

Analysis and Assessment of the National Performance Management Data

AASHTO Committee on Performance Based
Management

September 24, 2025

Disclaimer

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Original Goals for TPM: Have We Met Them?

Congressional Goals









1. Refocus on national transportation goals
2. Increase the accountability and transparency of the Federal-aid highway program
3. Improve project decision-making through performance-based planning and programming

FHWA's Desired Outcomes

1. Optimize Investments of Public Funds
2. Improve Consistency Across the Country
3. Increase Coordination of Decision-Makers
4. Increase Our Understanding of What Works
5. Communicate Federal Investment Returns

Goals for TPM

Original Goals for TPM Set by Congress and FHWA

- Improve Consistency Across the Country 
- Increase Coordination of Decision-Makers 
- Refocus on National Transportation Goals 
- Improve Project Decision-Making 
- Communicate Federal Investment Returns 
- Increase Accountability and Transparency 
- Optimize Investments of Public Funds 
- Increase Our Understanding of What Works 

TPM Story: Successes

TPM Has Real Benefits

- TPM Provides National Consistency and Comparability
- TPM Data is a Clear Winner
- TPM Has Raised the Profile of Performance-Based Efforts
- TPM Has Improved Interagency Coordination
- TPM is an Effective Vehicle for Communication

TPM Story: Challenges

What's Not Working with TPM

The Targets Aren't Working as Intended

- NHS Focus Gives Only a Partial View
- The Timeframe is Too Short
- TPM Requirements and Related Plans Are Not Aligned
- We Still Don't Understand What Influences Outcomes

→ Reporting Feels Performative

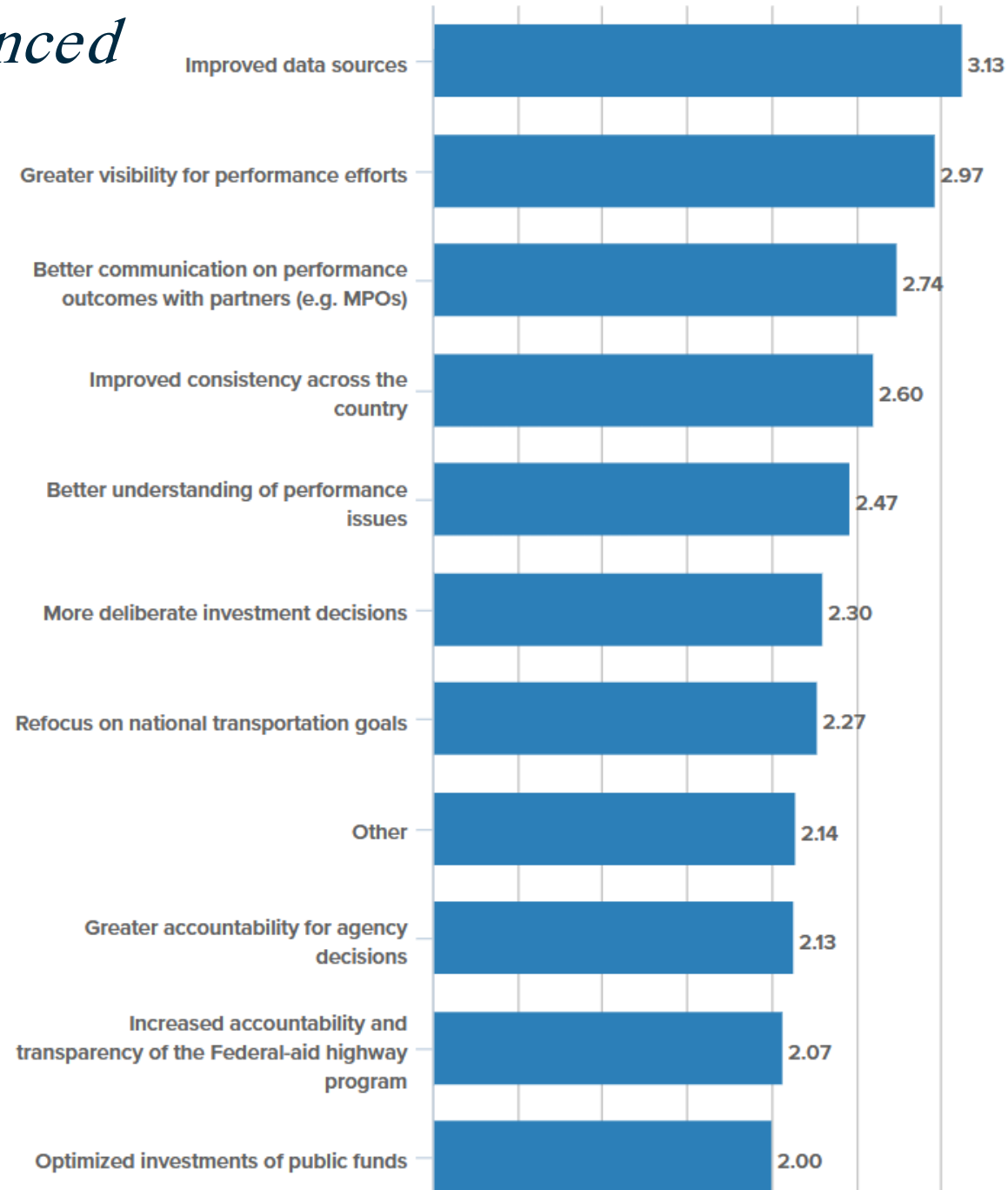
→ Federal Measures Do Not Drive Investment Decisions

