

NCHRP 20-24(93)B(02)

**Communicating Performance Management—
State DOTs Continuing to “Tell Their Story”**

Final Report

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Prepared for

The National Cooperative Highway Research Program

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with

Sharp & Company

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SPECIAL NOTE: This report **IS NOT** an official publication of the National Cooperative Highway Research Program, the Transportation Research Board, or the National Academies of Sciences, Engineering, and Medicine.

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Disclaimer

The opinions and conclusions expressed or implied in this report are those of the research agency and are not necessarily those of the Transportation Research Board, the National Research Council, or the program sponsors. This document has not been reviewed or accepted by the Transportation Research Board Executive Committee or the National Academies of Sciences, Engineering, and Medicine; and has not been edited by the Transportation Research Board.

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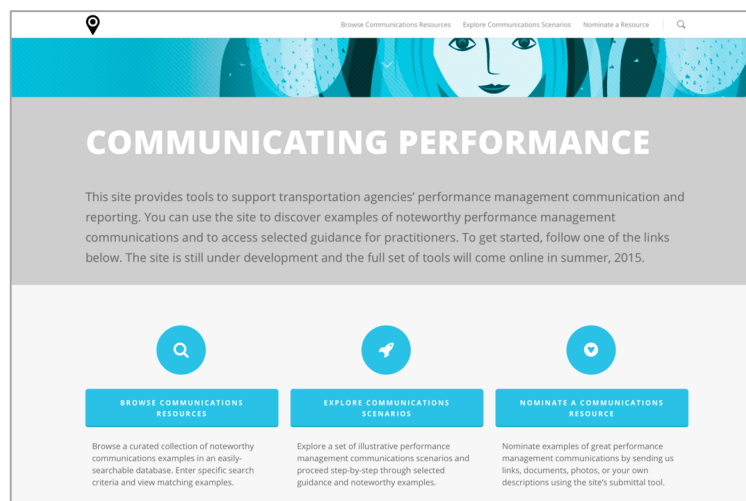
Executive Summary

Performance management (PM) is of growing importance to help transportation agencies deliver greater value for the resources available, and to communicate what will be delivered, with transparency and accountability. Communicating performance measures, targets, and results is an essential ingredient to a successful PM program. Increasingly, agencies are challenged to effectively communicate performance information, its implications, and the specific messages that will resonate with complex, demanding, and diverse audiences.

The objective of NCHRP Project 20-24(93)B(02) – Communicating Performance Management—State DOTs Continuing to “Tell Their Story” was to provide a resource base for guiding state departments of transportation (DOT) performance management (PM) and communications professionals in communicating transportation system performance. The desired end result is that agencies’ PM and communications professionals will use the PM communication resources to advance PM communications practices, particularly with respect to Moving Ahead for Progress in the 21st Century (MAP-21) reporting requirements.

Building on a review of noteworthy communications examples and other resources, Project 20-24(93)B(02) developed a new web application that provides an accessible platform for delivering these resources to state DOT users. This application includes three core capabilities:

1. a way to search a database of noteworthy examples and practices in communicating performance;
2. a way to nominate new examples for inclusion in the database; and
3. a way to browse scenario-based guidance for developing communication products for performance management.



NCHRP Project 20-24(93)B(02) Web Application: <http://communicatingperformance.com/>

In order to provide meaningful results via the application search interface and scenario browser, the web application was architected according to the Communicating PM Framework developed through Project 20-24(93)B(02). The framework provided a taxonomy for categorizing resources according to differentiating factors and attributes including:

- Performance Area
- Message
- Audience
- Messenger
- Resource Type
- Reporting Frequency
- Organization Type
- Date
- Location
- Lessons Learned

All resources included in the resource base were tagged and stored in the database according to the framework, providing users of the web application with a rich search interface for quickly identifying relevant resources. The application can be accessed at <http://communicatingperformance.com/>.

In addition to this Draft Final Report and the web application, products of NCHRP Project 20-24(93)B(02) include a flyer providing an at-a-glance summary of the research and the web application, a set of presentation slides that can be used to brief agency communications and performance management staff on the web application, and a user guide to the web application.

Communicating Performance Management

State DOTs Continuing to “Tell the Story”

Excellent

Average

As a transportation communications professional, you know just how hard it can be to deliver messages that resonate with your complex, demanding, and diverse transportation stakeholders. The AASHTO Standing Committee on Performance Management (SCOPM) is supporting research on how state DOTs are communicating and reporting on transportation performance management. The objectives of this effort are to:

- Identify and highlight noteworthy practices in communicating transportation system performance
- Develop resources to support state DOTs' communications efforts

One product of this research, conducted through NCHRP Project 20-24(93)B(02), is a website that collects examples of noteworthy communications products – and provides tools to help you support your agency's performance management communication and reporting. You can use the site to discover examples of noteworthy performance management communications and to access selected guidance for practitioners. The site has three core functions:

SHARE THE WEALTH.
NOMINATE NOTEWORTHY EXAMPLES OF COMMUNICATING TRANSPORTATION SYSTEM PERFORMANCE.

We Want Your Input!
As a transportation communications professional, you know just how hard it can be to deliver messages that resonate with your complex, demanding, and diverse transportation stakeholders. Now, with the passage of NCHRP 20-24(93)B(02), communicating transportation performance management information is both more important and more challenging than ever before.

We are collecting examples of performance management communications that use words, images, and other media to tell the story of your agency's performance. We are currently accepting examples of noteworthy products in communicating performance. You can submit your example in a variety of formats, including text, audio, video, and other media. Use the form to nominate a noteworthy product for inclusion in this research or contact us directly.

Nominate an Example
Your Name (required)
Your Email (required)
Your Submission (required)
LPI, if available
Contact Email for the Submission (if available)
Additional Comments
Upload your Submission
Submit Your Nomination

DOT RESOURCES

Use the checkboxes to find what you're looking for!

Matching Resources

Differentiating Factors

Additional Criteria

Performance Areas

Audience

Message

Messenger

SCENARIOS

The following communications scenarios each present a challenging situation requiring performance management communications. You can browse the scenarios in order to access noteworthy communications products and selected guidance.

Telling the story
Reporting progress
Putting performance in perspective
Educating the public
Facing extreme weather
Funding choices
Opening for business
Balancing Needs

Nominate a noteworthy example for inclusion in this project

Click here to nominate

1. Nominate Noteworthy Examples. Nominate examples of great performance management communications by submitting links, documents, photos, or your own descriptions using the site's submission tool.

2. Browse Communications Products. Browse a curated collection of noteworthy communications examples in an easily-searchable database. Enter specific search criteria and view matching examples.

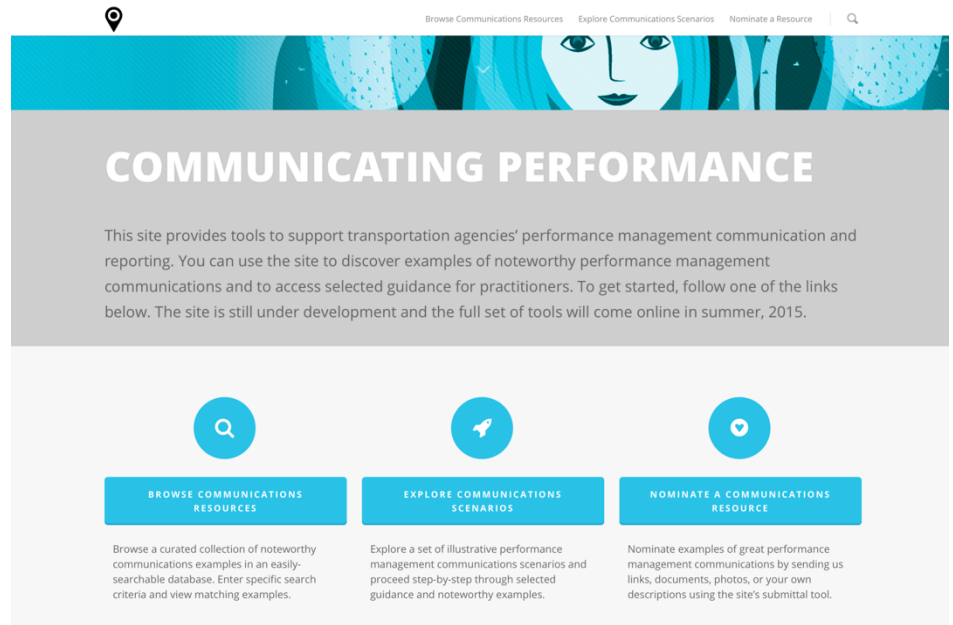
3. Explore Communications Scenarios. Explore a set of illustrative performance management communications scenarios and proceed step-by-step through selected guidance and noteworthy examples.

Visit the site to learn more and to nominate your own examples!
<http://www.communicatingperformance.com>

Exploring the Communicating Performance Website

The Communicating Performance website provides tools that are organized around a set of illustrative performance management and communications scenarios.

You can use the site to explore scenarios that match your own communications needs, proceed step-by-step through selected guidance and easily access relevant examples. An example scenario is shown below.



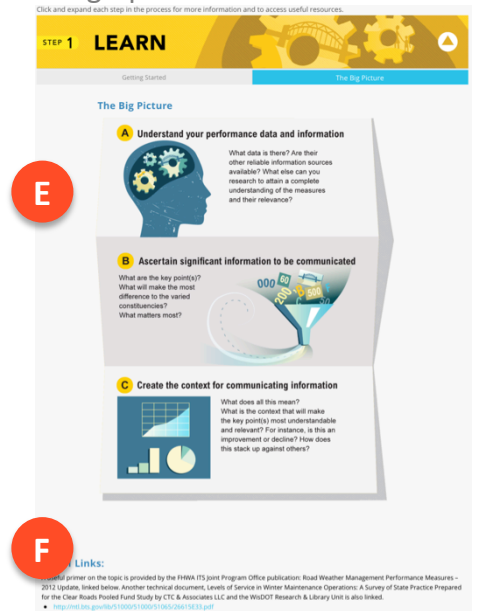
1. Example Scenario Page Process Overview



2. Step Detail Links and Guidance



3. Step Detail Infographic



A Scenario title

B Six-step process for developing transportation system performance communications (learn, plan, sketch, create, share, evaluate)

C Tailored guidance for each step

D Linked resources (as applicable)

E Summary Infographic for each step ("The Big Picture")

F Relevant examples of noteworthy communications (drawn from the database of submitted resources)

Visit the site to learn more and to nominate your own examples!

<http://www.communicatingperformance.com>

1. Introduction

1.1. Project Overview

1.1.1. Background

Performance management (PM) is of growing importance to help transportation agencies deliver greater value for the resources available, and to communicate what will be delivered, with transparency and accountability. Communicating performance measures, targets, and results is an essential ingredient to a successful PM program. Increasingly, agencies are challenged to effectively communicate performance information, its implications, and the specific messages that will resonate with complex, demanding, and diverse audiences.

1.1.2. Research Objectives

The objective of NCHRP Project 20-24(93)B(02) – Communicating Performance Management—State DOTs Continuing to “Tell Their Story” was to provide a resource base for guiding state departments of transportation (DOT) performance management (PM) and communications professionals in communicating transportation system performance. The desired end result is that agencies’ PM and communications professionals will use the PM communication resources to advance PM communications practices, particularly with respect to Moving Ahead for Progress in the 21st Century (MAP-21) reporting requirements.

1.1.3. Project Scope and Tasks

The research consisted of five key components. These were: 1) a framework for reviewing and classifying noteworthy examples of PM and communicating PM; 2) a curated collection of successful examples of communicating PM; 3) a set of templates for synthesizing and presenting this information with supplemental guidance on translating these resources into practice; 4) a set of parameters to determine the applicability of each practice or example to individual transportation agencies; and 5) an accessible platform for delivering these resources to state DOT users.

The project was completed in seven tasks:

- **Task 1. Kickoff Meeting** – Hosted web conference with the project panel to review the project objectives, scope and technical approach.
- **Task 2. Communicating Performance Management Framework** – Developed framework for categorizing noteworthy practices based on a review of existing PM communications resources. Incorporated factors that reflect each agency’s specific situation.

- **Task 3. Successful Practices** – Identified noteworthy practices in PM and communications.
- **Task 4. Templates** – Created templates for developing PM communications products based on the communicating PM Framework and noteworthy practices.
- **Task 5. Differentiating Factors** – Developed set of factors that differentiate PM communication needs. These factors were used to match individual state DOT PM communication needs with the resources collected and developed in the research.
- **Task 6. Resource Access Platform** – Piloted a web-based tool for state DOT PM and communication professionals to be able to easily access the resources developed through this research.
- **Task 7. Final Report** – Authored final report that documents the entire project, incorporating all of the products of the research.

1.1.4. Document Overview

This is the Draft Final Report for NCHRP Project 20-24(93)B(02) – “Implementing a Transportation Agency Data Self-Assessment”. It summarizes the objectives, scope, methodology and deliverables of the project.

- The remainder of this section (**Section 1**) includes the project context, the research methodology, framework, introduction of the research access platform, and outreach efforts.
- **Section 2** presents a summary of the differentiating factors that are included in the communicating PM Framework. These factors categorize and characterize the set of noteworthy communications practices.
- **Section 3** provides a summary of the noteworthy communications practices collected to date. These are organized according to differentiating factors and also by agency.
- **Section 4** includes a description of the templates and scenarios developed to illustrate communications approaches to challenges faced by agencies seeking to implement and improve performance management.
- **Section 5** provides a site map and a description of the resource access platform, including detailed breakdowns of the submission tool, the resource database, and the scenario browser.
- **Section 6** presents next steps including website stewardship and potential additional communication scenarios.

1.2. Project Context

1.2.1. Moving Ahead for Progress in the 21st Century Act (MAP-21)

Communicating performance information has come to the forefront with the passage of Moving Ahead for Progress in the 21st Century (MAP-21) and its requirement that the United States Department of Transportation (USDOT) identify national-level performance measures related to safety, pavements, bridges, freight, mobile source emissions, performance, and congestion.

The general requirements expressed in MAP-21 have been further refined through the rulemaking process. Proposed rules have previously been published addressing national performance measures for safety, bridge condition, and pavement condition. Most recently, a notice of proposed rulemaking (NPRM) addressing risk-based asset management plans and bridge and pavement management systems was released on February 20, 2015. USDOT is expected to publish further NPRMs in 2015. These will include national performance measures for system performance and for freight.

However, at this time many of the basic requirements of MAP-21 are already well established and these are sufficient for the purpose of supporting communications needs associated with the full range of anticipated MAP-21 performance management and reporting requirements.

1.3. Methodology

The methodology for this project includes:

- The development of the Communicating PM Framework and associated differentiating factors and additional criteria,
- The development of illustrative performance management communications scenarios,
- The collection and categorization of example communications resources, and
- The development of the resource access platform.

1.3.1. Communicating PM Framework Development

The team developed the initial Communicating PM Framework based upon the first stages of the review of communications products and other relevant documents. The framework was substantially developed in the early stages of the project and has been continually refined in an iterative manner over the course of the project.

The Communicating PM Framework has following structure:

Differentiating Factors:

- Performance Area
- Message
- Audience
- Messenger

Additional Criteria:

- Resource Type
- Reporting Frequency
- Organization Type
- Date
- Location
- Lessons Learned

The framework consists of specified values for each of these categories as detailed in Tables 2.1 and 2.2.

1.3.2. Scenario and Graphical Template Development

The team developed a set of illustrative performance management communications scenarios. These scenarios are designed to specifically address realistic performance issues while also being generic enough to be used by different states with different specifics. Users are able to browse the scenarios via the resource access platform. And by proceeding step-by-step through the scenario, users can view selected guidance and relevant examples related to the communications needs that the scenario addresses. The examples and guidance are presented using a graphical template that sequences each step in the process. Additional scenarios can be added by site administrators on an ongoing basis.

1.3.3. Resource Access Platform Development

The team designed and developed a basic resource database in MySQL. The creation of this database serves three purposes:

- Document management – the database serves as a central repository for all relevant documents. As more states nominate successful resources, they will be included and therefore further expand this resource.
- Framework implementation – the database is designed to organize resources and tag each resource with relevant key words that reflect the Communicating PM Framework. Further, managing this information using the database allowed for patterns in the resource base to be assessed and ultimately leveraged in the development of the scenarios.
- Foundation for scenario integration – as described in more detail in Section 5,

the resources and templates are available via the web application or *resource access platform*. Compiling the documents in a web-accessible database serves as the foundation for this functionality.

1.3.4. Outreach Efforts

The following outreach activities have been conducted throughout the project:

- **Seek Input** – to gain insights into what the state DOT community most needs for communicating performance
- **Populate Examples** – for the resource access platform
- **Raise Awareness** – to build engagement for the research products that will be available

As a part of the outreach activities two flyers have been developed for the project to communicate the effort and the resource access platform.

Seek Input

In addition to the input received during the kickoff call, the research team conducted initial interviews with DOT performance management (PM) and communications leads at the AASHTO SCOP/SCOPM Joint Technical Meeting in June, 2014. The primary objective of the initial interviews was to talk in broad terms with leaders in the PM and communications fields about communications needs in general, and about the value of the proposed Communicating PM resources approach, specifically. This input has been applied to the template and framework concepts. Additional interviews were conducted opportunistically during SPP's other business activities.

Summary of Input

The following people were interviewed in the early phase of the project.

- Paul Trombino, John Selmer, and Matt Haubrich, Iowa DOT
- Carlos Braceras and Cory Pope, Utah DOT
- John Halikowski, Scott Omer, and Timothy Tait, Arizona DOT
- Richard Tetreault, Vermont Agency of Transportation
- Kirk Steudle, Michigan DOT
- Tim Henkel, Minnesota DOT
- Paul Degges, Tennessee DOT

Key insights gained from the interviews included observations from the interviewees regarding framework, templates, and guidance content and format:

Message Content:

- The most effective communications strategy is to repeat two simple messages: “Good roads cost less” and “We have a plan for every segment of road”
- Jobs and safety sell transportation most effectively to the public
- Often the case that the general public does not care about an issue until there is a problem. Would be useful to break out of this cycle and also useful to be able to respond more effectively
- Need to have the full context for the message to communicate PM
- There is a significant gap in converting data to communications. Agencies need to focus on how to take info and package it for the general public
- Mobility and safety are the performance areas that have the greatest need for communications resources
- Need to anticipate national performance reporting and address communications for an agency ranked at the top or bottom, nationally

Framework:

- It is important to focus on agencies’ public-facing dashboards.
- Communications need to be considered relative to the sender and receiver of each message – the message has to be meaningful to the receiver
- Question whether the idea of “Best Practice” is meaningful in this context, given the importance of differences in individual situations

Templates:

- Templates might be valuable in the form of “process vignettes”
- Messages cannot be too “slick” or they are no longer perceived to be credible
- Should focus on what can be conveyed “at-a-glance”
- Important to include specific PM examples and address how each is used and the benefit obtained
- Need solid case studies and examples
- When communicating to younger audiences it can be important to be able to show data in order to build trust

Guidance:

- The guidance should emphasize vignettes that address “*why transportation matters*” particularly with respect to states economic growth and that of the

US as a whole.

- Guidance on selecting the appropriate medium or format would be useful
- Need to draw on previous work in this area (e.g. NCHRP Project 14-24 Communicating the Value of Preservation: A Playbook)

General:

- Communications staff turnover relatively frequently. Resources should be designed from the ground up to accommodate this.
- In general, resources should target program managers and staff and provide them with communications support, rather than providing communications staff with performance management tools and resources.
- One state is working with key commerce corridors to solicit input on why transportation is important and enlisting three stakeholder groups to be agents to communicate the resulting messages
- Mode-neutral reporting is an area where more work is needed

Populate Examples

Multiple outreach efforts have been conducted to collect noteworthy examples of communicating performance products. Two email outreach efforts were sent out by AASHTO to TransComm (AASHTO Subcommittee on Transportation Communications) members and SCOPM members. Additional outreach was made to specific people for congestion-related performance products when the first set of responses show the lightest numbers in this performance area.

The resource access platform was demonstrated at TRB Performance Management Conference in Denver, CO in June, 2015 at a table in the registration area, at a communicating performance session, and at the SCOPM meeting. At all of these venues, conference participants were encouraged to share their communication products. Presentations on communication products have been added to the resource access platform.

Raise Awareness

Raising awareness of the value of this project's research has been ongoing throughout the project. The AASHTO SCOPM and the TRB Performance Management Committee have been proactive in providing opportunities for research updates at their meetings. The Transportation Performance Management Roundtable, a consortium of national organizations located in the Washington, DC area who have an interest in transportation performance management meet quarterly. Updates on this project have been provided regularly during the project duration.

The AASHTO SCOPM Communications Task Force has agreed to take ownership on disseminating the products of this research and stewarding the use of the products.

2. Differentiating Factors

The team developed a draft communicating PM framework for characterizing communications products according to a clear and intuitive logical structure. The framework included an initial set of differentiating factors that could be used to classify and organize communications resources. After revision, the framework included four differentiating factors: *Performance Area*, *Audience*, *Messenger*, and *Message*. These factors are described in section 2.1, below.

Tagging communications resources using these differentiating factors helped to provide intuitive organization and search capabilities via the resource access platform. The number of differentiating factors is restricted in order to ensure that users can employ the framework to quickly and easily obtain access to the right communications resources. Permitted values for all differentiating factors are shown in Table 2.1 on the following page.

2.1. Differentiating Factors

- *Performance Area*. The primary performance management area(s) addressed by a communications resource. Differentiation according to performance area helps a state DOT practitioner to efficiently leverage noteworthy examples of relevance.
- *Audience*. The primary intended audience(s) of a communications product. Audience differentiation helps communications professionals to target key stakeholders, to understand their perceptions, objectives, and needs regarding transportation, and to help define messaging goals.
- *Messenger*. The primary intended agent or author of the communications product. Differentiating communications products relative to both the sender and receiver of each message helps to effectively target messages that will resonate with diverse audiences.
- *Message*. A capsule summary that distills the core message of a communications product. This differentiating factor provides a shorthand for characterizing the variety of ways that state DOTs' basic communications needs and objectives differ in communicating PM. However, message differentiation is challenging; there is no one-size-fits-all approach to communicating PM.

