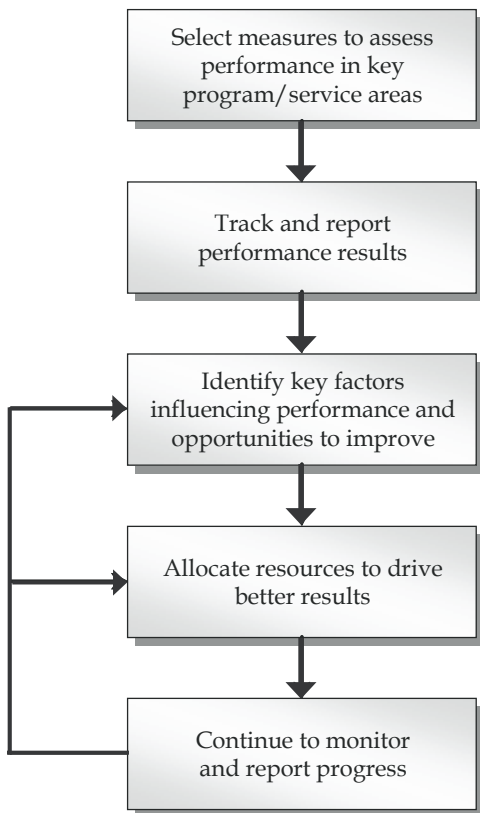


As a result of the increasing focus on performance over the past few years, comprehensive performance management now is widely embraced as a best business practice in the transportation community. The figure below illustrates the key steps in performance management. At the heart of comprehensive performance management is the discipline to:

- Select appropriate performance measures to assess agency performance in critical program and service areas;
- Track and report actual performance results;
- Analyze results to identify key factors influencing performance and opportunities for improvement;
- Allocate resources and operate transportation systems to drive better results; and
- Continue to monitor and report progress.

### Performance Management Process



Increasingly, it is recognized that these steps can be applied to all of the functions and operations of a transportation agency. It also is recognized by organizations that have adopted a performance management approach that the specific strategy must be tailored to each organization, that progress and improvements occur incrementally over time and that full implementation takes sustained leadership over a number of years.

### Comprehensive Transportation Performance Management

Adopting a comprehensive approach to performance management requires integrating the basic principles of performance management into all of the critical functions of a transportation agency from planning to delivery to operations. These functions include:

*Policy Development and Long-Range Planning.* At this stage of the transportation planning and development process, performance measures can help to translate broad policy goals and objectives into more actionable programs, policies, projects and services when combined with broad public outreach and involvement, and a number of cycles of technical analysis and strategy evaluation. Both federal law and planning regulations require that the goals and objectives for transportation plans be developed in cooperation and coordination with a wide range of agencies and stakeholders, including elected officials, business and transportation interest groups, the media and the general public. As a result, the goals, objectives and performance measures in a particular state or region will reflect the results of this process and the priorities of that community.