

TPM Guidebook and TPM CMM Launch

Web Room:

<https://connectdot.connectsolutions.com/sr500tpmwebroom>

Toll-Free number: 1-800-683-4564 Access Code: 912454

December 5, 2016



Welcoming Remarks



Peter J. Stephanos | FHWA
Director, Office of Transportation
Performance Management



Agenda



- TPM Overview/Toolbox Purpose
- The TPM Toolbox
 - Q&A
- TPM Toolbox Demo
 - Q&A
- Stakeholder Perspective
- Conclusion



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What is TPM?



Transportation Performance Management is a strategic approach that uses system information to make investment and policy decisions to achieve national performance goals.



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TPM Professional Capacity Building Program



- Goal: to ensure transportation agencies and local partners are prepared to carry out performance-based decision-making
- Elements:
 - FHWA-sponsored training
 - FHWA-sponsored workshops
 - TPM capacity development pooled fund
 - TPM implementation review survey
 - Let's Talk Performance webinar series



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Purpose of the TPM Toolbox



1. Allow agencies to assess current TPM capabilities
2. Outline actions to improve upon current capabilities
3. Provide implementation steps and examples from agencies nationwide
4. Provide a collection of TPM resources
5. Move the TPM state-of-practice forward

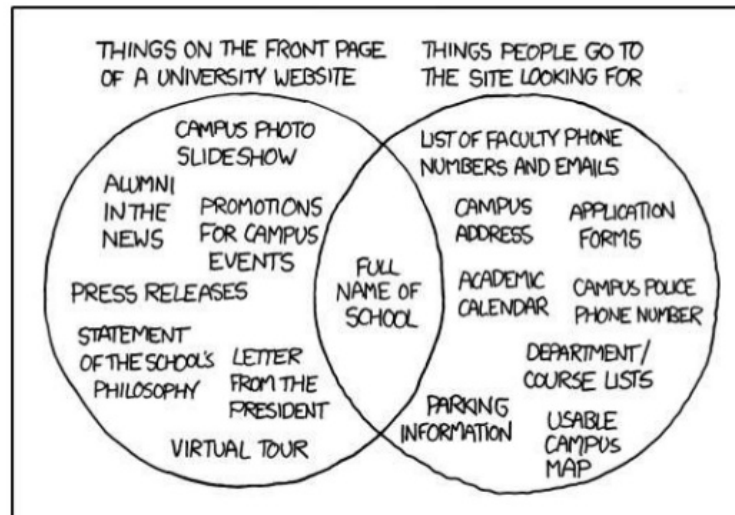


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Why Launch www.TPMTools.org as a Public Beta?

The most important thing:
KEEP IT USER-CENTRIC



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<http://xkcd.com/773/>

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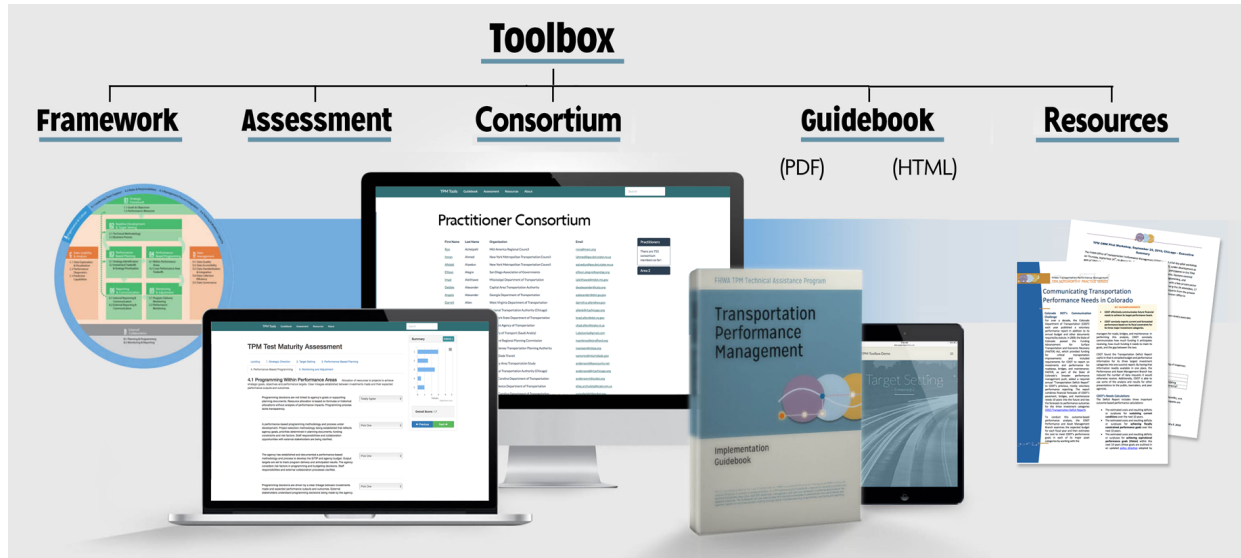
The TPM Toolbox



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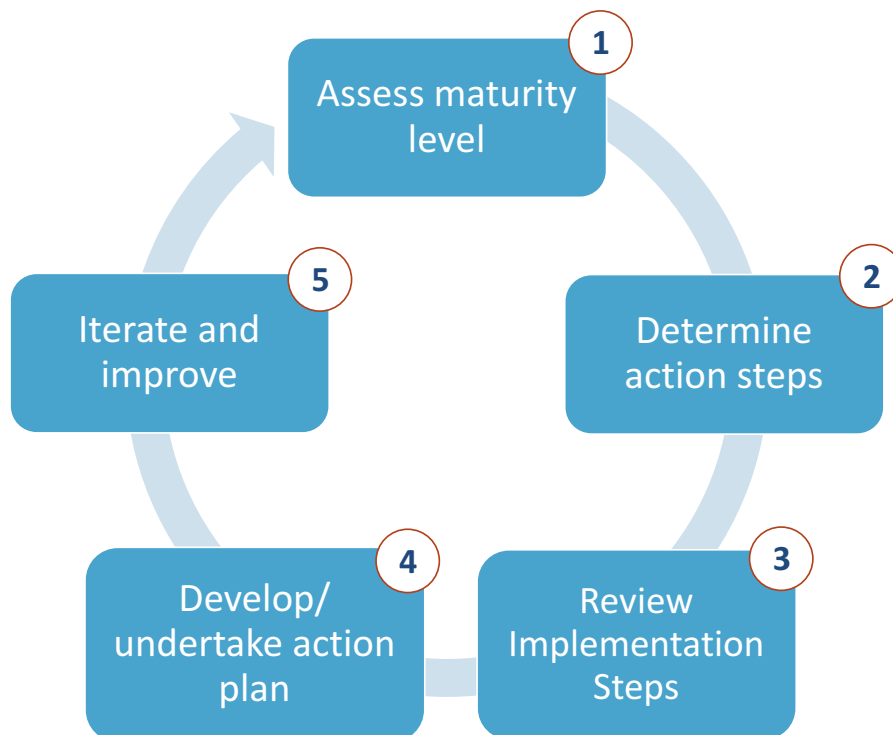
Toolbox Elements



