

TRANSPORTATION LEADERSHIP ACADEMY



Transportation
for America



U.S. Department of Transportation
**Federal Highway
Administration**

VISIONING EXERCISE

LYLE WRAY

Transportation Leadership Academy: Performance Measures

Lyle Wray, PhD, Executive Director, Capitol Region Council of
Governments

Indianapolis, Indiana, May 19, 2016

Today

- What is performance measurement?
- Why do performance measurement?
- Performance measurement frameworks
- Transportation: a means to other goals
- Achieving multiple outcomes with one strategy: Example of Transit Oriented Development
- Table top exercises to apply performance measurement to your region's future
- Wrap up

Team Survey Results

- Seattle
- Boston
- Cleveland, Indianapolis
- Lee County Florida
- MACOG South Bend Indiana
- Des Moines

Common Themes?

- Triple bottom line of economy, environment and social equity
- Most measures at operational level such as accidents, traffic volumes, jobs access in minutes, mode share
- State of good repair concerns on current system
- Land use and transportation nexus
- Choice in urban mobility; urban mobility networks
- Health impacts
- Freight movement

What is performance measurement?

- What is **performance measurement**?
- *Regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of programs*
- What is a **performance measure**?
- *A performance measure is a comparison that provides objective evidence of the degree to which a performance result is occurring over time.*

Types of Performance Standards

- **Input:** Money, people and materials
 - **Activity or process:** What and how are we doing things?
 - **Output:** Widgets produced
 - **Outcomes or results:** How are we better off
-
- Much of what passes as performance measurement does not get focus on the outcomes or results of programs

Why do performance measurement?

- Compliance (do it or you don't get the money)
- Improve program results
- Invest budget dollars to get better results

Example: Traffic Safety Performance Measures

- 1. Number of traffic fatalities
- 2. Number of serious injuries in traffic crashes
- 3. Fatality rate per vehicle mile traveled
- 4. Number of unrestrained passenger vehicle occupant fatalities
- 5. Number of fatalities in crashes –blood alcohol over .08 g/L
- 6. Number of speeding related fatalities
- 7. Number of motorcyclist fatalities
- 8. Number of un-helmeted motorcycle fatalities
- 9. Number of drivers 20 or younger involved in fatal crashes
- 10. Number of pedestrian fatalities
- 11. Observed seat belt use for passenger vehicles, front seat occupants

State DOT and MPO Process

- 1. Set a strategic direction, including defining goals, objectives and performance measures
- 2. Developing investment and planning priorities including identifying targets and trends, choosing strategies, and comparing alternatives, and determining trade offs among investments
- 3. Programming by selecting specific investments through capital plans and transportation improvement plans
- 4. Monitoring and evaluating built projects and publicly reporting their results

State Level Goals

- NC: safety, mobility and infrastructure health
- MA: safety and security, economic development, quality of life and environmental justice, health and environmental impact, regional equity and system preservation

Federally Recommended Performance Measures

- System performance
- Safety measures
- Economic health and resilience measures
- Access to destination measures
- Public health and environment measures

Why Performance Measurement Frameworks?

- Frameworks help organize performance measurement systems
- Improve communications
- Improve coherence of measures
- Point to gaps and redundancies in measures: complex systems need portfolio of measures

