

State of Kansas Traffic Records Coordinating Committee

Traffic Records Strategic Plan Implementation

Performance Measurement Program Guidebook

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Document Purpose

The Kansas Traffic Records System (TRS) Performance Measurement Program Guidebook provides the overall process, tools, and templates for establishing and managing the Traffic Records Coordinating Committee's (TRCC's) performance measurements.

Version	Date	Description/Changes
1.0	4/12/07	Initial version.
2.0	4/18/07	Updated based on client review.

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I. Introduction

I. Introduction

In 2005, the United States Congress passed a transportation reauthorization bill that awards grant moneys to states to upgrade and enhance Traffic Records Systems (TRSs) and data. The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) was signed into law in August 2005. A portion of this bill is referred to as Section 408, State Traffic Safety Information System Improvements. In order to receive these grant funds, the Kansas Traffic Records Coordinating Committee (TRCC) was formed, and a strategic plan was created. The initial Traffic Records Strategic Plan created by the TRCC included some basic performance metrics; however, a robust Performance Measurement Program was not implemented at that time.

After reviewing the strategic plans submitted in 2006, National Highway Traffic Safety Administration (NHTSA) representatives have indicated that states must submit better sets of measurable performance metrics in 2007 in order to receive successive-year funding under Section 408. This document provides a framework that can be used to identify performance-based metrics as required by NHTSA and by which progress toward the achievement of goals and objectives of the TRCC strategic plan can be measured.

A. Performance Measurement Program Guidebook Purpose

Performance measurement is the structured and systematic assessment of an organization's progress in meeting its objectives and goals. This Performance Measurement Program Guidebook describes the process of how performance metrics will be defined, implemented, and used to manage initiatives and projects listed in the Traffic Records Strategic Plan.

The guidebook is not intended to actually identify and define the specific performance measurements. Using the process defined in the guidebook, MTG Management Consultants, LLC, and the Kansas project manager will work collaboratively with the agencies to identify, document, and report the TRS performance measurements.

B. Organization of the Program Guidebook

The TRS Performance Measurement Program Guidebook documents the performance measurement process. The document is organized in the following sections:

- Context and Principles
- Methodology
- Roles and Responsibilities
- Implementation

The guidebook also provides a set of templates and tools to support the application of these concepts and a glossary of terms utilized in this document:

- *APPENDIX A* – Glossary.
- *APPENDIX B* – Reference Guide Template.
- *APPENDIX C* – Kansas TRS Measurement Report (KTMR) Template.
- *APPENDIX D* – Roles and Responsibilities Matrix.

II. Context and Principles

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A. Context

The purpose of the State Traffic Safety Information System Improvements Section 408 Grant Program is to support the development and implementation of effective programs by the states to:

- Improve the timeliness, accuracy, completeness, uniformity, integration, and accessibility of the safety data that states need to identify priorities for national, state and local highway, and traffic safety programs.
- Evaluate the effectiveness of efforts to make such improvements.
- Link the state data systems, including traffic records, with other data systems within the states, such as systems that contain medical, roadway, and economic data.
- Improve the compatibility and interoperability of the states' data systems with national traffic safety data systems and data systems of other states and enhance NHTSA's ability to observe and analyze national trends in crash occurrences, rates, outcomes, and circumstances.

The Section 408 Grant Program requires that a state identify in its traffic records strategic plan specific performance-based measurements.

B. Principles

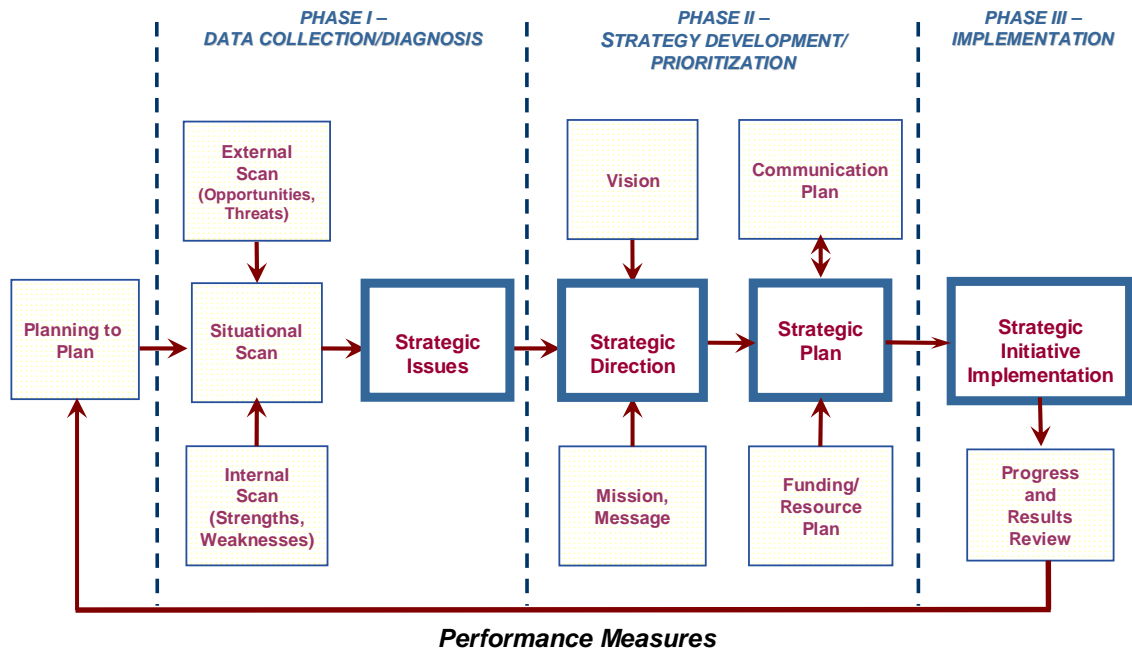
1. Be Structured and Systematic

Performance measurement is the structured and systematic assessment of an organization's progress in meeting its objectives and goals. The performance measurement framework described in this document will serve as a guide for members of the Kansas TRCC on how performance metrics will be defined, implemented, and used to manage initiatives and projects in the Traffic Records Strategic Plan.