Table 2.1 Differentiating Factors and Permitted Values

Differentiating Factor	Permitted Values
<i>Performance Area</i>	<input type="checkbox"/> Safety
	<input type="checkbox"/> Bridge
	<input type="checkbox"/> Pavement
	<input type="checkbox"/> System Performance
	<input type="checkbox"/> Bike/Ped
	<input type="checkbox"/> CMAQ
	<input type="checkbox"/> Freight
	<input type="checkbox"/> Operations
	<input type="checkbox"/> Project Delivery
	<input type="checkbox"/> Economic Development
	<input type="checkbox"/> Environmental Sustainability
	<input type="checkbox"/> Transit
	<input type="checkbox"/> Facilities
	<input type="checkbox"/> Fleet
	<input type="checkbox"/> Other Asset Types
<i>Audience</i>	<input type="checkbox"/> Stakeholders / Planning Partners
	<input type="checkbox"/> Elected Officials
	<input type="checkbox"/> General Public
	<input type="checkbox"/> Media
	<input type="checkbox"/> Peer-to-Peer
	<input type="checkbox"/> DOT Leadership
	<input type="checkbox"/> US DOT
	<input type="checkbox"/> DOT Personnel
	<input type="checkbox"/> Technical
<i>Messenger</i>	<input type="checkbox"/> DOT Leadership
	<input type="checkbox"/> Agency Wide
	<input type="checkbox"/> DOT PR
	<input type="checkbox"/> DOT Communications
	<input type="checkbox"/> Outside Partner/Independent Voice
	<input type="checkbox"/> DOT Program Manager (technical)
	<input type="checkbox"/> Elected Official/Statewide
	<input type="checkbox"/> DOT Partner

Differentiating Factor	Permitted Values	
Message	<input type="checkbox"/> Case for funding	<i>"Additional investment will benefit the public by improving agency performance"</i>
	<input type="checkbox"/> Call to Action	<i>"These data tell a compelling story!"</i>
	<input type="checkbox"/> We've got this	<i>"The agency has a clear track record of high performance"</i>
	<input type="checkbox"/> Building trust	<i>"The agency's performance trends are positive"</i>
	<input type="checkbox"/> It's complicated	<i>"The agency's performance results do not tell the complete story"</i>
	<input type="checkbox"/> I can explain...	<i>"There are performance gaps that require an open discussion"</i>
	<input type="checkbox"/> Tough Choices	<i>"The agency faces significant investment tradeoffs that will affect performance"</i>
	<input type="checkbox"/> We're accountable	<i>"The agency's performance management process is strong"</i>
	<input type="checkbox"/> Lessons Learned: Communicating Performance	<i>"The agency has valuable experience in communicating performance management that will help other transportation agencies."</i>

The communicating PM framework also includes additional criteria that help supplement the differentiating factors described above.

The additional criteria provide a secondary, supporting level of detail that will assist users in searching the database of resources, thereby allowing state DOT practitioners to quickly locate the most relevant resources based on a given communications need. The additional criteria are distinguished from the differentiating factors in that they address discrete technical details that are narrower in scope than the differentiating factors. This distinction helps ensure that the users are able to rely on the core differentiating factors to access the database of communications products in a manner that balances simplicity and accessibility against detail and completeness – while also having the option of employing additional criteria for more detailed queries. Permitted values for all additional criteria are shown in Table 2.2.

2.2. Additional Criteria

- *Resource Type.* Captures the format or medium of the communications product. Individual communications products are often adapted to a range of formats and media types, each with its own strengths and constraints that may affect the message.
- *Reporting Frequency.* Addresses communications products that are produced as part of an established series or as a one-off effort.

- *Organization Type.* Although the framework primarily addresses State DOTs' communications products, it also considers other types of transportation organizations as well as non-transportation organizations.
- *Location.* Location is indexed by AASHTO region and by state.
- *Publication date.* Represented as year of publication.
- *More Options:* This option delivers results drawn from a curated set of "lessons learned" from practitioners: presentations, articles, and posters sharing experiences, successes and challenges associated with communicating performance management.

Table 2.2 Additional Criteria and Permitted Values

Additional Criteria	Permitted Values
<i>Resource Type</i>	<input type="checkbox"/> Press Release/Op-Ed
	<input type="checkbox"/> Presentation
	<input type="checkbox"/> Collateral/Brochure
	<input type="checkbox"/> Advertisement
	<input type="checkbox"/> Social Media
	<input type="checkbox"/> Audio/Video
	<input type="checkbox"/> Web Site/Tool
	<input type="checkbox"/> Mobile App
	<input type="checkbox"/> Map
	<input type="checkbox"/> Infographic
	<input type="checkbox"/> Report
	<input type="checkbox"/> Blog
	<input type="checkbox"/> Newsletter
	<input type="checkbox"/> Photo / Image
<i>Reporting Frequency</i>	<input type="checkbox"/> Nonrecurring
	<input type="checkbox"/> Recurring – Continuous
	<input type="checkbox"/> Recurring – Annual/Biennial
	<input type="checkbox"/> Recurring – Monthly/Quarterly
	<input type="checkbox"/> Recurring - Other
<i>Organization</i>	<input type="checkbox"/> State DOT
	<input type="checkbox"/> Other, transportation-related

Additional Criteria	Permitted Values
	<input type="checkbox"/> All others
<i>Location</i>	<input type="checkbox"/> {Location is indexed by AASHTO region and by state}
<i>Publication Date</i>	<input type="checkbox"/> {Date of publication is indexed by year}
<i>More Options</i>	<input type="checkbox"/> View Lessons Learned / Technical

The database search interface, shown in Figure 2.1 on the following page, allows users to make use of the framework in order to locate specific performance management resources. Users can select from among the differentiating factors (center column) and the additional criteria (right-hand column). This allows users to narrow results according to one or multiple differentiating factors: performance area, audience, messenger, and message and/or additional criteria: resource type, reporting frequency, organization type, location. Finally, additional metadata (e.g. data of publication) can be used to either sort or further filter the results obtained.

Additional details on the Resource Access Platform interface are provided in Section 5.

Matching Resources

Sort by

RESET ALL

- Connecting Data, Connecting People: A Tool for Evaluating and Scoring Planned Projects
- Optimizing PennDOT's Snow Routes and Planning Process with GIS
- GIS as a Tool to Develop Opportunities for Resource Sharing between Agencies
- We Move Massachusetts Planning for Performance Tool
- Maryland SHA GIS-Centric Data Management System for Implementing TMDL Initiative
- Maryland SHA Mobility & Economy Dashboard
- Maryland SHA Mobility Report
- Oregon DOT Key Performance Measures Summary
- Dashboard: Performance Reporting System for Projects and Programs
- MAPSS Travel Time Report
- MAPSS Scorecard
- MAPSS Performance Improvement Report
- MAPSS Interactive Visualization on Reliability Performance
- 2014 Winter Social Media Reponse
- NDRoads Mobile Application
- Web-Based Statewide Plan Benefits and Challenges
- I-35 Bridge #69887 Piling Repair Plan
- Demand Management: The Path Toward Greater Efficiency
- Fighting Transportation Myths with Reality
- "VDOT's Phil Itkwik, Pothole Hunter" Video Series

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>>

Differentiating Factors

Performance Areas

☐ C.M.A.Q. (3)
☐ Transit (14)
☐ Project Delivery (18)
☐ Other Asset Types (8)
☐ Economic Development (14)
☐ Environmental Sustainability (9)

Audience

☐ DOT Personnel (13)
☐ Elected Official (26)
☐ Public (44)
☐ Media (15)
☐ DOT Leadership (14)
☐ U.S. DOT (1)

Message

☐ We're Accountable (13)
☐ Case for Funding (22)
☐ We've Got This (14)
☐ Building Trust (16)
☐ It's complicated (8)
☐ I Can Explain (8)

Messenger

☐ DOT Program Manager (36)
☐ Agency Wide (14)
☐ Elected Official (1)
☐ DOT Leadership (9)
☐ DOT PR (12)
☐ DOT Partner (7)

Additional Criteria

Publication Date

Start Date

End Date

Resource Types

☐ Photo/Image (9)
☐ Newsletter (1)
☐ Press Release or Op-Ed (3)
☐ Presentation (4)
☐ Collateral or Brochure (18)
☐ Advertisement (2)

Reporting Period

☐ Nonrecurring (22)
☐ Recurring (27)

☐ Continuous (9)
☐ Annual/Biannual (10)
☐ Monthly or Quarterly (8)

Organization Type

☐ All Others (2)
☐ Other, Transportation-Related (9)
☐ State DOT (49)

State

☐ Region 1: NASTO (20)
☐ Delaware (2)
☐ Maine (2)
☐ Maryland (3)
☐ Massachusetts (1)
☐ New Hampshire (1)

Figure 2.1 Search Interface Page with Differentiating Factors

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NCHRP 20-24(93)B(02): Communicating Performance Management – Final Report

3. Summary of Collected Resources

Exposure to real-world examples of best practices is one of the most useful ways to understand and communicate how current capabilities can be improved. The research team developed a curated collection of best practices in communicating PM, comprised of case studies, lessons learned, and supporting resources. These best practices range from simple but effective examples of one-off messaging to more sophisticated reporting series and interactive tools.

The collection of noteworthy practices serves as a key focal point, illustrating benefits that can be achieved and providing the means to leverage and build upon existing products.

The Framework proved to be useful in categorizing and storing a varied set of resources, including at least one example for each differentiating factor. The following is a summary chart of the attributes displayed by the resources collected to date by the Communicating Performance resource access platform.

Table 3.1 Communicating PM Framework (with number of current corresponding documents)

Differentiating Factor	Values	Results
<i>Performance Area</i>	<input type="checkbox"/> Pavement	30
	<input type="checkbox"/> Bridge	28
	<input type="checkbox"/> Safety	31
	<input type="checkbox"/> System Performance	47
	<input type="checkbox"/> Bike/Ped	1
	<input type="checkbox"/> CMAQ	5
	<input type="checkbox"/> Freight	15
	<input type="checkbox"/> Operations	10
	<input type="checkbox"/> Project Delivery	21
	<input type="checkbox"/> Economic Development	13
	<input type="checkbox"/> Facilities	1
	<input type="checkbox"/> Fleet	1
	<input type="checkbox"/> Environmental Sustainability	10
	<input type="checkbox"/> Transit	16
	<input type="checkbox"/> Other Asset Types	11
<i>Audience</i>	<input type="checkbox"/> Stakeholders / Planning Partners	1
	<input type="checkbox"/> Elected Officials	26
	<input type="checkbox"/> General Public	59

Differentiating Factor	Values		Results
	<input type="checkbox"/> Media		17
	<input type="checkbox"/> Peer-to-Peer		3
	<input type="checkbox"/> DOT Leadership		14
	<input type="checkbox"/> US DOT		1
	<input type="checkbox"/> DOT Personnel		13
	<input type="checkbox"/> Technical		13
Messenger	<input type="checkbox"/> DOT Leadership		9
	<input type="checkbox"/> Agency Wide		26
	<input type="checkbox"/> DOT PR		15
	<input type="checkbox"/> DOT Communications		2
	<input type="checkbox"/> Outside Partner/Independent Voice		2
	<input type="checkbox"/> DOT Program Manager (technical)		38
	<input type="checkbox"/> Elected Official/Statewide		1
	<input type="checkbox"/> DOT Partner		7
Message	<input type="checkbox"/> Case for funding	<i>“Additional investment will benefit the public by improving agency performance”</i>	23
	<input type="checkbox"/> Call to Action	<i>“These data tell a compelling story!”</i>	1
	<input type="checkbox"/> We’ve got this	<i>“The agency has a clear track record of high performance”</i>	16
	<input type="checkbox"/> Building trust	<i>“The agency’s performance trends are positive”</i>	15
	<input type="checkbox"/> It’s complicated	<i>“The agency’s performance results do not tell the complete story”</i>	9
	<input type="checkbox"/> I can explain...	<i>“There are performance gaps that require an open discussion”</i>	8
	<input type="checkbox"/> Tough Choices	<i>“The agency faces significant investment tradeoffs that will affect performance”</i>	5
	<input type="checkbox"/> We’re accountable	<i>“The agency’s performance management process is strong”</i>	27
	<input type="checkbox"/> Lessons Learned: Communicating Performance	<i>“The agency has valuable experience in communicating performance management that will help other transportation agencies.”</i>	2

Additional Criteria	Values	Results
Resource Type	<input type="checkbox"/> Press Release/Op-Ed	3
	<input type="checkbox"/> Presentation	5

Additional Criteria	Values	Results
	<input type="checkbox"/> Collateral/Brochure	18
	<input type="checkbox"/> Advertisement	2
	<input type="checkbox"/> Social Media	7
	<input type="checkbox"/> Audio/Video	11
	<input type="checkbox"/> Web Site/Tool	21
	<input type="checkbox"/> Mobile App	1
	<input type="checkbox"/> Map	19
	<input type="checkbox"/> Infographic	10
	<input type="checkbox"/> Report	20
	<input type="checkbox"/> Blog	1
	<input type="checkbox"/> Newsletter	1
	<input type="checkbox"/> Photo / Image	8
Organization	<input type="checkbox"/> State DOT	61
	<input type="checkbox"/> Other, transportation-related	12
	<input type="checkbox"/> All others	2
Reporting Frequency	<input type="checkbox"/> Nonrecurring	26
	<input type="checkbox"/> Recurring – Continuous	12
	<input type="checkbox"/> Recurring – Annual/Biennial	13
	<input type="checkbox"/> Recurring – Monthly/Quarterly	13
Publication Date	<input type="checkbox"/> {Date is indexed by year}	NA
Location	<input type="checkbox"/> {Location is indexed by AASHTO region and by state}	NA
More Options	<input type="checkbox"/> View Lessons Learned / Technical	55

Table 3.2 Communications Examples by Agency

Agency	Title
California DOT (Caltrans)	The Mile Marker: A Caltrans Performance Report
Colorado DOT	Rocking Out with the RB-AMP: Risk Based Asset Management Plan
Colorado DOT	CDOT – Transportation Matters
Colorado DOT	Your CDOT Dollar
Colorado DOT	Web-Based Statewide Plan Benefits and Challenges
Delaware DOT	DeIDOT Performance Dashboard
Delaware Valley Regional Planning Commission	Sitting in Traffic Again? I-295 in the Vicinity of I-76 & NJ 42

Agency	Title
Delaware Valley Regional Planning Commission	CMP Newsletter, Reducing Congestion in New Jersey: Camden County Highway Master Plan
Delaware Valley Regional Planning Commission	CMP Newsletter, Reducing Congestion in Pennsylvania: Chester County Public Transportation Plan
Indiana DOT	Inside INDOT
Iowa DOT	A Day in the Life of a Snowplow Operator
Maine Roads Western Australia	Measurement-Driven Operations Management
Maine DOT	MaineDOT Customer Service Levels, Customer Service Level Methodology
Maine DOT	Tri-State Performance Measures - MaineDOT, New Hampshire DOT, Vermont AOT
Maricopa Association of Governments	Regional Transportation Plan Project Card Viewer
Maryland SHA	Maryland SHA Mobility Report
Maryland SHA	Maryland SHA Mobility & Economy Dashboard
Maryland SHA	Maryland SHA GIS-Centric Data Management System for Implementing TMDL Initiative
Massachusetts DOT	We Move Massachusetts Planning for Performance Tool
Michigan DOT	Congestion & Mobility Report 2014: Introduction-Ch.1
Michigan DOT	Fighting Transportation Myths with Reality
Michigan DOT	2014 Winter Social Media Response
Michigan Transportation Team	Pure Michigan: Pure Pothole Hell
Minnesota DOT	2012 Annual Minnesota Transportation Performance Report
Minnesota DOT	I-35 Bridge #69887 Piling Repair Plan
Mississippi DOT	Mississippi's Transportation Infrastructure - A Look at the state's roads and bridges by county
Missouri DOT	Being Green at MoDOT
Missouri DOT	Dynamic Messaging at MoDOT
Missouri DOT	Meet MoDOT
Missouri DOT	News Releases
Missouri DOT	Customer Relations through Social Media at MoDOT
Missouri DOT	Design Build at MoDOT
Missouri DOT	800 Better Bridges
New Jersey DOT	Building on the Success of Regional Data-sharing for Travel Times: Performance Management & Collaboration in New Jersey
New Jersey DOT	Project Assessment Summary: I-80/Squirrelwood Road
New Jersey DOT	I-280: Bottleneck and Congestion Scan Analysis
New Jersey Transit	NJ Transit Score Card
New Mexico DOT	"DNTXT" Deadly Conversation TV Advertisement
New York State DOT	NYSDOT Key Performance Indicators Report, FY 2010-11
New York State DOT	NYSDOT Guide for 3R Strategic Goals & Key Performance Indicators

Agency	Title
New York State DOT	NYS DOT Transportation Asset Management Plan (Draft)
North Carolina DOT	Fortify: The I-40/440 Rebuild Project
North Carolina DOT	2013 Annual Report - Performance
North Dakota DOT	NDRoads Mobile Application
North Jersey Transportation Planning Authority	Bergen County: In Context
Oregon DOT	Oregon DOT Key Performance Measures Summary
Oregon DOT - Rail Division	OregonDOT Performance Measures One-Pagers (Rail Crossing Example)
Pennsylvania DOT	GIS as a Tool to Develop Opportunities for Resource Sharing between Agencies
Pennsylvania DOT	Optimizing PennDOT's Snow Routes and Planning Process with GIS
South Jersey Transportation Planning Organization	Trip Planning on the Philadelphia-Atlantic City Corridor
Texas DOT	Texas Transportation Plan 2040 Investment Challenge - Opening screen, English
Texas DOT	Texas Transportation Plan 2040 Investment Challenge - Opening screen, Spanish
Texas DOT	Texas Transportation Plan 2040, You're in the Driver Seat: Interactive Planning Tool, Commitments and Investment Categories
Texas DOT	Texas Transportation Plan 2040, Paying for Transportation: Why Maintaining Infrastructure is Important, Typical Life Cycle Costs of a Highway
Texas DOT	Connecting Data, Connecting People: A Tool for Evaluating and Scoring Planned Projects
Utah DOT	UDOT Zero Fatalities "Twist" Campaign
Vermont Agency of Transportation	VTrans Operations Annual Report – 2014
Virginia DOT	"VDOT's Phil Itkwik, Pothole Hunter" Video Series
Virginia DOT	Dashboard: Performance Reporting System for Projects and Programs
Washington State DOT	WSDOT – MAP-21 Performance Management
Washington State DOT	The Gray Notebook 54
Washington State DOT	The Gray Notebook 56
Washington State DOT	The Gray Notebook 57
Washington State DOT	Gray Notebook – WSDOT Ferries Division Quarterly Update
Washington State DOT	The 2014 Corridor Capacity Report
Washington State DOT	WSDOT's Handbook for Corridor Capacity Evaluation
Washington State DOT	WSDOT Interactive Mapping for Rail Projects
Washington State DOT	Performance Reporting Gallery
Washington State DOT	Demand Management: The Path Toward Greater Efficiency
Washington State DOT	2013 WSDOT Corridor Capacity Summary, The 12th edition of the annual Congestion Report
Wisconsin DOT	MAPSS Interactive Visualization on Reliability Performance

Agency	Title
Wisconsin DOT	MAPSS Performance Improvement Report
Wisconsin DOT	MAPSS Scorecard
Wisconsin DOT	MAPSS Travel Time Report
AASHTO	2013 Report Card on Infrastructure Released, Transportation TV News Update
AASHTO	Commuting in America, AASHTO's Report on Commuting Patterns and Trends
N/A	Power Performance: Multimedia Storytelling for Journalism and Public Relations
N/A	White House White Board, Vice President Biden on Rebuild America

Because the database of resources receives ongoing submissions for approval by site administrators, the results shown above are accurate as of August 14, 2015.

4. Scenarios

4.1. Infographic Scenario Template

4.1.1. Overview

The web application presents example communications scenarios to help illustrate potential approaches to developing performance management communications. These scenarios are designed to be generic enough so that a user can find a parallel to her own situation — notwithstanding the many specific issues that may differ from situation to situation or from state to state.

A key element of the communications scenario is the infographic scenario template. The infographic scenario template is organized around a six-step process for creating performance management communications products. Each step has multiple sub-steps. The steps and sub-steps are listed alongside the infographic scenario template that is shown in figure 4.1 on the following page. It is shown at a reduced scale to provide a representation of the overall organization and structure of the infographic.

The infographic was designed to be directly displayed on a web-browser. Its vertical organization ensures it functions as intended across devices of varying screen dimensions and sizes. The colors, typographic elements, individual illustrations, and layout of the infographic are all designed to optimize the experience of users interacting with the infographic via a web browser.

Additionally, when viewed in a web browser, the infographic is integrated with the other elements of the resource access platform. The integration of the infographic with the scenario-based contents of the resource access platform is described in section 5.

4.1.2. The structure of the infographic

The infographic shows a six-step process: the six steps are designed to highlight the key activities and resources involved in developing performance management communications. For each of the six steps in the infographic, additional sub-steps help provide additional information. These steps and sub-steps, which are listed below, are shown in greater detail and at a larger scale in figures 4.2-4.7 on the following pages.

