limited funding, and evolving technologies with smarter, more coordinated strategies.

TSMO is more than a set of technical solutions. It represents a shift in mindset that prioritizes safety, reliability, and efficiency. These strategies support our mission to provide a transportation system that promotes economic development and protects the environment. They also strengthen collaboration within NMDOT and with our partners across the state.

This transition will take time. It will require coordination, flexibility, and a willingness to adapt. The strategies outlined in this plan are practical, scalable, and grounded in the realities of transportation in New Mexico.

Success depends on shared responsibility. Everyone involved in planning, design, construction, maintenance, and operations has a role to play. By working together, we can build a transportation network that reflects the values and priorities of New Mexico and delivers safer, more reliable travel for all.



Summary of Recommended Actions

FOUNDATIONAL ACTIONS – KEEP SUPPORTING THESE				
ID	Category	Section	Action	Status
FA 01	Focus Areas	Advancing the TSMO Program at NMDOT	Maintain and expand the network of ITS devices across the state	Support
FA 02	Focus Areas	Advanced Traveler Information Systems	Continue to support current levels of traveler information service, including support for bilingual users, freight services, and data feed enhancement for third-party navigation applications and national data exchanges and efforts to expand coordination with local agencies.	Support
FA 04	Focus Areas	Road Weather Management	Maintain support for road-weather systems for maintenance support and public alerts	Support
FA 07	Focus Areas	Freight Management	Support continued development of freight-specific routing tools and TIS	Support
FA 10	Focus Areas	Traffic Signal Management	Continue to support state signal timing efforts (including connectivity), regional traffic signal management and coordination efforts, and data sharing	Support
FA 13	Focus Areas	Traffic Incident Management	Continue to support and improve all NMDOT TIM related activities	Support
FA 17	Focus Areas	Work Zone Management	Continue to enhance and expand the use of smart work zones, incorporating new technologies and providing regular special provision updates	Support
FA 22	Focus Areas	Special Event Management	Continue to support and refine regular and one-time special event management activities through coordination with local authorities for event planning and event-related traveler information	Support
FA 27	Focus Areas	Communications Infrastructure	Support the continued maintenance and expansion of the NMDOT ITS fiber-optic network	Support
FA 30	Focus Areas	RTMC/TOC Operations	Continue supporting 24/7 RTMC operations and developing TOC capacity at the district level	New
FA 33	Focus Areas	Emerging Technology Evaluation	Continue to evaluate and explore potential new and emerging technologies for potential piloting and eventual implementation	New

NEAR TERM ACTIONS (0-18 MONTHS)				
ID	Category	Section	Action	Status
FA 05	Focus Areas	Road Weather Management	Continue to expand RWIS, dust storm, and winter weather warning systems in key locations, and continue to work cooperatively with outside entities for system implementations, deployments and data sharing	Ongoing
FA 11	Focus Areas	Traffic Signal Management	Streamline funding approval for connecting traffic signals and clarify funding sources	Ongoing
FA 14	Focus Areas	Traffic Incident Management	Strengthen collaboration with emergency response agencies to improve participation in TIM training, coordination meetings, and after-action reviews	Ongoing
PO 01	Program Org	Building a Culture of Operations	Engage NMDOT executive staff in TSMO implementation efforts, and provide them with messaging, materials, and a plan for leading the cultural change.	New
PO 02	Program Org	Organizational Enhancements	Establish a cross-divisional TSMO working group to coordinate implementation and guide district engagement.	New
PO 05	Program Org	ITS Bureau Role	Standardize statewide practices, tools, policies, and procedures for TSMO and ITS.	Ongoing
PO 06	Program Org	ITS Bureau Role	Continue leading the planning, deployment, and maintenance of statewide fiber-optic infrastructure.	Ongoing
PO 47	Program Org	Funding – Funding and Programming	Establish a dedicated funding stream for TSMO expansion	New