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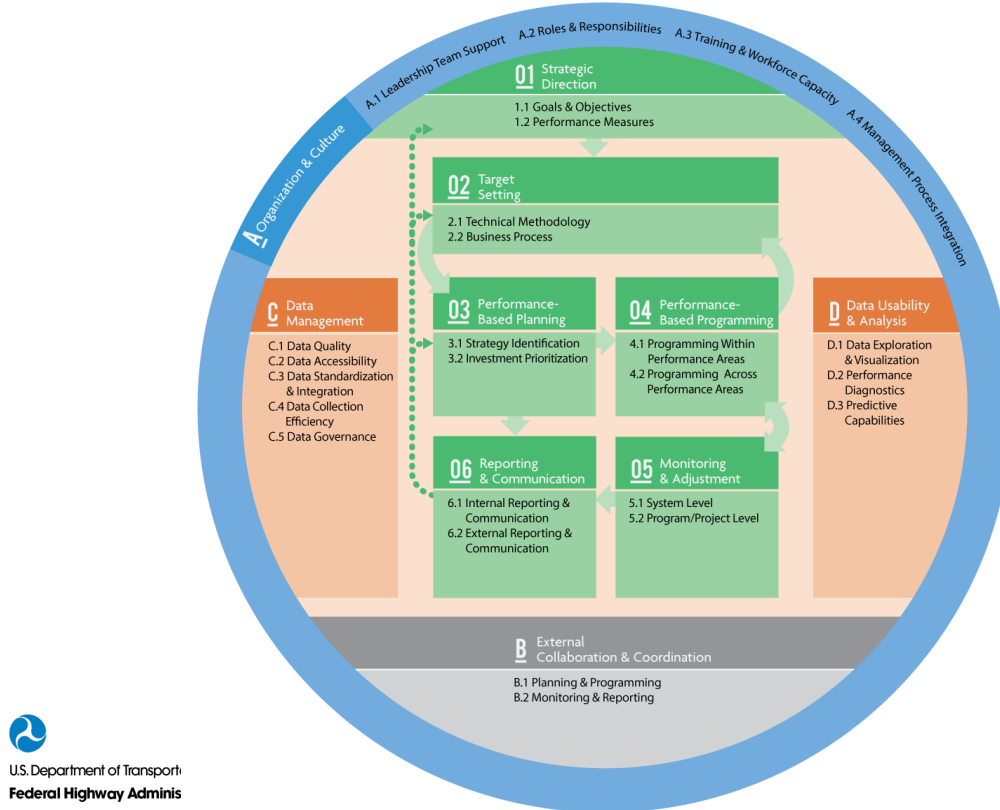
Implementation Process



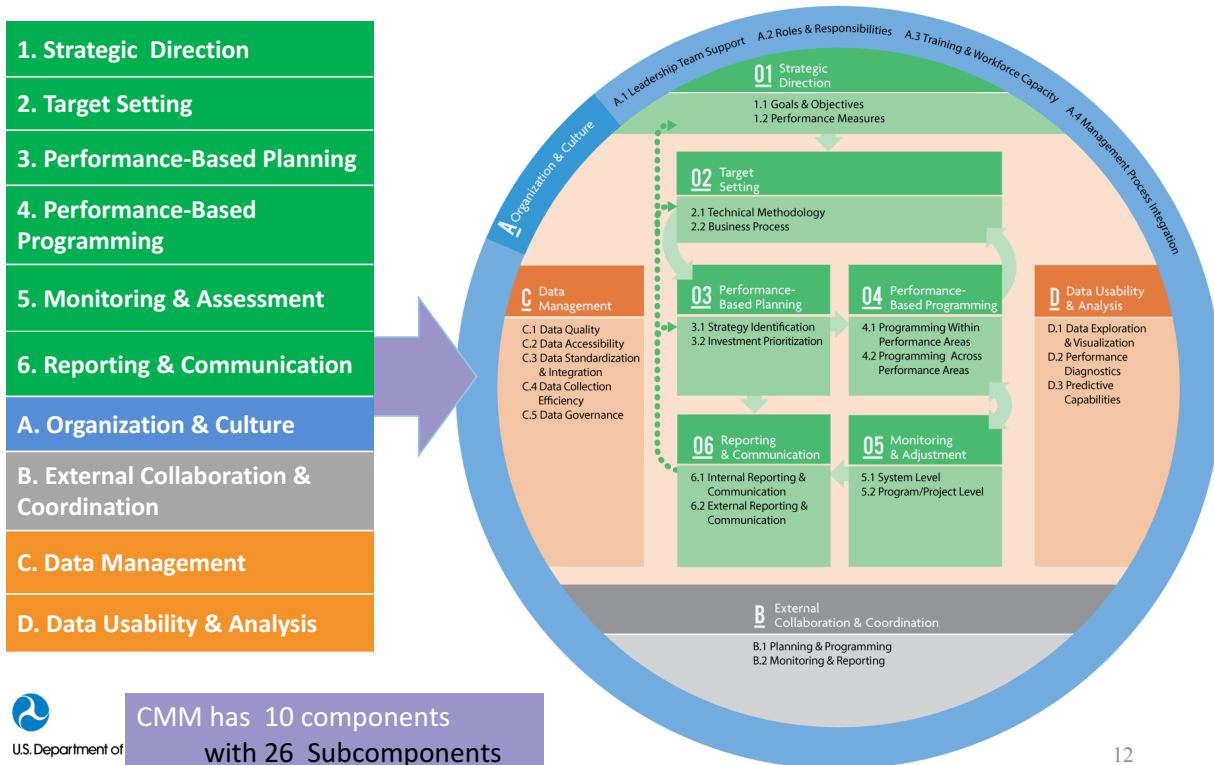
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TPM Framework