Step 1: Learn

- Understand your performance data and information
- Ascertain significant information to be communicated
- Create the context for communicating information

Step 2: Plan

- Define target audience
- Determine how to best engage the audience
- Describe the key message
- Establish clear, measurable goals for the effort
- Compile the communications plan
- Write the creative brief

Step 3: Sketch

- Draft text and sketch out several possible visual presentation ideas
- Review and select treatment that best meets creative brief criteria

Step 4: Create

- Begin creative process
- Finalize communications products
- Prepare materials for different usage and media

Step 5: Share

- Schedule distribution of your communications products
- Implement your distribution

Step 6: Evaluate

- Check in throughout communication program
- Review and assess communications



Figure 4.1
Infographic
Scenario Template
– Organization and
Structure

4.1.3. Individual infographic elements

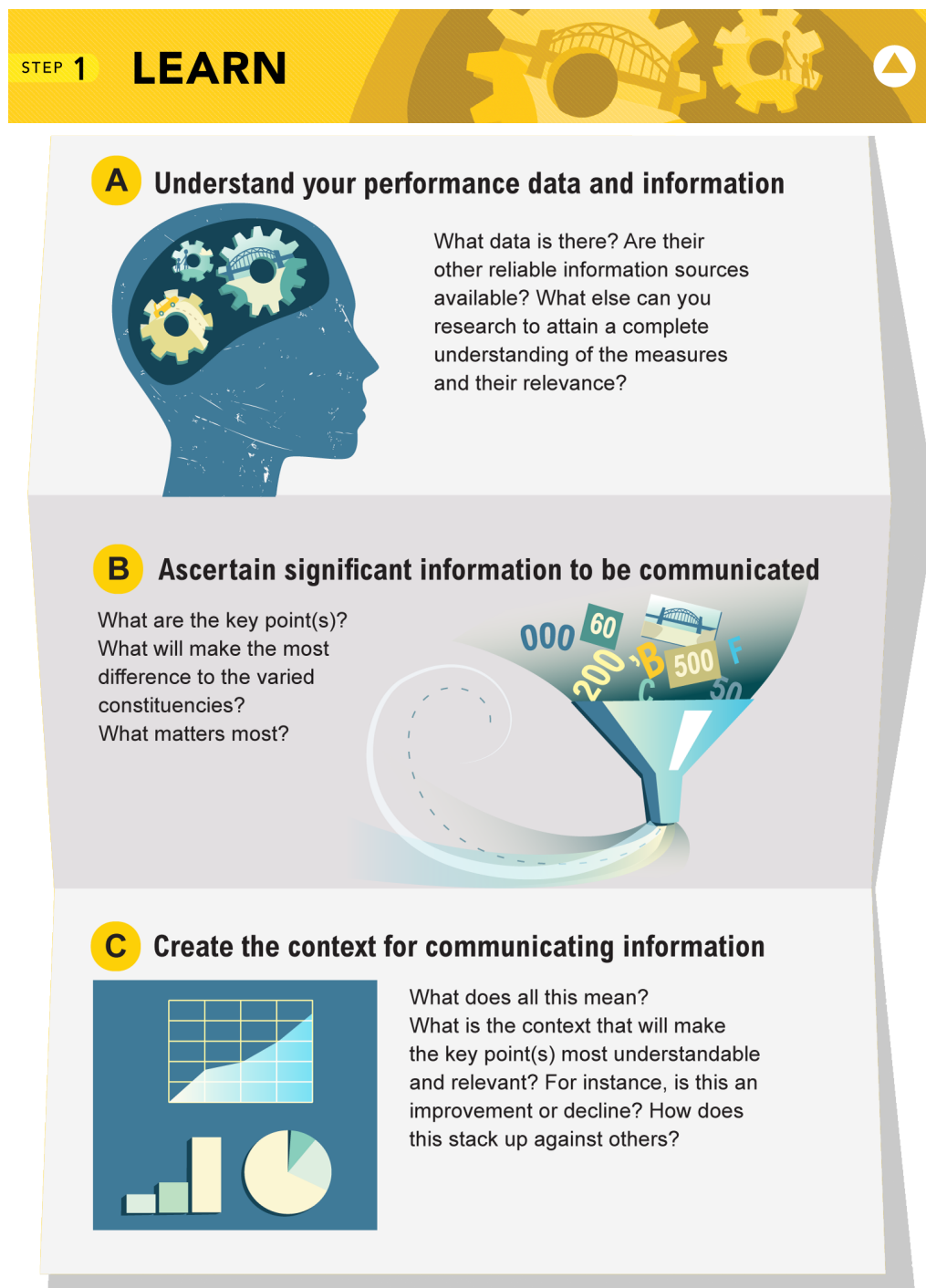


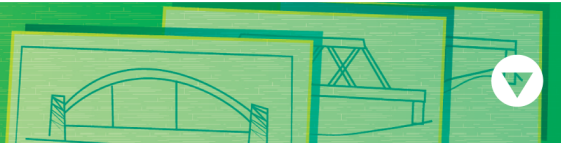
Figure 4.2 Scenario Template: Step 1



Figure 4.3 Scenario Template: Step 2

STEP 3

SKETCH

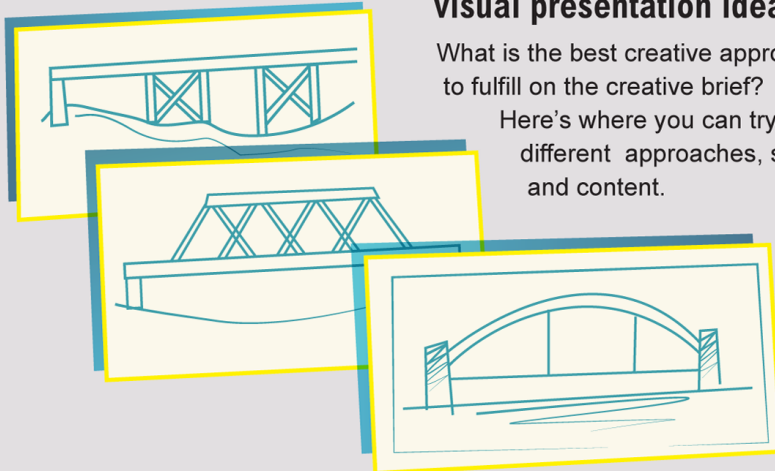


A

Draft text and sketch out several possible visual presentation ideas

What is the best creative approach to fulfill on the creative brief?

Here's where you can try different approaches, styles and content.



B

Review and select treatment that best meets creative brief criteria

What approach best meets the criteria of the creative brief? This is a good stage to double-check that the selected treatment is in line with the creative brief.



Figure 4.4 Scenario Template: Step 3

STEP 4

CREATE



A Begin creative process

Are you photographing? Illustrating? Videotaping? What is the best way to execute the concept? Here's where the creative professionals can get involved with their input.

B Finalize communications products

Does the creative product work to get the idea across?
Is it bringing the idea to life?



C Prepare materials for different usage and media



What preparation is required to have the creative product available in the previously selected media? Here's where photography is resized, videos are reformatted and illustrations are placed in a variety of materials.

Figure 4.5 Scenario Template: Step 4



Figure 4.6 Scenario Template: Step 5

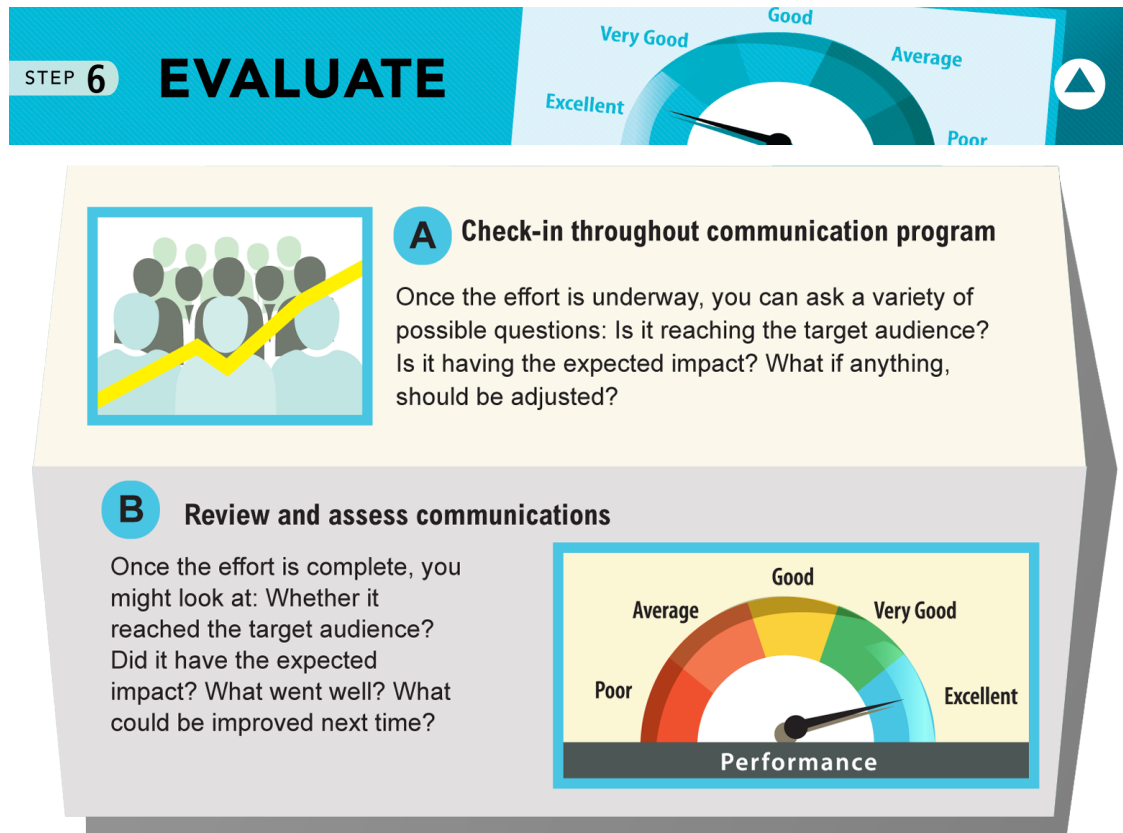


Figure 4.6 Scenario Template: Step 5

4.2. Scenarios

The communications scenarios were developed based upon the review of noteworthy communications products initial agency interviews. The communications scenarios each present a challenging—but not unusual—situation that requires performance management communications. The set of scenarios was developed to reflect a representative range of communications needs, and to provide access to a corresponding range of example noteworthy communications products.

As described in Section 5, users are able to browse the scenarios using the resource access platform. The resource access platform then enables users to step through the scenarios of interest and access selected guidance tailored to each scenario. Users are also able to access example noteworthy communications products alongside the guidance.

In this section, each scenario is shown in a summary view. For each scenario, the

following data fields are defined:

- Title
- Sub-title
- Capsule summary
- Scenario introduction
- Communications need
- Possible communications products, formats, and media

Additional data fields, not shown here, are integrated with the resource access platform for each sub-step and for the scenario as a whole. Because the resource access platform is a database-driven web application, some data fields are dynamically generated each time the scenario page is loaded in a user's web browser. Other fields are specified as part of each scenario. The integration of the infographic with the scenario-based contents of the resource access platform is described in section 5.

In addition to the scenarios shown here, scenarios can be added to the resource access platform by site administrators. The process for doing so is simple and user-friendly. See the user guide included as an appendix for more information.

Educating the public Measures and targets

Capsule summary: Technical measures for reporting transportation system performance are not familiar to the general public. The agency needs a performance management fact book to help explain the significance of its performance measures and targets using clear non-technical language.

The scenario: The agency has long relied upon well-established technical measures for reporting transportation system performance. However, these established measures are not familiar or intuitively obvious to the general public. Concepts such as travel time reliability, or percent of bridges that are structurally deficient are not clearly presented in existing performance reporting publications and as a result are widely misunderstood or misinterpreted. In order to address this issue, the agency is looking to produce a web-based performance management fact book. The fact book will clearly and simply illustrate, define, and explain its performance measures and targets in terms that are meaningful and appealing to the general public.

The communications need: The agency is seeking a series of communications products that will help educate the public on the fundamentals of performance management: what is measured, why it is measured, and why it matters.

Products: Web site, Audio / Video

Telling the story

Communicating outputs, outcomes, and impacts

Capsule summary: The agency has new performance data and/or a new performance story to tell. This scenario will focus on strategies for presenting performance data in a format that is meaningful to the general public, in this case a dashboard or web app.

The scenario: The agency is making a new commitment to performance management. The agency is looking to publish some favorable performance data as the centerpiece of its communications and outreach efforts. However, its existing performance reports are highly technical. Moreover, standard formats for presenting performance data are dense and difficult to interpret even for knowledgeable agency staff. Indeed, initial focus groups have shown that the agency's standard performance reporting publications are not effective – performance results are poorly understood by the general public when presented in the standard format. The agency wants to preserve the impact of these data but is looking to ensure appropriate data interpretation without resorting to “tech-speak.” The agency recognizes the need for communications products that will clearly present the measures and data in a manner that is meaningful to the general public. These products should function as a standalone resource that will support the agency's performance reporting for years to come.

The communications need: The agency is seeking to establish a performance reporting dashboard with a clear graphical data display that appeals to the general public.

Products: Dashboard, Application

Putting performance in perspective

Agency's performance is lagging behind peers'

Capsule summary: The agency's performance appears to lag behind that of its peer states. The agency wants to produce communications products that will help provide context for the performance gap.

The scenario: A national-level performance report shows the agency's pavement condition lagging behind that of its nearest neighbor states. In the local media, these data are being used to draw conclusions about the effectiveness of the agency's management. However, there is reason to believe that this gap does not reflect a true "apples-to-apples" comparison. Factors including data collection methods and decades-old historic condition trends tell part of the story. So, too do differences in current pavement maintenance investment levels between the states. The agency wants to be proactive in contextualizing the performance gaps. It is seeking to develop communications products that address the basis for comparison between the states' reported pavement conditions. It plans to develop a series of infographics that graphically illustrate the performance results as well as the exogenous factors that are contributing to the "apples-to-oranges" comparison.

The communications need: The agency seeks to complement the national-level performance reporting publication with a set of its own communications products. These will help make the case that such comparisons, even if based on common measures with common dimensions of performance, can still be limited by the inability to control for factors outside the agency's control.

Products: Infographic, presentation

Funding Choices

Investing in performance

Capsule summary: The agency wants to make a strong case that increased investment will result in increased performance, as the state legislature is debating a transportation funding increase.

Scenario: The state legislature is debating a transportation funding increase. If passed, the legislation could result in a nearly 20 percent increase in spending on the agency's pavement and bridge programs for each of the next eight years. The agency wants to make a strong case that increased investment will result in increased performance. The agency has modeled investment scenarios both with

and without the funding increase. Now with the modeled performance results in hand, the agency wants to pursue a two-pronged communications strategy. One element will be to prepare a presentation specifically targeting legislators. The objective of the presentation will be to show how the agency's planned investments will produce performance gains in bridge and pavement condition. In order to tell a compelling story, the presentation will maximize the use of proven examples. At the same time, the agency will launch a local advertising campaign designed to build public support for the funding increase. The objective of the effort will be to help the public see beyond the "now," and consider long-term implications of relatively higher or lower investment levels.

The communications need: The agency is seeking a set of communications products targeting multiple distinct audiences that help make the case that greater investment will result in greater value to the public. These must communicate just what will be delivered with transparency and accountability.

Products: Presentation, Advertisement

Opening for business

Preparing for a major project

Capsule summary: The agency has a major project coming before the public for the first time (such as a rehabilitated bridge or traffic engineering/streetscape improvements). The communications products will supplement the typical public participation process by focusing on the benefits the traveling public can expect.

The scenario: For years, travelers have dealt with frequent emergency maintenance of a functionally obsolete bridge on a key corridor, located close to the state capital. This has resulted in unusually high levels of congestion and delay on this corridor, which also has a significant role in freight movement in the state. Today, the agency is presenting revised plans for the new structure that will replace this bridge. To date, local media coverage has primarily focused on the cost of the bridge replacement. Expected delays and detours due to construction have also received a large share of press coverage. In presenting the case for investment in the new structure, the agency is seeking to clearly communicate the benefits that the traveling public will experience. The agency plans to develop a coordinated social media campaign that will highlight congestion/delay, freight, and safety benefits in terms that resonate with local travelers and business interests. The communications products must connect investments to performance in a transparent and accountable way.

The communications need: The agency wants to present the case for the public's investment in a new facility in a manner that highlights the impacts that the users of the system experience.

Products: Social, Brochures

Facing extreme weather Winter response

Capsule summary: The agency must manage winter maintenance – clearing the roadways of snow and ice in response to winter storms. The communications products will help explain the targets and performance results the agency has achieved highlighting the benefits experienced by the traveling public.

The Scenario: The agency must manage winter maintenance – clearing the roadways of snow and ice in response to winter storms. The agency often faces public criticism in the aftermath of such extreme weather events related to the pace of maintenance operations. However, in recent years the agency has made significant investments in fleet and equipment that have improved the efficiency of snow and ice operations. The agency seeks to develop a standard reporting format that captures the agency performance during such extreme weather events. The format will be sufficiently simple and clear in its presentation that performance information can be directly published to an agency web page. The agency also has to decide which measures are best suited to reporting winter maintenance operations. In this case, output measures are generally more readily available. Examples include relatively easy to track measures such as total miles driven by the plow fleet, tons of salt distributed, etc.

The communications need: The agency wants to develop a standard reporting template to provide information on winter maintenance operations during and after extreme weather events.

Products: Press release, Op-Ed

Reporting progress Performance management-related plans

Capsule summary: The agency is preparing to publish a required plan that will contain extensive performance reporting. The plan is lengthy, technical, and expected to be of limited interest to the general public. The agency wants to

develop additional communications products that will present the agency's impressive performance outcomes in a format that appeals to the general public.

Scenario: The agency is preparing to publish a statewide asset management plan. This publication will satisfy federal reporting requirements. As such, it is a lengthy document with closely-specified contents of a highly technical nature. However, it contains compelling information on the agency's progress in maintaining its pavement and bridge assets. The agency wants to support the required publication of the asset management plan with additional communications products that directly engage the general public. These supporting communications products will help direct public attention to the impressive performance results the agency has achieved. They will further provide additional contextual information on the relationship between the statewide transportation asset management plan, the agency's other significant planning documents, and its overall performance management program.

Communications need: The agency is seeking to develop communications products that will complement the publication of its statewide asset management plan.

Products: Report, Brochure

4.2.1. Potential additional scenarios

Several potential additional scenarios were suggested by the project panel. In addition, other candidates were identified through initial testing of the resource access platform and scenario browser. These potential candidate scenarios are presented here, with authors' notes in italics.

1. **Safety** – *This is a top concern for people when they travel so this area should be capitalized on for performance as it relates well with the public and they get it*
2. **Congestion** – *Again, another high area that resonates well. Getting from point a to point b in a timely and cost-effective manner really matters*
3. **Economic development or economic impact** – *When you can relate jobs or \$ generated from a project, that means more to the public*
4. **Freight movement** – *Such as the interconnectivity of modes, funding possibilities (using private funds to supplement state/ federal funds), etc.*

5. **Multiple** – *Scenarios where many different performance related topics come into consideration (like project delivery, which may include safety, pavement/ bridge condition, congestion, system performance, econ development, etc.). This complicates things greatly, but it is this type of broad thinking that should permeate our communications. So perhaps no scenario could be fully developed for this, but it should be the foundation and basis of each thought process and should be included in the report.*
6. **Delivering results** – *Telling the story of strong performance. The agency has a strong performance story to tell. This scenario will focus on innovative strategies for getting the message out and increasing engagement.*
7. **Sharing a vision** – *Articulating the agency's vision for the future. The agency seeks to communicate its vision for the future as part of its long range plan. The agency wants to support this publication with additional communications products. These additional products will help focus public attention on the performance targets the agency has established.*
8. **Meeting the challenge** – *Performance benefit of agency innovation. The agency has recently launched an innovative initiative (such as accelerated bridge construction techniques). The communications products will describe the benefits experienced by the travelling public.*
9. **Laying the foundation** – *The agency communications products will show how the agency's past investments have produced performance gains for today's (and tomorrow's) travellers.*
10. **Putting performance in perspective (part 2)** – *The agency's performance is lagging the national average– per a federally-required performance report. The agency seeks to supplement the required performance reporting publication. The agency wants to produce additional communications products that will help provide context for the poor performance results and present a plan for achieving future targets.*

5. Resource Access Platform

5.1. Background

The research team began development of the resource access platform following the project Kickoff Meeting. The platform development was based on panel direction, resources review and analysis, and initial interviews. The first phase of the platform, the input tool, was launched with support from AASHTO SCOPM and TransComm and remained active over the course of the project. The input tool was intended to serve as an ongoing forum to solicit input on communications products. The purpose of this was to allow PM and communications professionals to nominate specific resources for consideration as noteworthy practices and as examples for other agencies seeking to improve their own communications.

In the resource access platform, the tool is integrated with the team's resource tracking spreadsheet, database, and the rest of the draft resource access platform such that each resource can easily be categorized according to the Communicating PM Framework.