MEDIUM TERM ACTIONS (0-4 YEARS)				
ID	Category	Section	Action	Status
FA 06	Focus Areas	Road Weather Management	Continue to implement real-time snowplow tracking and information systems	Ongoing
FA 08	Focus Areas	Freight Management	Expand Truck Parking Information Systems to I-40, then I-25	Ongoing
FA 12	Focus Areas	Integrated Corridor Management	Work with local agencies to study the potential benefits of an ICM system in the City of Albuquerque, possibly starting with river crossings	Ongoing
FA 15	Focus Areas	Traffic Incident Management	Continue evaluation of potential expansion of the HELP Freeway Service Patrol service on I-40, I-25, and I-10 between El Paso and Las Cruces	Ongoing
FA 18	Focus Areas	Work Zone Management	Program funding for smart work zones on all projects at a level commensurate with the construction effort	New
FA 19	Focus Areas	Work Zone Management	Organize a dedicated work zone management group within NMDOT to provide focused leadership and coordination	New
FA 20	Focus Areas	Work Zone Management	Continue efforts to align systems and processes to support data sharing via the Work Zone Data Exchange (WZDx) format	Ongoing
FA 23	Focus Areas	Multimodal and Mobility Services	Support state and regional Complete Streets implementation efforts that may include technology or operational support for all modes, including pedestrian and bicycle infrastructure	Ongoing
FA 28	Focus Areas	Field Infrastructure Protection	Evaluate natural, accidental, and intentional threats using likelihood and impact, and factor in service criticality and dependency. Produce a prioritized list and map of high risk sites with candidate countermeasures and rough order of magnitude costs.	New
FA 34	Focus Areas	Emerging Technology Evaluation	Continue to explore potential connected vehicle applications using manufacturer-provided cloud-based connected vehicle data	Ongoing
FA 35	Focus Areas	Emerging Technology Evaluation	Wrong-way driving mitigation technology is currently being tested in one district - continue to evaluate operational strategies and technologies to curb wrong-way driving and expand throughout the state.	Ongoing
PO 03	Program Org	Organizational Enhancements	Executive staff to amplify TSMO support through consistent messaging and by modeling operational priorities in agencywide communications and decision-making	Ongoing

MEDIUM TERM ACTIONS (0-4 YEARS)				
ID	Category	Section	Action	Status
PO 04	Program Org	Organizational Enhancements	Strengthen ITS Maintenance Support by training district personnel and identifying technical experts.	Ongoing
PO 07	Program Org	ITS Bureau Role	Coordinate and expand TSMO implementation across districts and divisions, including oversight of the working group.	Ongoing
PO 09	Program Org	Workforce Development	Establish and formalize a centralized TSMO knowledge hub with best practices, reports, and technical guidance. Establish a mentorship program.	New
PO 13	Program Org	Cybersecurity	Planning - continue evolving cybersecurity planning across ITS, including coordination, layered security, monitoring, and recovery.	Ongoing
PO 14	Program Org	Cybersecurity	Operations - Sustain and evolve ITS cybersecurity staffing, monitoring, testing, and threat response activities.	Ongoing
PO 15	Program Org	Data and Information Management	The NMDOT ITS Bureau will continue to develop and refine its TSMO-specific data governance policy and guidelines	Ongoing
PO 18	Program Org	Performance Measurement and Management	Evaluate which operational data should be stored and how to anonymize it to support performance tracking without FOIA risk	New
PO 19	Program Org	Performance Measurement and Management	Develop a performance management program that is intentional and aligned with agency goals	New
PO 26	Program Org	Partnerships and Collaboration - Emergency Management & Law Enforcement	Expand joint training and after-action reviews with public safety partners to enhance preparedness and response effectiveness	Ongoing
PO 30	Program Org	Partnerships and Collaboration - Interstate Coordination	Participate in relevant pooled fund studies and initiatives with other states to share best practices, reduce duplication, and accelerate innovation through collective research and development	Ongoing
PO 33	Program Org	Outreach and Education – Internal Engagement	Develop a communications toolkit with templates, FAQs, and visuals tailored to distinct roles	New
PO 43	Program Org	Maintenance	Expand the scope of SOPs to improve consistency and training by consolidating them into a unified SOP or creating additional SOPs	Ongoing
PO 52	Program Org	Funding – Technology and Operations	Invest in communications, data, emerging technologies, and services	Ongoing

