

# Setting Targets for Performance-Based Planning

Steven Gayle, PTP

June 21, 2017

# Why Set Targets?

- Because Federal law and rule require it  
AND
- Because it is good planning practice

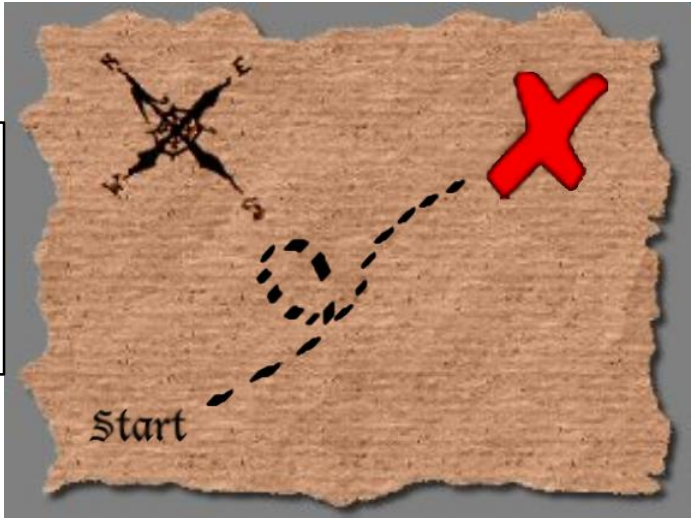


# From Vision to Performance



If you don't know where you're going, any plan will do.

If you don't have a target, you won't know when you get there.

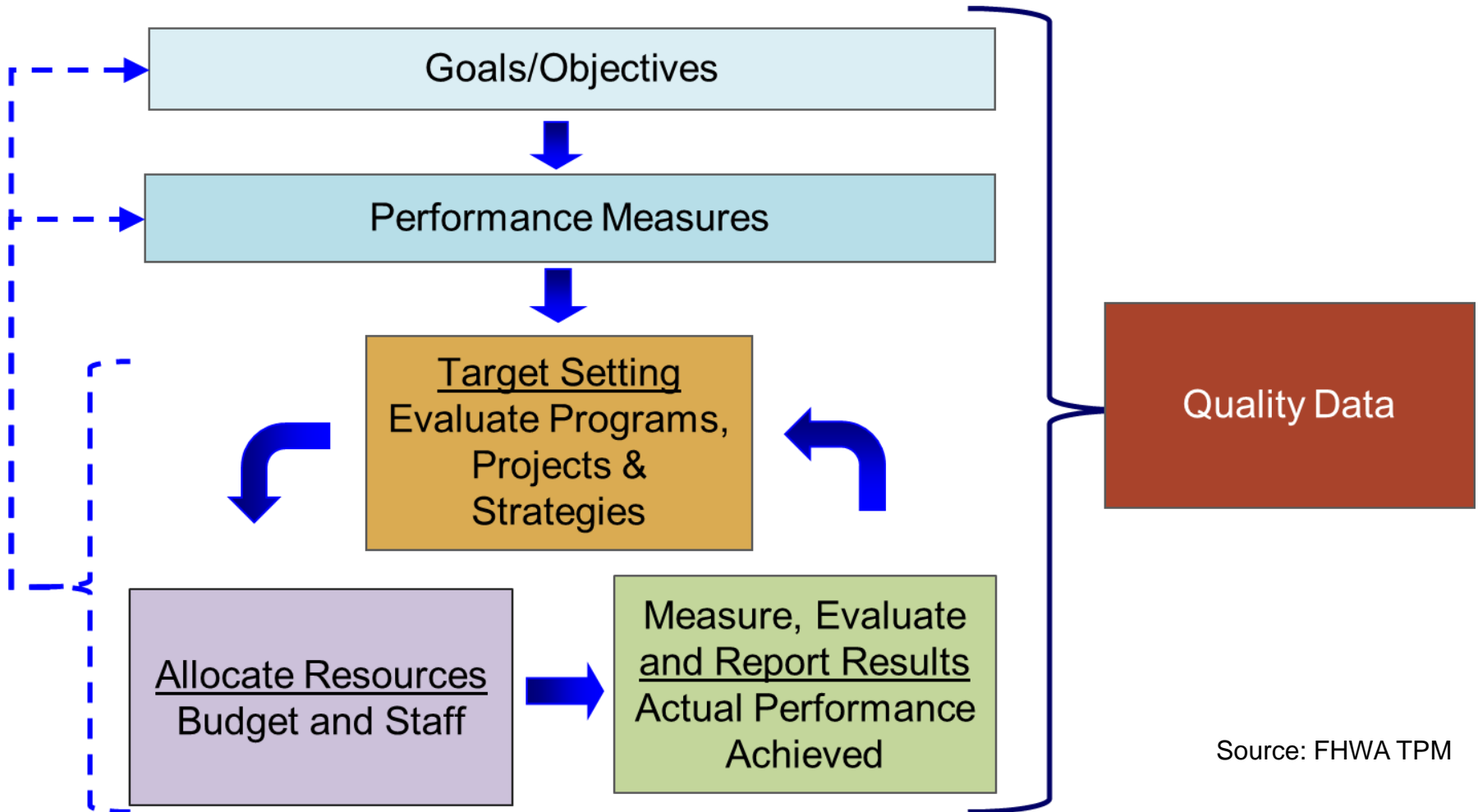


# Think About It



What benefits do an MPO or State DOT get from setting targets?