5.2. Resource Access Platform Structure

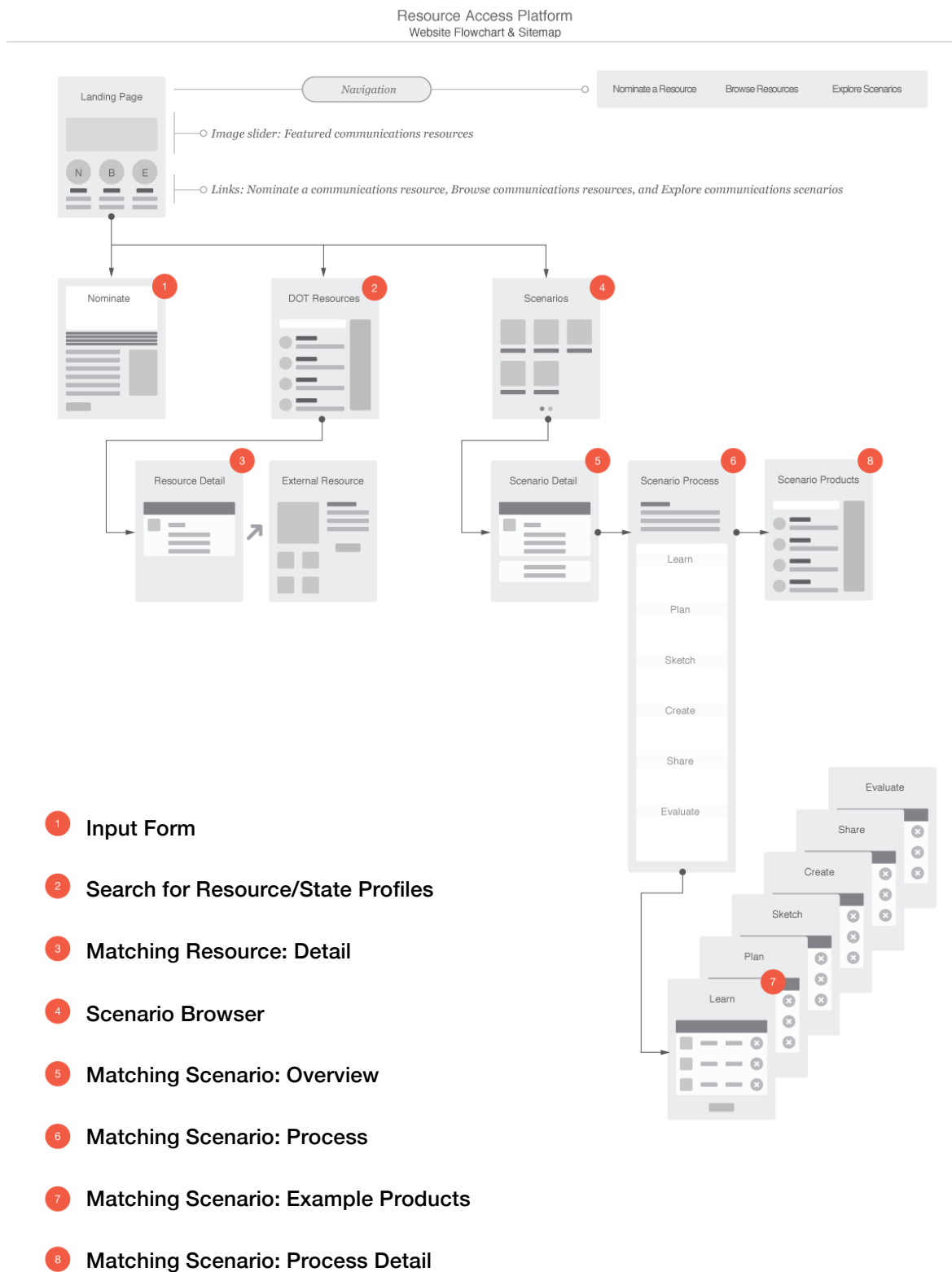
The platform is structured around three basic functions:

1. **Submit a resource** – This provides users the ability to submit a resource for inclusion in the database of noteworthy practices.
2. **Browse resources** – Users can use the search functions that are based on the Communicating PM Framework to search for and identify communications resources that are of interest or that they may want to use as a model.
3. **Explore scenarios** – The explore scenarios page allows users to access the scenarios developed in Task 4. This function also provides access to a scenario infographic and step-by-step guidance including resources and recommendations for addressing each step.

Finally, the platform contains a project home page, web site support functions, and contact information for the project team.

Figure 5.1 shows the overall structure for the platform. Each of the components of the resource access platform (the submission tool, the resource search page, and the scenario browser and scenario page) is described and illustrated in the following sections.

Figure 5.1 Platform Structure



5.2.1. Submission Tool

Background

The submission tool provides users the ability to submit a resource for inclusion in the database of noteworthy practices. The tool consists of an online nomination form through which users can upload a resource or a link to a resource. Once nominated, a submission is entered into an online repository before being added to the curated set of communications examples and lessons learned available to browse on the website.

A user can share the submission tool on Facebook, Twitter, Google+, or LinkedIn using the social media links provided on the page. The submission page also has a link for contacting the project team.

Screens

Figure 5.2 shows the submission tool as it appears to users with the nomination form on the left and contact information / social media on the right.

SHARE THE WEALTH.

NOMINATE NOTEWORTHY EXAMPLES OF COMMUNICATING TRANSPORTATION SYSTEM PERFORMANCE.

We Want Your Input!

As a transportation communications professional, you know just how hard it can be to deliver messages that resonate with your complex, demanding, and diverse transportation stakeholders. Now, with the passage of MAP-21, communicating transportation performance management information is both more important and more challenging than ever before.

We are collecting examples of performance management communications that rise to this challenge. Have you seen examples that effectively connect with audiences and get the desired messages across? Has your agency produced something that your peers can learn from? If so, we want to hear from you!

Nominate examples by sending us links, documents, photos, or your own descriptions using the form below.

Nominate an Example

Your Name (required)

Your Email (required)

Your Submission (required)

The name or title of your submission

URL (if available)

A URL where your submission can be accessed or where more info is available

Contact Email for this Submission (if available)

A person to contact for more info on this submission

Additional Comments

Any other comments you may have

Upload your Submission

Choose File no file selected

Submit Your Example

About Us

The AASHTO Standing Committee on Performance Management (SCOPM) and Subcommittee on Transportation Communications (TransComm) are working together to support research on how state DOTs are communicating and reporting on transportation system performance management.

We are currently assembling examples of noteworthy practices in communicating performance – from the transportation sector and other domains. Use the form to nominate a noteworthy practice for inclusion in this research or contact us directly [here](#).

Connect

f | t | g+ | in

Figure 5.2 Submission Tool Nomination Page

After clicking to submit a resource, users will be shown the page shown in Figure 5.3, which indicates a successful submission and provides a convenient link for additional submissions. The website features a call to action section on most pages: *“Nominate a noteworthy example for inclusion in this project!”*

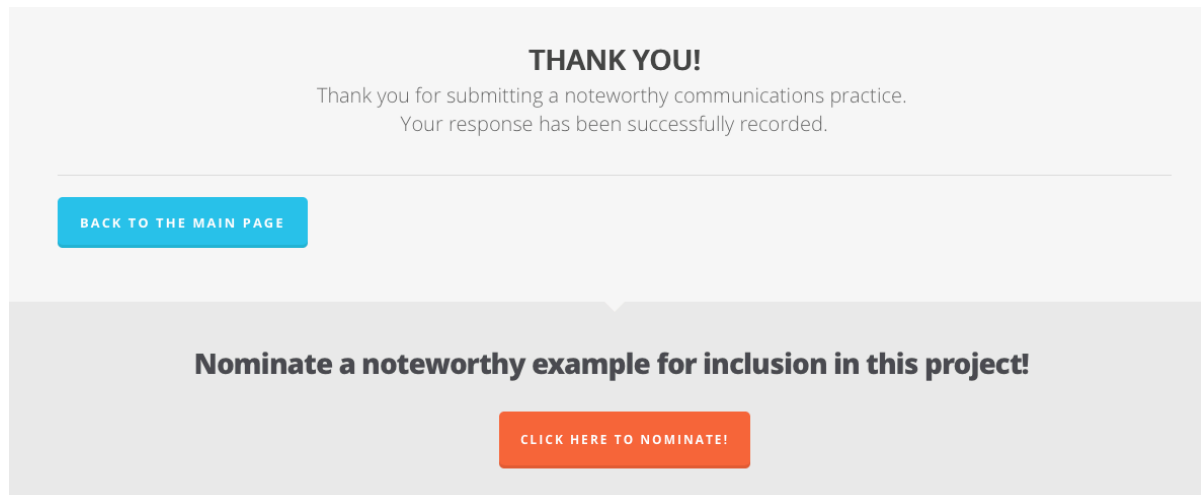


Figure 5.3 Submission Tool Thank You Page

Summary

The submission tool is a simple single-page form that allows users to quickly and easily nominate noteworthy performance management communication resources to be included in the online database. Once a resource has been submitted and approved, it is a simple process to tag the resource according to the differentiating factors outlined in Section 2. This is the first step in adding to the searchable resource database described in Section 5.2.2.

5.2.2. Communications Resource Database/Search

Background

The communications resource database is a curated set of resources nominated through the submission tool and identified through project outreach. All resources in the database are tagged according to the differentiating factors described in Section 2. A search interface allows users to sort resources according to various combinations of differentiating factors. When differentiating factors are selected in the search screen, only the resources that match the selected criteria will be shown. Selecting a resource will bring a user to that resource’s page – which includes a document overview, summary, and related resources.

Screens

The search interface page shown in Figure 5.4 sets out all the options which a user can use to search for a relevant resource. The factors and criteria are based on the tags applied to submissions by contributors and staff. Clicking on any of the factors updates the list of matching resources to the left. Clicking on one of those list items brings you to a page summarizing the resource and then to the resource itself, as shown in Figures 5.5 and 5.6.

Each factor has a number in parentheses next to it indicating the number of resources available in the database with that tag. The number will change depending on which criteria are currently selected. For example, in Figure 5.4 there are 30 resources related to Pavement as a Performance Area. If a user were to click on “Social Media” under Resource Types, the number next to Pavement would likely drop, as it would now indicate the number of Pavement resources that are also Social Media.

Clicking on “More Options” under Additional Criteria leads to a link to “Lessons Learned”. This option opens a page, shown in Figure 5.7, with the same interface elements as the noteworthy practices database browser. However, the resources listed are drawn from a curated set of “lessons learned” from practitioners: presentations, articles, and posters sharing experiences, successes and challenges associated with communicating performance management. In short, these are resources about communication, while the resources found through the “Communications Examples” search interface are examples of communications products.

DOT RESOURCES

Communications Examples

Use the checkboxes to find what you're looking for!

This page contains example communications products submitted by practitioners and collected through this site. Filter the results using the checkboxes and the resources that match your selections are displayed below. Click a resource title to view the linked resource. By default, the list of matching resources is sorted by date. Other sort options can be selected using the available drop-down list.

Matching Resources

Sort by

RESET
ALL

- Gray Notebook – WSDOT Ferries Division Quarterly Update
- The Gray Notebook 56
- The Gray Notebook 57
- Performance Reporting Gallery
- WSDOT's Handbook for Corridor Capacity Evaluation
- The 2014 Corridor Capacity Report
- WSDOT – MAP-21 Performance Management
- The Gray Notebook 54
- WSDOT Interactive Mapping for Rail Projects
- Measurement-Driven Operations Management
- Your CDOT Dollar
- CDOT – Transportation Matters
- Pure Michigan: Pure Pothole Hell
- Maricopa Association of Governments Regional Transportation Plan Project Card Viewer
- VTrans Operations Annual Report – 2014
- A day in the life of a snowplow operator
- Connecting Data, Connecting People: A Tool for Evaluating and Scoring Planned Projects
- Optimizing PennDOT's Snow Routes and Planning Process with GIS
- GIS as a Tool to Develop Opportunities for Resource Sharing between Agencies
- We Move Massachusetts Planning for Performance Tool

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Differentiating Factors

Performance Areas

- ☐ Transit (16)
- ☐ Project Delivery (21)
- ☐ Facilities (1)
- ☐ Fleet (1)
- ☐ Other Asset Types (11)
- ☐ Economic Development (13)
- ☐ Environmental Sustainability (10)
- ☐ Pavement (30)
- ☐ Bridge (28)
- ☐ Safety (31)
- ☐ System Performance (47)
- ☐ C.M.A.Q. (5)
- ☐ Operations (10)
- ☐ Bike/Ped (1)
- ☐ Freight (15)

Audience

- ☐ DOT Personnel (13)
- ☐ Planning Partners (1)
- ☐ Peer-to-Peer (3)
- ☐ Elected Official (26)
- ☐ Public (59)
- ☐ Media (17)
- ☐ DOT Leadership (14)
- ☐ U.S. DOT (1)
- ☐ Technical (13)

Message

- ☐ We're Accountable (27)
- ☐ Call to Action (1)
- ☐ Lessons Learned: Communicating Performance (2)
- ☐ Case for Funding (23)
- ☐ We've Got This (16)
- ☐ Building Trust (15)
- ☐ It's complicated (9)
- ☐ I Can Explain (8)
- ☐ Tough Choices (5)

Messenger

- ☐ DOT Program Manager (38)
- ☐ Agency Wide (26)
- ☐ DOT Communications (2)
- ☐ Elected Official (1)
- ☐ DOT Leadership (9)
- ☐ DOT PR (15)
- ☐ DOT Partner (7)
- ☐ Outside Partner/ Independent Voice (2)

Additional Criteria

Publication Date

Start Date

End Date

Resource Types

- ☐ Photo/Image (8)
- ☐ Newsletter (1)
- ☐ Blog (1)
- ☐ Press Release or Op-Ed (3)
- ☐ Presentation (5)
- ☐ Collateral or Brochure (18)
- ☐ Advertisement (2)
- ☐ Social Media (7)
- ☐ Audio/Video (11)
- ☐ Website/ Tool (21)
- ☐ Application (1)
- ☐ Map (19)
- ☐ Infographic (10)
- ☐ Report (20)
- ☐ Book (1)

Reporting Period

- ☐ Nonrecurring (26)
- ☐ Recurring (38)
- ☐ Continuous (12)
- ☐ Annual/Biennial (13)
- ☐ Monthly or Quarterly (13)

Organization Type

- ☐ All Others (2)
- ☐ Other, Transportation-Related (12)
- ☐ State DOT (61)

State

- ☐ Delaware (2)
- ☐ Maine (2)
- ☐ Maryland (3)
- ☐ Massachusetts (1)
- ☐ New Hampshire (1)
- ☐ New Jersey (9)
- ☐ Pennsylvania (4)
- ☐ Vermont (2)
- ☐ Region 2: SASHTO (5)
- ☐ Mississippi (1)
- ☐ North Carolina (2)
- ☐ Virginia (2)
- ☐ Region 3: MAASTO (19)
- ☐ Indiana (1)

More Options

Figure 5.4 Communications Resources Database

Figure 5.5 is an example of what a user sees when clicking on a resource. The page includes the resource title, subtitle, date published, resource type, a link to the resource, and a summary of the resource. A user can see additional information by clicking on “Document Details” as shown in Figure 5.6. A list of links to related resources is included at the bottom of the page.

THE GRAY NOTEBOOK 54

WSDOT's quarterly performance report on transportation systems, programs, and department management

[Document overview](#) [Document details](#)

Date published: August 1, 2014

Resource type: [Report](#)

External link: wsdot.wa.gov/publications/fulltext/graynotebook/jun14.pdf

Summary: In Washington state, water is everywhere. As a result, so are the bridges and ferries that help keep the state's economy vibrant and goods, people and services moving. WSDOT's 54th edition of its quarterly performance and accountability report, the "Gray Notebook" takes a close look at how well the agency is preserving its bridges, ferry terminals and vessels and how the state is performing in terms of transporting goods and services. In addition to quarterly articles on ferries, rail, Lean and incident response, this issue also features annual reports on how Washington state agencies are working together to make highways safer for travelers, and how obtaining certain environmental permits saves WSDOT time and resources

Related Resources:

1. [Connecting Data, Connecting People: A Tool for Evaluating and Scoring Planned Projects \(26\)](#)
2. [The Mile Marker: A Caltrans Performance Report \(23\)](#)
3. [MAPSS Performance Improvement Report \(23\)](#)
4. [Your CDOT Dollar \(22\)](#)

Figure 5.5 Communications Example: Document Overview

Figure 5.6 shows the result of clicking on “Document Details.” The performance areas, intended audience, intended message, and intended messengers are shown for the resource. As in Figure 5.5, a list of related resources is shown at the bottom. These are generated dynamically based on a calculation of the respective resources’ differentiating factors.

THE GRAY NOTEBOOK 54

WSDOT’s quarterly performance report on transportation systems, programs, and department management

Document overview

Document details

This document addresses the following performance areas:

- [Bridge](#)
- [Environmental Sustainability](#)
- [Operations](#)
- [Other Asset Types](#)
- [Pavement](#)
- [Project Delivery](#)
- [Safety](#)
- [System Performance](#)

Intended audiences: [Public](#)

Intended messages: [We're Accountable](#)

Intended messengers: [Agency Wide](#)

Related Resources:

1. [Connecting Data, Connecting People: A Tool for Evaluating and Scoring Planned Projects \(26\)](#)
2. [The Mile Marker: A Caltrans Performance Report \(23\)](#)
3. [MAPSS Performance Improvement Report \(23\)](#)
4. [Your CDOT Dollar \(22\)](#)

Figure 5.6 Communications Resource Example: Document Details

Figure 5.7 shows the Lessons Learned search interface. The differentiating factors and additional criteria are the same as those in the Communications Examples search interface. The results from this page are documents from practitioners sharing experiences communicating performance management. Individual resource pages are in the same format as shown in Figures 5.5 and 5.6. A user can switch back to the Communications Examples search interface by clicking on “View Communications Examples” at the bottom right of the page.

DOT RESOURCES

Lessons Learned

Use the checkboxes to find what you're looking for!

This page contains lessons learned from practitioners: presentations, articles, and posters sharing experiences, successes, and challenges associated with communicating performance management. Filter the results using the checkboxes and the resources that match your selections are displayed below. Click a resource title to view the linked resource. By default, the list of matching resources is sorted by by date. Other sort options can be selected using the available drop-down list.

Matching Resources

Sort by

RESET

ALL

1. Healthy Performance Measures
2. The Changing Logistics Ecosystem: Complexity Drives Data Use
3. Maryland Mobility Dashboard
4. Understanding the Intermodal Challenge
5. Multistate Mobility Performance
6. CDOT Asset Investment Management System
7. Setting Meaningful Targets: How MnDOT is Adapting Its Approach to Target Setting in an Age of Uncertainty and Fiscal Constraint
8. Putting Transportation in Layman's Terms
9. Envisioning Better State of Good Repair Performance Measures
10. Keeping the Score for the Game Our Customers Care About
11. Transportation and Economic Competitiveness
12. Making Measures Resonate with Local Officials
13. Using a New Freight Competitiveness Index
14. Intermodal Performance Measures from a Decision Maker's Perspective
15. Defining Mobility as the Movement of People and Freight
16. Measuring Truck Bottlenecks
17. Flemish Roads and Traffic Agency
18. Measuring Supply Chain Performance: Fluidity Metrics and Bottlenecks
19. Freight Fluidity: Experiences from Maryland
20. It's Not Me, It's You: Refocusing Transit Agency Data To Be About Customers and For Customers

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Differentiating Factors

Performance Areas

- ☐ Transit (9)
- ☐ Project Delivery (1)
- ☐ Facilities (1)
- ☐ Other Asset Types (4)
- ☐ Economic Development (6)
- ☐ Environmental Sustainability (5)
- ☐ Pavement (8)
- ☐ Bridge (7)
- ☐ Safety (7)
- ☐ System Performance (32)
 - ☐ C.M.A.Q. (1)
 - ☐ Operations (18)
 - ☐ Bike/Ped (2)
 - ☐ Freight (13)

Audience

- ☐ Planning Partners (1)
- ☐ Peer-to-Peer (54)
- ☐ Elected Official (1)
- ☐ Public (3)
- ☐ Media (2)
- ☐ U.S. DOT (1)
- ☐ Technical (54)

Message

- ☐ We're Accountable (1)
- ☐ Call to Action (1)
- ☐ Lessons Learned: Communicating Performance (55)
- ☐ Case for Funding (1)
- ☐ We've Got This (1)

Messenger

- ☐ Agency Wide (3)
- ☐ DOT Communications (1)
- ☐ Technical (49)
- ☐ Elected Official (1)
- ☐ DOT Leadership (1)
- ☐ DOT Partner (8)
- ☐ Outside Partner/ Independent Voice (7)

Additional Criteria

Resource Types

- ☐ Presentation (55)
- ☐ Map (3)
- ☐ Infographic (3)

Organization Type

- ☐ All Others (7)
- ☐ Other, Transportation-Related (27)
- ☐ State DOT (14)

State

- ☐ Region 1: NASTO (11)
 - ☐ District of Columbia (1)
 - ☐ Maryland (3)
 - ☐ Massachusetts (3)
 - ☐ New York (1)
 - ☐ Rhode Island (3)
- ☐ Region 2: SASHTO (7)
 - ☐ Florida (5)
 - ☐ Tennessee (1)
- ☐ Region 3: MAASTO (5)
 - ☐ Illinois (1)
 - ☐ Minnesota (1)
 - ☐ Missouri (1)
 - ☐ Wisconsin (1)
- ☐ Region 4: WASHTO (10)

VIEW COMMUNICATIONS
EXAMPLES

Figure 5.7 Lessons Learned Database

Summary

Resources nominated through the submission tool are tagged using differentiating factors and additional criteria and added to the database. Users can browse the database and sort resources according to any mix of factors and/or criteria. The list of resources displayed on the search interface will update depending on which criteria and factors are selected. Clicking on a resource opens the individual resource page which has details including a summary, date published, tagged criteria and factors, and a link to the resource. Users can browse Lessons Learned as well as Communications Examples.

5.2.3. Communications Scenario Browser

Background

The Communications Scenario Browser is intended to help transportation professionals facing a specific communication need related to performance management. The example scenarios are designed to help illustrate potential approaches to developing performance management communications and to be generic enough so that a user can find parallels to their own situation despite the specifics being different. The resource access platform allows users to browse the scenarios from the “Scenarios” page. From this page, users can step through the scenarios of interest and access selected guidance tailored to each scenario. Users are also able to access example noteworthy communications products alongside the guidance.

Screens

The Scenario Browser shown in Section 5.2.3 allows users to select a communications scenario from a list of those explained in Section 4. Once a scenario is selected, a short descriptive scenario overview appears.

SCENARIOS

The following communications scenarios each present a challenging situation requiring performance management communications. You can browse the scenarios in order to access noteworthy communications products and selected guidance.

