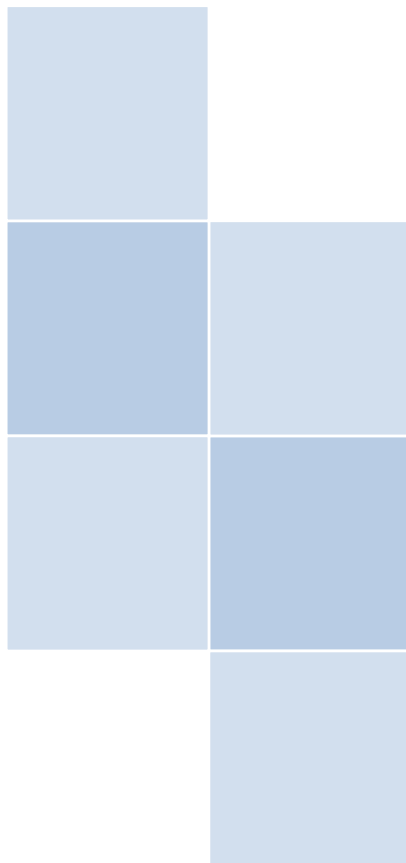


TRB Performance Management Committee (ABC30)

Triennial Strategic Plan

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Future Outlook Statement

Performance Management (PM) is the process of managing the execution of an organization's strategy. It is how plans are translated into results. It is the umbrella concept that integrates familiar business improvement methodologies with technology. In short, the methodologies no longer need to be applied in isolation—they can be orchestrated. Performance management comprises the methodologies, metrics, processes, software tools, and systems that manage the performance of an organization. It is overarching, from the C-level executives cascading down through the organization and its processes. To sum up its benefit, it enhances broad cross-functional involvement in decision making and calculated risk taking by providing tremendously greater visibility with accurate, reliable, and relevant information—all aimed at executing an organization's strategy.

Over the last decade, the use of performance measurement by transportation agencies in the United States has undergone a period of rapid evolution. What began in the early 1990s as a nascent concept used by the leaders in a handful of forward thinking agencies to support their management agendas, has today become a widespread phenomenon that many transportation agencies have endorsed. Numerous transportation agencies now use performance based management as their umbrella to report progress and support decisions to achieve organizational excellence and better serve the needs of their consumers.

Within the past 4 years, significant process has been made at the national level to encourage and endorse performance management – which was the first step in institutionalizing performance measurement at the Federal level. MAP-21, now the FAST Act identified required performance measures, have finalized the rules associated with those measures and states are beginning the implementation phase of this national effort. is built on best practices endorsed by USDOT, AASHTO and others. Today, the focus needs to shift from the “required measures” to the demonstrated successes of these mandated measures and associated rules.

As mentioned above, State DOTs and MPOs are in the process of implementing these performance measures but agencies at all levels of government have been exploring implementing performance measures in their organizations for a range of purposes. These agencies realize they need to start breaking down some of the measurement discussion through a number of different lenses and working on them in a more focused way. As an example:

- Strategic - help drive the business at a more global level (such as critical success factors, cultural alignment, line of sight vision, values, outcomes, etc.)
- Operational – help drive the business and decision making at a more micro level
- Outward – meeting the needs of the community, customers and Government

Transportation agencies are exploring new avenues for performance measurement including consideration of hard-to-measure, but important policy issues and closer integration of measurement with decision-making. Advances in information technology and pressure to

address emerging transportation challenges are making performance measurement a topic that will continue to grow in importance to transportation agencies.

ABC30 Scope:

The ABC30 committee supports the development and use of performance measurement and performance management across all modes of transportation, public and private, including passenger and freight transportation systems. The committee promotes the use of performance based management in all aspects of an organization's responsibilities to support public accountability and effective systems management including planning, programming, budgeting, program and service delivery, and system operations. Using performance based management techniques help to achieve organizational excellence. The scope includes performance management with regards both to direct transportation agency responsibilities (e.g., system efficiency, functionality, condition, operation) to larger, societal outcomes that are impacted by the transportation system (e.g., equity, sustainability, public health, economic access). The scope also includes the research for implementing performance management in an organization, including the definition of performance data needs and the establishment of consistent data collection, analysis, reporting, and communication methods. Informatics, data management and visualization are increasingly being used by transportation agencies in reporting performance. The committee also serves as the principal TRB clearinghouse for the integration of activities and exchange of information among TRB committees and other organizations, including international partners, concerned with the various aspects of performance measurement and management.