2. Support Strategic Planning Efforts

An effective performance measurement process needs to support the organization's strategic planning efforts. Measuring the results of the strategic plan gives the members of the organization valuable feedback on the results of their efforts. For reference, the strategic planning process being used by the State of Kansas is illustrated in Figure 1 below.

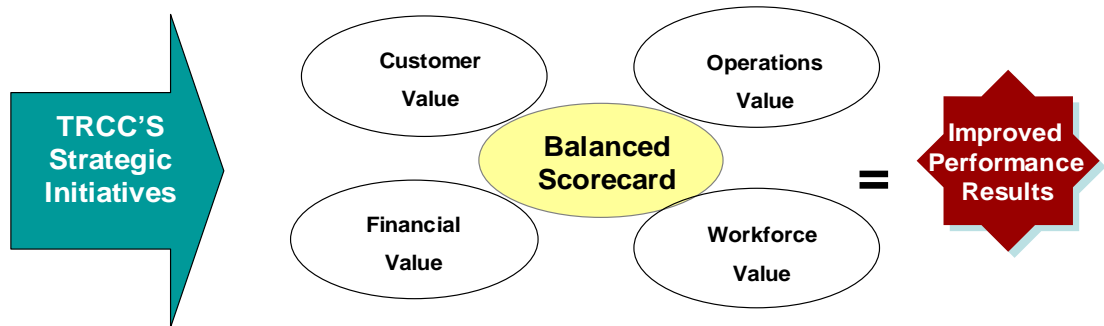
Figure 1 – Strategic Planning Process



3. Take a Balanced Approach

Measurements should support the entire organization and not just focus on financial objectives. Although the TRS Performance Measurement Program does not plan to follow a rigid balanced scorecard per se, it does plan to include a balanced set of metrics based on the TRCC’s strategic initiatives to improve performance, as illustrated in Figure 2.

Figure 2 – Balanced Scorecard Model



The balanced scorecard is an invaluable mechanism for translating TRCC's strategic plan into specific objectives, measurements, and performance standards AND monitoring the implementation of that strategic plan during subsequent periods.

4. Allow for Continuous Improvement

The initiatives and associated performance measurements will evolve over time. Some measurements will continue to provide valuable input to key decisions, and others will be retired or replaced as new strategic initiatives and projects are identified. Throughout that life cycle, measurements will be created and managed by the processes defined in this guidebook. Measuring performance should be an iterative process and should lead to continuous improvement.

C. Purpose of Performance Measurements

The Kansas TRS performance measurements will enable the TRCC to make judgments about the effectiveness and efficiency of its plan, processes, and programs. In addition, a subset of the performance measures will be sent to NHTSA to secure successive-year funding under Section 408. The performance measurements will provide a holistic view of the strategic plan's performance that demonstrates accomplishments and results. TRCC leaders will utilize the performance measurement data to make ongoing decisions about their initiatives, processes, and performance.

D. Benefits of Performance Measurements

Key reasons to implement the Kansas TRS performance measurements include:

- Performance measurements are a tool that allow the TRCC to track its progress and direction toward implementation of the strategic plan and its key initiatives.
- Performance measurements are necessary to meet the requirements of the Section 408 Grant Program.
- Performance measurements define a well-balanced approach to looking at all aspects of the TRCC strategic plan's performance. Typical measurements only look at a short-term view of financial performance.
- Performance measurements identify and focus on the few critical items to be influenced for an improved future state for the Kansas TRS.
- Performance measurements cascade across agencies and down through all levels of an organization to ensure that staff are aligned with the organizational policies and processes.
- Performance measurements tell the story of the TRCC's progress in achieving its strategic plan to individual agency leadership and throughout the entire agencies.

E. Characteristics of Performance Measurements

The Kansas TRS's performance must be judged against the performance measurement results, and it must be determined whether the expected results have been realized. There

are many desired outcomes for the implementation of a Performance Measurement Program for the Kansas TRCC.

The overall desired outcomes for the Kansas TRCC performance measurement effort are described in the following table:

Table 1 – Performance Measurement Implementation Desired Outcomes

Desired Outcome	Description
Reliable	<ul style="list-style-type: none"> • Performance measurement results will be accurate due to the use of high-quality data in the calculation of the measurements. • The performance measurements framework will enable reliability through the collection of the correct data, accurate data analysis and reporting, and fact-based decision making predicated on the measurement results.
Visible	<ul style="list-style-type: none"> • Performance measurements will provide Kansas' citizens and state agencies with a clear view of the TRCC's processes and results. • The Kansas TRCC leaders and the public will have visibility into the operational performance of the TRS through the implementation of performance measurements. • The Kansas TRCC will have visibility toward the achievement of its strategic plan, mission, vision, and goals.
Accountable	<ul style="list-style-type: none"> • Performance measurements will be documented within a Reference Guide to identify the measurement objective, owner, source of data, and method of calculation. • There will be specific accountability for the delivery of the Kansas TRS products and services through clearly defined objectives and factual performance data that measures the outcome of those products and services.
Productive	<ul style="list-style-type: none"> • The performance measurements will focus on the results of internal processes to identify opportunities for process improvement. • There will be significant improvements in the Kansas TRS productivity via the implementation of performance measurements through clear and reasonable measures, aggressive performance improvement targets, and process feedback.
Credible	<ul style="list-style-type: none"> • Performance measurement results will be objectively selected and reported. • The performance measurements framework will enable credibility through a balanced set of measurements that reflects the achievements of the Kansas TRCC strategic plan.
Flexible	<ul style="list-style-type: none"> • The performance measurements will permit change over time as strategies and grant funding evolve. • The performance measurements framework will enable flexibility in the establishment and management of measurements and performance standards through clear analysis and reporting and a feedback process.

