APPENDIX A

Agency examples used throughout the guidebook are listed here by component, subcomponent, and step number.

01: Strategic Direction

Subcomponent 1.1 Goals and Objectives

Step	Example
1.1.1: Understand the performance context to create a vision	· Florida DOT · Maryland DOT · North Carolina DOT
1.1.2: Build inclusive internal process to develop goals and objectives	· Universal · FHWA
1.1.3: Engage external stakeholders to refine goals and objectives	· Binghamton Metropolitan Transportation Study (MPO) · Metropolitan Transportation Commission
1.1.4: Evaluate and finalize goals and objectives	· Champaign Urbana Urbanized Area Transportation Study (MPO)
1.1.5: Document the process	· Virginia DOT · Vermont AOT

Subcomponent 1.2 Performance Measures

Step	Example
1.2.1: Inventory data, tools, and performance reports	· District of Columbia DOT
1.2.2: Engage internal staff and external stakeholders	· Maryland DOT
1.2.3: Evaluate potential measures	· Wisconsin DOT · Maricopa Assoc. of Governments
1.2.4: Establish governance process	· Strafford MPO
1.2.5: Document the process	· Washington Metropolitan Area Transit Authority · Minnesota DOT

02: Target Setting

Subcomponent 2.1 Technical Methodology

Step	Example
2.1.1: Establish a baseline	· Universal
2.1.2: Analyze historical trends	· Washington Metropolitan Area Transit Authority
2.1.3: Identify influencing factors and assess risk (internal and external)	· Virginia DOT · Universal
2.1.4: Define target parameters	· Universal

Step	Example
2.1.5: Forecast future performance	· Oregon DOT · Washington State DOT · North Central Texas Council of · Governments (MPO) · Rhode Island DOT · MD State Highway Administration
2.1.6: Document technical methodology	· Pennsylvania DOT · Universal

Subcomponent 2.2 Business Process

Step	Example
2.2.1: Assign internal roles and responsibilities	· Universal
2.2.2: Clarify purpose of the target	· Minnesota DOT
2.2.3: Gather information through benchmarking	· NCHRP 20-27 (37) · Missouri DOT · Washington Metropolitan Area Transit Authority
2.2.4: Reflect external stakeholder interests	· Minnesota DOT · Missouri DOT
2.2.5: Document the business process	· AASHTO SCOPM

03: Performance-Based Planning

Subcomponent 3.1 Strategy Identification

Step	Example
3.1.1: Clarify internal and external roles and responsibilities for effective collaboration	· Colorado DOT
3.1.2: Identify key performance issues for each strategic goal and objective	· Pennsylvania DOT
3.1.3: Assess a strategy's effect on outcomes	· Florida DOT
3.1.4: Define and evaluate strategies against desired characteristics	· Arizona DOT
3.1.5: Document strategy identification process	· Metropolitan Transportation Commission

Subcomponent 3.2 Investment Prioritization

Step	Example
3.2.1: Assign internal roles and responsibilities	· Colorado DOT
3.2.2: Develop scenarios to evaluate strategies	· Minnesota DOT
3.2.3: Establish relative importance of strategic goals to guide strategy prioritization	· Washington Metropolitan Area Transit Authority
3.2.4: Document investment prioritization process	· Minnesota DOT

04: Performance-Based Programming

Subcomponent 4.1 Programming Within Performance Areas

Step	Example
4.1.1: Clarify roles of internal staff and external stakeholders	· Arizona DOT
4.1.2: Develop project selection criteria	· Pikes Peak Area COG (MPO)
4.1.3: Establish a formal input process to gather performance-based project information	· Mid-America Regional Council (MPO) · National Capital Region TPB
4.1.4: Document the process	· Atlanta Regional Commission

Subcomponent 4.2 Programming Across Performance Areas

Step	Example
4.2.1: Identify and assign internal roles and responsibilities	· Virginia DOT · Massachusetts DOT · Maryland Transit Administration
4.2.2: Clarify purpose of cross performance area prioritization	· Virginia DOT · Massachusetts DOT · North Carolina DOT · Maryland Transit Administration · Delaware Valley Regional Planning Commission
4.2.3: Develop a methodology that reflects agency priorities and external stakeholder interests	· North Carolina DOT · Virginia DOT · Delaware Valley Regional Planning Commission
4.2.4: Document the process	· North Carolina DOT · Virginia DOT

05: Monitoring & Adjustment

Subcomponent 5.1 System Level

Step	Example
5.1.1: Determine monitoring framework	· Utah DOT
5.1.2: Regularly assess monitoring results	· Regional Transportation Commission (MPO)
5.1.3: Use monitoring information to make adjustments	· Washington Metropolitan Area Transit Authority
5.1.4: Establish an ongoing feedback loop to targets, measures, goals, and future planning and programming decisions	· Colorado DOT
5.1.5: Document the process	· Southwestern PA Commission (MPO) · Missouri DOT

Subcomponent 5.2 Program/Project Level

Step	Example
5.2.1: Determine monitoring framework	· Regional Transportation Commission (MPO) · Nevada DOT

Step	Example
5.2.2: Regularly assess monitoring results	· Rhode Island DOT
5.2.3: Use monitoring information to make adjustments	· Wisconsin DOT · Virginia DOT
5.2.4: Establish an ongoing feedback loop to targets, measures, goals, and future planning and programming decisions	· Montana DOT
5.2.5: Document the process	· Southwestern PA Commission (MPO) · Missouri DOT