Critical issues shaping the Committee's direction over the next 3 to 7 years

1. Critical Emerging Issue – Transportation Agencies Must Navigate New Performance Frontiers and Transform the Way They Do Business

Transportation agencies are embracing performance management. As interest has grown, the number of measurement areas of interest is expanding and work is being done to address previously 'hard to measure' areas such as economic and social impacts, equity, sustainability, environment, public health and others. Agencies are increasingly realizing they need to broaden their focus from transportation outcomes (that impact their constituents) to societal outcomes (that their constituents care about directly). Transportation development plays a big role in shaping accessibility and agencies need to consider these impacts, but so far the area has received little focus.

At the same time, the rapid growth in the volume of performance data, analysis tools, and communication methods are creating a new environment for transportation

performance management: 1) Public agencies are growing more comfortable with making their data publicly available for non-government/private sector use; 2) Private sector entities are emerging as sources of transportation data and performance information; 3) Technology is providing powerful ways to interpret and apply performance information and 4) Many professionals don't know how best to communicate the data they do have.

Enabled by powerful advances in information technology, new, rich datasets are being created within and outside DOTs with the aid of the internet, ITS, traffic management systems, GPS, GIS and other data collection and analysis technologies. This is opening up exciting new opportunities for performance management that go beyond currently available measurement areas and reports. The emergence of connected and autonomous vehicles as a major technological implementation also is expected to impact not only what we measure and the data and information available for measurement but also the overall performance of transportation agencies. The coming data revolution could be highly beneficial and/or overwhelming for transportation agencies. They need to learn how to leverage opportunities to the maximum extent possible, while recognizing cost/effort involved in data management. They need to become more knowledgeable about performance areas that they may impact, without having direct control.

2. Critical Emerging Issue – Demonstrating the Successful Implementation of Performance Measures and Greater Accountability in Government

'Transparency' and 'accountability' are becoming part of the vernacular of governments and the citizens they serve. Performance measures are a natural tool that organizations can use to relieve pressure for more transparency and accountability. While national-level performance management through the requirements established in MAP-21/FAST Act started the conversation, the focus and emphasis needs to be on greater accountability throughout the nation.

As agencies begin to explore the performance reporting and performance-based planning elements of MAP-21, they must address other critical questions like, the lack of consistent, cross-jurisdictional and cross-modal data sets for key transportation topics and metrics (e.g. asset conditions; economic benefit/value of transportation investments; congestion/system capacity; freight analysis, etc.) that will hamper the effective use and application of national performance measurement and management practices. Agencies are also increasingly thinking about how to balance their responsibilities for their various core programs like asset management, safety management, mobility management in addition to factoring in all components of risk management.

Looking to the future, accountability – supported by evolving technology - is driving the integration of performance data with state-of-the-art communication practices to establish interactive dialog between governments and the people they serve.

How can we advance skill building and tools that make performance information more accessible, usable, and easier to communicate? How can agencies differentiate between short term performance and long term performance, along with appropriate target-setting for both. Research is needed to ensure these questions are addressed along with new data visualization tools and approaches to ensure effective communication of performance measures.

3. Critical Ongoing Issue: The Widening Transportation Investment Gap

Current revenue sources – primarily the gas tax – are insufficient to offer a sustainable long-term solution for funding transportation investment needs. As a result, less money is being devoted to maintenance and expansion of the transportation infrastructure despite growing needs driven by aging infrastructure and growing travel demand. Performance measures can be used to help communicate the importance of investment in transportation. If the Federal-Aid Transportation Program shrinks in influence, states may take widely differing courses of action in their performance programs. As systems change in response to the worsening fiscal climate, new performance measures may be required. There is a growing body of research in data analytics, visualization and communicating performance information that deserves ongoing interest and investment to help transportation agencies address this unique and critical challenge.