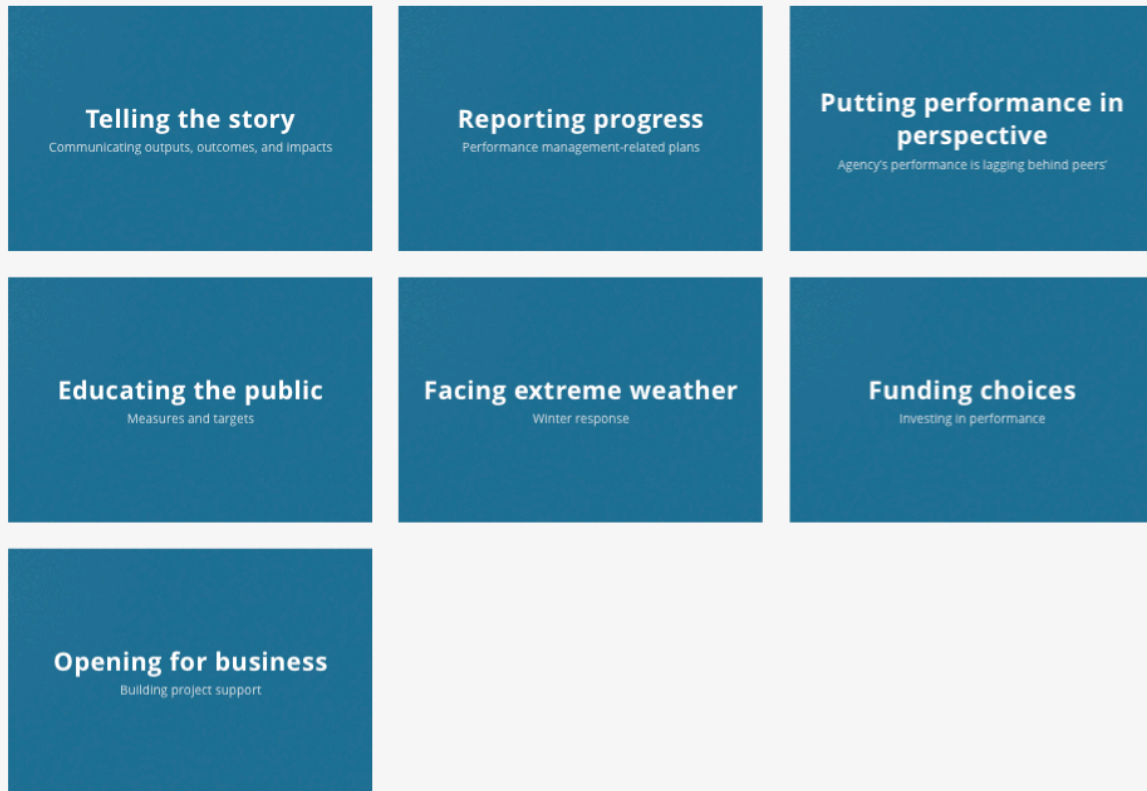


Figure 5.8 Scenario Browser Homepage

Each scenario summary page presents a brief description of the respective scenario. The summary pages present the following information for each scenario:

- Title
- Sub-title
- Capsule summary
- Scenario introduction
- Communications need

By clicking to “Continue to the Guidance” on the scenario summary shown in Figure 5.9, the user arrives at a screen shown in Figure 5.10 with the six steps of the communicating performance management process. The user then is able to advance through the six steps in the communicating performance management process, with each tailored as applicable to the scenario that has been selected.

FACING EXTREME WEATHER

The Scenario

The agency must manage winter maintenance – clearing the roadways of snow and ice in response to winter storms. The agency often faces public criticism in the aftermath of such extreme weather events related to the pace of maintenance operations. However, in recent years the agency has made significant investments in fleet and equipment that have improved the efficiency of snow and ice operations. The agency seeks to develop a standard reporting format that captures the agency performance during such extreme weather events. The format will be sufficiently simple and clear in its presentation that performance information can be directly published to an agency web page. The agency also has to decide which measures are best suited to reporting winter maintenance operations. In this case, output measures are generally more readily available. Examples include relatively easy to track measures such as total miles driven by the plow fleet, tons of salt distributed, etc.

Capsule summary:
The agency must manage winter maintenance – clearing the roadways of snow and ice in response to winter storms. The communications products will help explain the targets and performance results the agency has achieved highlighting the benefits experienced by the traveling public.

The communications need:
The agency wants to develop a standard reporting template to provide information on winter maintenance operations during and after extreme weather events.

CONTINUE TO THE GUIDANCE

Figure 5.9 Example Scenario Title Page

The scenario page shows each step in the six-step process for developing communications products. The user clicks on each individual step — as shown in Figure 5.10 — to view more detailed information on that step. Once the user clicks on a step, it expands and communications guidance for each scenario is displayed. Links are provided to relevant examples of noteworthy communications practices that seek to address a communications challenge similar to the specified scenario.

FACING EXTREME WEATHER

The agency wants to develop a standard reporting template to provide information on winter maintenance operations during and after extreme weather events.

The Process

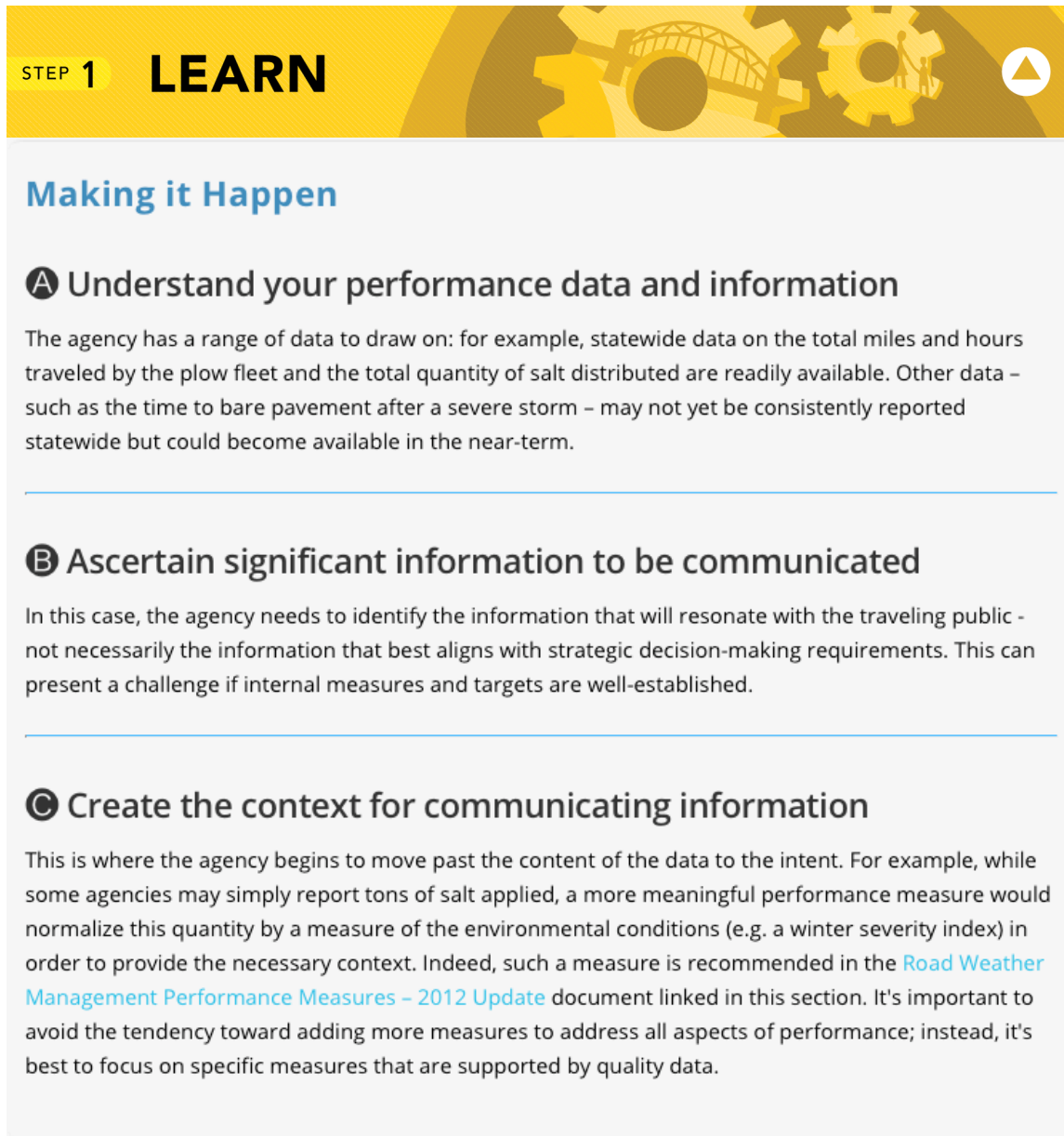
Click and expand each step in the process for more information and to access useful resources.



Figure 5.10 Example Scenario Process Page

Each step in the six-step process has the same internal structure. Sub-steps are ordered in a list that corresponds to the scenario infographic. Clicking on the infographic toggles the display to reveal the infographic at a large scale.

Examples of the process steps, infographics, and links for each step are presented in figures 5.11-5.21.



STEP 1 LEARN

Making it Happen

A Understand your performance data and information

The agency has a range of data to draw on: for example, statewide data on the total miles and hours traveled by the plow fleet and the total quantity of salt distributed are readily available. Other data – such as the time to bare pavement after a severe storm – may not yet be consistently reported statewide but could become available in the near-term.

B Ascertain significant information to be communicated

In this case, the agency needs to identify the information that will resonate with the traveling public - not necessarily the information that best aligns with strategic decision-making requirements. This can present a challenge if internal measures and targets are well-established.

C Create the context for communicating information

This is where the agency begins to move past the content of the data to the intent. For example, while some agencies may simply report tons of salt applied, a more meaningful performance measure would normalize this quantity by a measure of the environmental conditions (e.g. a winter severity index) in order to provide the necessary context. Indeed, such a measure is recommended in the [Road Weather Management Performance Measures – 2012 Update](#) document linked in this section. It's important to avoid the tendency toward adding more measures to address all aspects of performance; instead, it's best to focus on specific measures that are supported by quality data.

Figure 5.11 Example Scenario Step 1: Making it Happen

A Understand your performance data and information



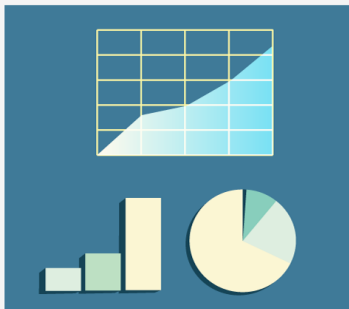
What data is there? Are there other reliable information sources available? What else can you research to attain a complete understanding of the measures and their relevance?

B Ascertain significant information to be communicated

What are the key point(s)?
What will make the most difference to the varied constituencies?
What matters most?



C Create the context for communicating information



What does all this mean?
What is the context that will make the key point(s) most understandable and relevant? For instance, is this an improvement or decline? How does this stack up against others?

Step 1 Links:

A useful primer on the topic is provided by the FHWA ITS Joint Program Office publication: Road Weather Management Performance Measures – 2012 Update, linked below. Another technical document, Levels of Service in Winter Maintenance Operations: A Survey of State Practice Prepared for the Clear Roads Pooled Fund Study by CTC & Associates LLC and the WisDOT Research & Library Unit is also linked.

- <http://ntl.bts.gov/lib/51000/51000/51065/26615E33.pdf>
- http://clearroads.org/wp-content/uploads/dlm_uploads/tsr-levels-of-service.pdf

Figure 5.12 Example Scenario Step 1: The Big Picture



Making it Happen

A Define Your Target Audience

Successful communications resemble a conversation with real person – it's not about addressing something impersonal. Turning abstracts like "the public" into "someone driving to work on the highway who is delayed because of winter weather" will help focus the effort.

B Determine How Best to Engage the Audience

Take thinking personally one step further. Personalize the target audiences. Do they want a quick summary (probably) or do they have the time and inclination to study details (unlikely)? Thinking about how friends, family, and colleagues engage with information will help to define the best media for the job. This case calls for a clear graphical treatment that requires minimal explanatory text. The product can carry additional "layers" of information, but it should be intelligible at a glance.

C Describe the Key Message

In 15 words or less, what's the main takeaway? The fact that the agency is responding to winter weather quickly and efficiently is great. But the bottom line is: getting winter travelers from point A to point B more reliably and safely.

D Establish Clear, Measurable Goals

It is important to assess whether a communication effort is working. This requires an understanding that communication is about reaching a target audience and being understood – not necessarily about management actions being taken. Consider metrics that would indicate that the effort provides meaningful information to the target audience – and can feasibly be measured in a consistent, timely, and accurate manner. If the primary means of distributing the final product is via the agency's website and social media channels, measures of audience engagement such as number of "shares" or "likes" (or the rate of "shares" or "likes") may be a good fit. If the final product is a PDF (for example a map), a basic download rate or count could do the trick. If the product includes a dynamic map, a count of user interaction "events" might be a candidate.

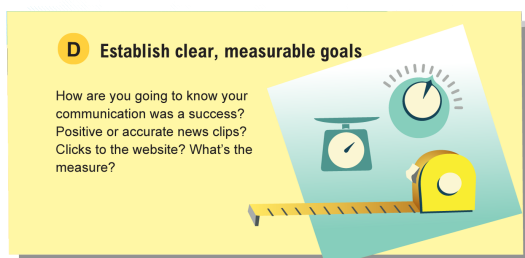
E Compile the Communications Plan

Once the measures, context, audience, message, and media are established it is time to write up a plan. This will be the document that guides all that comes next so it's advisable to engage stakeholders as much as possible at this stage. A good communication plan can't be drafted in a vacuum. In drafting this plan, there are some important considerations to keep in mind: since the key information has a strong spatial component, a map-based treatment may be the best-suited. But the appropriate scale will depend on many factors; perhaps most important among these is the granularity of your performance data.

F Write the Creative Brief

Using the communication plan, develop a one- to two-page document that provides the basis for evaluating creative concepts. What's the feel? What style is appropriate? What limitations – words, colors, format, etc. – does the creative team need to know about? This product will not only carry important system performance information; it also has the potential to communicate public safety information. A clear informational hierarchy should reserve some means of adding the greatest emphasis to this critical content, if and when it is needed.

Figure 5.13 Example Scenario Step 2: Making it Happen

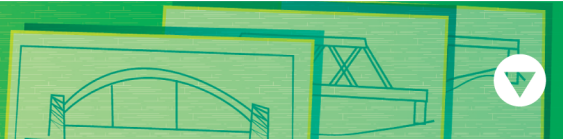


Step 2 Links:

The final report for NCHRP Project 6-17, Performance Measures for Snow and Ice Control Operations, while technical, includes valuable discussion of measures of public satisfaction. This document, along with a condensed summary, is linked below:

- http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_w136.pdf
- http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rtd_335.pdf

Figure 5.14 Example Scenario Step 2: The Big Picture



Making it Happen

A Draft Text and Sketch Out Several Possible Visual Presentation Ideas

Brainstorm alone or with a group. Think of ways to express the message. Let the ideas flow uncritically. Ideally at this point it is possible to draw up three treatments that would work. Because this effort is designed to develop a reporting template, it needs to reconcile the tension between spotlighting the most recent performance data without obscuring long-term trends or targets (benchmarks). It's not uncommon for the first drafts to suffer from "information overload." This process is all about paring back and simplifying.

B Review and Select Criteria Treatment that Best Meets Creative Brief Criteria

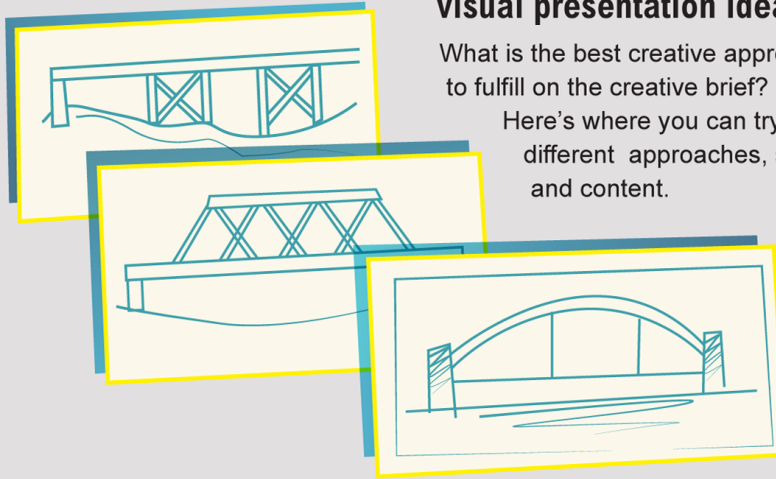
Now review the three best ideas against the creative brief. Which one meets all the criteria? Using the creative brief, circle back to stakeholders and make sure there is alignment on the concept. Because of the close connection to traveler safety, it's especially important to maintain an appropriate tone and to avoid lighthearted concepts that might not sit well with key stakeholders.

Figure 5.15 Example Scenario Step 3: Making it Happen

A Draft text and sketch out several possible visual presentation ideas

What is the best creative approach to fulfill on the creative brief?

Here's where you can try different approaches, styles and content.



B Review and select treatment that best meets creative brief criteria

What approach best meets the criteria of the creative brief? This is a good stage to double-check that the selected treatment is in line with the creative brief.



Step 3 Links:

Examples from three states – Rhode Island (with two sites), Virginia, and Colorado – are shown here to illustrate the variety of approaches agencies take in presenting winter maintenance performance information, ranging from near real-time traveler information to high-level retrospective snapshots.

- <http://www.dot.ri.gov/performance/Dashboard.php>
- <http://www.dot.ri.gov/about/winter.php>
- <http://www.vdotplows.org>
- <https://www.codot.gov/content/travelcenter/SnowPlowLtdCoverage/LtdPlowCoverage.html>

Figure 5.16 Example Scenario Step 3: The Big Picture



Making it Happen

A Begin Creative Process

This is where concepts turn into products – and it's just as important to be technically accurate as it is to have creative flair. To achieve this, technical staff (e.g. engineers, planners) and creative staff (communications, designers, developers) need a shared vision and common objectives. This is why the creative brief is so important. It provides a foundation for this collaboration. In this case, your GIS team is likely to be involved, bringing additional stakeholders to the table (along with opinions on composition, format, and layout!)

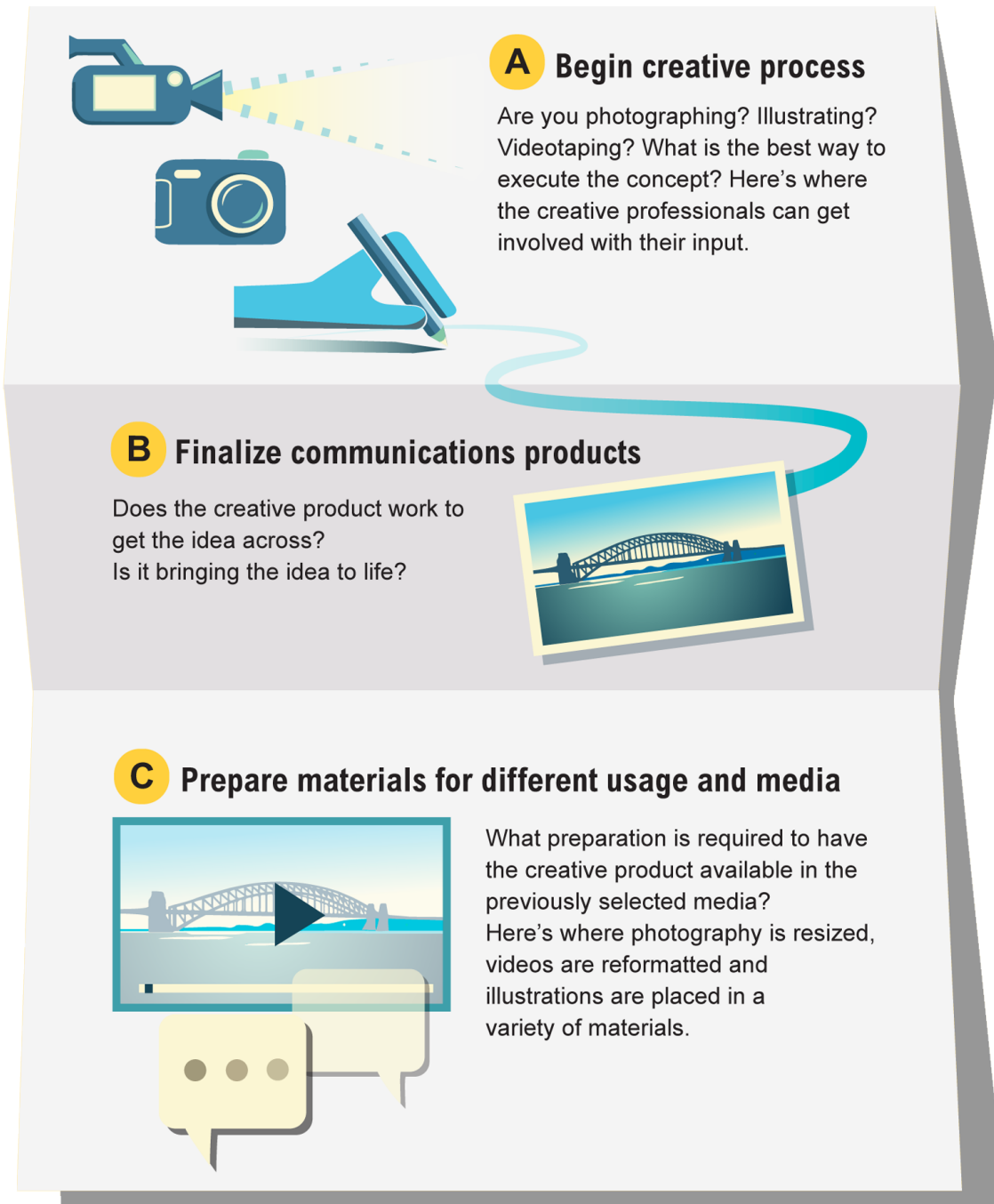
B Finalize Communications Products

This is final critical QA/QC step. Be sure your information is accurate. Check that it is correctly produced. Then go back and look at that creative brief and communication plan once again – and make sure it's still on target. Because this effort is designed to develop a reporting template it not only involves designing a finished product, it also involves designing a workflow for effectively utilizing that product. This means considering how the design will adapt going forward as targets, timeframes, responsible parties, data formats, software packages, and media platforms change.