ADDITIONAL ACTIONS				
ID	Category	Section	Action	Status
FA 03	Focus Areas	Advanced Traveler Information Systems	Expand NMRoads using AI and machine learning to detect hazardous conditions from various sources and alert administrative users and provide natural language responses to public queries about roadway conditions and to better facilitate the entering of event information by application administrators.	New
FA 09	Focus Areas	Freight Management	Support a phased implementation of freight border crossing systems such as wait time information systems and interstate credentialing (identified through the I-10 Corridor Coalition)	New
FA 16	Focus Areas	Traffic Incident Management	Continue to explore and implement advanced traffic incident detection systems for faster response times	Ongoing
FA 21	Focus Areas	Work Zone Management	Provide programmatic access (subscription services) to probe data and crowd-sourced information so it can be used for projects and maintenance tasks	New
FA 24	Focus Areas	Multimodal and Mobility Services	Support the expansion of services for regional transit districts	Ongoing
FA 25	Focus Areas	Multimodal and Mobility Services	Support local agency efforts to improve bus rapid transit operations.	Ongoing
FA 26	Focus Areas	Multimodal and Mobility Services	Support state and local agency efforts to implement multimodal trip planning tools	New
FA 29	Focus Areas	Field Infrastructure Protection	Based on assessment findings, revise standards, specifications, and special provisions, and add steps to preventative maintenance procedures.	Ongoing
FA 31	Focus Areas	RTMC/TOC Operations	Explore providing Computer Aided Dispatch (CAD) access to RTMC operators	New
FA 36	Focus Areas	Emerging Technology Evaluation	Monitor industry developments with roadside connected vehicle technology, (Cellular Vehicle-to-Everything - C-V2X)	Ongoing
FA 37	Focus Areas	Emerging Technology Evaluation	Evaluate AI-based traffic prediction models and transportation services applications, especially with respect to ATIS and road weather predictive analytics	New
FA 38	Focus Areas	Emerging Technology Evaluation	Position the agency to support the implementation and evolution of new technologies that have been shown to reduce crashes and increase safety including but not limited to Autonomous, Connected and Highly Autonomous vehicles and commercial vehicles.	New

ADDITIONAL ACTIONS				
ID	Category	Section	Action	Status
PO 08	Program Org	ITS Bureau Role	Develop and deliver training programs and mentoring to build operational knowledge across the agency.	New
PO 10	Program Org	Workforce Development	Explore partnerships with local colleges, universities, and technical schools and leverage internships within NMDOT	Ongoing
PO 11	Program Org	Workforce Development	Explore a targeted training and certification process for staff in planning, design, operations, and maintenance roles	New
PO 12	Program Org	Workforce Development	Define and communicate career pathways for TSMO-related roles	New
PO 16	Program Org	Data and Information Management	Maintain metadata updates for key TSMO assets, including data sources, usage restrictions, and ownership	Ongoing
PO 17	Program Org	Data and Information Management	Continue the use of data sources such as crowdsourced reports, connected vehicle feeds, and mobile analytics in the current capacity and explore how that information can be further leveraged	Ongoing
PO 20	Program Org	Performance Measurement and Management	Organize measures by function, grouping them by TSMO focus areas such as work zones, incident management, traveler information, and freight operations	New
PO 21	Program Org	Performance Measurement and Management	Adopt a tiered reporting framework that organizes measures into strategic (executive-level), operational (program-level), and tactical (field-level) tiers	New
PO 22	Program Org	Performance Measurement and Management	Integrate performance into decision-making by using dashboards and regular reporting to support both short-term operational actions and long-term planning	New
PO 23	Program Org	Performance Measurement and Management	Institutionalize the process by embedding performance management into agency culture through training, leadership support, and regular reporting	New
PO 24	Program Org	Partnerships and Collaboration - Partner Transportation Organizations	Formalize partnerships with additional municipalities and transit providers, especially in rural areas, to improve consistency in ITS deployment and multimodal service delivery	New
PO 25	Program Org	Partnerships and Collaboration - Partner Transportation Organizations	Establish additional regional TSMO working groups with city and county transportation staff to strengthen local coordination and streamline joint planning, like the ITS Subcommittee in the AMPA area	New