TPM Framework



CMM: Capability Maturity Model



Purpose

- Assess current state of your agency
- Identify logical set of improvements
- Show benefit of moving to higher maturity levels

Scope

- Assesses maturity on 1-5 scale
- For each TPM Component



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TPM CMM Levels of Maturity



Level	Definition
1.Initial	Ad hoc, uncoordinated, firefighting, champion-dependent
2.Developing	Nominal framework (e.g., organizational roles) being defined and systematic approaches starting to emerge
3.Defined	Framework and systems defined but not fully implemented or effectively supporting decision making
4.Functioning	TPM practices have been institutionalized, information used to guide actions, data improvements being pursued, basic predictive and tradeoff capabilities in place
5.Sustained	TPM will survive across new leadership, managers using performance information, data effectively managed, and external stakeholders view performance results as useful in promoting accountability and transparency



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Final

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TPM Capability Maturity Self-Assessment



- Interactive online tool
- Agencies use to determine their maturity level (1-5)
- Results
 - Maturity level
 - Actions to move to next level (from CMM)
 - Excerpts from the guidebook related to Actions



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TPM Capability Maturity Self-Assessment



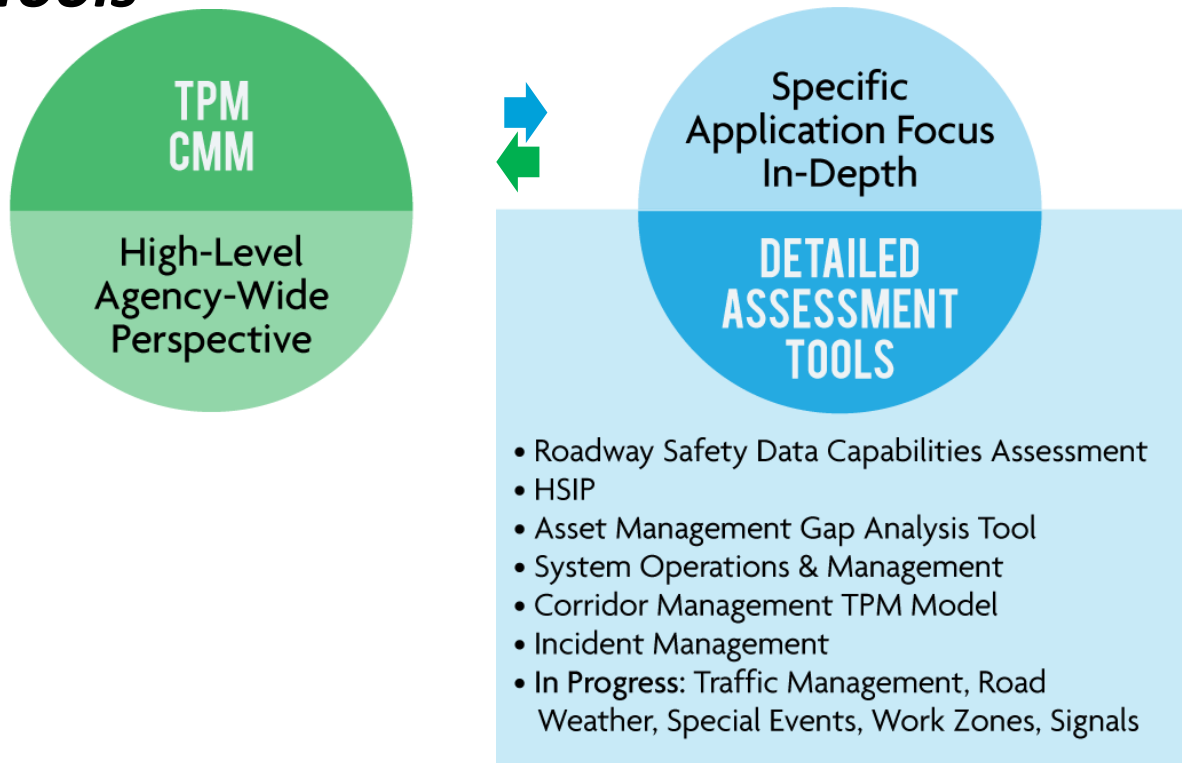
- FHWA use of results
 - Develop and tailor technical assistance
 - Identify noteworthy practices and leading states
 - Monitor emerging TPM trends
- FHWA will NOT use to assess compliance



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Relation to Other Frameworks and Tools



TPM Guidebook



- Focuses on “how” rather than “what”
- Implementation steps and related agency examples
- Self-contained and modular
- Note: not intended for regulatory compliance



TPM Guidebook Fact Sheets



FHWA Transportation Performance Management Guidebook Fact Sheet Strategic Direction

A **Strategic Direction** establishes an agency's focus through well-defined goals and objectives, enabling assessment of the agency's progress towards meeting goals by specifying a set of aligned performance measures. The Strategic Direction is the foundation upon which all transportation performance management rests and should be included in an agency's business plan.

What it Takes

For a strategic direction to become engrained in the agency culture and embraced by external stakeholders, it should be grounded on four major building blocks:

- Performance information,
- Internal buy-in,
- External buy-in, and
- Continuous messaging of goals.

Performance information ensures selected goals, objectives and measures focus an agency's policy and investment decisions on the appropriate performance areas. In other words, what key area(s) does current performance data and future projections suggest an agency should focus on?

Internal buy-in ensures individual staff can see the connection between their daily activities and progress towards agency goals.

External buy-in ensures agency goals align with regional priorities and are relatable to the public.

Continuous messaging of goals in internal and external communications and in regular business activities cements the strategic direction at an agency.

Implementation Steps

The Strategic Direction is broken down into two complementary subcomponents, each with its own implementation steps:

- **Goals and Objectives:** Goals are broad statements articulating a desired end state that provide strategic direction for an agency. Objectives are specific, measurable statements that support achievement of a goal.
- **Performance Measures:** Measures are used to establish targets and assess progress toward achieving established targets. They are indicators that track progress towards goals and objectives. They should be manageable and sustainable, and based on collaboration with partners. Measures provide an effective basis for evaluating strategies for performance improvement.