C Prepare Materials for Different Usage and Media

Now it's time to complete the technical steps to prepare the creative product for dissemination. Check and double check file sizes, colors, permission to use images, and anything else that needs to be in order. One advantage of digital production and distribution is that corrections and edits can be made on an ongoing basis. The corresponding challenge is that these products must be planned and maintained for a much longer lifecycle.

Figure 5.17 Example Scenario Step 4: Making it Happen



Step 4 Links:

Despite the availability of powerful graphics applications, producing professional art files is more challenging than ever simply due to the proliferation of media platforms, screen dimensions, specs, and standards that designers and marketers must respect. One marketer's media cheat sheet helps make sense of this complex landscape. Also linked, a page from Iowa DOT that demonstrates how an agency can provide easy access to high-quality art files – in this case images developed through the Clear Roads Pooled Fund.

- https://prohibitionpr.co.uk/wp-content/uploads/2014/09/Social-Media-Cheat-Sheet_AW1.jpg
- <http://www.iowadot.gov/maintenance/logos.html>

Figure 5.18 Example Scenario Step 4: The Big Picture



Making it Happen

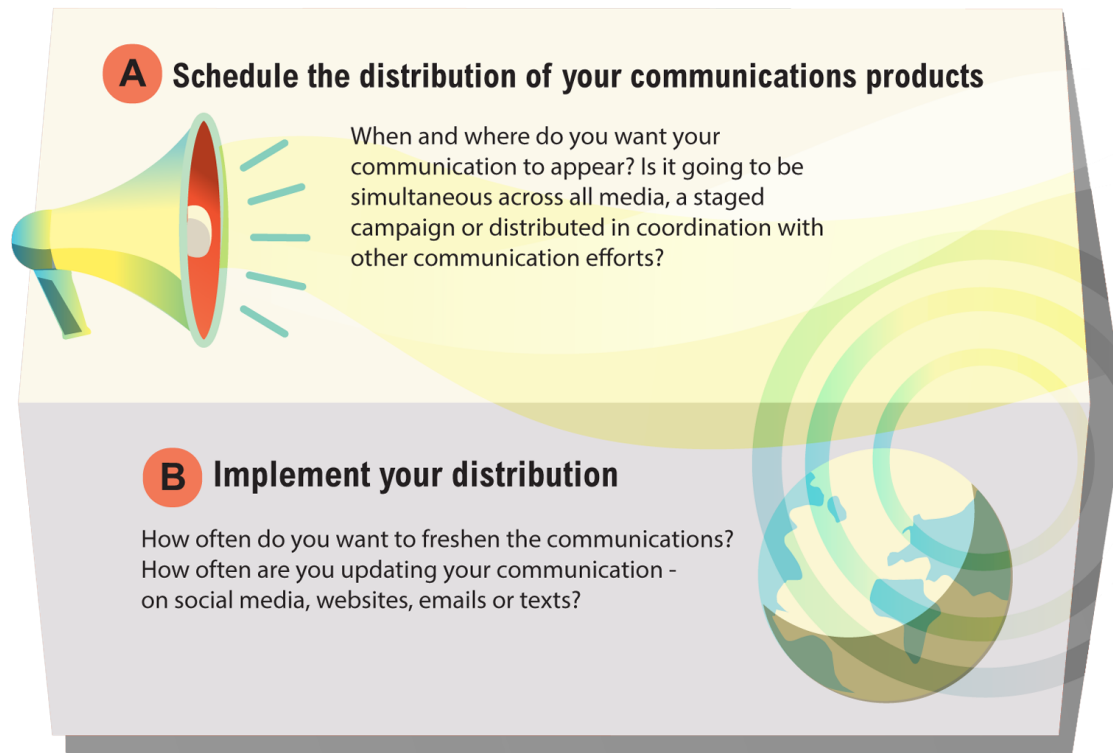
A Schedule the Distribution of Your Communications Products

Execute your media plan. Coordinate distribution, making sure you have the right materials for the right medium. Double check run dates with publications, launch dates with your team, and calendar dates with yourself! Will the printer deliver your materials in time? Is your webmaster ready to go live as soon as the board meeting is over? It's important to remember that communications products take on a life of their own once they're published! Comparisons will undoubtedly be drawn that were never anticipated when the products were drafted. It pays to remember that framing appropriate apples-to-apples comparisons is a key responsibility of managing and executing a communications campaign.

B Implement Your Distribution

You've launched. Congratulations! Is there time-sensitive information? Make sure you're updating it. Will the information be around for a while? Perhaps you want to consider freshening it to keep it relevant. Failing to anticipate the requirements of long-term maintenance can severely limit the value of the finished product (for example, if the resources needed to keep data up-to-date are lacking).

Figure 5.19 Example Scenario Step 5: Making it Happen

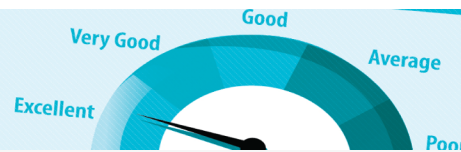


Step 5 Links:

The link below is a U.S. map published by Washington State DOT showing the average road salt use of many state DOTs. It provides a reminder of the unanticipated (and perhaps unwelcome) comparisons that will so often be made.

- <http://www.wsdot.com/winter/files/Saltcompmap.pdf>

Figure 5.20 Example Scenario Step 5: The Big Picture



Making it Happen

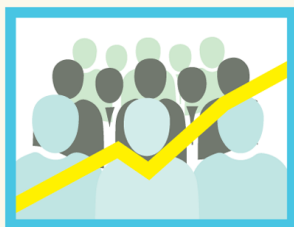
A Check-In throughout Communication Program

As you begin getting feedback, check it against your plan. Is it working the way you had intended? Then maybe just a tweak or two is needed. Is your audience missing the key message? A more major overhaul might be necessary. This involves assessing your performance against the measures and objectives you established for the effort back in step 2. But beyond that, it also means assessing whether those were the right measures in the first place.

B Review and Assess Communications

Finishing your effort is really the start of the next one. What are the lessons learned? Do you have the data you need? Have you defined the right target audience? Is your message clear? Were your goals appropriate? Did the visuals serve to enhance communication? How well did the team work together? Where were the problems? This information helps you plan better for the next round.

Figure 5.21 Example Scenario Step 6: Making it Happen



A Check-in throughout communication program

Once the effort is underway, you can ask a variety of possible questions: Is it reaching the target audience? Is it having the expected impact? What if anything, should be adjusted?

B Review and assess communications

Once the effort is complete, you might look at: Whether it reached the target audience? Did it have the expected impact? What went well? What could be improved next time?



Step 6 Links:

The first link is to a contractor's final report, Developing and Evaluating Safe Winter Driving Messages. This research, conducted through the Clear Roads Pooled Fund, provides an easy-to-understand example of using customer surveys to refine and develop new collateral. The second link below, to a behind-the-scenes look at Chicago's "Plow Tracker" app and the many comments it has accrued, reveals both the benefits and risks associated with a robust communications and engagement plan.

- http://clearroads.org/wp-content/uploads/dlm_uploads/08-02_WisDOT-0092-09-21_Safe-Winter-Driving-Messages-final-report.pdf
- <https://www.youtube.com/watch?v=pySFAncv0A&feature=youtu.be>

Figure 5.22 Example Scenario Step 6: The Big Picture

Summary

The scenario browser provides a means to access scenario-based communications guidance and resources. These consist of an integrated infographic and guidance for each step of the six-step communications development process, supplemented by links to related resources. Each step contains toggles to show or hide the contents of each step and to view the infographic in detail.

5.3. User Guide

An additional product of this project is a user guide for ongoing administration of the resource access platform. This user guide was created to support the stewardship plan described in section 6.2. The guide provides an overview of the resource access platform administrative processes and step-by step-guidance for basic workflows. The guide is included as an appendix to this report.

6. Next Steps

6.1. Overview

This section presents next steps for extending the NCHRP Project 20-24(93)B(02) research products after the conclusion of the project. It contains two sections addressing: 1) the ongoing stewardship of the resource access platform and 2) the potential for expanding the resource access platform by introducing additional scenarios. The resource access platform was designed expressly to support these extensions with minimal administrative burden.

6.2. Website Stewardship

The AASHTO SCOPM Communications Task Force has agreed to take ownership on disseminating the products of this research and stewarding the use of the products. At the conclusion of NCHRP Project 20-24(93)B(02), the hosting of the resource access platform will be transferred to AASHTO. This transferal can be effected immediately upon the formal conclusion of the project, based on the priorities of AASHTO SCOPM. In order to support this capability, the resource access platform has been developed and is currently maintained as a free-standing web application. All files necessary for the ongoing maintenance of the resource access platform are currently collected online and can be provided to AASHTO in a single self-contained package.

The resource access platform and each of its key components have been designed to be easily maintained and updated by AASHTO. These key components include the scenarios, the resource base, the framework (tagging structure), and the submittal tool. This flexibility and extensibility is important in order to reflect the advancing state of the practice – particularly given rapid developments in response to MAP-21 rulemaking and implementation.

The user guide included as an appendix provides instructions on maintenance and upkeep. These instructions have been drafted in a clear style and at a level of detail sufficient to ensure that site maintenance can be managed by junior-level AASHTO staff, as appropriate.

Ongoing maintenance will help insure the site kept is in good working order and that the contents of the site remain relevant, accurate, and up-to-date. Equally important to achieving this goal are efforts to promote the site to the DOT community. Whether lead by AASHTO SCOPM, AASHTO staff, or project team members, such effort could include: updates and calls for submissions at relevant committee meetings (e.g. AASHTO SCOPM, TRB Performance Management

Committee); outreach via established mailing lists (e.g. TransComm, SCOPM); and more targeted email outreach to practitioners who have previously submitted a resource.

6.3. Additional Scenarios

Once the ongoing stewardship model is well established the resource access platform will require minimal maintenance. However, the value to practitioners of the resource access platform will increase as additional scenarios are added and the range of available scenarios is expanded. Because the resource access platform is a database-driven web application, it is possible to load additional scenarios with no system configuration, using a simple graphical interface. This option is available to any site user with administrative access. The process for adding a new scenario is described in the user guide included as an appendix.

Several potential additional scenarios were suggested by the project panel for inclusion after the conclusion of this project. Potential candidates were identified through initial testing of the resource access platform and scenario browser. These potential candidate scenarios are included in table 6.1 below.

A further potential enhancement of the resource access platform could include an option to collect suggestions for additional scenarios via the resource submittal tool.

Table 6.1 Potential additional scenarios

Scenario Title or Concept	Comments and Description
Safety	This is a top concern for people when they travel so this area should be capitalized on for performance as it relates well with the public and they “get it”
Congestion	Again, another high area that resonates well. Getting from point a to point b in a timely and cost-effective manner really matters
Economic development or economic impact	When you can relate jobs or \$\$ generated from a project, that means more to the public
Freight movement	Such as the interconnectivity of modes, funding possibilities (using private funds to supplement state/federal funds), etc.
Multiple	Scenarios where many different performance-related

	<p>topics come into consideration (like project delivery, which may include safety, pavement/ bridge condition, congestion, system performance, econ development, etc.). This complicates things greatly, but it is this type of broad thinking that should permeate our communications. So perhaps no scenario could be fully developed for this, but it should be the foundation and basis of each thought process and should be included in the report.</p>
Delivering results	<p>Telling the story of strong performance. The agency has a strong performance story to tell. This scenario will focus on innovative strategies for getting the message out and increasing engagement.</p>
Sharing a vision	<p>Articulating the agency's vision for the future. The agency seeks to communicate its vision for the future as part of its long range plan. The agency wants to support this publication with additional communications products. These additional products will help focus public attention on the performance targets the agency has established.</p>
Meeting the challenge	<p>Performance benefit of agency innovation. The agency has recently launched an innovative initiative (such as accelerated bridge construction techniques). The communications products will describe the benefits experienced by the travelling public.</p>
Laying the foundation	<p>Benefits of past transportation investments. The agency communications products will show how the agency's past investments have produced performance gains.</p>
Putting performance in perspective (part 2)	<p>Agency's performance is lagging national average. The agency's performance is lagging the national average—per a federally-required performance report. The agency seeks to supplement the required performance reporting publication. The agency wants to produce additional communications products that will help provide context for the poor performance results and present a plan for achieving future targets.</p>

Appendix A. Flyers

Communicating Performance Management

State DOTs Continuing to “Tell the Story”

Excellent

Average

As a transportation communications professional, you know just how hard it can be to deliver messages that resonate with your complex, demanding, and diverse transportation stakeholders. The AASHTO Standing Committee on Performance Management (SCOPM) is supporting research on how state DOTs are communicating and reporting on transportation performance management. The objectives of this effort are to:

- Identify and highlight noteworthy practices in communicating transportation system performance
- Develop resources to support state DOTs' communications efforts

One product of this research, conducted through NCHRP Project 20-24(93)B(02), is a website that collects examples of noteworthy communications products – and provides tools to help you support your agency's performance management communication and reporting. You can use the site to discover examples of noteworthy performance management communications and to access selected guidance for practitioners. The site has three core functions:

SHARE THE WEALTH.
NOMINATE NOTEWORTHY EXAMPLES OF COMMUNICATING TRANSPORTATION SYSTEM PERFORMANCE.

We Want Your Input!
As a transportation communications professional, you know just how hard it can be to deliver messages that resonate with your complex, demanding, and diverse transportation stakeholders. Now, with the passage of NCHRP 20-24(93)B(02), communicating transportation performance management information is both more important and more challenging than ever before.

We are currently seeking examples of noteworthy products in communicating performance management. You can submit your nomination in a number of ways: by email, by phone, or by mail. Use the form to nominate a noteworthy product for inclusion in this research or contact us directly.

Nominate an Example
Your Name (required)
Your Email (required)
Your Submission (required)
LPI, if available
Contact Email for the Submission (if available)
Additional Comments
Upload your Submission
Submit Your Nomination

DOT RESOURCES

Use the checkboxes to find what you're looking for!

Matching Resources

Search	Filter
1. Accessibility	2. Accessibility
3. Accessibility	4. Accessibility
5. Accessibility	6. Accessibility
7. Accessibility	8. Accessibility
9. Accessibility	10. Accessibility
11. Accessibility	12. Accessibility
13. Accessibility	14. Accessibility
15. Accessibility	16. Accessibility
17. Accessibility	18. Accessibility
19. Accessibility	20. Accessibility
21. Accessibility	22. Accessibility
23. Accessibility	24. Accessibility
25. Accessibility	26. Accessibility
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29. Accessibility	30. Accessibility
31. Accessibility	32. Accessibility
33. Accessibility	34. Accessibility
35. Accessibility	36. Accessibility
37. Accessibility	38. Accessibility
39. Accessibility	40. Accessibility
41. Accessibility	42. Accessibility
43. Accessibility	44. Accessibility
45. Accessibility	46. Accessibility
47. Accessibility	48. Accessibility
49. Accessibility	50. Accessibility
51. Accessibility	52. Accessibility
53. Accessibility	54. Accessibility
55. Accessibility	56. Accessibility
57. Accessibility	58. Accessibility
59. Accessibility	60. Accessibility
61. Accessibility	62. Accessibility
63. Accessibility	64. Accessibility
65. Accessibility	66. Accessibility
67. Accessibility	68. Accessibility
69. Accessibility	70. Accessibility
71. Accessibility	72. Accessibility
73. Accessibility	74. Accessibility
75. Accessibility	76. Accessibility
77. Accessibility	78. Accessibility
79. Accessibility	80. Accessibility
81. Accessibility	82. Accessibility
83. Accessibility	84. Accessibility
85. Accessibility	86. Accessibility
87. Accessibility	88. Accessibility
89. Accessibility	90. Accessibility
91. Accessibility	92. Accessibility
93. Accessibility	94. Accessibility
95. Accessibility	96. Accessibility
97. Accessibility	98. Accessibility
99. Accessibility	100. Accessibility

Differentiating Factors

Additional Criteria

Audience

Message

Messenger

SCENARIOS

The following communications scenarios each present a challenging situation requiring performance management communications. You can browse the scenarios in order to access noteworthy communications products and selected guidance.

Telling the story
Communicating the story of performance management

Reporting progress
Reporting progress on performance management

Putting performance in perspective
Putting performance in perspective

Educating the public
Educating the public about performance management

Facing extreme weather
Facing extreme weather

Funding choices
Funding choices

Opening for business
Opening for business

Balancing Needs
Balancing Needs

Nominate a noteworthy example for inclusion in this project
[Click here to nominate](#)

1. Nominate Noteworthy Examples. Nominate examples of great performance management communications by submitting links, documents, photos, or your own descriptions using the site's submission tool.

2. Browse Communications Products. Browse a curated collection of noteworthy communications examples in an easily-searchable database. Enter specific search criteria and view matching examples.

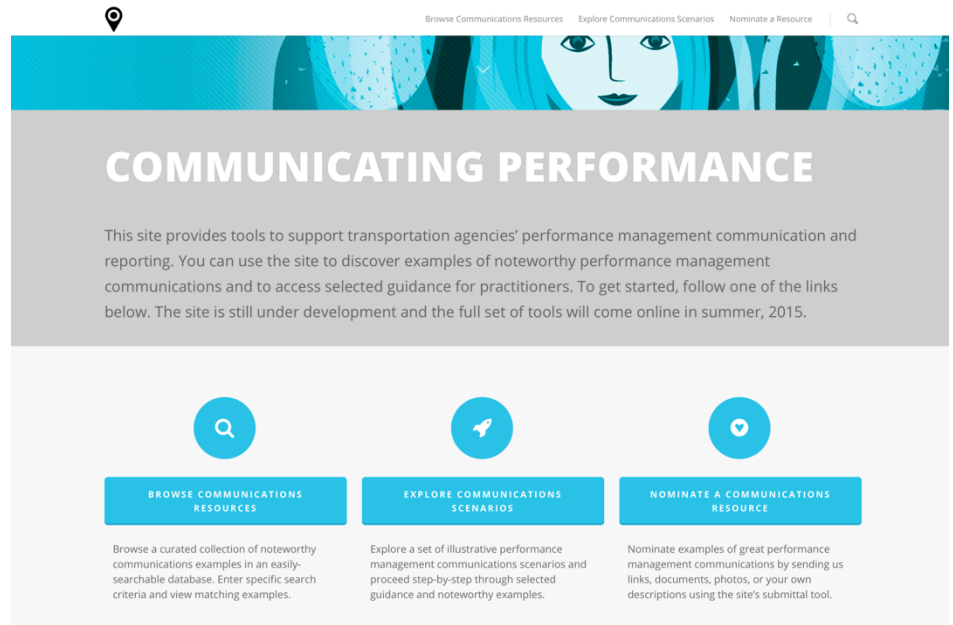
3. Explore Communications Scenarios. Explore a set of illustrative performance management communications scenarios and proceed step-by-step through selected guidance and noteworthy examples.

Visit the site to learn more and to nominate your own examples!
<http://www.communicatingperformance.com>

Exploring the Communicating Performance Website

The Communicating Performance website provides tools that are organized around a set of illustrative performance management and communications scenarios.

You can use the site to explore scenarios that match your own communications needs, proceed step-by-step through selected guidance and easily access relevant examples. An example scenario is shown below.



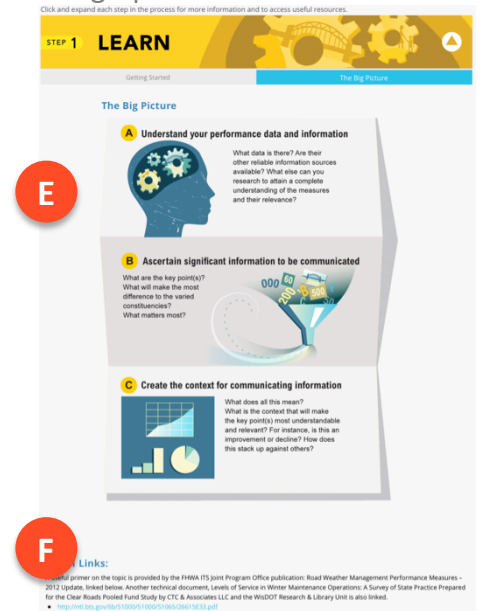
1. Example Scenario Page Process Overview



2. Step Detail Links and Guidance



3. Step Detail Infographic



A Scenario title

B Six-step process for developing transportation system performance communications (learn, plan, sketch, create, share, evaluate)

C Tailored guidance for each step

D Linked resources (as applicable)

E Summary Infographic for each step ("The Big Picture")

F Relevant examples of noteworthy communications (drawn from the database of submitted resources)

Visit the site to learn more and to nominate your own examples!

<http://www.communicatingperformance.com>

Communicating Performance Management

State DOTs Continuing to “Tell Their Story”

NCHRP PROJECT 20-24 (93)B

Project Overview

The AASHTO Subcommittee on Transportation Communications (TransComm) and Standing Committee on Performance Management (SCOPM) are working together to support research on how state DOTs are communicating and reporting on transportation system performance management.

The objectives of this effort are to:

- Identify and highlight noteworthy practices in communicating transportation system performance
- Develop resources to support state DOTs’ communications efforts, with a focus on the six MAP-21 performance areas (pavement condition, bridge condition, safety, system performance/mobility, freight, and air quality)

The figure below shows the types of exemplar communications resources that will be developed through this effort.