4. Critical Emerging Issue: Effective Use of Data, Data Analytics, and Informatics to Performance Management in Combination with other Decision-Making Tools

Performance measurement has highlighted for agencies the need to collect and manage quality data. Many agencies are implementing data management efforts that are driven, in part, by a desire to report performance to decision makers and the public. But agencies also need help figuring out how to make the link between data, performance reporting, and decision-making. There is a lack of a general understanding of the role and use of performance measurement data in combination with other decision tools that inhibits the better application of PMs by various users (including executives, legislators, and policy makers).

There is generally a wealth of performance data available now - at least in some key areas such as asset condition or safety – but many decision makers don't fully understand how to use integrate measures into policy tradeoff analysis, planning, etc.

5. Critical Emerging Issue: Performance Management, Implementing.

Much of the technical fundamentals of performance management have been well-researched, and now more focus is needed on the softer side regarding things like organizational change management. Agencies just can't reform processes and think

they have finished. Instead, they need to be continually responsive to changes.

It is desired to adjust the focus of ABC30 from performance measures to performance management. Agencies are learning that, to do more with less, they need to manage their organizations using performance measures to help them make and justify hard decisions. Whether in support of tradeoff analysis across program areas, project or program prioritization, staff management, or system operations, transportation agencies are increasingly using performance measures as part of an overall management strategy that focuses on accountability and transparency. Practitioners need a better understanding of how these types of efforts have been initiated and sustained over time.

Committee Goals to address these identified issues and driving forces:

- I. **Research** - Promote, contribute and ensure research, development, and application of performance measurement and performance management is delivered and incorporated in transportation organizations to address current and emerging transportation issues.
- II. **Communication Goal** - Improve global communications and dissemination of research findings and best practices applicable to public and private transportation organizations.
- III. **Collaboration Goal** - Enhance the understanding, knowledge and skills of transportation leaders and professionals in the science, methods, and application of transportation system performance analysis, performance measurement, and performance management. A specific focus is to include groups not normally involved to ensure a diverse set of perspectives and some infusion of new ideas.

See **Appendix A** for *Business/TSP Implementation Plan*. It identifies specific tasks and strategies and will be updated periodically.

APPENDIX A

ABC30 Two-Year Business/TSP Implementation Plan:

The following task priorities may change and are subject to adjustments as needed to meet emerging or changing research and committee work needs

Research - Promote and contribute to the research, development, and application of performance measurement and performance management in transportation organizations that can help to address current and emerging transportation issues:

- **Work Plan Task:** Partner with AASHTO and other organizations to define and develop research proposals that address the knowledge gaps in those areas critical to implement national performance measurement.

Other Ongoing Strategies

- **Strategy** – Maintain and update a list of key research needs annually in performance measurement and management; ensure list is added to TRB’s Research Needs Database;
- **Strategy:** Respond to the call for problem statements for the TRB synthesis program.
- **Strategy:** Provide a specific liaison to and advocate through the American Association of State Highway and Transportation Officials (AASHTO) Performance Management committee for funding problem statements.
- **Strategy:** Develop Research Problem Statements - The committee will enhance its influence on shaping and defining the research agenda by developing at least one well-conceived research problem statement each year, in collaboration with other TRB Committees and other organizations. These research problem statements will be placed in the TRB Research Needs Statements database and made available to the broad community so that the field is continuously defining and updating the critical issues and needs. These research needs statements will be channeled to various sponsors for potential funding streams to become a reality, thus contributing further to enhancing the vitality and growth of the field. Submitting numerous research statements to NCHRP/TCRP Syntheses, TCRP, NCHRP, and FHWA.

Communication Goal - Improve global communications and dissemination of research findings and best practices applicable to public and private transportation organizations.

- Work Plan Task: Develop information exchange using LinkedIn social networking platform.

