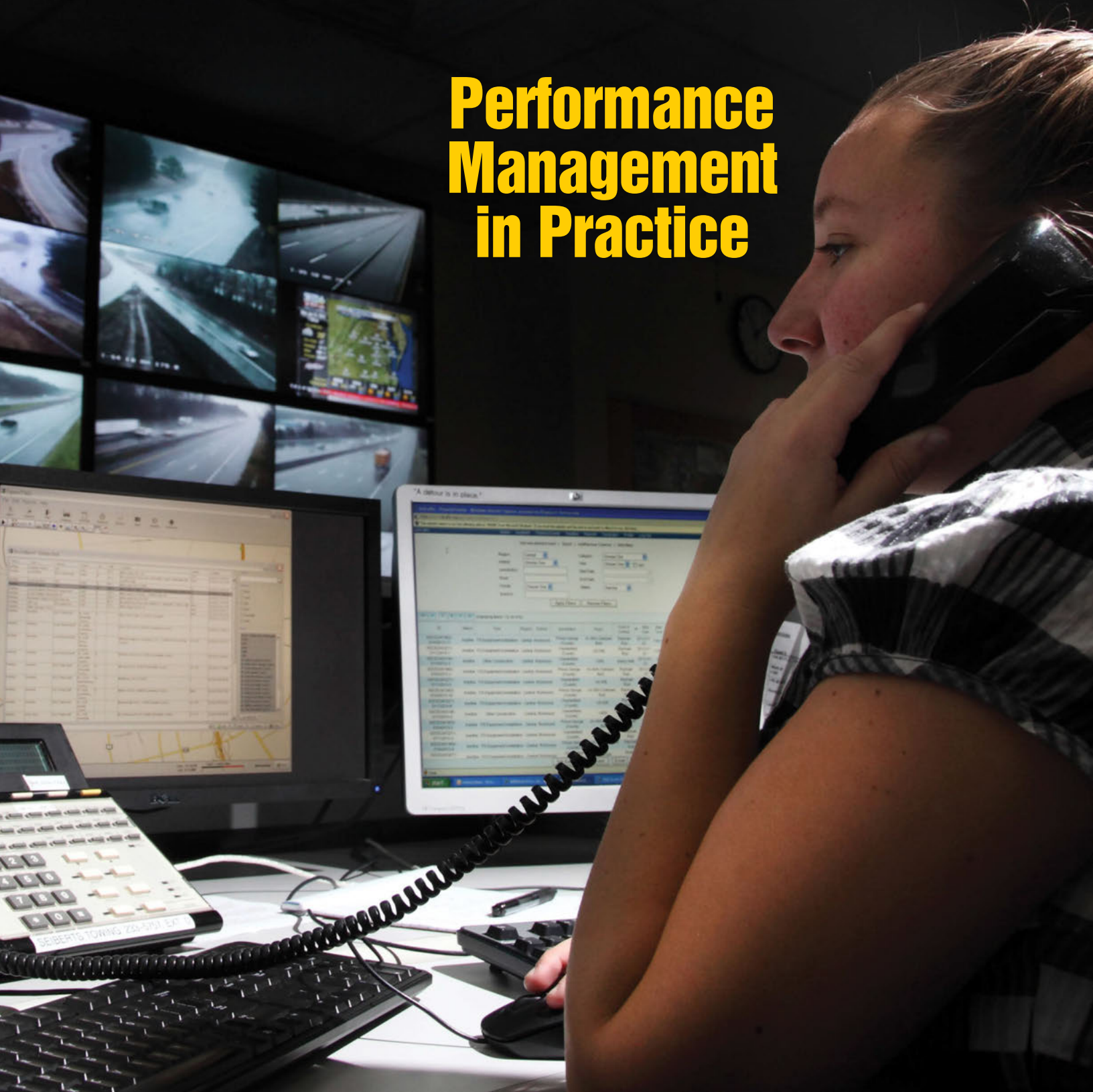


JULY–AUGUST 2014
NUMBER 293

TRANSPORTATION RESEARCH BOARD
OF THE NATIONAL ACADEMIES

TR NEWS

Performance Management in Practice



THE NATIONAL ACADEMIES

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PERFORMANCE MANAGEMENT IN PRACTICE

3 INTRODUCTION

Performance Management in Practice: Working Together to Improve Results

Hyun-A Park, Mara Campbell, and Daniela Bremmer

The articles in this issue are designed to support progress in performance management by transportation agencies. Actively managing and improving performance demonstrates that the transportation community is delivering efficient and effective services to the nation's travelers and is making the best use of resources.

6 The Benefits of Performance Management: A Chief Executive Officer's Perspective

Kirk T. Steudle

When a state department of transportation (DOT) starts measuring performance and communicating the results, everyone in the state benefits, reports the author, Director of Michigan DOT, who traces out the initiatives and successes under his state's "ready and adaptable" model incorporating a "data-driven decision-making process."

9 Integrating Performance Measures into States' Long-Range Transportation Plans

Mike Hancock

Across the country, a new era of performance-based, long-range transportation planning is strengthening the accountability and transparency of states' transportation programs and is improving decision making, according to the author, a state DOT chief executive, who describes successful models from three states.