Goals and Objectives	Performance Measures
1.1.1 Understand the performance context to create goals and objectives	1.2.1 Inventory data, tools, and performance reports
1.1.2 Build inclusive internal process to develop goals and objectives	1.2.2 Engage internal staff and external stakeholders
1.1.3 Engage external stakeholders to refine goals and objectives	1.2.3 Evaluate potential measures
1.1.4 Evaluate and finalize goals and objectives	1.2.4 Establish governance process
1.1.5 Document the process	1.2.5 Document the process and measure details

Making the Connection

The **Strategic Direction** (Component 01) establishes the strategic focus for an agency and lays the foundation for tracking progress towards goals by specifying performance measures. Goals and objectives guide Planning (Component 03) and Programming (Component 04) while performance measures enable Monitoring & Adjustment (Component 05) of agency strategies. The Strategic Direction is the language used for Reporting and Communication (Component 06).

The Strategic Direction and the TPM Framework



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

FHWA TPM Guidebook Fact Sheet: Strategic Direction

FHWA Transportation Performance Management Guidebook Fact Sheet Strategic Direction

Case Study: Implementation Step 1.1.5

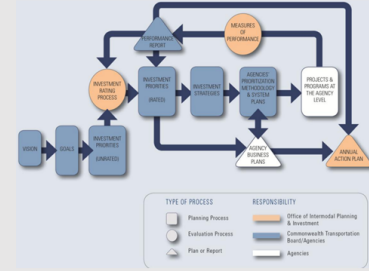
Virginia VTrans 2035 Update

The update to VTrans2035 seeks to link projects to VTrans Goals by describing how goals will permeate through the later planning and programming processes. As measurable statements, Investment Priorities are analogous to Objectives. In each cycle, Investment Priorities are rated based on performance measures (which indicate need) and cost-effectiveness. Investment strategies are key tactics that modal agencies can implement through plans and programs to achieve Investment Priorities and therefore drive attainment of Goals. Specific projects from state and regional plans are linked to Goals through the succession of Investment Priorities and Investment Strategies. The diagram below shows how the VTrans2035 LRTP documents how Goals impact the planning and programming processes.

The VTrans 2035 Update includes the following:

"Agency processes such as needs evaluations, performance rating, and project prioritization can be shaped in terms that relate directly to VTrans. This consistency promotes the alignment among policies, plans, and funding programs that is necessary to gauge accurately the effects of transportation decisions on system performance."

VTrans 2035 Documentation



Connect Online to Learn More

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

FHWA TPM Guidebook Fact Sheet: Strategic Direction

Perspectives

"Agency goals should be the steady drumbeat that inspires action—goals should be ingrained in the subconscious of workers so they live the performance management culture."

— *Moving from Reactive to Strategic Decision Making, TR News 293 July-August 2014*

"Why do we look at performance information? We are investing money in our transportation system and want to know what we get for it. Performance measures let us understand the relationship between investments and results."

— *Camelia Ravanbakht, Hampton Roads Transportation Planning Organization*

"Bay Area LRTPs have expanded beyond traditional goals like system preservation to now more fully reflect the priorities of our region's residents. Understanding how the Plan addresses key issues like healthy communities and equitable access is critical in an era of integrated planning."

— *Dave Vautin, Metropolitan Transportation Commission*

Practitioner Consortium



- Database of public agency employees with TPM expertise
- To be used by FHWA/FTA and state agency staff to identify experts
- Dynamic filtering



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- Compilation of NCHRP, SHRP2, FHWA, and others
- Provide additional detail and background for 10 TPM Components
- Categorized by Component, TPM area, and resource type



Questions?

Site Demonstration



TPM Toolbox Homepage

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TPM Toolbox

Beta Release Website

This is a beta release website for the FHWA Transportation Performance Management (TPM) Technical Assistance Program.

[Learn more about the TPM Framework](#)

TPM Guidebook

The TPM Implementation Guidebook provides clear practical actionable steps that state DOT leadership, management, and staff can implement to enhance performance management practices.

Self-Assessment

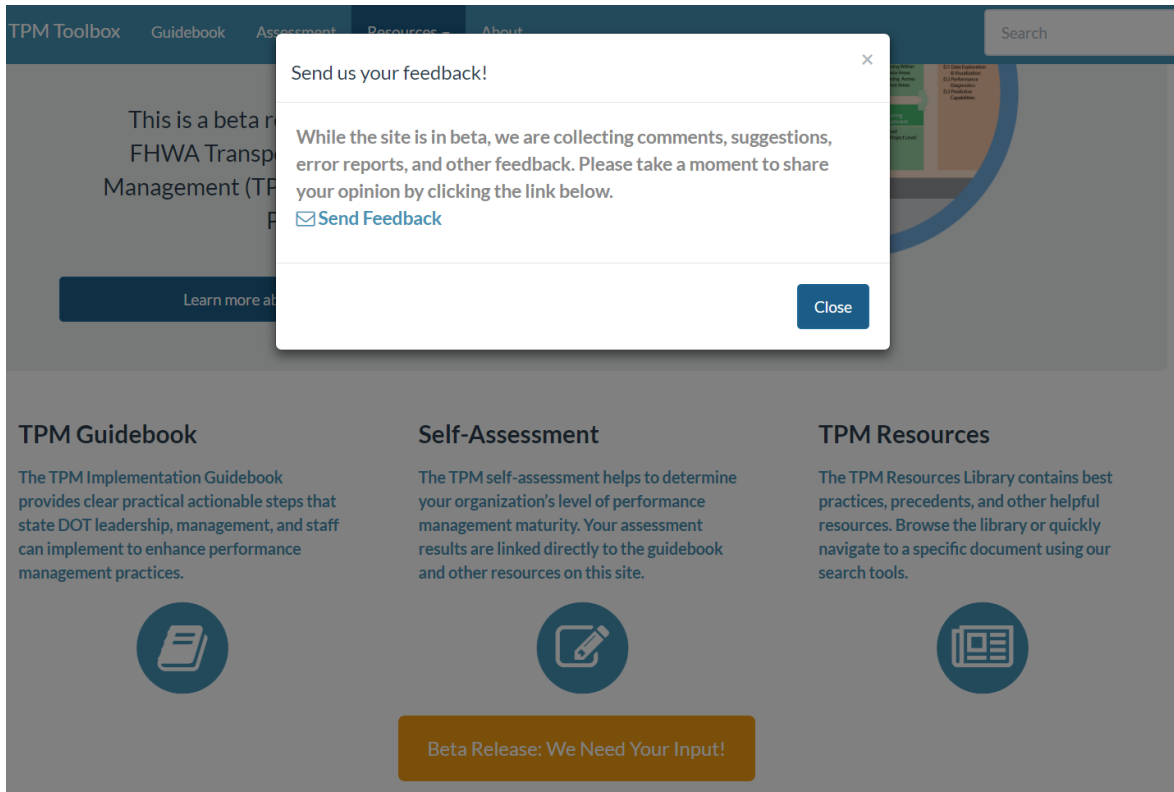
The TPM self-assessment helps to determine your organization's level of performance management maturity. Your assessment results are linked directly to the guidebook and other resources on this site.