TPM Story

A Future Vision for TPM

- Revisit TPM's Purpose
- Focus on Data and Tools
- Fewer, Simpler Measures
- Replace Target Setting with “Something Else” for System Performance Measures
- Shift the Focus of Reporting Away from Compliance & Culpability
- A More Active Federal Role in Practice Maturity

To what extent has TPM advanced the following benefits?



Weighted Score: 2.28

TPM Successes

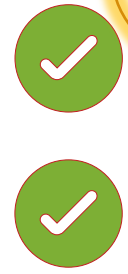
- Improve Consistency Across the Country
- Increase Coordination of Decision-Makers

*“I like the ability to have **consistent** measures across the nation.”*

*“You have to at least have a baseline where states report the **same information.**”*

*“TPM’s benefits include the fact that it **harmonized** what people report.”*

*“National measures are the only way to have **peer benchmarking.**”*











TPM Successes

- Improve Consistency Across the Country
- Increase Coordination of Decision-Makers
- Improved Data Sources
- Greater Visibility for Performance



Goals for TPM: Partial Progress

Original Goals for TPM Set by Congress and FHWA

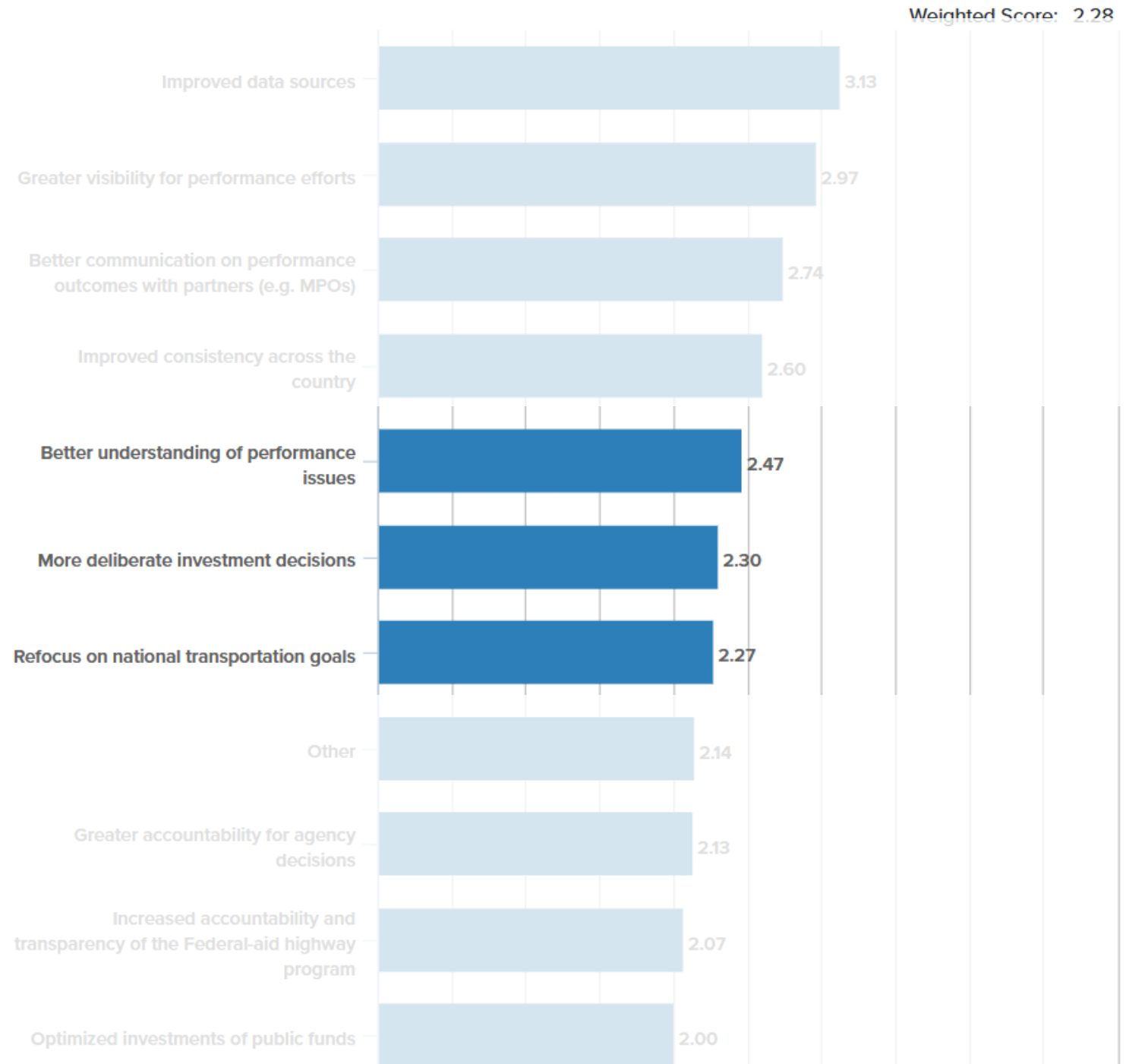
- Improve Consistency Across the Country 
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TPM Partial Progress

The most important use of a national performance program is to be a communications tool.









“TPM has established a stronger culture of performance management at agencies. In that sense, it’s working.”

“Performance management is now a ‘thing’ because of these measures.”



Goals for TPM: Limited Evidence

Original Goals for TPM Set by Congress and FHWA

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- Increase Coordination of Decision-Makers 
- Refocus on National Transportation Goals 
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To what extent has TPM advanced the following benefits?