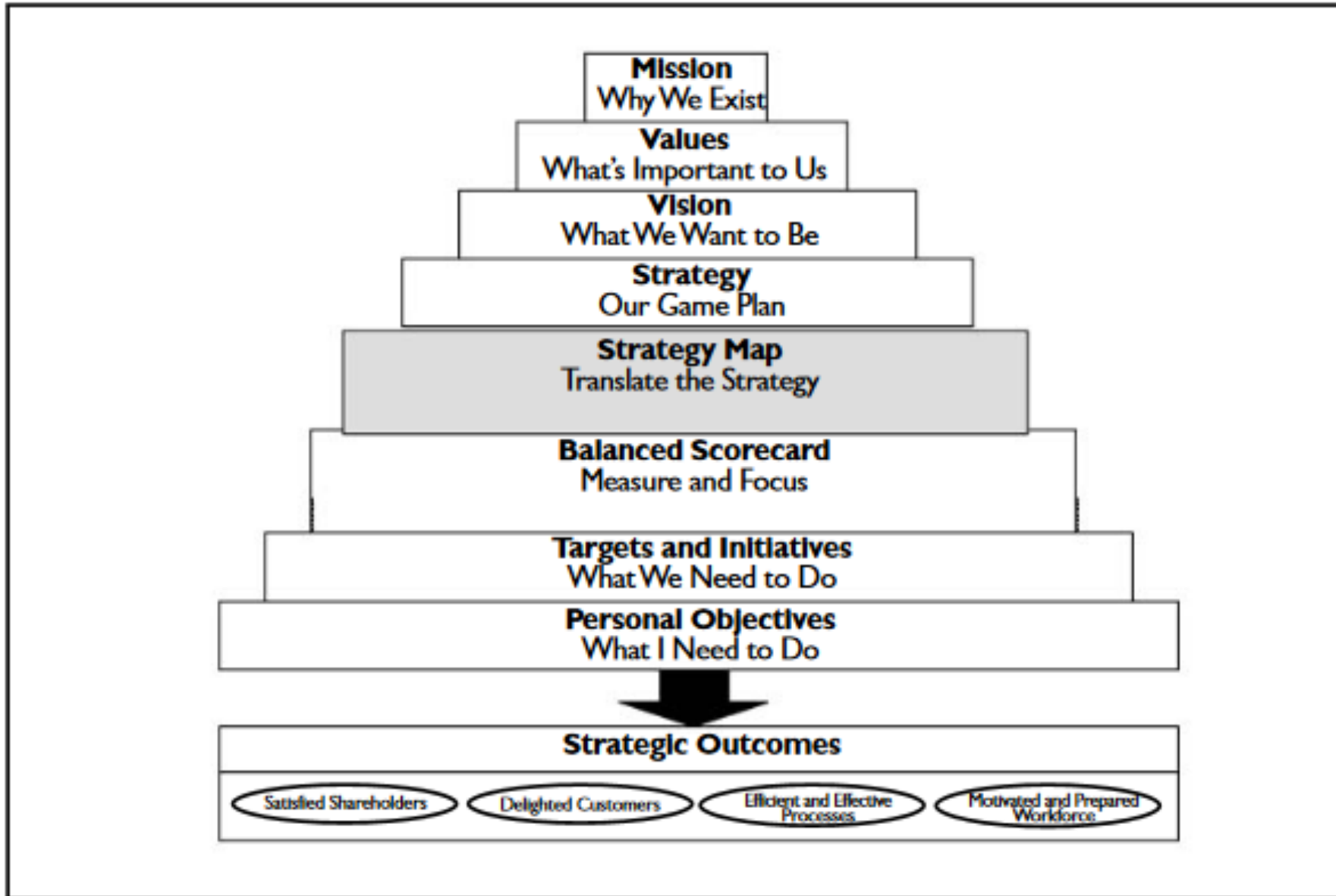
Sample Frameworks

- **Triple Bottom Line:** Economy, Environment and Social Equity
- **Strategic Framework:** Strategy, goals, objectives, tasks and metrics – strategic, tactical and operational level metrics
- **Balanced Scorecard for the public sector:** Perspectives: financial, customer, internal process and learning and improvement; strategy maps to get results across the four perspectives; performance tracking
- **Logic models:** Input, process or activity, output, and outcomes – linked to evidence based management and best practices reviews; visual logic models for outcomes

Why do a framework?

Suggestions to consider:

- Start with values, and vision then build a common performance measurement framework the goes includes strategy, tactics and operational level metrics or performance measures
- Include compliance metrics where they best fit and their related implementation steps
- Generates a progress tracking approach for the region as a whole
- Use “evidence tested” rather than “feel good” programs and interventions
- Strive for multiple outcomes for programs and interventions; example is transit oriented development
- Use transportation as a means to achieve the vision!
(transcontinental railroad)



Source:

http://www.cimaglobal.com/documents/importeddocuments/tech_mag_strategy_mapping_march07.pdf

Levels of performance measures and outcomes

- **Strategic:** Big picture goals -- both aspirational and “rock in shoe” goals; often long term in nature
- **Tactical:** Best practices to get certain results; effective toolkit items; often medium term in nature
- **Operational:** Examples: volumes of traffic, and pedestrian counts
- Cascade of measures from strategic to operational

Transportation as a means

- Transportation is a **means** to a variety of ends and outcomes...
- Triple bottom line objectives as the “top line” -- We must look at the ends being targeted
- Different ways to get to a similar outcome (TOD as a double whammy)

Exercise Question 1

- It is 2026 and you are reading the newspaper (if there still are newspapers) and you read a very positive headline about your community
- What is that headline?
- How did it happen?