TPM Resources

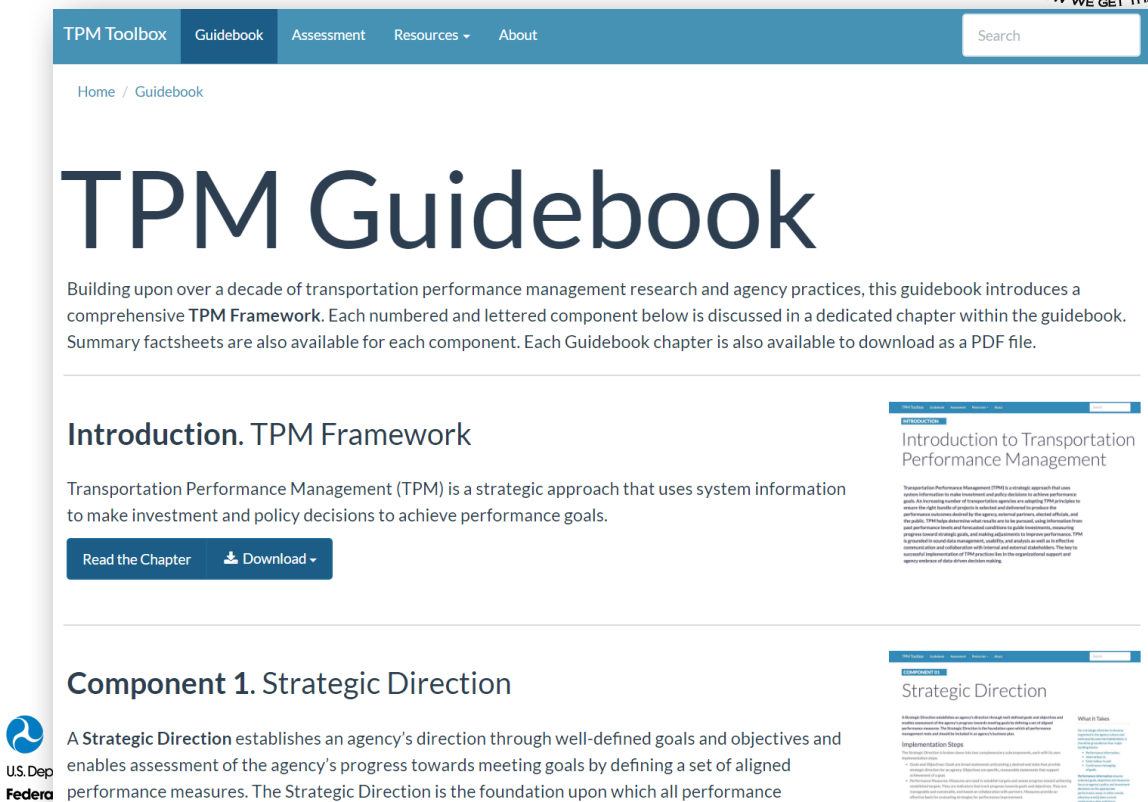
The TPM Resources Library contains best practices, precedents, and other helpful resources. Browse the library or quickly navigate to a specific document using our search tools.

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TPM Toolbox Homepage



TPM Guidebook



TPM Guidebook: Component 1



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COMPONENT 01

Strategic Direction

This chapter provides assistance to transportation agencies with the Strategic Direction component of Transportation Performance Management (TPM). It discusses where the strategic direction occurs within the TPM Framework, describes how it interrelates with the other nine components, presents definitions for associated terminology, provides links to regulatory resources, and includes an action plan exercise. Key implementation steps are the focus of the chapter. Guidebook users should take the TPM Capability Maturity Self-Assessment [TPM Capability Maturity Self-Assessment](#) as a starting point for enhancing TPM activities. It is important to note that federal regulations for strategic direction may differ from what is included in this chapter.

Strategic Direction is the establishment of an agency's focus through well-defined goals and objectives, enabling assessment of the agency's progress toward meeting goals and objectives by specifying a set of aligned performance measures. The Strategic Direction is the foundation upon which all transportation performance management rests.

Component Navigation



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Implementation Steps

Goals and Objectives

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1.1.2

1.1.3

1.1.4

1.1.5

Performance Measures

Step 1.1.4 Evaluate and finalize goals and objectives

After a set of goals and objectives has been assembled, the list must be adjusted so each goal reflects the desired characteristics discussed in the introduction to this chapter. If the external stakeholder engagement step was done well, the goals will likely already be outcome-oriented and relatable to the public.

External engagement will also align initial goals with areas of key public concern. While these two characteristics may already be reflected in the agency's initial goals, the National Planning Factors and Goals should also be considered. In addition, the agency should clarify the relative priority of each goal to set a clear strategic direction. As a result of this process, performance measure will start to become clearer.

As referenced in the [introduction of this component](#), agencies may opt to use S.M.A.R.T. objectives. These objectives align with the principles listed here:

- Specific: The objective includes enough specificity to allow formation of strategies that will enable attainment without dictating said strategies.
- Measurable: The objective is quantifiable.
- Agreed: The objective is valid and important, as judged by stakeholders.
- Realistic: The objective can be attained with available resources and within particular political, economic, and other contexts.
- Time-Bound: The objective identifies a timeframe for attainment.

Refer to the Performance-Based Planning and Programming Guidebook³⁰ for more information about S.M.A.R.T. objectives.

Desirable characteristics of goals and objectives (see Table 1-1):

- Attributable to agency
- Outcome-oriented
- Supported by available data, or by data that can be easily acquired or collected
- Operational
- Reflects Planning Factors, National Goals

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Implementation Steps

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Performance Measures

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- Operational
- Reflects Planning Factors, National Goals

Send us feedback on the navigation menus!

Self-Assessment Homepage



TPM Toolbox Guidebook Assessment Resources About

Sign in

Welcome to the TPM Assessment Tool

This is the Beta Release of the FHWA Transportation Performance Management (TPM) Self-Assessment Tool. Try out the tool anonymously with a Demo Assessment.

2-Minute Assessment Demo

Standard Assessment Demo

Create an account or login with an existing account in order to save your results.