Desired Outcome	Description
Predictable	<ul style="list-style-type: none"> • The performance measurements framework will control the collection, analysis, and reporting of the measurements within the TRS. • The performance measurements framework will enable predictability in performance measurements through consistent data collection, reporting, and a management review process.
Usable	<ul style="list-style-type: none"> • The performance measurements framework will enable the TRCC to make fact-based decisions. • The performance measurements framework will enable usability through clearly defined and understandable measurements that support the Kansas TRCC strategic plan projects and individual agency operational processes.
Clear	<ul style="list-style-type: none"> • All levels of the Kansas TRCC organizations, and Kansas' citizens, will understand the performance measurements. • The performance measurements framework will enable clarity in communication and achievement of the TRCC strategy, mission, and vision through standard and accurate data collection, data analysis, reporting, and management processes.
Consistent	<ul style="list-style-type: none"> • The performance measurements framework method of data collection, outcome calculation, and method of reporting will be defined within a Reference Guide. • The performance management framework will enable consistency across the Kansas TRCC projects through a clear definition of measurements, their anticipated benefits, and the business decisions that will be made based on the outcomes.

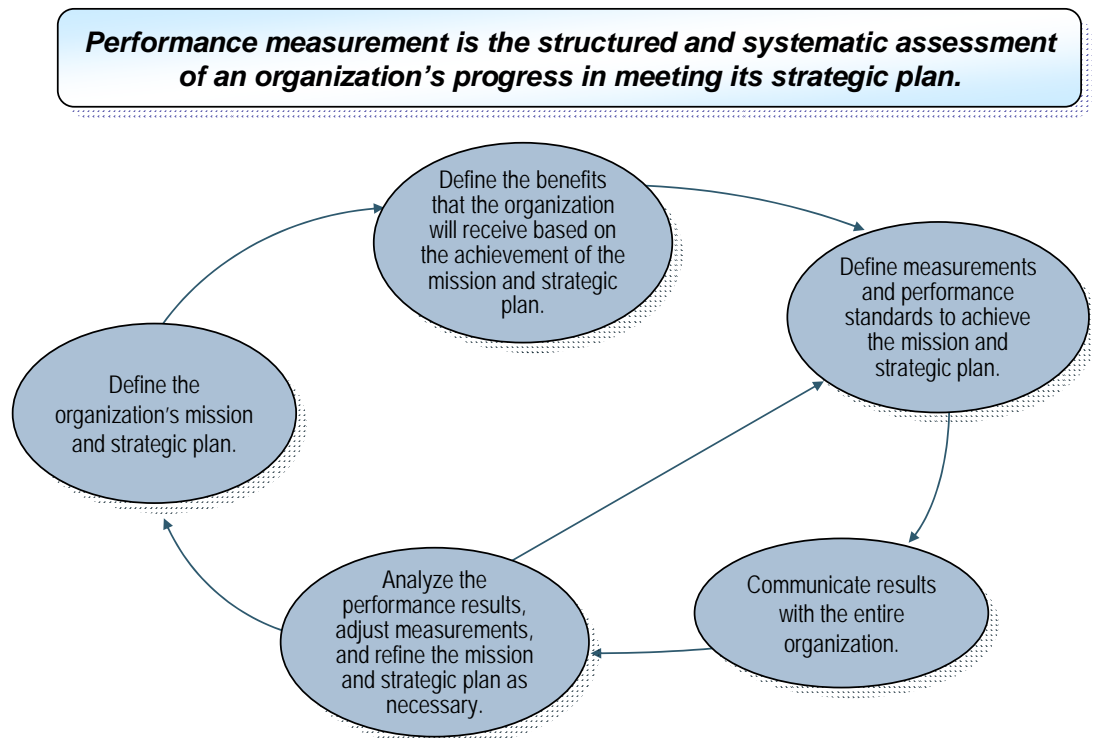
III. Methodology

III. Methodology

A. Model

Performance measurement is an iterative, continuous improvement process that will be approached as a way of ongoing management for the Kansas TRCC. Performance measurements will be closely aligned with the Kansas TRCC’s strategic planning efforts and track progress on and direction of the achievement of these efforts. The Kansas TRS performance measurement approach is modeled in Figure 3 below. This approach applies a structured methodology that will be used to create and manage the Kansas TRS performance measurement process.

Figure 3 – Performance Measurement Approach



Performance measurements must be clearly understood by the Kansas TRCC, individual participating agencies, and general public. Key terms will have a consistent definition. APPENDIX A defines the key Kansas TRS performance measurement terms.

B. Framework Components

The foundation of the Kansas TRS performance measurement process is the clear, concise definition of each measurement. Each performance measurement will follow a defined, repeatable process to collect data, analyze the data, and report results.

1. Classification Approach

Implementation of performance measurements within the Kansas TRCC will be a multipronged approach. The Kansas TRS performance measurements are categorized in three classifications. Each measurement will be assigned to a single classification and will be used to focus and prioritize the establishment of the Kansas TRS's performance measurement.

Classification I Measurements

The Classification I Kansas TRS performance measurements will consist of the baseline measurements that certify the State of Kansas' adoption and use of the model data elements. These measurements will demonstrate measurable progress toward full implementation of the model data elements. The model data elements are defined as:

- *MMUCC* – Model Minimum Uniform Crash Criteria.
- *NEMSIS* – National Emergency Medical Services Information System.

An owner will be assigned to each model data element measurement. Every measurement will be fully documented in the Reference Guide, and data collection will begin using the methods described below in subsection III.B.2. The Kansas project manager or designated support team will conduct the data analysis and produce the KTMR.

Classification II Measurements

The Classification II Kansas TRCC performance measurements will focus on the TRS data and systems and are required under the 408 Grant Program measurements. These performance measurements allow the State of Kansas to document its progress in the following core 408 Grant Program systems:

- Crash.
- Driver.
- Citation/Adjudication.
- Roadway.
- Injury Surveillance.
- Vehicle.

Each of these measurements will have an owner assigned and will be published in a consistent manner. Every TRS data and systems measurement will be assigned to a performance area. The TRCC performance measurement performance areas are:

- Timeliness.
- Consistency.
- Completeness.
- Accuracy.
- Accessibility.
- Integration.