ADDITIONAL ACTIONS				
ID	Category	Section	Action	Status
PO 27	Program Org	Partnerships and Collaboration - Emergency Management & Law Enforcement	Develop formal memorandums of understanding with law enforcement agencies to clarify roles and facilitate consistent coordination	New
PO 28	Program Org	Partnerships and Collaboration - Emergency Management & Law Enforcement	Collaborate with law enforcement and other first responder agencies to conduct Incident Command System (ICS) training for all appropriate NMDOT personnel at the appropriate functional level	New
PO 29	Program Org	Partnerships and Collaboration - Academic & Research Organizations	Expand student engagement through fellowships, internships, and co-op programs to build a pipeline of skilled professionals familiar with NMDOT's operations and priorities. Leverage NMDOT's existing Industry Credential Pipeline Program to provide TSMO training to new transportation professionals.	Ongoing
PO 31	Program Org	Partnerships and Collaboration - Interstate Coordination	Formalize corridor-level agreements akin to the I-10 Corridor Coalition for shared data and coordinated operations to improve efficiency and consistency across state lines	New
PO 32	Program Org	Partnerships and Collaboration - Interstate Coordination	Pursue joint funding opportunities for multistate ITS and freight mobility projects to unlock available federal resources and amplify regional impact	New
PO 34	Program Org	Outreach and Education – Internal Engagement	Host peer exchanges and summits to share knowledge and identify challenges	New
PO 35	Program Org	Outreach and Education – Internal Engagement	Build a resource hub with best practices, guidance, and outreach materials	New
PO 36	Program Org	Outreach and Education – External Engagement	In addition to partner agencies, public understanding of TSMO is essential. Developing and maintaining good working relationships with local media can facilitate education and outreach for the public, which influences how travelers receive and respond to TSMO-focused information.	Ongoing
PO 37	Program Org	Outreach and Education – External Engagement	Continue cooperatively engaging with professional transportation-oriented organizations such as ITS NM, AASHTO, and ITE to promote understanding and awareness of TSMO	Ongoing
PO 38	Program Org	Outreach and Education – External Engagement	Create messaging tailored to freight operators and transit agencies	New
PO 39	Program Org	Outreach and Education – External Engagement	Use regional TSMO working groups to share information and align strategies	New

ADDITIONAL ACTIONS				
ID	Category	Section	Action	Status
PO 40	Program Org	Outreach and Education – External Engagement	Share selected internal resources with partners to support consistency and capacity-building	New
PO 41	Program Org	Maintenance	Reassess and adjust staff and contractor roles regularly to maintain flexibility and meet evolving technical and operational needs	Ongoing
PO 42	Program Org	Maintenance	Develop formal internal agreements between districts and the ITS operations team to establish coordination for first-order troubleshooting of ITS devices	Ongoing
PO 44	Program Org	Maintenance	Enhance the use of performance data for reporting, monitoring, and reporting	Ongoing
PO 45	Program Org	Maintenance	Improve asset management through enhanced logging tools inclusion of spare inventory and maintenance data analytics, using tools such as ArcGIS Online (AGOL)	Ongoing
PO 46	Program Org	Maintenance	Maintain and expand staff training opportunities, including certifications aligned with evolving technologies and safety.	Ongoing
PO 48	Program Org	Funding – Funding and Programming	Create a mechanism for TSMO and operations projects to compete equally with capacity improvement projects	New
PO 49	Program Org	Funding – Funding and Programming	Include ITS earlier in project development	New
PO 50	Program Org	Funding – Policy and Coordination	Clarify cost ownership for communications infrastructure	New
PO 51	Program Org	Funding – Policy and Coordination	Streamline internal coordination for ITS funding	New
PO 53	Program Org	Funding – Technology and Operations	Plan for growing expanded operations and maintenance needs	New
PO 54	Program Org	Funding – Workforce	Support workforce development and technical training	New