Exercise Question 2:

- How did you get to your positive headline?
- How did transportation in a broad concept contribute to that achievement?

Exercise Question 3:

- What kind of changes in transportation policy and spending would you need to make to bring about your positive headline?

Exercise Question 4:

- What performance measures would you want to be tracking and working on as you progressed to your positive headline?
(Strategic, tactical and operational metrics)
- To whom and how would you share this information and why?

Exercise Question 5:

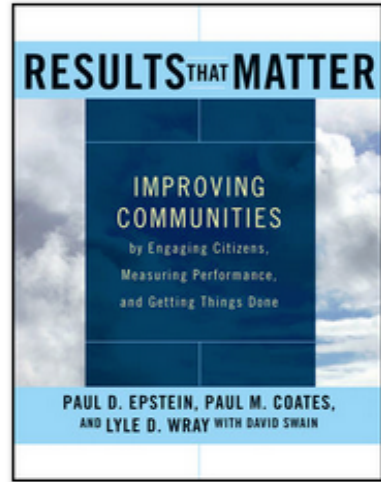
- Observations and insights from these exercises?

Wrap Up

- Use performance measures to improve programs, invest limited resources wisely for better outcomes and to comply in order to get resources
- Performance measures work best in a performance measurement framework (number of options)
- Transportation is a **means** to achieve important results
- Typically need a **portfolio** of measures for complex issues
- Expect and work through the **learning curve** on performance measurement

References

- Transportation for America (2015) *Measuring what we value. Setting priorities and evaluating success in transportation.* Washington, DC



Results that Matter: Improving Communities by Engaging Citizens, Measuring Performance, and Getting Things Done

Paul D. Epstein, Paul M. Coates, Lyle D. Wray, David Swain

ISBN: 978-1-118-19344-0

272 pages

December 2005, Jossey-Bass

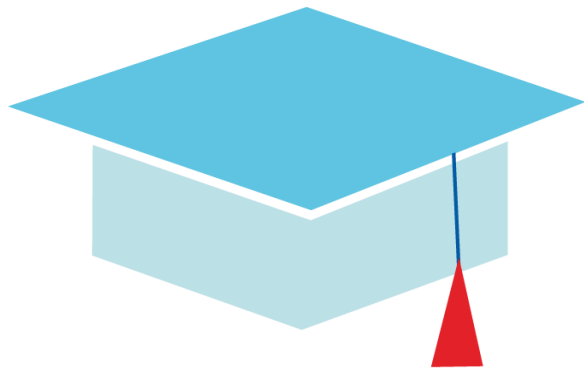
Description

Today's communities—whether they are currently strong, or struggling to survive—face difficult challenges if they want to be tomorrow's healthy, vibrant communities. The challenge for leaders and citizens of modern communities is not just to solve specific problems today. Their real challenge is to keep learning from their experience so they can keep improving their communities tomorrow.

Results That Matter will provide a new governance framework for using valuable tools of community improvement—especially performance measurement and citizen engagement—to empower communities to achieve the outcomes their citizens most desire. Government and nonprofit managers will learn how to combine these tools in new ways, not only to achieve one-time improvement of their organizations and communities, but to foster continual community renewal and improvement. The benefits and practicality of the framework and related practices will be reinforced by case examples from 25 communities across the country. The book will offer "how to" guidance to public and nonprofit managers, including promising practices for effective communities, and new roles for citizens, community leaders, and managers.

Thank you!

- Lyle Wray, Executive Director
- Capitol Region Council of Governments
- lwray@crcog.org
- 860 522 2217 extension 232



TRANSPORTATION LEADERSHIP ACADEMY



Transportation
for America



U.S. Department of Transportation
**Federal Highway
Administration**

QUESTIONS & COMMENTS
#indyTLA