Create an Account

About the Site

This is a beta release of the web resource for the FHWA Transportation Performance Management (TPM) Technical Assistance Program. This portion of the site, the TPM Capability Maturity Model Self-Assessment, is a tool for identifying logical next steps for strengthening TPM processes. The assessment results are linked to the TPM Guidebook, also hosted on this site, in order to provide clear practical actionable steps that state DOT leadership, management, and staff can implement to enhance performance-management practices. The full Guidebook uses case studies and illustrative examples to demonstrate how performance management results in improved decision-making through better-informed planning, programming, monitoring and reporting.

Login with an Existing Account:

E-Mail:

Email

Password

Password

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Log In

Short Self-Assessment



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Beta Release - Standard TPM Two-Minute Assessment

Matrix View

Welcome to the TPM Capability Maturity Two-Minute Self-Assessment!

This tool allows transportation agencies to assess transportation performance management (TPM) capabilities and identify steps to improve these capabilities. This short assessment is based on 10 components:

- Component 1. Strategic Direction
- Component 2. Target Setting
- Component 3. Performance-Based Planning
- Component 4. Performance-Based Programming
- Component 5. Monitoring and Adjustment
- Component 6. Reporting and Communication
- Component A. Organization and Culture
- Component B. External Collaboration and Coordination
- Component C. Data Management
- Component D. Data Usability and Analysis

The specific criteria for a particular maturity level depend on the component.

Once you have finished providing input, an overall maturity level is assessed for each component and for the TPM program as a whole. Based on the assessed maturity level, assessment results include links to relevant sections of the TPM Guidebook for more information on how to advance TPM practice.

Navigation

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TPM Assessment

Results

TPM

0 1 2 3 4 5

Values

Highcharts.com

Overall Score: 0

Do you want to anonymously share your data with FHWA?

No

Submit

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Short Self-Assessment



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Beta Release - Standard TPM Two-Minute Assessment

Matrix View

TPM: Assessment

	Level 1	Level 2	Level 3	Level 4	Level 5
1. Strategic Direction	The agency has some goals, objectives and performance measures, but measures are developed in isolation from goals.	The agency is developing a collaborative process to set goals and objectives, with linkages between agency functions and broader societal concerns still being clarified.	The agency has established a collaborative goal setting process and there is common understanding of how measures will be added, modified, and used to track progress.	The agency has a well-established, collaborative goal and objective setting process that is ongoing, with goals and objectives integrated into planning, programming, and employee evaluations.	The agency periodically revisits and refines goals and objectives regarding internal and external stakeholder needs.
2. Target Setting	The agency has little information and/or understanding of baseline performance or historical trends.	The agency is collaboratively developing a methodology to understand baselines and set targets within agreed-upon performance areas.	The agency has established a well-understood, evidence-based, and data-driven methodology for observing baseline performance, establishing trend lines and	The agency has had established targets and accompanying methodology and business process for more than one cycle.	The agency has had targets, an established business process, and documented technical methodology in place for multiple cycles.

Navigation

Welcome

TPM Assessment

Results

TPM

0 1 2 3 4 5

Values

Highcharts.com

Overall Score: 2.0

Do you want to anonymously share your data with FHWA?

No

Submit

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Long Self-Assessment



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Beta Release - Standard TPM Full Assessment

Welcome to the Beta Release of the TPM Maturity Assessment.

This tool allows transportation agencies to assess their TPM capabilities and identify areas where they can take steps to improve these capabilities. The assessment is based on 10 components:

- Component 1. Strategic Direction
- Component 2. Target Setting
- Component 3. Performance-Based Planning
- Component 4. Performance-Based Programming
- Component 5. Monitoring and Adjustment
- Component 6. Reporting and Communication
- Component A. Organization and Culture
- Component B. External Collaboration
- Component C. Data Management
- Component D. Data Usability and Analysis Capabilities

Each of these components is further divided into sub-components. For example, Strategic Direction is divided into the following sub-components:

- Sub-Component 1.1. Goals and Objectives
- Sub-Component 1.2. Performance Measures

For each sub-component, there are five possible maturity levels with the following definitions:

- Initial
- Developing
- Defined
- Functioning
- Sustained

The specific criteria for a particular maturity level depend on the sub-component.

Based on the provided criteria, the user is asked to rate how well the agency meets the criteria as follows:

- Totally Disagree
- Somewhat Disagree
- Somewhat Agree
- Totally Agree

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2: Target Setting

3: Performance-Based Planning

4: Performance-Based Programming

5: Monitoring and Adjustment

6: Reporting and Communication

A: Organization and Culture

B: External Collaboration

C: Data Management

D: Data Usability and Analysis

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Values

Long Self-Assessment

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Beta Release - Standard TPM Full Assessment

1: Strategic Direction

1.1 Goals and Objectives

Goals are broad statements articulating a desired end state that provide strategic direction for an agency. Objectives are specific, measurable statements that support achievement of a goal.

Agency goals/objectives developed in isolation and without an understanding of agency and regional priorities. Goal/objectives do not provide a clear strategic direction for the agency and are not used in decision-making.

Disagree

A collaborative process to establish goals/objectives under development. Baseline performance information being used to create context about key issues. Linkages between agency core functions and broader societal concerns being clarified.

Agree

The agency has agreed on a process for goal/objective development including roles of internal staff, external stakeholder involvement, and steps to formally adopt goals/objectives. A strategy outlined to support tracking of goal/objective progress.

Disagree

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5: Monitoring and Adjustment