Noteworthy Practices

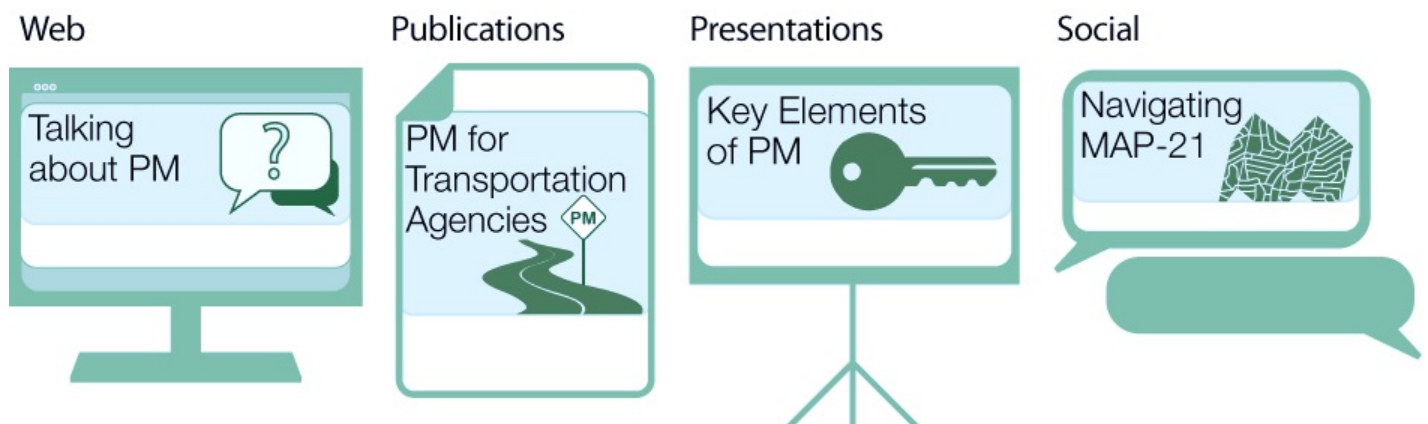
The research team is currently assembling examples of noteworthy practices in communicating performance – from the transportation sector and other domains.

If you would like to suggest a noteworthy practice for inclusion in this research, please contact the research team directly. Team member contact information is below:

Perry Lubin, Spy Pond Partners, LLC
plubin@spypondpartners.com
617.909.7197

Hyun-A Park, Spy Pond Partners, LLC
hpark@spypondpartners.com
617.500.4857

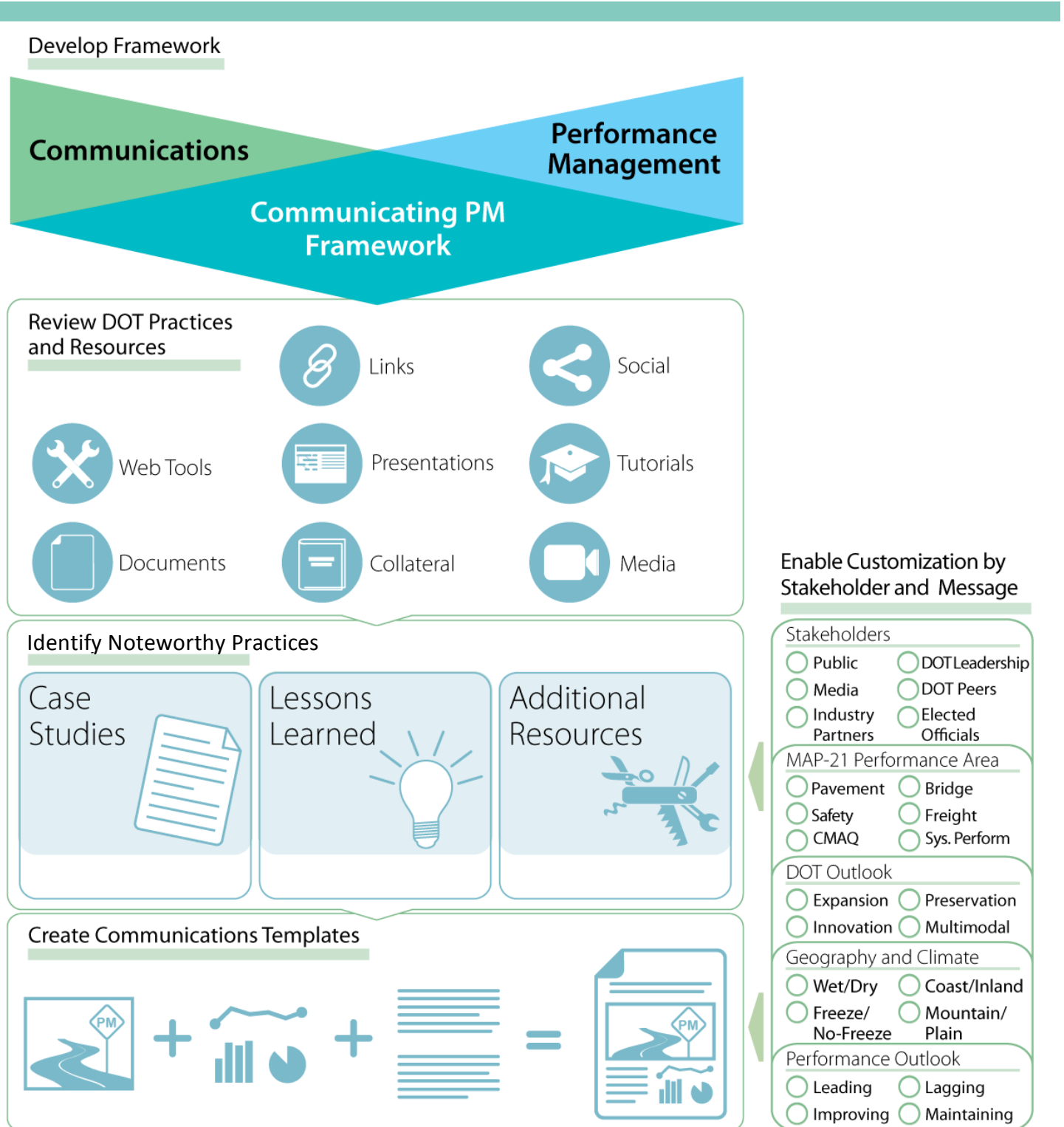
Example Products



The Team's Approach

The figure below provides a general illustration of the project approach. Based upon a review of current practices and additional information gathering activities, the team will develop resources (noteworthy practices/illustrative templates) to support state DOTs' performance management communications efforts. The products will be flexible and customizable for the intended audience and purpose.

Project Approach



SHARE THE WEALTH.

NOMINATE NOTEWORTHY EXAMPLES OF COMMUNICATING TRANSPORTATION SYSTEM PERFORMANCE.



WE WANT YOUR INPUT!

As a transportation communications professional, you know just how hard it can be to deliver messages that resonate with your complex, demanding, and diverse transportation stakeholders. Communicating transportation performance information is no exception – and with the passage of MAP-21 this task is both more important and more challenging than ever.

We are collecting examples of performance management communications that effectively connect with audiences and get the desired message across. Have you seen examples of such work? Has your agency produced something that your peers can learn from? If so, we want to hear from you!

Nominate examples by sending us links, documents, photos, or your own descriptions using the form below.

YOUR NAME

YOUR EMAIL

NOTEWORTHY EXAMPLE

URL (IF AVAILABLE)

CONTACT EMAIL (IF AVAILABLE)

Upload a file

Submit

ABOUT US

The AASHTO Standing Committee on Performance Management (SCOPM) and Subcommittee on Transportation Communications (TransComm) are working together to support research on how state DOTs are communicating and reporting on transportation system performance management.

We are currently assembling examples of noteworthy practices in communicating performance – from the transportation sector and other domains. Use the form to nominate a noteworthy practice for inclusion in this research or contact us directly [here](#).

Appendix B. Presentations

Communicating Performance Management — State DOTs Continuing to “Tell Their Story”

NCHRP Project 20-24(93)B(02)

Monday, June 1, 2011

TRB 5th International Transportation Systems Performance Measurement and Data Conference
Communicating Your Data Session

Hyun-A Park
Spy Pond Partners, LLC



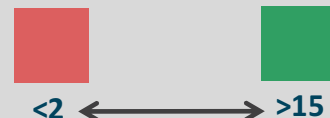
Review of Performance Measurement and Management Research

	Infrastructure		Safety	Operations		
	Bridge	Pavement	Safety	System Perform.	Freight	Air Quality
Measure						
Data						
Method						
Organization						
Decision Making						
Communication						
National Context						

Current and Recent Research at a Glance

- 67 total documents
- Documents addressed multiple performance areas and topics

Number of matching documents



Project Overview/Objectives

Provide a **resource base** for guiding state DOT performance management (PM) and communications professionals in **communicating transportation system performance**.

Key components include:

- A framework for reviewing and identifying noteworthy examples of communicating PM
- A curated collection of noteworthy examples
- A set of templates for synthesizing and presenting this information – with accompanying guidance
- A set of parameters to determine the applicability of each practice or example to individual transportation agencies
- An accessible platform for delivering these resources to DOT users

Acquiring Noteworthy Practices

Communicating Performance Management

State DOTs Continuing to "Tell Their Story"

NCHRP PROJECT 20-24 (93)B

Project Overview
The AASHTO Subcommittee on Transportation Communications (TransComm) and Standing Committee on Performance Management (SCOPM) are working together to support research and how state DOTs are communicating and reporting on transportation system performance management.


The objectives of this effort are to:

- Identify and highlight noteworthy practices in communicating transportation system performance
- Develop resources to support state DOT's communications efforts, with a focus on the MAP-21 performance areas: pavement condition, bridge condition, safety, system performance/mobility, freight, and air quality


The figure below shows the types of exemplar communications resources that will be developed through this effort.

Example Products


Web




Publications




Presentations



Social





Email from AASHTO SCOPM/TransComm

The AASHTO Subcommittee on Transportation Communications (TransComm) and Standing Committee on Performance Management (SCOPM) are working together to support research on how state DOTs are communicating and reporting on transportation system performance management.

As a transportation communications professional, you know just how hard it can be to deliver messages that resonate with your complex, demanding, and diverse transportation stakeholders. Effectively communicating transportation performance information is a special challenge – and one that is more important than ever with the passage of MAP-21.

Have you seen examples of communications products that rise to this challenge, demonstrating noteworthy practices that your peers and colleagues can learn from?

If so, we want to hear from you!

We are currently assembling examples of noteworthy practices in communicating performance – from the transportation sector and other domains. Nominates examples by sending us links, documents, photos, or your own descriptions. You can contact us directly by email or use the form [here](#) to nominate a noteworthy practice for inclusion in this research. There is no limit to the number of examples you can submit.

Additional information on this project is available at:
www.communicatingperformance.com

Thank you for your time and interest in this important topic...

Acquiring Noteworthy Practices

SHARE THE WEALTH.

NOMINATE NOTEWORTHY EXAMPLES OF COMMUNICATING TRANSPORTATION SYSTEM PERFORMANCE.

We Want Your Input!

As a transportation communications professional, you know just how hard it can be to deliver messages that resonate with your complex, demanding, and diverse transportation stakeholders. Now, with the passage of MAP-21, communicating transportation performance management information is both more important and more challenging than ever before.

We are collecting examples of performance management communications that rise to this challenge. Have you seen examples that effectively connect with audiences and get the desired messages across? Has your agency produced something that your peers can learn from? If so, we want to hear from you!

Nominate examples by sending us links, documents, photos, or your own descriptions using the form below.

Nominate an Example

Your Name (required)

Your Email (required)

Noteworthy Example (required)

URL (if available)

Contact Email for this Example (if available)

Additional Comments

Upload a file

Submit your response

About Us

The AASHTO Standing Committee on Performance Management (SCPM) and Subcommittee on Transportation Communications (TransComm) are working together to support research on how state DOTs are communicating and reporting on transportation system performance management.

We are currently assembling examples of noteworthy practices in communicating performance – from the transportation sector and other domains. Use the form to nominate a noteworthy practice for inclusion in this research or contact us directly here.

Connect

f | | g+ | in

spy pond partners, llc

4

DOT RESOURCES

Use the checkboxes to find what you're looking for!

Resources matching the selected facets are displayed below. Click the resource title to view the linked resource. By default, the list of matching resources is sorted by date. Other sort options can be selected using the available drop-down list.

Matching Resources

Sort by **RESET ALL**

1. Connecting Data, Connecting People: A Tool for Evaluating and Scoring Planned Projects
2. Optimizing PennDOT's Snow Routes and Planning Process with GIS
3. GIS as a Tool to Develop Opportunities for Resource Sharing between Agencies
4. We Move Massachusetts Planning for Performance Tool
5. Maryland SHA GIS-Centric Data Management System for Implementing TMDL Initiative
6. Maryland SHA Mobility & Economy Dashboard
7. Maryland SHA Mobility Report
8. Oregon DOT Key Performance Measures Summary
9. Dashboard: Performance Reporting System for Projects and Programs
10. MAPSS Travel Time Report
11. MAPSS Scorecard
12. MAPSS Performance Improvement Report
13. MAPSS Interactive Visualization on Reliability Performance
14. 2014 Winter Social Media Response
15. NDRoads Mobile Application
16. Web-Based Statewide Plan Benefits and Challenges

Differentiating Factors

Performance Areas

- ☐ C.M.A.Q. (3)
- ☐ Transit (14)
- ☐ Project Delivery (18)
- ☐ Other Asset Types (8)
- ☐ Economic Development (14)
- ☐ Environmental Sustainability (9)
- ☐ Business (34)

Audience

- ☐ DOT Personnel (13)
- ☐ Planning Partners (1)
- ☐ Elected Official (26)
- ☐ Public (44)
- ☐ Media (15)
- ☐ DOT Leadership (14)
- ☐ U.S. DOT

Message

- ☐ We're Accountable (13)
- ☐ Case for Funding (22)
- ☐ We've Got This (14)

Additional Criteria

- ☐ Publication Date
- ☐ Resource Types
- ☐ Reporting Period
- ☐ Organization Type
- ☐ State

5

CONNECTING DATA, CONNECTING PEOPLE: A TOOL FOR EVALUATING AND SCORING PLANNED PROJECTS

Document overview

Document details

Date published: August 1, 2014

Resource type: [Report](#), [Website/ Tool](#)

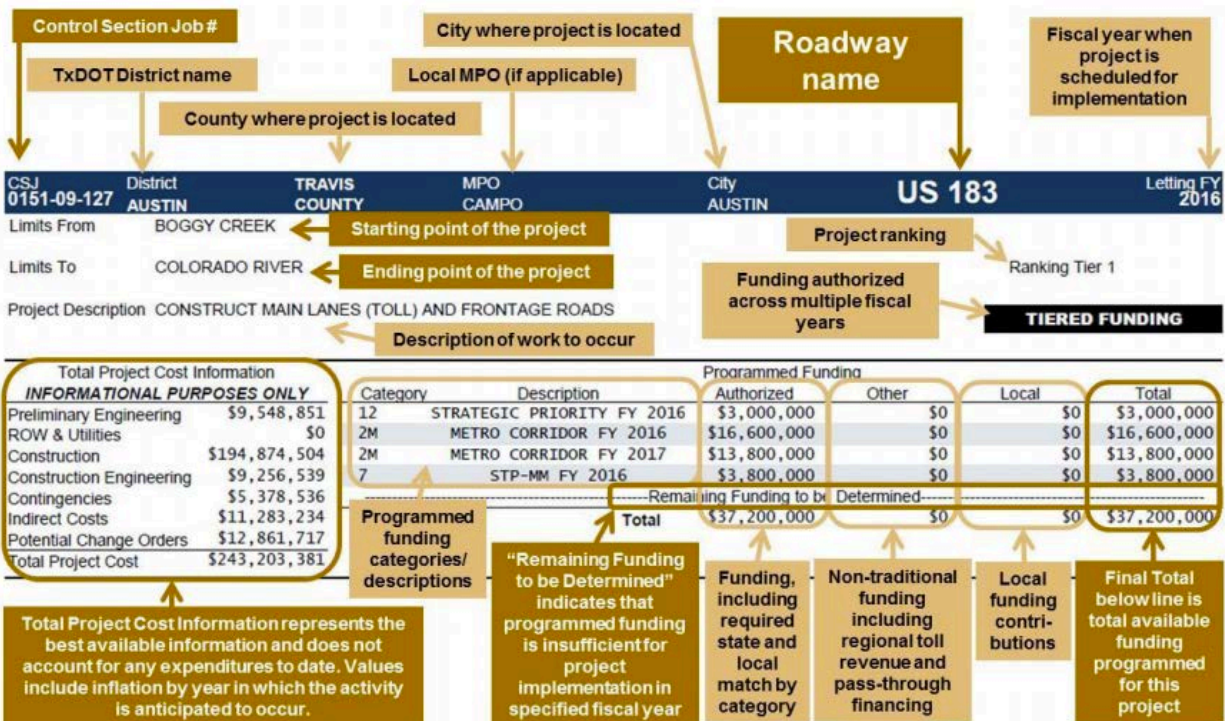
External link: <ftp.dot.state.tx.us/pub/txdot/commission/2014/0828/4.pdf>

Summary: This tool was created for TxDOT to assist the department's various departments, divisions and offices in managing and prioritizing projects. A scoring system was created for personnel to evaluate projects based on funding availability, project phasing and readiness, and how it fits within the department's strategic goals. The results inform future investments based on consistent assessment metrics, assisting decisions made by the legislature, department leadership, and state and local stakeholders

Related Resources:

1. [Texas Transportation Plan 2040 Investment Challenge – Opening screen, English](#)
2. [Texas Transportation Plan 2040 Investment Challenge – Opening screen, Spanish](#)
3. [The Mile Marker: A Caltrans Performance Report](#)
4. [Web-Based Statewide Plan Benefits and Challenges](#)

Project Listing Legend



MAPSS SCORECARD

Document overview

Document details

Date published: October 1, 2014

Resource type: [Report](#)

External link: www.dot.wisconsin.gov/about/performance/docs/scorecard.pdf

Summary: The MAPSS Scorecard is a two-page snapshot of the department's key performance metrics for the most recent reporting period. The MAPSS Scoreboard includes how the system is trending and whether the department is meeting established targets.

Related Resources:

1. [MAPSS Performance Improvement Report](#)
2. [2012 Annual Minnesota Transportation Performance Report](#)
3. [2013 Annual Report – Performance](#)
4. [Customer Relations through Social Media at MoDOT](#)



April 2015

Wisconsin Department of Transportation MAPSS Performance Scorecard



Goal has been met



Performance is trending in a favorable direction



Trend is holding



Performance is trending in an unfavorable direction

Performance measure	How we measure it	Current report period	Goal	Goal met	Trend	Comments
Mobility: Delivering transportation choices that result in efficient trips and no unexpected delays.						
Delay (hours of vehicle delay) Seasonal quarter Winter 2015	Number of hours spent in interstate traffic below posted speed	1,582,128 hrs.	Reduced hours of delay	✓	↑	Vehicle delay decreased compared to the 2014 winter quarter. This improvement is attributed to a milder winter with below average snowfall (a lower number is better).
Reliability (planning time index) Seasonal quarter Winter 2015	Index based on extreme travel time in a period	1.15	More on time arrival	✓	↑	Two more corridors had reliable travel time than in the winter 2014 quarter. Drivers in the Milwaukee urban corridor continue to experience the least reliable travel times (a lower number is better).
Transit availability Calendar year 2014	Percent of population served by transit	54.0	75.0		↔	Economic factors affecting this measure include rate of inflation in relation to funding.
Bicycling conditions on rural highways Calendar year 2014	Percent of rural highway miles with favorable bicycling conditions	State hwy: 67.2; County roads: 90.4	100 percent on roads where bicycles are permitted		↔	While percentage increases are very small, conditions rated as favorable increased by 28 miles on state roads 73 miles on county roads.
Incident response Calendar year 2014	Average time to clear full closures on the interstate	4 hrs. 30 min.	4 hours		↓	Three significant incidents lasting over seven hours each pushed the 2014 average clearance time to 4 hours and 30 minutes (a lower number is better).
Winter response State fiscal year 2014	Percent to bare-wet within a specific time period after a storm	59 for 18-hr roads; 66 for 24-hr roads	70.0 within specified time		↓	The winter severity index was extremely high. Numerous storms and long periods of cold temperatures made salt much less effective.
Accountability: The continuous effort to use public dollars in the most efficient and cost-effective way.						
Transportation Economic Assistance grants Calendar year 2014	Capital investment dollars achieved per grant dollar awarded	\$60.09	\$50.00	✓	↑	No grants awarded in fourth quarter; measure exceeded \$50 target for the year overall.

THE MILE MARKER: A CALTRANS PERFORMANCE REPORT

Document overview

Document details

Date published: January 1, 2014

Resource type: [Audio/Video](#), [Photo/Image](#), [Report](#)

External link: www.dot.ca.gov/ctjournal/MileMarker/2014-1/index.html

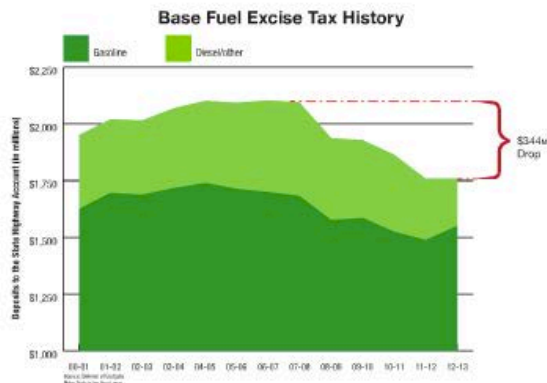
Summary: In this inaugural publication, Caltrans communicates on its performance to the media, elected officials, and the general public. It's designed in a way that is attractive and easy to comprehend, with the goal of making Caltrans as transparent as possible on how well its serving the public and meeting a varied collection of performance goals and serving the public.