Classification III Measurements

The Classification III Kansas TRS performance measurements will focus on the State of Kansas TRCC strategic plan projects. The results of the strategic plan performance measurements will track the Kansas TRCC's progress in achieving its strategic goals. The strategic plan performance measurements will adopt a balanced scorecard type of approach to ensure all aspects of the plan and organization are covered. The strategic plan measurements will cover these four areas:

- Customer.
- Financial.
- Operations.
- Workforce.

An owner will be assigned to each Kansas TRCC strategic plan measurement. Every measurement will be fully documented in the Reference Guide, and data collection will begin using the methods described below. The Kansas project manager will conduct the data analysis and produce the KTMR.

2. Data Collection

Performance measurements will follow a documented and consistent process to collect the measurement data. A consistent process will enable accurate comparisons between reporting periods to assess trends, issues, and successes.

Performance measurements that are collected across agencies, divisions, regions, and work units will also follow a documented and consistent data collection process. This will enable the Kansas TRCC to accurately contrast and compare measurement results.

Reference Guide Approach

Each measurement will be documented within the Kansas TRS Reference Guide. This will be used by the performance measurement owners and the Kansas TRCC to understand the

details of each measurement. Individuals with specific questions regarding the measurement will be referred to the Reference Guide.

The TRS Reference Guide is the source of record that contains the definition and purpose of each measurement, the performance target, the measurement algorithm, and any known issues. Each measurement will be assigned an owner to ensure that the data sources and data collection methods are closely followed on a consistent basis. The owner is also responsible for using the defined algorithm.

The performance measurement owner will provide the raw measurement data and the chart or graph to the Kansas project manager or designated support team to be included in the annual KTMR.

Data Collection Technique

The primary tool to document and guide the data collection is the TRS Reference Guide Template. This template documents all aspects of the TRS measurements. It provides a clear and concise guideline to collect and compile the raw data. The TRS Reference Guide is the compilation of all completed Kansas TRS measurement templates. The TRS Reference Guide Template is located in APPENDIX B of this document.

The Kansas project manager will periodically check with each performance measurement owner to validate the accuracy of the measurement data collection.

Baselines

The initial publication of the KTMR will contain performance results for a single reporting period. Over time, all measurements will contain historical data to reflect or indicate trends. Many measurements may require several reporting periods to provide a set of data called a baseline. The baseline becomes the comparison data or reference point to measure the change in results over time.

3. Analysis

Prior to publication of the performance measurement data, each Kansas TRS performance measurement result will be thoroughly analyzed by the Kansas project manager or designated team to validate the data accuracy and to understand the results of the measurement.

Analysis Approach

The performance measurement owners will conduct the first round of analysis. As they compile the data for reporting, they will review the results for out-of-range or abnormal conditions. The owners will review the results against the performance target to understand the current trend. They will also document a mitigation strategy to resolve negative results.

The Kansas project manager will conduct an additional round of analysis. The project manager will review results for out-of-range conditions, abnormal conditions, and overall trends. The project manager will also assess the proposed mitigation strategies and provide feedback to the performance measurement owners.

The Kansas TRCC will periodically review each measurement to ensure it continues to add value to the mission and strategic plan of the Kansas TRCC.

Analysis Technique

There are two primary techniques to conduct the measurement analysis. These are the raw performance measurement data and the compiled Microsoft (MS) Excel spreadsheet. The raw measurements will be reviewed to identify unusual patterns such as:

- Spikes in data.
- Unexpected dips in data.
- Out-of-sequence numbers.
- Sporadic results.

The Excel spreadsheet will compile the measurement data into a single graph for the reporting period. Some measurements will also require year-to-date graphs for comparison purposes. The type of graph for each measurement will be selected for the most effective communication style of the performance results. The graphs could include:

- Pie charts.
- Bar charts.
- Line charts.
- Scatter charts.

The final charts will also be analyzed by the Kansas project manager to assess out-of-sync conditions. These are conditions that changed unexpectedly from the previous reporting period or reflected a negative trend with no explanation. The project manager will work with the performance measurement owner to validate results and identify the root cause of a problem prior to publishing the report.

Automated tools will be considered for future use to streamline the data collection and to simplify the analysis of performance measurement results.

4. Reporting

The Kansas TRCC will publish the KTMR on a consistent basis depending on the class of measurements. The Kansas TRCC will review and use the performance results to make future strategic decisions. After outstanding issues are resolved, the Kansas TRCC will publish the KTMR on the Web site. The report will include the following:

