



Reporting and Communication

Reporting and Communication is the use of products, techniques, and processes to communicate performance information to different audiences for maximum impact. Reporting is an important element for increasing accountability and transparency to external stakeholders and for explaining internally how TPM is driving a data-driven approach to decision making.

What it Takes

Well-crafted reports are vital tools for informing both internal and external audiences in TPM. They provide an opportunity to connect agency goals to strategies to outcomes achieved. Reports should build context and continuity, operating as standalone pieces but be relevant over time. Often it is helpful to report past performance before communicating new information. Reporting should be:

- tailored to the audience
- linked to funding
- telling a story

Internal reporting targets a wide variety of individuals, from the Board of Directors to maintenance staff. It can be used to motivate employees and remind them how their actions contribute to performance results; establish a feedback loop to adjust measures, targets, and strategies; and recognize achievements.

External reporting should be used to explain TPM processes to external stakeholders in plain language, make the case for funding by increasing transparency and accountability, and provide greater context around results that may not be immediately clear.

Implementation Steps

Reporting and Communication is broken down into two subcomponents:

- **Internal:** products, techniques, and processes used to communicate performance information to internal audiences.
- **External:** products, techniques, and processes used to communicate performance information to customers, partner agencies, elected officials, and other stakeholders.

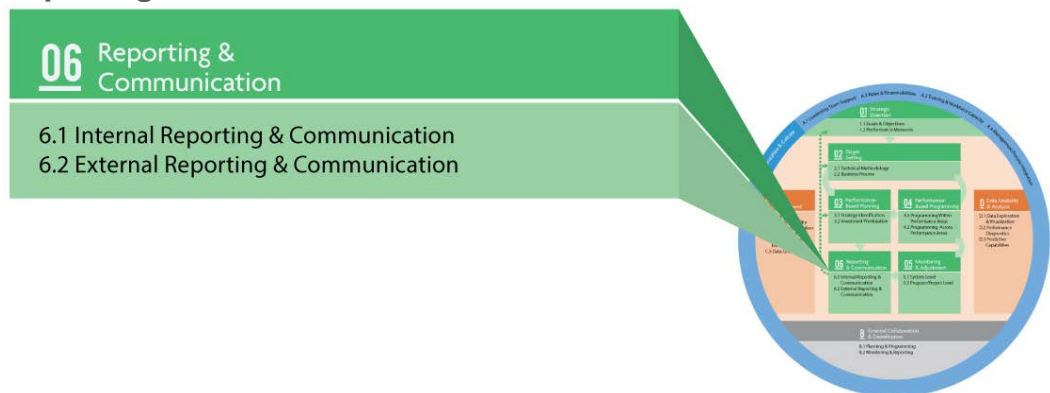
Each subcomponent has its own set of implementation steps.

Internal	External
6.1.1 Clarify purpose of the report	6.2.1 Clarify purpose of the report
6.1.2 Define roles and responsibilities	6.2.2 Define roles and responsibilities
6.1.3 Develop reporting parameters	6.2.3 Coordinate with external partners
6.1.4 Refine, automate, and document	6.2.4 Develop reporting parameters
	6.2.5 Refine, automate, and document

Making the Connection

Reporting and Communication (Component 06) is a critical link in the feedback loop connecting the Strategic Direction (Component 01), Target Setting (Component 02), the identification and evaluation of strategies during planning (Component 03) and programming (Component 04). Reporting is an output of the Monitoring and Adjustment process (Component 05).

Reporting and Communication and the TPM Framework



For more information on reporting and communication and the other components of the TPM Framework visit: www.tpmtools.org



