

AMERICAN ASSOCIATION OF
STATE HIGHWAY AND
TRANSPORTATION OFFICIALS

AASHTO
THE VOICE OF TRANSPORTATION

STANDING COMMITTEE ON PERFORMANCE MANAGEMENT



Final Action Plan
2011–2014

October 2011

Background

At the 2010, AASHTO Spring meeting in Las Vegas, the Standing Committee on Performance Management established a task force to develop a new action plan for the Committee and to review the Committee's charge statement. The Action Plan for 2011–2014 and a revised Charge Statement are included in this document.



Standing Committee on Performance Management (SCOPM) Action Plan (2011–2014)

The objective of the Action Plan is to define the focus areas for SCOPM activities over the next three years. For each focus area, the action plan identifies the next steps that SCOPM will accomplish during this time frame. SCOPM has lead responsibility for implementing the Action Plan and will provide regular updates on the status of its activities to all States. The Action Plan will be implemented with recognition of the budget concerns facing state and local governments.

Action Area 1: National Performance Measures

Over the past several years, under SCOPM's leadership, a set of national performance areas and, in some cases, specific candidate performance measures have been identified. This work was accomplished in close coordination with FHWA and the AASHTO standing committees with expertise in the various measurement areas. The result of this prior work is a tiered set of candidate performance measures and performance areas. Tier 1 represents measures that can be implemented immediately or finalized with relatively minor additional work. Tier 2 represents measures that have been agreed to in concept but for which additional developmental work is required. Tier 3 represents potential measurement areas that are still in an exploratory phase and for which significant additional research and developmental work will be required to define specific measures.

The work on this topic will continue to lead AASHTO's effort to develop a limited set of national performance measures.

Recommended Action Steps

1.A Outreach: Continue outreach efforts to State CEOs and executive staff recognizing the frequent turnover in these positions. The outreach would focus on the benefits of AASHTO advancing a set of national performance measures

including how these measures could be used at the state level, the status of the work done to date, and any issues or concerns of individual states.

1.B Tier 1 Measures: Working closely with FHWA, SCOPM will identify the implementation steps, including costs, required for all Tier 1 measures and will finalize these measures. This work will include the communication required within the AASHTO community and with other stakeholders to achieve a broad consensus on these measures. The work will build on the implementation guidance developed as part of NCHRP Project 20-24 (37G) (*Technical Guidance for Deploying National Performance Measurements*) and FHWA's ongoing efforts to identify any changes required to national data bases to support these measures.

1.C Tier 2 Measures: SCOPM will support and stay involved in the developmental efforts for a limited number of Tier 2 measures. This work will include expanding the comparative performance measurement efforts under NCHRP Project 20-24 (see 4B), identifying the individuals and groups with the expertise for defining and finalizing these measures, cooperating with FHWA on its efforts to support measure development and coordinating with the other AASHTO standing committees that have ongoing efforts in specific measurement areas including the Standing Committee on Highway Traffic Safety (SCOHTS), the Standing Committee on Finance and Administration (SCOFA), the Standing Committee on Environment (SCOE), the Standing Committee on Public Transportation (SCOPT) and the Asset Management Subcommittee of the Standing Committee on Highways (SCOH) and the Standing Committee on Planning (SCOP).



1.D Tier 3 Measures: SCOPM will continue to support the research and exploratory efforts required to assess the feasibility of defining appropriate national performance measures in these broad measurement areas. Work will include identifying appropriate experts in each area and supporting specific research efforts, including NCHRP projects, as appropriate.

Action Area 2: Using Performance Management to Make Better Decisions

The ultimate objective of performance management efforts at the state and national levels is to improve decisions and make the best use of whatever resources are available to achieve desired performance results. Achieving the

best possible system performance, including system efficiency and productivity, is particularly critical in an era of very constrained resources. SCOPM will take the lead in identifying and communicating best practices in achieving good performance results including both system and organizational performance. SCOPM also will help to define the ongoing training and educational efforts required to advance performance management practice.