6: Reporting and Communication

A: Organization and Culture

B: External Collaboration

C: Data Management

D: Data Usability and Analysis

Results

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B

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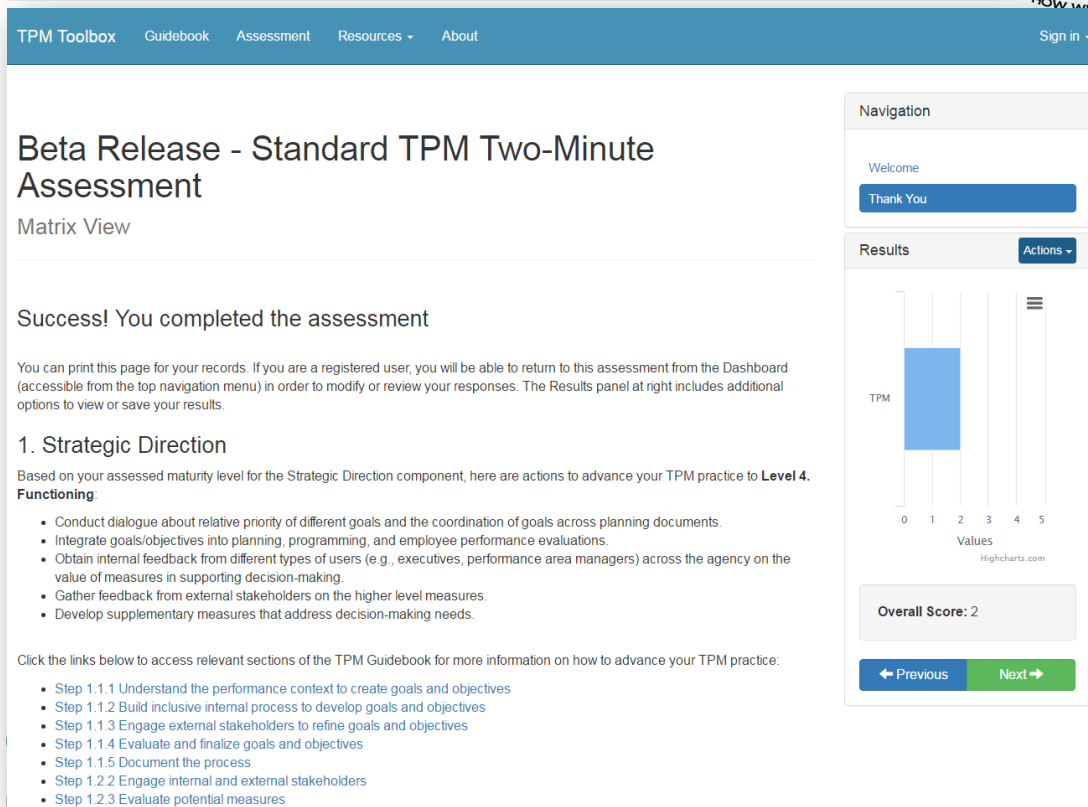
3

4

5

Values

Self-Assessment Results



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Self-Assessment Results



1. Strategic Direction

Based on your assessed maturity level for the Strategic Direction component, here are actions to advance your TPM practice to **Level 4**.

Functioning:

- Conduct dialogue about relative priority of different goals and the coordination of goals across planning documents.
- Integrate goals/objectives into planning, programming, and employee performance evaluations.
- Obtain internal feedback from different types of users (e.g., executives, performance area managers) across the agency on the value of measures in supporting decision-making.
- Gather feedback from external stakeholders on the higher level measures.
- Develop supplementary measures that address decision-making needs.

Click the links below to access relevant sections of the TPM Guidebook for more information on how to advance your TPM practice:

- [Step 1.1.1 Understand the performance context to create goals and objectives](#)
- [Step 1.1.2 Build inclusive internal process to develop goals and objectives](#)
- [Step 1.1.3 Engage external stakeholders to refine goals and objectives](#)
- [Step 1.1.4 Evaluate and finalize goals and objectives](#)
- [Step 1.1.5 Document the process](#)
- [Step 1.2.2 Engage internal and external stakeholders](#)
- [Step 1.2.3 Evaluate potential measures](#)
- [Step 1.2.4 Establish governance process](#)
- [Step 1.2.5 Document the process and measure details](#)
- [Step 3.1.2 Identify key issues for each strategic goal and objective](#)
- [Step 3.2.3 Establish relative importance of strategic goals to guide strategy prioritization](#)
- [Step A.4.2 Link employee actions to strategic direction](#)

Self-Assessment Results



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[Component A](#) [CMM Components](#) [Component A Sections](#) [Download a PDF](#)

Implementation Steps

- Leadership Team Support
- Roles and Responsibilities
- Training and Workforce Capacity
- Management Process Integration**
 - A.4.1
 - A.4.2**
 - A.4.3

Step A.4.2 Link employee actions to strategic direction

To drive progress toward strategic goals, employees must first know what the agency's goals are, and then be able to link their daily activities to attaining targets and meeting goals and objectives. The goals and objectives contained within the Strategic Direction ([Component 01](#)) are the driving force behind all agency activities, from CEO to the front line. Employees must also maintain focus on targets ([Component 02](#)) to identify how their work can be adjusted to push progress toward attainment. By maintaining focus on the goals, objectives, and targets, the agency will continue to move in the desired direction and this will be reflected in performance results.

"All employees need to understand how what they do affects the traveling public. It's not just filling a pothole, it's creating a safer environment, a better quality and reliable drive for the traveling public."

Source: Stacey Strittmatter, Texas DOT

Create a strong link to the strategic direction in internal communications to build internal buy-in and shift the organization's culture toward transportation performance management. Remind employees of their involvement in developing goals to ensure that goals are not seen only as the leadership's goals. Make it real for front line staff: how does repainting a bridge impact system users? By improving bridge condition, the employee is ensuring a safer trip for someone getting to a doctor's appointment, or children being driven to school. Employees should understand how their activities impact others.

Connect short-term actions to long-term results.

TPM Resources



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[Consortium](#)
[Glossary](#)
[TPM Framework](#)
[TPM CMM Report](#)

TPM To

Beta Release Website

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[Learn more about the TPM Framework](#)

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The TPM Implementation Guidebook provides clear practical actionable steps that state DOT leadership, management, and staff can implement to enhance performance management practices.

Self-Assessment

The TPM self-assessment helps to determine your organization's level of performance management maturity. Your assessment results are linked directly to the guidebook and other resources on this site.

TPM Resources

The TPM Resources Library contains best practices, precedents, and other helpful resources. Browse the library or quickly navigate to a specific document using our search tools.