13 Telling Our Stories Powerfully, One Data Set at a Time

Mara Campbell and Julie Lorenz

The information gathered through a performance management system gains power when communicated successfully to specific audiences. The authors offer proven practical tips and examples to help DOTs communicate data to build support for decisions, ensure accountability, and tell stories of progress.

18 Organizational Support for Performance Management

Carlos Braceras

In the past two decades, Utah DOT has pursued a simple but clear mission: to optimize resources with performance-based measures to ensure a safe, well-maintained, free-flowing transportation system. The author, the agency's executive director, presents the four goals that define the department's strategic direction, along with practical case studies.

POINT OF VIEW: INTRODUCTION

24 Evaluating Transportation System Performance: Mapping Out a National Framework

Jeffrey F. Paniati

The Moving Ahead for Progress in the 21st Century Act (MAP-21) is creating a new framework at the national level for evaluating surface transportation system performance.

POINT OF VIEW: STATES

25 Performance Management for All: Building on the States' Robust Foundation

Frederick G. (Bud) Wright

Transportation agencies' experience with performance management will serve as a foundation for the MAP-21 requirements, this author affirms; the challenges ahead include balancing state and federal investment priorities; setting and coordinating targets; and addressing data issues.

POINT OF VIEW: FEDERAL

26 Partners in Performance: Working Together to Transform the Nation's Transportation System

Jeffrey F. Paniati

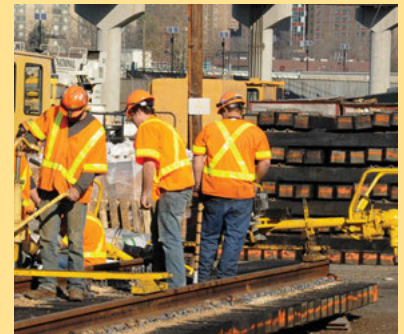
Documenting planned investment strategies and outcomes with nationwide consistency will clarify the link between investments and results at the local and national levels, allowing decision makers to understand investments that lead to improvements in performance and to identify smarter investment strategies, the author maintains.



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COVER: The Richmond District Traffic Operations Center in Virginia. Performance management enables transportation agencies to deliver faster and more effective results to the traveling public. (Photo: Tom Saunders, Virginia DOT)

TR NEWS

features articles on innovative and timely research and development activities in all modes of transportation. Brief news items of interest to the transportation community are also included, along with profiles of transportation professionals, meeting announcements, summaries of new publications, and news of Transportation Research Board activities.

TR News is produced by the Transportation Research Board Publications Office

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TR News (ISSN 0738-6826) is issued bimonthly by the Transportation Research Board, National Research Council, 500 Fifth Street, NW, Washington, DC 20001. Internet address: www.TRB.org.

Editorial Correspondence: By mail to the Publications Office, Transportation Research Board, 500 Fifth Street, NW, Washington, DC 20001, by telephone 202-334-2972, by fax 202-334-3495, or by e-mail jawan@nas.edu.

Subscriptions: North America: 1 year \$60; single issue \$12. Overseas: 1 year \$85; single issue \$12 plus shipping. Inquiries or communications concerning new subscriptions, subscription problems, or single-copy sales should be addressed to the Business Office at the address below, or telephone 202-334-3216, fax 202-334-2519. Periodicals postage paid at Washington, D.C.

Postmaster: Send changes of address to *TR News*, Transportation Research Board, 500 Fifth Street, NW, Washington, DC 20001.

Notice: The opinions expressed in articles appearing in *TR News* are those of the authors and do not necessarily reflect the views of the Transportation Research Board. The Transportation Research Board and *TR News* do not endorse products or manufacturers. Trade and manufacturers' names appear in an article only because they are considered essential.

Printed in the United States of America.

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28 Transportation Performance Management: Theory and Practice, Challenges, and Strategies for Success

Gregory Slater and Frances Harrison

Performance management is easy to describe but difficult to get right, the authors observe. Implementing performance management—aligning people, processes, data, and analytical tools—can take several years and requires iteration and adaptation. Presented are key steps, common challenges, and strategies for success.

34 Transportation Asset Management and Performance Management: A Symbiotic Relationship

Ananth Prasad

Transportation asset management describes a performance-based approach for managing transportation system physical assets; performance management describes the application of the same basic principles to a broader set of objectives; the author shows how each approach has influenced and stimulated the evolution of the other.

36 Moving from Reactive to Strategic Decision Making: Ten Basic Steps Toward Performance Management

Trish Hendren

Using examples from the Washington Metropolitan Area Transit Authority, the author illustrates 10 steps to help organizations start down the performance management path—proven ways and practical insights that can help an organization shift from reactive to strategic decision making.

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COMING NEXT ISSUE

PHOTO: CHRISTINE GERENCHER



Feature articles in the September–October issue explore the challenges facing tribal transportation and report on the accomplishments of programs serving the unique transportation needs of the 566 Indian tribes throughout the United States. Articles highlight the federal trust relationship and tribal sovereignty; a bridge replacement project in the Oneida Nation using context-sensitive solutions to connect the community and strengthen tribal identity; tribal self-governance in the transportation arena; right-of-way jurisdiction through Indian Country; environmental justice and tribal transportation; transportation research successes—and more.

The Four Corners area of the Southwest United States is home to many American Indian nations, applying research results to address transportation challenges on tribal lands.