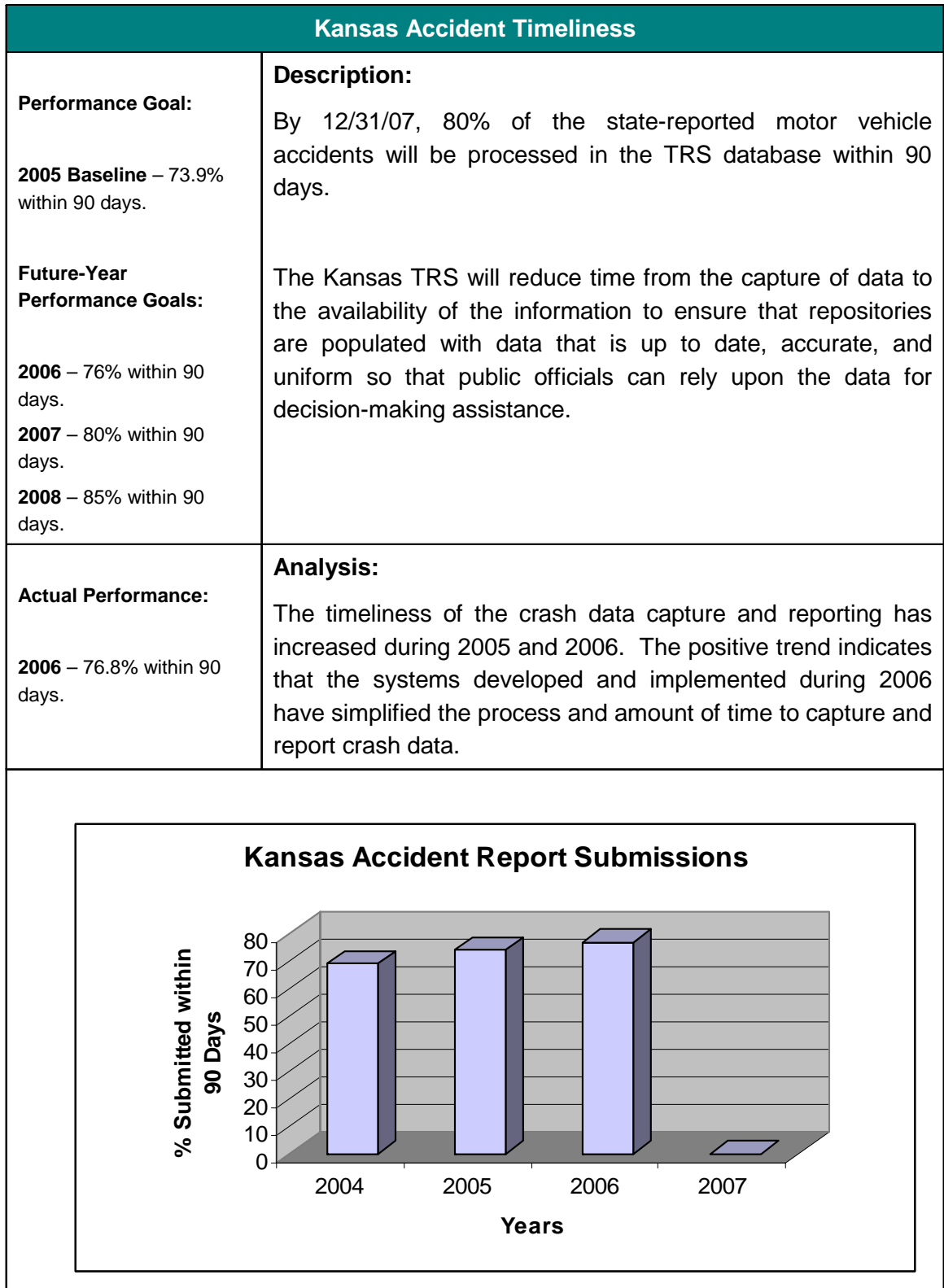
- Overall TRCC mission and goals for performance measurements.
- Summary of the measurement results for the reporting period.
- Detailed measurement information:
 - » Measurement description.
 - » Measurement results.
 - » Performance target for the current year.
 - » Future-year performance targets.
 - » Actual performance.
 - » Chart or graph to illustrate the measurement results.

In general, each measurement will reflect a 12-month view of results. Where it makes sense, multiyear results will be published. In addition, comparisons between yearly results may be displayed to trend the performance measurement.

Reporting Approach

The Kansas project manager will produce and maintain the KTMR. Each performance measurement will be reported. The TRS Reference Guide will be used to populate the measurement description and performance target. The data collection process will provide the actual results, the analysis of the measurement results, and the measurement results chart or graph. Figure 4 on the following page illustrates an example of the detailed KTMR.

Figure 4 – KTMR Detailed Report Example



To create the final report, the Kansas project manager will compile the measurement analysis and update the MS Word document for each section. A report format example of

the summary report and the detailed performance measurement report is located in APPENDIX C of this document.

Reporting Technique

MS Office will provide the primary tools to create, analyze, and publish the KTMR. Automated tools will be considered for future use to report measurement results.

Publication

The KTMR will be produced and distributed to the TRCC on a regular basis. It will also be published on the TRCC Web site.

All classifications of the Kansas TRCC performance measurements will be included in the KTMR. Formal distribution of the summary and detailed KTMR, as well as updates to the distribution, will be managed by the Kansas project manager.

IV. Roles and Responsibilities

IV. Roles and Responsibilities

Clearly defined roles and responsibilities will ensure that the Kansas TRS Performance Measurement Program is well organized and positioned to achieve success. Each position will have a defined role and assigned responsibilities. Eliminating duplication between roles prevents rework and gaps. In addition, each role will have clear authorities. Authorities identify the areas where each role will make decisions and provide direction for the Kansas TRCC performance measurements.

The Kansas TRCC performance measurement roles and responsibilities are summarized in APPENDIX D – Roles and Responsibilities Matrix.

A. Traffic Records Executive Committee

The TRS program's Executive Committee is made up of executive management from the participating agencies in the TRS project. The Executive Committee's role will be to receive periodic performance measurement reports and approve measurement decisions made by the TRCC.

B. Traffic Records Coordinating Committee

The TRCC must remain in place as the performance measurement governing body and primary means of communication for the TRS project. It must be responsible for decisions and communication regarding the TRS performance measurement effort and must serve as a means for establishing performance measurement priorities and consensus among the TRS stakeholder agencies.

C. Kansas Project Manager

The Kansas project manager is responsible for Performance Measurement Program oversight. He/she will work with the TRCC, agencies, and performance measurement owners to manage the Performance Measurement Program.

The Kansas project manager or designated support team will provide the standards and policies for data collection and data publication. He/she will also collect the KTMR data from the performance measurement owners and produce the final report.

The Kansas project manager will conduct an analysis of the performance measurement results. He/she will assess the measurement results for:

- Trends.
- Linkages.

- Disconnects.
- Out-of-range data results.

The Kansas project manager will have an in-depth knowledge of the measurements and results. He/she will provide his/her insights and observations to the TRCC and Traffic Records Executive Committee.

D. Performance Measurement Owner

The TRCC and Kansas project manager will assign an owner to each performance measurement. The owner will:

- Document the performance measurement in the TRS Reference Guide for performance measurements.
- Collect the performance measurement data.
- Analyze the performance measurement data for problems, issues, and accuracy.
- Provide the KTMR data to the Kansas project manager.