Other Ongoing Strategies

- **Strategy:** Sponsor sessions at annual and summer meeting. Continue to conduct outstanding technical sessions at the TRB Annual Meetings, as well as the mid-year meetings.
- **Strategy:** Performance Measurement Committee Newsletter: publish newsletter twice a year in June and December, with cross cutting issues, committee activities, and announcements on Research Needs and NCHRP funded projects.
- **Strategy:** Enhance the Committee’s website for knowledge sharing, outreach, and promoting research. Post the Committee Strategic Plan, committee organization details, presentations and papers from committee activities and sessions, and a schedule of pertinent events. Include an online method for interested people to register as committee “friends” and to comment on proposed activities. Use the committee web site as an outreach mechanism, by highlighting the committee

purpose and scope and inviting collaboration.

- **Strategy:** Use multiple platforms to disseminate information on upcoming events with transportation performance measures content to the mailing list of Committee contacts and friends. These platforms include Linked In group, newsletter, committee website, and others.
- **Strategy:** Explore new and innovative methods for communication during TRB annual meeting workshops, sessions, and committee meeting, including speed presentations on new research during committee meetings, pushing for more interactive TRB workshops and podium sessions, exploring visualization techniques, and other similar methods.
- **Strategy** Utilize new communication tools as a means to enhance education, outreach and information exchange on the concepts, practices and costs/benefits of performance management such as social networking, blogs, podcasts, etc.

Collaboration Goal - Enhance the understanding, knowledge and skills of transportation leaders and professionals in the science, methods, and application of transportation system performance analysis, performance measurement, and performance management.

- **Work Plan Task:** Work within the Master Agreement that TRB and WRA (PIARC) have signed, continue to enhance the relationships and work between the WRA TC A.1 and ABC30 Committees. Currently all members of TC A.1 signed up as friends of ABC30, key members of TC A.1 as international members in ABC30 and Chair of ABC30 attending meeting of TC A.1 while in the USA.
- **Work Plan Task:** Lead and collaborate in the organization of an international conference for Summer of 2019 or 2020 focusing on emerging concepts, new research, lessons learned in the field of performance, asset and risk management.
- **Work Plan Task:** Collaboration with USDOT and AASHTO to promote research and best practices - provide input and assistance in defining the future of performance measurement and in addressing needs as well as establishing a vision for local, state and federal roles. Coordinate with and assist USDOT in the dissemination of best practices.

Other Ongoing Strategies

- **Strategy:** Collaborate on conferences, workshops, and webinars - Initiating discussions and special organizational meetings with other TRB committees/task forces and national/international associations to conduct specialty conferences, workshops, and seminars on various topics over the next 2-4 years.
- **Strategy:** Increase coordination with other TRB committees. Identify the top 5-7

partner communities, with a focus on committees working in specific issue areas relevant to ABC 30 (i.e., within the individual performance areas that ABC 30 seeks to integrate). Assign specific liaisons to these committees with responsibility to report back to ABC 30 members. Seek sponsorship of joint sessions and research statements to identify critical issues and advance performance measures research relevant to stakeholders and users, sponsor or co-sponsor sessions and workshops at annual meetings and mid-year meetings, and organize workshops and sessions in collaboration with other TRB committees for annual and mid-year meetings.

- **Strategy:** Scanning tours - develop a plan for professional enrichment scanning tour(s) of the U.S. and/or worldwide, leveraging the expertise of the Committee's network of members and friends as hosts. Identify interest in participation and funding options for the program.
- **Strategy:** Continue to build upon good relations with officials from international communities such as Japan and the United Kingdom, which have actively participated in committee research, panels, and conferences.
- **Strategy:** Reach out to organizations and groups beyond TRB - Developing new relationships with professional associations, the global community, and multidisciplinary groups of researchers. This includes AASHTO, APTA, and AMPO.
- **Strategy:** Recruit and maintain committee friends. Continue to promote the participation in committee activities with a diverse membership, representing as many modes of transportation as possible; ensure that Committee membership reflects a balanced composition with regard to geography, gender, race, ethnicity, and organizational affiliation.