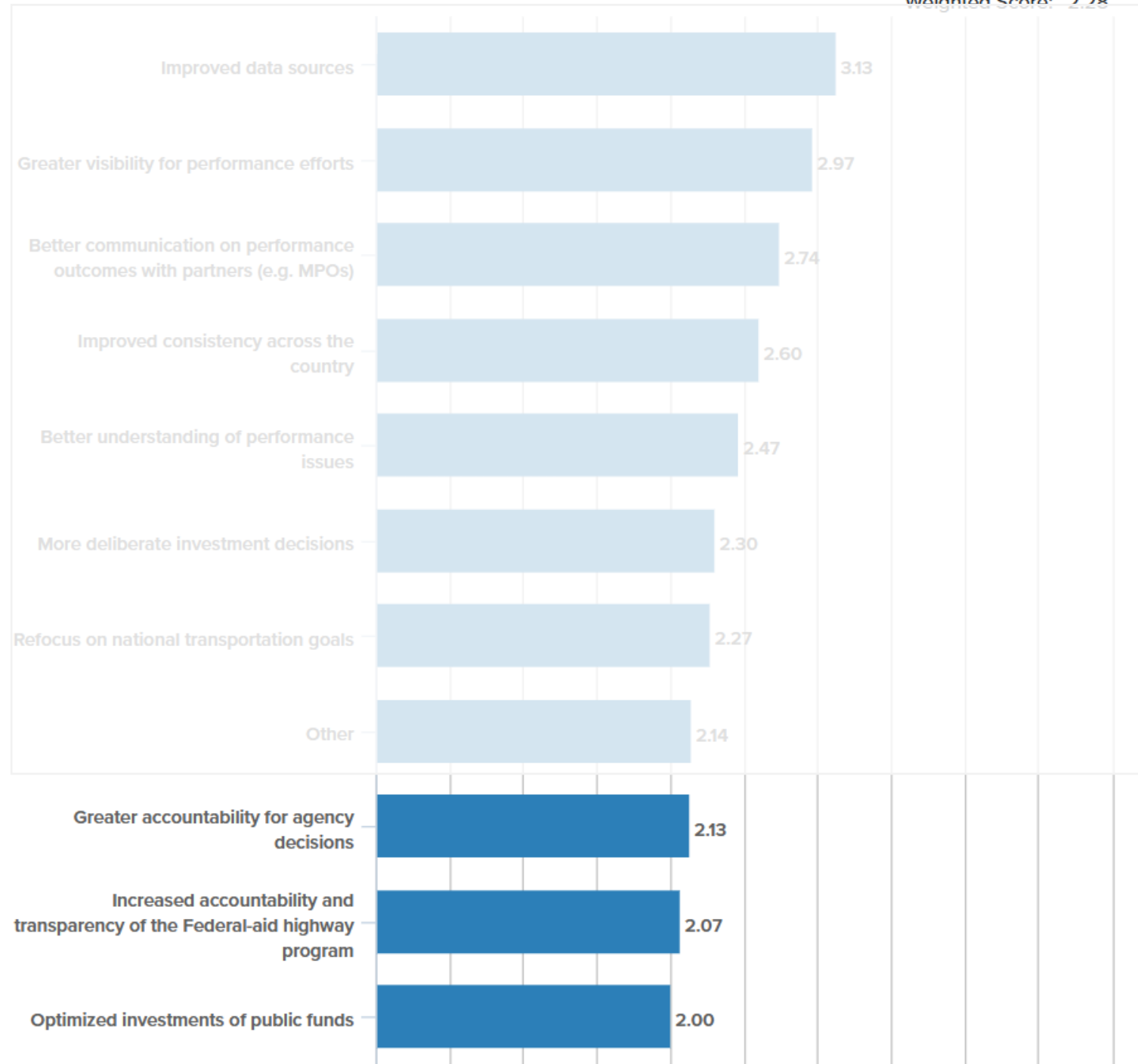


These measures are so high level we do not understand cause and effect.

We have failed to find a correlation between our agency's actions and reliability outcomes.

We are so far from knowing the levers that give you outcomes.

The external forces that influence outcomes often have more effect than any agency's actions.



Measure & Metric Support

TPM Measures

- PM1: Safety Measures are generally supported, though timeline and other tweaks proposed
- PM2: Pavement measures require industrywide discussion to garner support
- PM3: Some measures are not used at all and offer opportunity to streamline TPM's slate of measures