V. Implementation

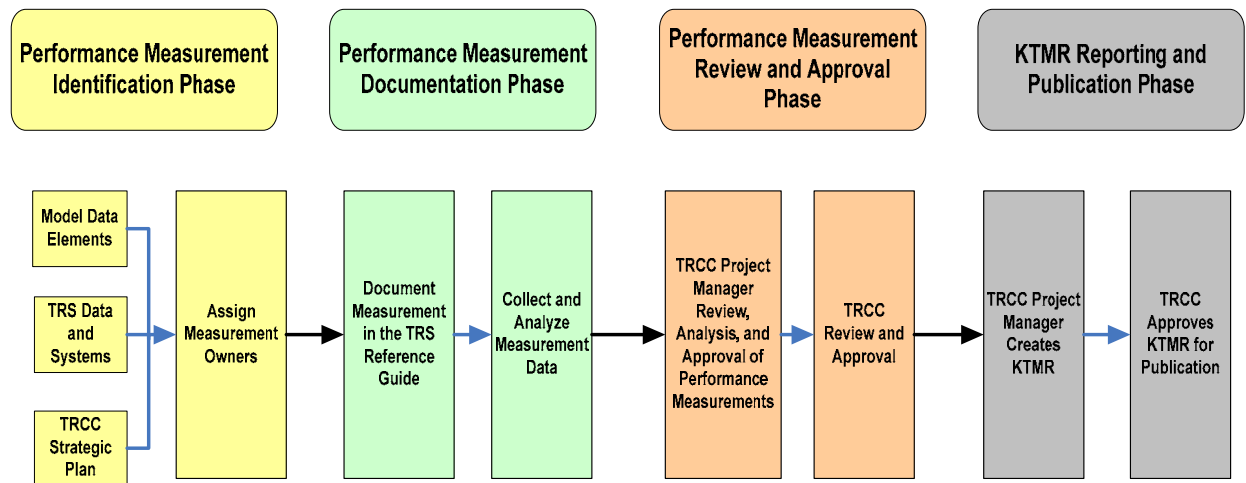
V. Implementation

Successful implementation of the TRS Performance Measurement Program will take time and effort to initially define, analyze, and report the measurements. After the performance measurements have been reviewed and approved, there will be annual collection of data and analysis to be compared against the baseline data to identify the progress of the TRS. The process, timeline and responsibilities are described below.

A. Implementation Process

After approval of the TRS Performance Measurement Program, full implementation will begin. MTG will work with the performance measurement owners and the Kansas project manager to document the measurements and prepare the KTMR. The implementation process is documented in Figure 5.

Figure 5 – Performance Measurement Program Implementation Phases



After full implementation of the Performance Measurement Program, the Kansas TRCC will begin an annual review of the performance measurement results. As needed, measurements will be reviewed, updated, or changed.

B. Implementation Timeline

The tasks and due dates for implementation of the TRS Performance Measurement Program are documented in the table below.

Table 2 – Timeline for Performance Measurement Program Implementation

Task	Assigned To	Start Date	Completion Date
Complete draft of the TRS Performance Measurement Program Guidebook.	MTG	03/19/07	04/06/07
Review the TRS Performance Measurement Program Guidebook and offer feedback.	Kansas Project Manager	04/09/07	04/10/07
Finalize the TRS Performance Measurement Program Guidebook and publish to Web site.	MTG	04/10/07	04/13/07
Identify the Classification I and II TRS performance measurements and performance measurement owners.	MTG (Lead), TRCC (Assist)	04/09/07	04/20/07
Document each Classification I and II measurement in the TRS Reference Guide.	MTG (Lead), Performance Management Owners (Assist)	04/23/07	04/27/07
Collect, document, and analyze the Classification I and II performance measurement data.	MTG (Lead), Performance Management Owners (Assist)	04/30/07	05/09/07
Review the Classification I and II performance measurement results data.	Kansas Project Manager	05/09/07	05/09/07
Create the draft summary and detailed KTMR.	MTG	05/10/07	05/14/07
Review and approve the draft summary and detailed KTMR.	Kansas Project Manager	05/14/07	05/15/07
Send the draft summary-level KTMR to NHTSA for review.	Kansas Project Manager	05/15/07	05/15/07
Update the TRS Reference Guide and KTMR based on NHTSA feedback for the Classification I and II performance measurements as needed.	MTG (Lead), TRCC (Assist), Performance Management Owners (Assist)	05/16/07	06/07/07
Create the final summary and detailed KTMR for the Classification I and II performance measurements.	MTG	06/07/07	06/12/07
Review and approve the final summary and detailed KTMR.	Kansas Project Manager	06/12/07	06/14/07
Submit the summary KTMR with the successive-year Section 408 grant application.	Kansas Project Manager	06/15/07	06/15/07
Define, document, and report the Classification III performance measurements.	MTG (Lead), TRCC (Assist), Performance Management Owners (Assist)	6/15/07	9/28/07

C. Implementation Responsibilities

The performance measurement implementation responsibilities are described below.

1. Kansas Project Manager

The Kansas project manager will have the lead role in the identification, documentation, reporting, and management of the TRS performance measurements. The Kansas project manager may designate MTG to conduct the performance measurement activities. The specific Kansas project manager responsibilities are:

- *Finalize the Guidebook* – The project manager will review and approve the Performance Measurement Program Guidebook. The project manager and MTG will also present the guidebook to the TRCC for review and final approval.
- *Collect and Analyze the Measurement Data* – The project manager and MTG should work with the performance measurement owners to collect the data and analyze the results.
- *Generate the KTMR* – The project manager and MTG will create the summary and detailed KTMR based on the data from the performance measurement owners.
- *Review and Approve the KTMR* – The project manager and MTG will review the KTMR with the TRCC and Traffic Records Executive Committee. They will update the summary and detailed KTMR based on feedback and obtain final approval.
- *Publish and Distribute the KTMR* – The project manager and MTG will publish the summary and detailed KTMR on the program Web site. They will also distribute the detailed KTMR to the Kansas TRS agencies and the summary KTMR to the required federal agencies.

2. Performance Measurement Owners

With the help of MTG, each performance measurement owner will have the lead role in the documentation of a measurement. Performance measurement owners will typically be representatives from a particular agency or organization. Their specific responsibilities are:

- *Document Measurements* – Performance measurement owners will work with MTG to document their performance measurements in the TRS Reference Guide.
- *Collect and Analyze the Data* – Performance measurement owners will collect the measurement results and populate that data in an Excel spreadsheet. They will work with MTG to analyze the results and resolve any measurement data discrepancies.
- *Report the Data* – Performance measurement owners will provide MTG and the Kansas project manager with the final measurement data and analysis results.