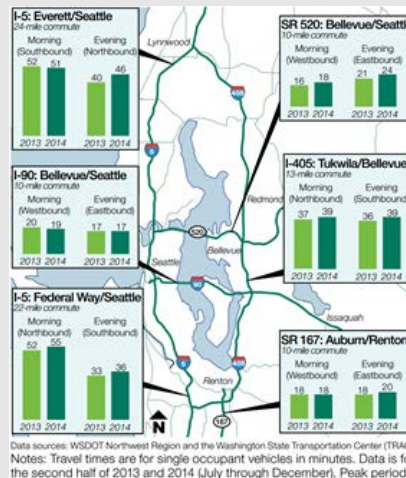
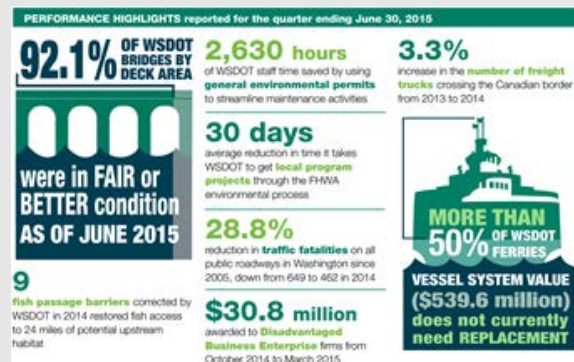
Reporting and Communication

Case Study: Implementation Step 6.2.4

The Gray Notebook: WSDOT

The Washington State Department of Transportation produces a quarterly performance report called The Gray Notebook that serves as an excellent example of external reporting.

Format: infographics and maps display information in a form readily understood by external audiences.



Level of detail and context: performance reporting is clearly connected to agency goals, which are described in greater detail for users. Results WSDOT, the agency’s strategic plan, “sets agency direction.”

Results WSDOT sets agency direction 2014 through 2017 Strategic Plan

- Goal 1: STRATEGIC INVESTMENTS**
Effectively manage system assets and multimodal investments on corridors to enhance economic vitality
- Goal 2: MODAL INTEGRATION**
Optimize existing system capacity through better interconnectivity of all transportation modes
- Goal 3: ENVIRONMENTAL STEWARDSHIP**
Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality

Recent Gray Notebook articles linked to goals

- Bridges: [GNB 58, pp. 15-22](#)
- Capital facilities: [GNB 55, pp. 2-5](#)
- Ferries preservation: [GNB 58, pp. 23-28](#)
- Highway maintenance: [GNB 56, pp. 14-15](#)
- Pavement conditions: [GNB 56, pp. 5-13](#)
- Aviation: [GNB 55, pp. 6-8](#)
- Ferries: [GNB 58, pp. 29-30](#)
- Highway system safety: [GNB 58, pp. 12-14](#)
- Rail: Amtrak Cascades: [GNB 58, pp. 33-34](#)
- Trip reduction: [GNB 51, pp. 16-18](#)
- Trucks, goods and freight: [GNB 58, pp. 41-44](#)
- Air quality: [GNB 53, pp. 15-16](#)
- Endangered Species Act documentation: [GNB 55, pp. 20-21](#)
- Environmental compliance: [GNB 56, pp. 24-25](#)
- Fish passage barriers: [GNB 58, pp. 37-38](#)
- General permitting: [GNB 58, p. 40](#)
- Water quality: [GNB 55, pp. 17-19](#)
- Wetlands preservation: [GNB 57, pp. 21-23](#)

Source: Washington State Department of Transportation. (2015). The Gray Notebook: WSDOT's Quarterly Performance Report on Transportation Systems, Programs, and Department Management (June 30, 2015). Olympia, WA. <http://wsdot.wa.gov/publications/fulltext/graynotebook/Jun15.pdf>

Perspectives

“Measuring performance is of no value unless results are reported to the appropriate audiences in a way that makes the information readily understandable.”

— NCHRP Report 446: A Guidebook for Performance-Based Transportation Planning

“Too much data becomes not enough information – focus on the most important data and present it in a way that can be understood.”

— Eric Hesse, TriMet

“Reporting performance data [promotes an] understanding of the impacts of investment decisions...on the state of the transportation system, [providing] the key inputs that should be used to establish priorities during subsequent strategic planning phases and to measure progress on previous strategic goals.”

— NCHRP 660: Transportation Performance Management: Insight from Practitioners

Connect Online to Learn More

Visit the TPM Toolbox online to learn more about reporting and communication and to take your own TPM Capability Maturity Self-Assessment: www.tpmtools.org