06: Reporting and Communication

Subcomponent 6.1 Internal Reporting and Communication

Step	Example
6.1.1: Clarify purpose of the report	· Universal
6.1.2: Define roles and responsibilities	· Tri-County Metropolitan Transp. District of Oregon · Washington State DOT
6.1.3: Develop reporting parameters	· Rhode Island DOT
6.1.4: Refine, automate, and document	· Maricopa Assoc. of Governments

Subcomponent 6.2 External Reporting and Communication

Step	Example
6.2.1: Clarify purpose of the report	· Oregon DOT · Massachusetts DOT · Texas DOT
6.2.2: Define roles and responsibilities	· Minnesota DOT · Wisconsin DOT
6.2.3: Coordinate with external partners	· Washington State DOT · Metropolitan Transportation Commission
6.2.4: Develop reporting parameters	· Washington State DOT · Michigan DOT
6.2.5: Refine, automate, and document	· Missouri DOT · Maricopa Assoc. of Governments · Colorado DOT

A: Organization and Culture

Subcomponent A.1 Leadership Team Support

Step	Example
A.1.1: Evaluate how new agency processes have been implemented previously	· Utah Transit Authority · Rhode Island DOT
A.1.2: Develop TPM pitch	· FHWA

Step	Example
A.1.3: Clarify role of senior and executive management	· Utah DOT · Michigan DOT

Subcomponent A.2 Roles and Responsibilities

Step	Example
A.2.1: Assess current organizational structure	· North Carolina DOT
A.2.2: Define and document TPM roles and responsibilities	· Hampton Roads Transportation Planning Organization · Missouri DOT
A.2.3: Identify and implement changes to organizational structure	· Georgia DOT · Utah DOT · Maricopa Assoc. of Governments

Subcomponent A.3 Training and Workforce Capacity

Step	Example
A.3.1: Identify gaps in employee skillsets	· North Carolina DOT · Ohio DOT
A.3.2: Design, conduct, and refine training program	· Rhode Island DOT
A.3.3: Build agency-wide support for TPM	· Washington State DOT · Caltrans · Texas DOT · Utah Transit Authority · Victoria Transport Policy Institute

Subcomponent A.4 Management Process Integration

Step	Example
A.4.1: Incorporate performance discussions into regular management meetings	· MD Transportation Authority · Tri-County Metropolitan Transp. District of Oregon
A.4.2: Link employee actions to strategic direction	· Washington Metropolitan Transit Authority
A.4.3: Regularly set expectations for employees through measures and targets	· Maryland State Highway Administration · Long Beach Transit

B: External Collaboration and Coordination

Subcomponent B.1 Planning and Programming

Step	Example
B.1.1: Engage with external stakeholders to establish goals, objectives, and measures	· Binghamton Metropolitan Transportation Study (MPO) · Metropolitan Transportation Commission · Maryland DOT
B.1.2: Collaboratively establish targets	· Missouri DOT · Washington State DOT · State of California

Step	Example
B.1.3: Develop and implement strategies in a collaborative manner	· Mid-America Regional Council (MPO) · Massachusetts DOT · Metropolitan Washington COG · MD State Highway Administration · Washington Metropolitan Area Transit Authority

Subcomponent B.2 Monitoring and Reporting

Step	Example
B.2.1: Implement data sharing protocols	· Regional Transportation Commission (MPO) · Nevada DOT · Metropolitan Council · Utah DOT
B.2.2: Review and discuss content of reports to ensure consistent messaging	· AASHTO · Metropolitan Transportation Commission · Washington State DOT
B.2.3: Formalize process for monitoring and reporting	· I-95 Corridor Coalition · New Hampshire DOT · Maine DOT · Vermont AOT

C: Data Management

Subcomponent C.1 Data Quality

Step	Example
C.1.1: Establish data quality requirements and metrics	· FHWA
C.1.2: Create data validation rules	· Virginia DOT
C.1.3: Develop quality management processes	· FHWA · Michigan DOT

Subcomponent C.2 Data Accessibility

Step	Example
C.2.1: Establish requirements for different audiences	· Universal
C.2.2: Enhance data access methods and tools	· Washington State DOT · Minnesota DOT · Utah DOT

Subcomponent C.3 Data Standardization and Integration

Step	Example
C.3.1: Assess data against standards and requirements	· Universal
C.3.2: Create and implement a data integration plan	· Idaho Transportation Department · Oregon DOT

Subcomponent C.4 Data Collection Efficiency

Step	Example
C.4.1: Identify opportunities for data collaboration	· Metropolitan Council · Utah DOT · Wisconsin DOT · Florida DOT · Michigan Asset Management Council

C.5 Data Governance

Step	Example
C.5.1: Define roles and accountability	· Minnesota DOT
C.5.2: Implement governance structures and policies	· Caltrans · Colorado DOT · FHWA

D: Data Usability and Analysis

Subcomponent D.1 Data Exploration and Visualization

Step	Example
D.1.1: Understand requirements	· Utah DOT
D.1.2: Assess data usability	· University of Massachusetts · Universal
D.1.3: Design and develop data views	· Washington State DOT · North Carolina DOT · Washington Metropolitan Area Transit Authority · MassDOT

Subcomponent D.2 Performance Diagnostics

Step	Example
D.2.1: Compile supporting data	· Universal
D.2.2: Integrate diagnostics into analysis and reporting processes	· Minnesota DOT · Oregon DOT

Subcomponent D.3 Predictive Capabilities

Step	Example
D.3.1: Understand requirements	· FHWA · Utah DOT
D.3.2: Identify and select tools	· Wisconsin DOT · Nashville Area MPO
D.3.3: Implement and enhance capabilities	· Virginia DOT · Florida DOT