3. TRCC

The TRCC will have final review and approval responsibilities for the Performance Measurement Program Guidebook and the KTMR. The TRCC will be responsible for:

- Approving the TRS Performance Measurement Program Guidebook.
- Reviewing and approving the detailed and summary KTMR for distribution.

The TRCC will use the performance measurement results on an ongoing basis to establish the TRS strategic direction and to guide key strategic decisions.

D. Future Performance Measurement Program Enhancements

1. Performance Measurement Review

The Performance Measurement Program will be reviewed on an annual basis to ensure that it continues to provide value to the TRCC. As the direction of the organization changes, the Performance Measurement Program will be evaluated for changes. The Performance Measurement Program will also evolve as the strategic plan evolves.

Performance Measurements Guidebook Review

The Kansas project manager will review the Performance Measurement Program Guidebook on an annual basis. The project manager will identify and make changes to the sections and content as needed to meet the needs of the TRCC.

The Kansas project manager, with assistance from NHTSA and MTG, will also assess the legislative and federal mandates and guidelines for updates to the Performance Measurement Program.

The updated Performance Measurement Program Guidebook will be posted on the TRCC project Web site. Communication of the changes will be made according to the TRCC Communication Plan.

Program Review Process

The Kansas project manager will facilitate an annual review of the TRS performance measurement process. The review will consist of evaluating each performance measurement:

- For reasonableness.
- For applicability.

- For potential retirement.
- Against the current strategic plan for usefulness.

The Kansas project manager will also evaluate new performance measurement candidates. New strategic plan initiatives or grant programs may generate a need for new performance measurements.

The Kansas project manager will provide performance measurement recommendations to the Traffic Records Executive Committee and TRCC for consideration and approval in the program.

2. Linkage to Other Organization or Agency Efforts

Each participating TRCC agency will collect and report performance measurements. Many of the systems and processes on which the performance measurements will be based will have linkages within the TRS program. Over time, as the TRS performance measurement effort matures, the TRCC will evaluate using a standard performance measurement process for all organizations.

The TRCC will work with each organization to establish the following:

- Each measurement will have an owner that is a person or an entity, which will have the authority and responsibility to make decisions and provide recommendations for the measurements.
- There will be established reporting mechanisms and time frames for the reporting of data. These will be documented in the Measurement Guide.
- There will be performance measurement reviews on an established schedule.
- There will be linkages between the organization-level measurements and the strategic plan measurements. The organization measurements will feed the higher-level measurements. The owners of each measurement will be linked.

Appendix A

Glossary

Appendix A – Glossary

- *Actual* – A real (factual, as opposed to planned or estimated) value.
- *Algorithm* – The mathematical expression(s) that describes precisely how a measurement is computed from underlying data.
- *Baseline* – The performance level for a measurement at the time it was adopted or revised. Refers to establishment of a reporting period for historical purposes or for additional emphasis. A set of data for comparison. Used as a reference point for performance measurements against which changes over time can be measured.
- *Benchmark* – The process of comparing one set of measurements to another. This may be done for various reasons, such as to determine trends in a process over time or to compare one organization’s efficiency to another’s.
- *Benefit* – The positive contributions that an action will make to the organization.
- *Classification* – A type or category of a performance measurement. The Kansas TRCC must have performance measurements in each of the identified categories. The three Kansas TRCC performance measurement categories are:
 - » Model data elements.
 - » TRS data and systems.
 - » Strategic plan.
- *Desired Outcome* – The vision of where you want your organization to be. It defines your success in achieving the desired result(s). You achieve success when you realize the desired outcome.
- *Estimate* – Expected level of performance to be achieved at the end of the reporting cycle.
- *Guide to Performance Measurement* – State of Kansas’ TRS guidebook of how it will plan and implement performance measurements.
- *Input* – The amount of resources allocated to provide particular programs or services. These may include personnel, materials, equipment, and supplies.
- *Measurement* – The dimension, capacity, quantity, or amount of something. Targeted at organization activities or other attributes that are of interest for monitoring or performance improvement purposes.
- *Performance Measurement* – Describes a change to one of the core safety data systems within a state (Crash, Driver, Citation/Adjudication, Roadway, Injury Surveillance, or Vehicle) in terms of a measurement of one of the standard performance areas (timeliness, completeness, accuracy, uniformity compatibility, or integration). A quantitative or qualitative indicator used to assess state organization performance, including outcome and output indicators.

- *Performance Measurement Program* – The structured and systematic assessment of an organization's progress in meeting its goals.
- *Program* – A set of activities undertaken in accordance with a plan of action organized to realize identifiable goals and objectives.
- *Outcome* – Indicator of the actual impact or public benefit of a program.
- *Output* – Actual service or product delivered by an organization or agency.
- *Strategy* – Planned actions specifically developed and initiated to support achievement of an organizational desired outcome.
- *Target* – A reasonable performance goal that should indicate the level at which the measurement could be labeled successful.
- *Variance* – The difference between two data values. Typically, the data values are measurements of the same parameter at different points in time, or the comparison of a planned value for the parameter versus the actual value.

Appendix B

Reference Guide Template

Appendix B – Reference Guide Template

A. Introduction

This document is designed as an accompanying reference text to the Kansas TRS Performance Measurement Program Guidebook. Its purpose is to provide background for understanding and interpreting the performance measurements. The Kansas project manager maintains this reference manual.

B. Performance Areas and Categories

Performance measurements address one of the six performance areas described within the State Traffic Safety Information System Improvements Grant Program. The performance areas are:

- Timeliness.
- Consistency.
- Completeness.
- Accuracy.
- Accessibility.
- Integration.

Performance measurements are targeted at different organizational classifications. The Kansas TRS categories identified to date are:

- Model data element performance measurements.
- TRS data and systems performance measurements.
- TRCC strategic plan performance measurements.