Recommended Action Steps

2.A Best Practices: SCOPM will take the lead in identifying and communicating best practices in performance management. This effort will include both practices that enhance system performance as well as organizational performance (e.g. on-time/on-budget project delivery). It will also include how states have successfully promoted and advanced their performance management efforts and integrated performance management into their existing planning and public involvement processes. Specific elements of this work will include:

- Identifying and documenting best practices for achieving better system and organizational performance, emerging from SCOPM's comparative performance measurement effort, accomplishments of individual states and from other sources including FHWA, domestic and international scans, and peer reviews.
- Developing and implementing a strategy for archiving and making available best practice information.
- Developing a strategy for ongoing communication and information sharing on best practices.
- Continuing to work with the Subcommittee on Asset Management to further promote the application of performance management principles to all physical transportation assets and the use of the *AASHTO Transportation Asset Management Guide: A Focus on Implementation* to guide this effort.

2.B Training and Education: SCOPM will work closely with both FHWA and SCOP to identify the additional training and educational initiatives that will support further advancement of performance management within the AASHTO community. SCOP has an established annual process for identifying training, educational and other capacity building needs across a number of areas and works with FHWA to obtain funding for these efforts. SCOPM will use this established SCOP process to advance efforts related to performance management.

Action Area 3: Framework for a National Performance Management Program

SCOPM will continue to develop a framework for the use of national performance measures that clearly specifies the appropriate and in-appropriate uses for national performance information, defines a reporting strategy that adds value without unreasonable cost, and addresses how to market and communicate performance results to various stakeholders. This work should include identifying points of agreement, as well as any concerns, with FHWA's effort to also develop a framework for national measures.

The work in this area can build on earlier efforts by AAS-HTO to define an appropriate framework for a national performance management program. Key elements of the framework include the establishment of national transportation goals, defining appropriate national performance measures, determining the usefulness/appropriateness of national and state performance targets, performance based planning and programming, incentives and disincentives and performance reporting. All of these elements should reflect customer and stakeholder concerns and balance the benefits and accountability achieved through performance management with the resources required. While additional work could be done in each of these areas, SCOPM will focus on four elements of the framework. The additional work proposed on national performance measures is included in Action Area 1 of this Action Plan. The efforts proposed for three other areas are described below:



Recommended Action Steps

3.A Performance Targets: Setting performance targets at the national and state levels as appropriate is a challenging aspect of a performance management program. SCOPM will continue to work with FHWA to assess the appropriateness and feasibility of setting targets and to strive to create a consistent approach for developing state and national targets where they are determined to be appropriate or are required by legislation.

3.B Performance-Based Planning and Programming: The Standing Committee on Planning (SCOP) is working closely with FHWA, FTA, AMPO, APTA and NADO to identify the changes that could be made to the existing planning and programming process to support performance management. SCOPM will continue to monitor and stay involved with this SCOP led effort.

3.C Performance Reporting: SCOPM will work with FHWA, and other partners, to define the types of national performance reports that will be of most use to the states and be effective in communicating systems performance in a compelling and relevant manner to the public and policy makers. In addition, SCOPM will work with FHWA and other partners to identify reporting strategies that might be counterproductive to effective communication or too burdensome. The review will look at existing reports such as the U.S. DOT Conditions and Performance Report as well as best practice state reports and other performance communication approaches that might be generated using national performance measures.

Action Area 4: Comparative Performance Measures

SCOPM has sponsored a series of very successful and voluntary comparative performance measures efforts (through NCHRP Project 20-24) to identify barriers and obstacles to developing consistent performance information across states for all the Tier 1 measures and to help to identify best practices. This work will be continued and expanded to cover all Tier 1 performance measures as well as other measures of interest to the states. Initial work on developing an information system and database to archive, regularly update and make the results of these efforts more accessible has also been a part of this effort.

Recommended Action Steps

4.A Tier 1 Measures: Expand the comparative performance measures effort to finalize the analysis of all Tier 1 measures.

4.B Other Measures: Expand the comparative performance measures effort to include the analysis of Tier 2 measures where feasible. This includes the development of a pavement structural condition measure to supplement IRI or a composite measure (e.g. rutting, roughness, structural condition, etc.) to assess pavement conditions; a consistent safety serious injury definition and performance measure(s); and highway congestion and systems operations performance measures.





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