TPM Resources



TPM Toolbox
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Publications

Filters

Components

☐ Component 1: Strategic Direction (32)
☐ Component 2: Target Setting (35)
☐ Component 3: Performance-Based Planning (24)
☐ Component 4: Performance-Based Programming (19)
☐ Component 5: Monitoring and Adjustment (29)
☐ Component 6: Reporting and Communication (25)
☐ Component A: Organization and Culture (26)
☐ Component B: External Collaboration (32)
☐ Component C: Data Management (42)
☐ Component D: Data Usability and Analysis Capabilities (23)

TPM Areas

☐ Environment (1)
☐ General (200)

Matching Publications

1. Legislation, Regulations, and Guidance
2. 49 CFR 613 – PLANNING ASSISTANCE AND STANDARDS
3. 23 CFR 450.210 – COORDINATION.
4. Transportation Article Section 2-103.1 of the Annotated Code of Maryland
5. Strategic Transportation Investments
6. 23 U.S.C. 135 – STATEWIDE TRANSPORTATION PLANNING
7. 23 U.S.C. 150 – REPEALED. PUB. L. 105-178, TITLE I, §1103(L)(5), AS ADDED PUB. L. 105-206, TITLE IX, §9002(C)(1), JULY 22, 1998, 112 STAT. 834
8. Performance Measurement: Getting Results
9. Interim Guidance on National Performance Measure Development
10. Measuring Performance among State DOTs: Sharing Good Practices
11. Measuring Performance Among State DOTs
12. MN TZD Mission, Goals, & Values
13. Target-Setting Workshop
14. SCOPM Task Force Findings on MAP-21 Performance Measure Target-Setting
15. About HB2
16. HB2 Implementation Policy Guide
17. Keeping Score for the Game our Customers Care About
18. Traffic Flow Data Program R009, Agreement for Use of Data
19. Vital Signs – Greenhouse Gas Emissions
20. Metro Regional Centerline Collaborative

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TPM Consortium



TPM Practitioner Consortium

The purpose of the TPM Practitioner Consortium is to identify a pool of transportation practitioners who can support a range of TPM activities (e.g., training material review, workshop participation, guidebook critique, survey response, product review, conference presenting). This consortium is intended to help advance the adoption of performance management principles in the transportation field.

Contact Information

Provide your contact information in order to participate in the TPM Practitioner Consortium.

First Name*
Last Name*
Organization
Email*
Confirm Email*
Phone

Areas of Interest

Mark any.

Setting strategies
Performance
Target setting
Long range transportation planning
S/TIP development
Programming and investment decision-making
Demand forecasting and modeling
Project analysis/Corridor analysis
Scenario planning
Economic impact analysis
Asset management
Systems operations
ITS
Congestion management
Safety
Freight
Sustainability
Environment
Livability
Climate change

Coming soon!

Questions?



Stakeholder Perspective



Stakeholder Perspective



- Stakeholders Input
- Best Practices
- Applicable to all Agencies
- Business Model
- Collaboration
- Beyond FAST Act/ MAP-21



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Workshop Planning



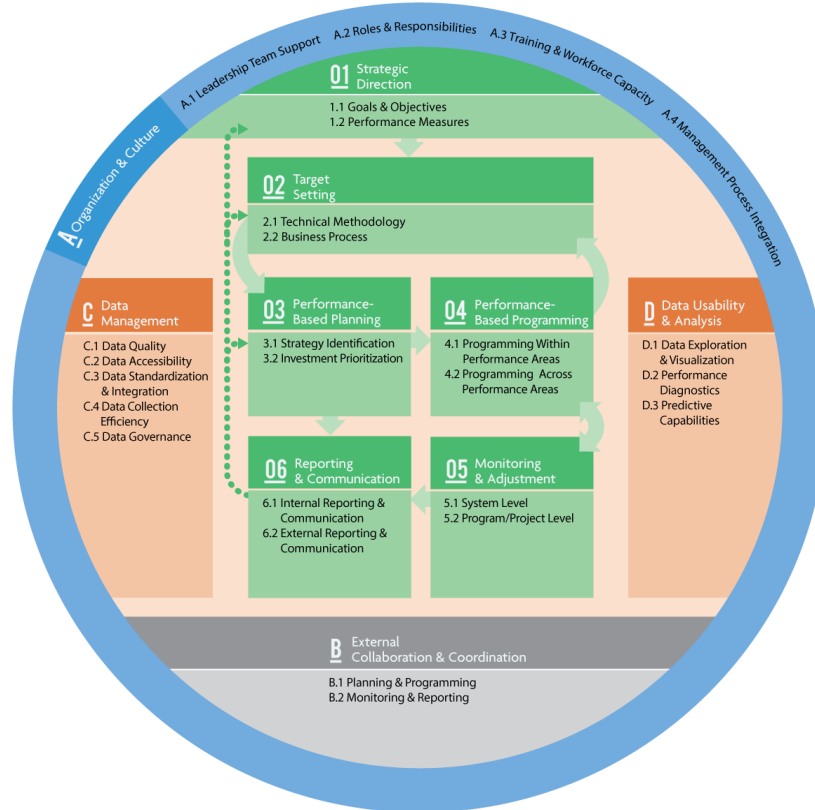
- Executive Buy-in
- Area(s) of Focus
- Identification of Participants
- Workshop Framework
- Coordination Calls
- Self Assessment prior to Workshop
- TPM CMM Introduction Webinar



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TPM Framework



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Workshop Planning



- Executive Buy-in
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During the Workshop



- Agency Specific Assessment Results
- Interactive Agenda
 - Mixed Agency Breakouts
 - Agency by Agency Breakouts
- Agency Specific Action Plans
- Two Things Needed
- Two Things to Contribute



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Benefits



- Usable by Any Agency
- Best Practices
- Action Plans
- Workshop Collaboration



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Next Steps



- Explore the Tool
 - Guidebook
 - Self-Assessment
 - Provide beta feedback
- Determine Scope of Use at your Agency
 - Develop Prioritized List of Components
- Request a Workshop
- Review Periodically



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Wrap-up



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Features Under-development in December

- Enhanced Save/Print Assessment Results
- Practitioners Consortium
- Changing navigation menus to component name rather than "Component x"
- Ability to label and save assessments by Performance Area
- Other user interface refinements



TPM Self-Assessment Workshops/Peer Exchanges (to-date)

- Peer Exchanges
 - ✓ May 2016 :TPM Data Management
- Self-Assessment Workshops
 - ✓ August 2016: Missouri (Data Management and Data Usability)
 - ✓ September 2016: Michigan (Target Setting and Monitoring and Adjustment)
 - ✓ October 2016: AMPO Annual Meeting (Safety Target Coordination)
 - ✓ November 2016: Tennessee (Safety Target Coordination)
 - December 2016: New Mexico (Strategic Direction and PBPP)
 - January 2017: Arkansas (Target Setting and PBPP)
 - More to come in 2017!!



Request TPM Capacity Building Assistance

- TPM Capacity Building Program
 - <http://www.fhwa.dot.gov/tpm/tpmrequest/>
 - [Training opportunities](#)
 - [TPM Workshops and Peer-to-Peer assistance](#)
 - Sign-up for the TPM Newsletter
- Explore WWW.TPMTOOLS.ORG!



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