C. Document Layout

Measurements are organized by category and listed in the order of appearance in the KTMR by measurement name. Each measurement is described in three key areas:

- *The Measurement* – Discusses the concept of the measurement and how it is computed.
- *The Data* – Introduces the underlying data, its sources, and limitation.
- *The Future* – Introduces potential future directions for the measurement.

D. Template

Each measurement is documented using the Reference Guide Template structure shown in the table below.

Reference Guide Structure

The Measurement (Lists the official name of the measurement. Each measurement is named uniquely.)	
Classification	Identifies the “category” that the measurement falls within. Three categories have been defined and incorporated into the Kansas TRS Performance Measurement Program: <ul style="list-style-type: none"> ● Model data elements. ● TRS data and systems. ● Strategic plan. A specific measurement is assigned to one classification even if it seems to overlap into more than one classification. In this Reference Guide, measurements are grouped by classification.
Division or Agency	Lists each organization or agency that is a primary user of this measurement.
Definition	Defines the measurement and its characteristics in qualitative and quantitative terms.
Benefits	Identify the value that will come from improved performance. Benefits should reflect linkage to the Kansas TRCC strategic plan or to NHTSA’s Traffic Records Highway Safety Advisory Program.
Performance Target	A target is the desired performance level of the measurement, measured by output or outcome. The target should represent the highest level of performance the organization can achieve within existing resources. Performance targets are measurable, time-limited, and focused on impacts, not activities.
Annual Target	Each TRS performance measurement will have an annual target that will be used to manage results.
Algorithm	Depicts the formulas and variables used to compute the measurement. Algorithms are described in either text form or, where available, using mathematical formulas.
Issues	Discuss limitations and concerns that could impact the measurement’s effectiveness. Issues that are unique to the data from which the measurement is computed are addressed in The Data part of the table below.
Other Notes	Are included where appropriate to provide any additional pertinent information that does not fall into the above categories.
Related Measurements	Provide a cross-reference to related measurements.

The Data	
Source	Identifies the source of the data. This includes the organization, agency, group, division, or unit responsible for the data and where the data is obtained from. The data is typically obtained from an existing system, survey, or an existing report.
Availability	Describes any constraints on the availability of the data from the source. For example, available upon request, available monthly, available annually, etc.
Data Issues	List known issues that affect the quality of the data. When possible, a quality indicator of verified, unverified, audited, etc., should be included. Some issue examples are: inaccuracies in capture or measurement, inadequate system support, and missing controls.
The Future	Discusses how the measurement could evolve or expand, including links to other measurements for more in-depth analysis.

Appendix C KTMR Template

Appendix C – KTMR Template

The KTMR report template provides a consistent presentation of all Kansas TRS performance measurements. The KTMR consists of a summary performance measurement report and a detailed measurement report. The detailed KTMR performance measurement report template is provided in the table below.

Kansas TRCC Measurement Report

Performance Measurement Name	
<p>Performance Goal:</p> <p><i>State the current annual improvement goal here.</i></p> <p>Future-Year Performance Goals:</p> <p><i>State the future-year improvement goals here.</i></p>	<p>Description: <i>Describe the performance goal here.</i></p>
<p>Actual Performance:</p> <p><i>State the actual performance or measurement result here.</i></p>	<p>Analysis: <i>Describe the analysis of the performance measurement itself and/or the results achieved.</i></p>
<p><i>Insert the performance measurement results Excel graph here.</i></p>	

Appendix D

Roles and Responsibilities Matrix

Appendix D – Roles and Responsibilities Matrix

A. Purpose

The Roles and Responsibilities Matrix summarizes the Kansas TRS performance measurement roles.

B. Definition

Clearly defined roles and responsibilities will ensure that the Performance Measurement Program is well organized and positioned to achieve success. Each position will have a defined role and assigned responsibilities. Eliminating duplication between roles prevents rework and gaps. In addition, each role will have clear authorities. Authorities identify the areas where each role will make decisions and provide direction for the Kansas TRS performance measurements.

The Performance Measurement Position Roles and Responsibilities Matrix on the following page contains the key roles within the Kansas TRS Performance Measurement Program. The matrix includes:

- *Position* – Indicates the organizational position within the Kansas TRCC that is involved in the Performance Measurement Program.
- *Role* – Describes the function or part performed in a particular operation or process.
- *Responsibilities* – Indicate the tasks and activities that the role is charged to oversee.
- *Authority* – Indicates the powers that the Kansas TRCC has granted to the position.

PERFORMANCE MEASUREMENT POSITION ROLES AND RESPONSIBILITIES MATRIX

Position	Role	Responsibilities	Authority
Traffic Records Executive Committee	Identify and implement performance measurement policies.	<ul style="list-style-type: none"> ● Approve the Performance Measurement Program. ● Establish Kansas TRCC performance measurement priorities. 	<ul style="list-style-type: none"> ● Direct TRS program. ● Determine direction of changes to overall strategic plan program and performance measurements.
TRCC	Identify and manage strategic plan projects and performance measurements.	<ul style="list-style-type: none"> ● Recommend strategic plan project performance measurements. ● Maintain adequate resource allocation to meet performance measurement needs. 	<ul style="list-style-type: none"> ● Direct performance measurement development and delivery within approved strategic plan program.
Kansas Project Manager	Establish and maintain consistent control of performance measurements.	<ul style="list-style-type: none"> ● Maintain the Performance Measurement Program Guidebook and Reference Guide. ● Analyze and synthesize performance measurement trend data. 	<ul style="list-style-type: none"> ● Act as Kansas TRCC authority on performance measurement methodology issues. ● Recommend performance measurement priorities with appropriate input from TRS agencies. ● Enforce performance measurement standards and policies.
Performance Measurement Owner	Have overall responsibility for a specific TRS performance measurement.	<ul style="list-style-type: none"> ● Formulate and document the performance measurement. ● Collect the performance measurement data and report the results. ● Maintain and complete performance measurement documentation. ● Negotiate solutions to performance measurement issues. 	<ul style="list-style-type: none"> ● Allocate and manage necessary resources to collect data and report on the results of performance measurements.