# Target Setting fits in Best Practice



Source: FHWA TPM



# Why Set a Target?

- Provide guidance on prioritization and allocation of resources
- Focus on the connection between actions and results
- Clarify what the MPO is trying to achieve
- Hold the MPO accountable for performance
- Manage expectations
- Measure incremental progress towards achieving a goal or objective



# Target Setting for Agency Management

- The UPWP is a target-setting tool
  - **Scheduling work:** Task A.3 will be initiated in the 1<sup>st</sup> quarter, completed in the 3<sup>rd</sup> quarter
  - **Budgeting:** Staff of 8 FTEs across professional and support positions
  - **Meeting expectations:** Tasks B.1 – B.4 address USDOT Planning Emphasis Areas; Tasks C.1 – C.3 address Policy Committee priorities



# Target Setting for System Management

- Federal performance management rules create a foundation for understanding how the transportation system performs
- Applies across functional areas: safety, physical assets, congestion and reliability
- Does not address much of what is in the MPO's purview





# What's Involved in Setting Targets?

- Data
  - Baseline condition, historical trends
  - Forecasts
  - Financial plan
- Collaboration
- Documenting trade-offs
- Managing risk
- Decision maker buy-in
- Public understanding



# Steps to Target Setting

**1. Define Purpose**

**2. Set Target Parameters**

**3. Assemble Baseline Data  
and Analyze Trends**

**4. Identify and Assess  
Influencing Factors**

**5. Establish the Target**

**6. Track Progress Toward  
Target Achievement**

**7. Reporting and  
Communication**



# 1. Define Purpose

What are you trying to accomplish?

- Understand what influences performance
- Demonstrate accountability to decision makers and the public
- Inform resource allocation decisions
- Present a data-driven case for additional resources



## 2. Set Target Parameters

What is the policy basis for setting targets

- Time frame
  - Short-term or long-term target?
  - Legislatively prescribed?
- Scope of application
  - Modal system
  - Functional system
  - Full extent or sample
  - Geography



### 3. Baseline Data and Trend Analysis

- How far back do you need to look?
  - For example, 5 year rolling average for safety
  - Is historical experience built into the analytic model (e.g., pavement deterioration)
- Assess trends
  - Linear trend line
  - Logarithmic trend line
  - Modeled performance



## 4. Identify and Assess Influencing Factors

What are the internal and external factors that must be considered?

- Staff and financial resources
- Planning and Policy Committee direction
- Relation with partner agencies
- Choose which external factors are relevant, managing uncertainty and risk

Economy

Energy  
Prices

Future  
Land Use

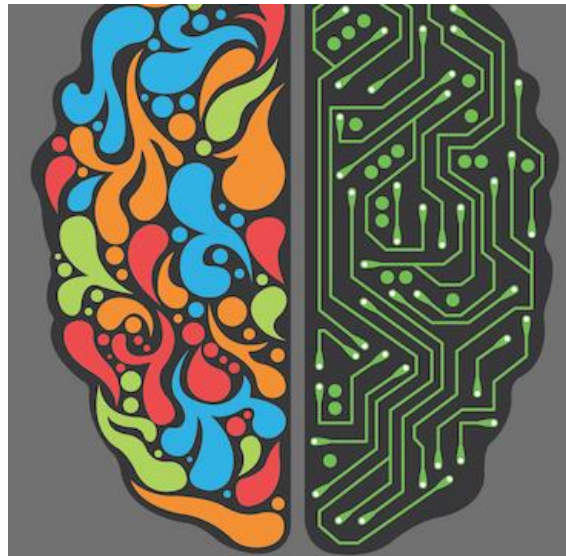
Vehicle  
Tech



## 5. Establish the Target

- Select the analytic method to be used
- Examine the range of solutions
- Apply influencing factors
- What about aspirational targets?

*As much  
ART...*



**As  
SCIENCE**

## 6. Track Progress Toward Achievement

MPOs benefit from creating a Performance Monitoring Plan:

- Who collects the data, and on what schedule
  - Is it already being collected for another purpose?
- Who analyzes the data
- Who owns/archives the data

Match measure of progress to timeframe

- Is this the 1<sup>st</sup> year toward a 4 year target? Or the 4<sup>th</sup> year?





## 7. Reporting and Communication

Internal reporting to the Planning and Policy Committee

External reporting to key stakeholders and the public

- *Be honest, be accurate*
- Explain successes and failures

“We met our safety target as a result of strong political support and resource allocation for Vision Zero.”

“We fell short of our pavement target because resources were diverted to address damage from Hurricane Steve.”



## A Little Marketing

National Highway Institute course #138012  
“Steps to Effective Target Setting for  
Transportation Performance Management”



**Steve's on the  
Instructor team!**

# Contact

Steven Gayle, Director

[steven.gayle@rsginc.com](mailto:steven.gayle@rsginc.com)