Related Resources:

1. [Connecting Data, Connecting People: A Tool for Evaluating and Scoring Planned Projects](#)
2. [2013 Annual Report – Performance](#)
3. [Oregon DOT Key Performance Measures Summary](#)
4. [Texas Transportation Plan 2040 Investment Challenge – Opening screen, English](#)



Revenues **Down** \$344 Million from 2006 Peak



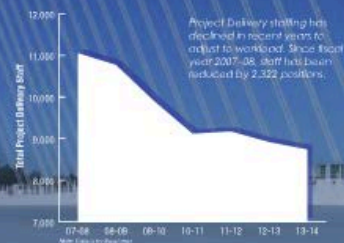
Caltrans receives funding through multiple state and federal sources. The primary source for maintenance and operation of the state highway system is the base fuel excise tax. The excise tax, unlike many other taxes, is collected on each gallon of fuel sold. The revenue collected by the state from fuel taxes has increased over the last couple of decades, but 2006 was the peak year for fuel tax revenue. Since then, fuel tax funding has declined to levels not seen since 1996. The most drastic drop occurred in fiscal year 2008-09, concurrent with the beginning of the "Great Recession"—a time when people

drove less. Furthermore, vehicle emission and fuel efficiency standards have lowered fuel consumption and will likely continue the downward pressure on fuel tax funding. Even if people drive the same amount, vehicles require less and less fuel, which means less funding for transportation. While greater fuel efficiency means less air pollution, revenues are insufficient to address the needs of the state and local transportation systems. As available transportation funding decreases, difficult decisions must be made to prioritize maintenance and repair projects.

Caltrans Delivers

Caltrans Project Delivery is made up of several functional areas, which all provide a core purpose in solving transportation problems. Under the leadership of the chief engineer and the 12 district directors, the functions of project management, environmental analysis, design, right-of-way and land surveys, engineering services, and construction work together to conceive, design, and build highways, bridges, and other transportation facilities for the traveling public. All Project Delivery functions design and build projects collaboratively with stakeholders, on schedule and within budget, and adhere to all laws and regulations. Specialized and experienced staff and consultants, knowledgeable in their field, provide the best quality projects, products, and services.

Project Delivery Staff



This \$25-foot-tall tower supports the world's largest self-anchored suspension span, and is the signature element of the new San Francisco-Oakland Bay Bridge East Span.

CMP NEWSLETTER, REDUCING CONGESTION IN NEW JERSEY: CAMDEN COUNTY HIGHWAY MASTER PLAN

Document overview

Document details

Date published: January 1, 2014

Resource type: [Collateral or Brochure](#), [Infographic](#), [Map](#)

External link: www.dvrpc.org/asp/pubs/publicationabstract.asp?pub_id=NL13019

Summary: This newsletter is one in a series to inform its readers of congestion issues in problematic corridors across Delaware Valley. By using clear and concise travel time summaries and graphics, the goal is to engage a variety of audiences, introduce them to the congestion management strategies, and encourage participation in this process of improving transportation conditions. This particular newsletter focusses transportation planning in Camden County, NJ.

Related Resources:

1. [CMP Newsletter, Reducing Congestion in Pennsylvania: Chester County Public Transportation Plan](#)
2. [Bergen County: In Context](#)
3. [Trip Planning on the Philadelphia-Atlantic City Corridor](#)
4. [Sitting in Traffic Again? I-295 in the Vicinity of I-76 & NJ 42](#)

Resources

Products and Services

Overview
Aerial Imagery
Census Data
Data Products
Publications
GIS / Mapping
Traffic Counts
Mobility Alternatives
Share-A-Ride
RideECO

Long-Range Plan
Environment
Funding Opportunities
Transportation Improvement Program (TIP)
Transportation
Operations and ITS
Land Use
Economic Development
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CMP Newsletter: Camden County Highway Master Plan

Publication No.: NL13019

Date Published: 1/2014

Price: FREE

[View PDF File](#) [4.0 MB pdf]

Geographic Area Covered: Delaware Valley region; Camden County, New Jersey

Abstract: The CMP newsletter series focuses on congested subcorridors in the Delaware Valley, alternating between New Jersey and Pennsylvania. This edition highlights the Camden County Highway Master Plan. For more information, please visit www.dvrpc.org.

Key Words: congestion management process (CMP), congestion, travel time, reliability, traffic, mobility, options, multimodal, transportation, corridors, strategies, single occupancy vehicles (SOV), capacity, pedestrian, bicyclist, safety, Long-Range Plan, Transportation Improvement Program (TIP)

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Jesse N. Buerk (jbuerk@dvrpc.org)

For more information or to order this report, contact the Map Sales Counter at the Delaware Valley Regional Planning Commission (215.592.1800).

Delaware Valley Regional Planning Commission
8th Floor - The ACP Building
190 N. Independence Mall West
Philadelphia, PA 19106-1520

dvrpc | Camden County Highway Master Plan: CMP PRIORITY CORRIDORS

POTENTIAL STRATEGIES for Camden County's Congested Corridors

STRATEGIES FOR LIMITED ACCESS FREEWAYS (including NJ 42)

- Intelligent Transportation Systems (ITS)
- Integrated Corridor Management (ICM)
- Incident Management
- Evacuation Planning
- Making Intermodal Transfers Easier for Freight
- ITS Improvements for Transit
- Interregional Transportation Coordination
- Park-and-Ride Lots
- Freight Capacity Investments
- Minor Road Expansions
- Major Reconstruction with Minor Capacity Additions
- Adding Capacity to Existing Roads
- New Bus Services
- Bus Rapid Transit (BRT) or Exclusive Right of Way Bus Lanes
- New Passenger Rail Investments

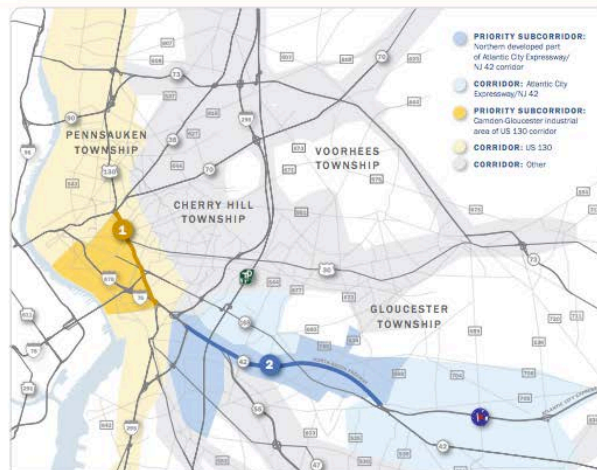
STRATEGIES FOR OTHER MAJOR ROADS (including US 130)

- Signal Improvements
- Turning Movement Enhancements
- Improve Circulation
- Engineering for Smart Growth
- Transit-Oriented Development (TOD)
- Walking and Bicycling Improvements
- Modifications to Existing Transit Routes or Services

PREVENTING FUTURE CONGESTION

The CMP also looks to the future. Nearly all of the spaces between the congested corridors in Camden County are at risk for congestion by the year 2035. The CMP includes low-cost, proactive strategies to help prevent these areas from becoming congested.

- Intersection Improvements of a Limited Scale
- Access Management (engineering and policy strategies)
- Marketing/Outreach for Transit & Transportation Demand Management Services (including carpool, vanpool, and ridesharing programs; alternate work hours; telecommuting; emergency ride home; transit benefit; and carsharing)
- Growth Management and Smart Growth



Travel Times in Camden County

The map above shows the CR network and CMP corridors in Camden County. The darker-colored subcorridors were selected as priorities for investment in the most recent update of the region's CMP. The insets to the right of the map quantify travel conditions along two of the major roadways within the corridors—NJ 42 and US 130.

In general, motorists know to expect that trips made during **peak hours** will take longer than those during **free-flow** conditions. For example, inset 2 shows that on average, it takes 30 minutes and 30 seconds to make the 8-mile northbound trip on NJ 42 during the morning peak hour, while the same trip takes only seven minutes during free-flow conditions. But on some days, such as when traffic is especially heavy or a crash has occurred, the peak trip can take much longer. **Planning Time** is a measure that incorporates unexpected delay by comparing worst-case travel times to free-flow traffic. In other words, the Planning Time indicates how much extra time you need to plan for your trip to be sure that you get where you need to go on time. In the example shown in inset 2, the Planning Time for the same 8-mile trip is nearly half an hour! Besides helping with trip planning, travel time data can be used to identify problem locations and cost-effective solutions. For example, the high Planning Time for the AM peak on NJ 42 northbound suggests that low-cost reliability improvements such as better incident management would likely be successful, reducing spillover to lower-order roads including the CR network. The NJ Southern Area First Responders (SAFR) Incident Management Task Force, managed by DVRPC's Office of Transportation Operations Management, is currently working to improve incident response in this congested corridor.

MAP AND GRAPHIC SOURCE: DVRPC | DATA SOURCE: MAP DATE: 2013

1 US 130 from NJ 38 to I-76

DISTANCE = 3.5 MILES

SPEED LIMIT 40

Note: See "Travel Times in Camden County" for more information on planning time.

NORTHBOUND travel times

FREE-FLOW 6 MIN 30 SEC
PEAK TRAVEL TIME 8 MIN 30 SEC
PEAK PLANNING TIME 11 MIN 30 SEC

SOUTHBOUND travel times

FREE-FLOW 6 MIN
PEAK TRAVEL TIME 8 MIN 30 SEC
PEAK PLANNING TIME 11 MIN 30 SEC

2 NJ 42 from I-295/I-76 to Atlantic City Expressway

DISTANCE = 8 MILES

SPEED LIMIT 55

NORTHBOUND travel times

FREE-FLOW 11 MIN
PEAK TRAVEL TIME 29 MIN 30 SEC
PEAK PLANNING TIME 39 MIN 30 SEC

SOUTHBOUND travel times

FREE-FLOW 8 MIN
PEAK TRAVEL TIME 15 MIN 30 SEC
PEAK PLANNING TIME 25 MIN 30 SEC

Resource Access Platform

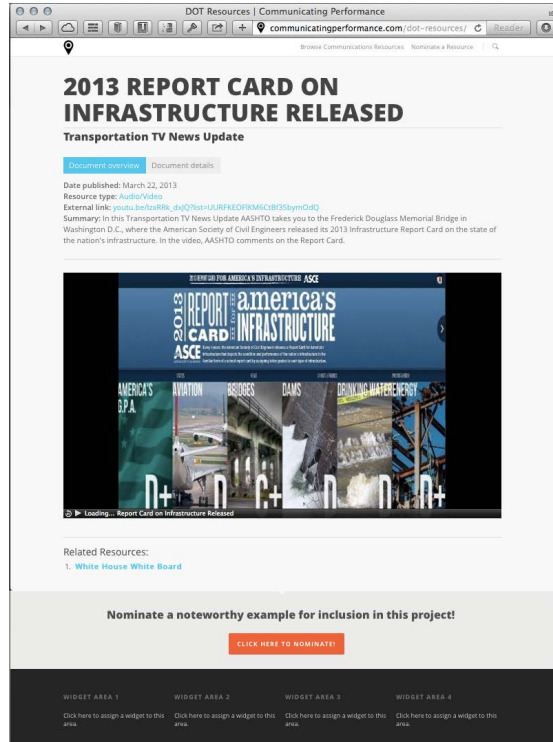
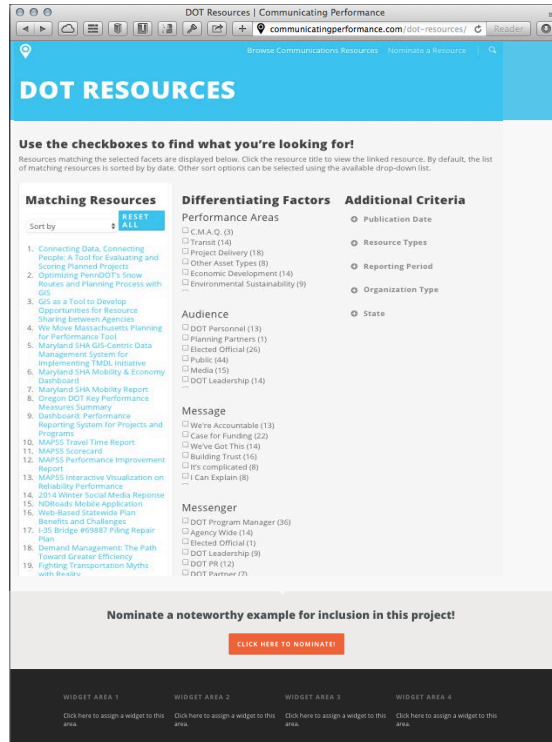
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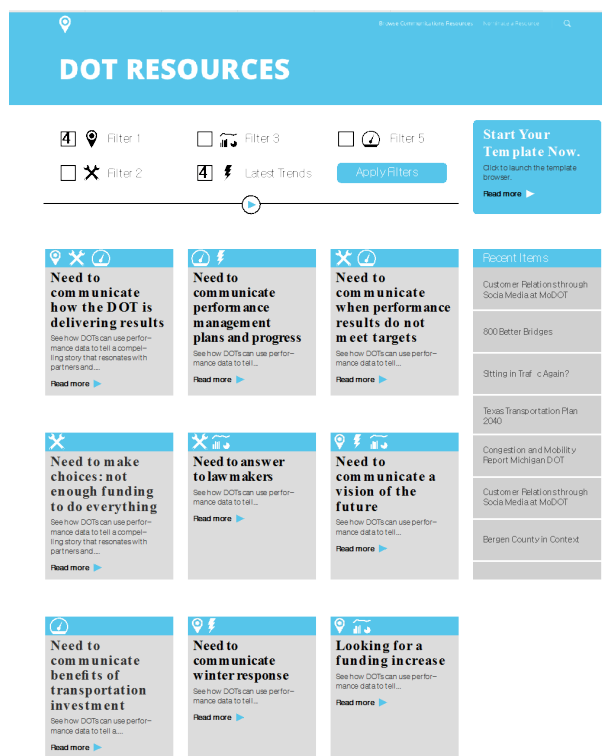
Resource Access Platform



Resource Access Platform



Project Tasks – Communication Templates



Communication Templates

DOT RESOURCES

Need to communicate when performance results do not meet targets

[Start Your Template Now.](#)
Click to launch the template browser.
[Read more](#)

The Scenario

Brief summary of the scenario here. DOT previously established performance targets. These performance targets not met. DOT must communicate performance. Must address gap.

[Read more](#)

The Steps

Four-to-six steps that help the agency meet the communications challenge. These steps might include: define the need, identify the audience, craft the message, etc.

[Read more](#)

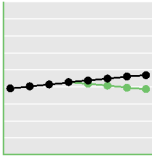
The Resources

Resources in date the template and an index of relevant resources.

[Read more](#)

1. The Scenario

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DOT RESOURCES

Need to communicate when performance results do not meet targets

[Start Your Template Now.](#)
Click to launch the template browser.
[Read more](#)

2. The Steps

Osandius, culparchit, que maios et accae eum sin ped et que pos

Define the Need

Step 1

Four-to-six steps that help the agency meet the communications challenge. Thesight include: define the need, identify the audience, craft the message, etc.

[Read more](#)

Identify the Audience

Step 2

Four-to-six steps that help the agency meet the communis.

[Read more](#)

Identify the Author

Step 4

Four-to-six steps that help the agency meet the communis. Bea ipa dolupta con conis, lpaaper unquid dolupta trinet vollesi alt ur acia voloporem quo voler as as sum quo lura quam interpoet volupam lue n on nimio mo blabor sundia tectas es quam, invet eum cus qui quod

[Read more](#)

Define the Xyz

Step 5

Four-to-six steps that help the agency meet the communisfy the audience, craft the message, etc.

[Read more](#)

Name the Abc

Step 6

Four-to-six steps that help the agency meet the communis.

[Read more](#)

Recent Items

- Customer Relations through Soda Media at MoDOT
- 800 Better Bridges
- Sitting in Traf c Again?
- Texas Transportation Plan 2040
- Congestion and Mobility Report Michigan DOT
- Customer Relations through Soda Media at MoDOT
- Bergen County in Context


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Step 1 LEARN

STEP 1 LEARN


A Understand your performance data and information




What data is there? Are their other reliable information sources available? What else can you research to attain a complete understanding of the measures and their relevance?

B Ascertain significant information to be communicated

What are the key point(s)?
What will make the most difference to the varied constituencies?
What matters most?



C Create the context for communicating information



What does all this mean?
What is the context that will make the key point(s) most understandable and relevant? For instance, is this an improvement or decline? How does this stack up against others?

A Make sure you know what the data is that you are receiving and what it says. Roadway congestion, for example, may not track to drivers' experiences. Be sure you know what you are looking at. Also be sure the data has integrity – apples being compared to apples, anomalies understood and explainable.

B Out of all the data, what's important about it? This is the heart of the story you're going to tell so make sure you know what matters.

C Move past the content of the data to the intent. Have things improved, remained stagnant in spite of efforts, or deteriorated? "90% of our roads are level C or better" is an empty claim. Is that good or bad? Was it 85% before? 95? Were we working to have 90% level B or better? What's the basis of comparison – same time period last year? last month? Are there extenuating circumstances that need to be considered? If last year 3" of snow fell and this year it was 3' that could seriously impact interpretation of your data.

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Step 2 PLAN

STEP 2 PLAN

A Define target audience
Who you want to reach?
Who is it you intend to motivate?
Who needs to know your story?
One recommended approach is to think in terms of a real person, rather than a group of people.

B Determine how to best engage the audience
What is your target audience preferred way of communication?
Are they readers, scanners, or viewers? Do they expect one-on-one interaction?

C Describe the key message
What's the story? Where does an examination of the performance data lead? What do you intend your target audience to conclude?

D Establish clear, measurable goals
How are you going to know your communication was a success?
Positive or accurate news clips?
Clicks to the website? What's the measure?

E Compile the communications plan
Where do you find everything you have compiled? Right here, for easy access for you and the entire team of people at work on this communication effort.

F Write the creative brief
What brings everything together in a one to two page document and creates an objective basis for evaluating creative concepts?

Step 3 SKETCH

STEP 3 SKETCH

A Draft text and sketch out several possible visual presentation ideas
What is the best creative approach to fulfill on the creative brief?
Here's where you can try different approaches, styles and content.

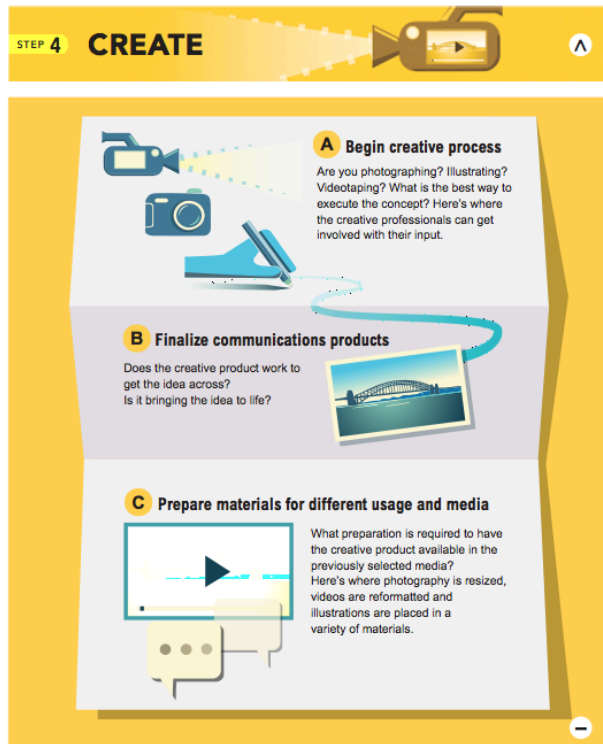
B Review and select treatment that best meets creative brief criteria
What approach best meets the criteria of the creative brief? This is a good stage to double-check that the selected treatment is in line with the creative brief.

A Brainstorm alone or with a group. Think of ways to express your message. Let the ideas flow uncritically. Ideally at this point you want to draw up three treatments that would work.

B Now review your three best ideas against the creative brief. Which one meets all the criteria? Using the creative brief, go back to your stakeholders and make sure you are all aligned on the concept.

STEP 1 LEARN **STEP 2 PLAN** **STEP 3 SKETCH** **STEP 4 CREATE** **STEP 5 SHARE** **STEP 6 EVALUATE**

Step 4 CREATE



- A** This is where concepts turn into products. Be sure whatever you're generating is technically accurate as well as having creative flair. It's also a good idea to consider how what you're creating will work in media you haven't planned on. If you're producing for electronic distribution, for example, make sure your idea works in print in case the local newspaper wants to feature it.
- B** This is your QA/QC step. Be sure your information is accurate. Check that it is correctly produced. Then go back and look at that creative brief and communication plan and make sure you're still on target.
- C** Here you complete the technical steps to prepare your creative product for dissemination. Check and double check file sizes, colors, permission to use images, and anything else that needs to be in order.



Step 5 SHARE



- A** Execute your media plan. Coordinate distribution, making sure you have the right materials for the right medium. Double check run dates with publications, launch dates with your team, and calendar dates with yourself! Will the printer deliver your materials in time? Is your webmaster ready to go live as soon as the board meeting is over?
- B** You've launched. Congratulations! Is there time-sensitive information? Make sure you're updating it. Will the information be around for a while? Perhaps you want to consider freshening it to keep it relevant.



Step 6 EVALUATE

STEP 6 EVALUATE

A Check-in throughout communication program

Once the effort is underway, you can ask a variety of possible questions: Is it reaching the target audience? Is it having the expected impact? What if anything, should be adjusted?

B Review and assess communications

Once the effort is complete, you might look at: Whether it reached the target audience? Did it have the expected impact? What went well? What could be improved next time?

Performance

STEP 1 LEARN **STEP 2 PLAN** **STEP 3 SKETCH** **STEP 4 CREATE** **STEP 5 SHARE** **STEP 6 EVALUATE**

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A As you begin getting feedback, check it against your plan. Is it working the way you had intended? Then maybe just a tweak or two is needed. Is your audience missing the key message? A more major overhaul might be necessary.

B Finishing your effort is really the start of the next one. What are the lessons learned? Do you have the data you need? Have you defined the right target audience? Is your message clear? Were your goals appropriate? Did the visuals serve to enhance communication? How well did the team work together? Where were the problems? This information helps you plan better for the next round.

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Appendix C – User Guide

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