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# TRANSPORTATION PERFORMANCE MANAGEMENT

***Sponsored by AASHTO CPBM and the TPM Technical Service Program with support from FHWA***


***Welcome to the Winter 2025 edition of the Transportation Performance Management (TPM) Newsletter**, sponsored by the American Association of State Highway and Transportation Officials (AASHTO) Committee on Performance-Based Management (CPBM) in collaboration with the TPM Technical Service Program. The Technical Service Program is supported by AASHTO in collaboration with the Federal Highway Administration (FHWA).*

## CONTENTS



## Welcome from the AASHTO CPBM Chair

***Christos Xenophontos***

***Assistant Director for Administrative Services***
***Rhode Island DOT***

***Chair, AASHTO CPBM***

Greetings, Performance Management Community! As the Chair of the American Association of State Highway and Transportation Officials (AASHTO) Committee on Performance-Based Management (CPBM), I am pleased to introduce the Winter 2025 TPM Newsletter. Please take a few minutes to read the TPM newsletter, which focuses on updates from AASHTO CPBM related to measuring access to destinations. The articles, resources, and events featured in this edition provide perspectives on enhancing access to destinations using performance management and performance-based planning. Access to a range of transportation options is essential for fostering a safe, efficient, and inclusive transportation system. By personalizing journeys to accommodate the diverse needs and preferences of travelers, we can enhance the overall quality of life for all residents the community and support the economic development and wellbeing of our communities. Our feature article focuses on the Massachusetts Department of Transportation (DOT) access to destinations measures and application.

The content featured in the *Winter 2025 TPM Newsletter* includes updates on upcoming events, new resources, and tools of interest to the performance management community. In particular, look for the AASHTO updates on a range of activities of interest to the performance management community. We've also included an article summarizing the status of the World Road Association (also known as PIARC) 2024-2027 work cycle activities, with updates from several individuals associated with CPBM subcommittees and their sister PIARC Technical Committees.

If you are an AASHTO Transportation Performance Management (TPM) Technical Service Program (TSP) member, thank you for continuing to support capacity-building resources like this periodic newsletter, the recent peer exchange, and our TPM and Transportation Asset Management (TAM) Webinar Series. If your agency has not joined the TSP yet, please get in touch with Anna McLaughlin from AASHTO for more information.

I hope you enjoy the articles in this *Winter 2025 TPM Newsletter.* I look forward to your feedback on this edition and the topics you want featured in upcoming quarters. Feel free to contact me Christos Xenophontos with any feedback or suggestions for future articles.

Christos Xenophontos
Assistant Director for Administrative Services, Rhode Island DOT
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# MassDOT Destination Accessibility Measurement and Application

*Liz Williams*

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## INTRODUCTION AND OVERVIEW OF DESTINATION ACCESSIBILITY PRACTICES

At the Massachusetts DOT (MassDOT), destination accessibility has emerged as a key metric of operational success and a foundational element of transportation planning and design. Our agency recognizes that our transportation infrastructure and policies are important not for what they physically are but for what they functionally do – allowing people to reach and achieve a myriad of opportunities that can enhance their own quality of life, as well as that of their families, friends, and neighbors.

We integrate destination accessibility into our work through three primary avenues.

**First, we regularly develop data tools and resources to explore and evaluate the distribution of access to destinations for planning and design purposes.** We have invested significant resources in acquiring and developing datasets and resources to better understand the distribution of destination accessibility across our state and metropolitan planning organization (MPO) regions. For example, we participate in FHWA's National Accessibility Evaluation Pooled-Fund Study, which provides access to statewide data reflecting access to jobs and other key destinations by various modes. This data is regularly shared with our regional planning agency partners, and the datasets that we have access to via our participation have led us to create a dynamic website called the Access to Jobs Dashboard that visualizes the number of jobs accessible from each block group within different travel time windows and by different modes. (Please note that at the time of this writing, this website is undergoing a major overhaul and should be publicly accessible by June 2025.)

We have also invested in Conveyal, a web-based platform that similarly determines and visualizes destination accessibility at various geographies. Conveyal allows users to evaluate accessibility conditions in a number of ways and by various modes, as well as adjust facility conditions to understand the impact of various design alternatives like dedicated bus lanes or bicycle and pedestrian infrastructure on accessibility outcomes. Our planning staff and consultant teams regularly use Conveyal to evaluate design alternatives in the context of planning study goals, which now regularly include increased destination accessibility. We worked with a consultant firm to develop guidance documents to these effects to help our planners and consultants get started with, use, and integrate Conveyal analysis into corridor planning studies and other work.

**Second, we have developed metrics to prioritize accessibility in capital investment planning (CIP) decisions**. To reflect our commitment to ensuring that people can access critical sites of economic, educational, civic, and other opportunities, we have started to incorporate measures reflecting destination accessibility into our capital planning decision-making framework. We use data gathered from the Accessibility Observatory to score proposed capital projects, both vehicular and transit. In the case of vehicular projects, projects that are in University of Minnesota's areas that lose significant access to jobs because of congestion and travel delay and also reduce congestion receive higher scores. With regard to transit, projects that are anticipated to improve frequency and/or reliability and are in areas of low job accessibility by transit receive higher scores.

**Third, we incorporate destination accessibility as a goal and evaluation criteria in our transportation planning work**. Traditional corridor and multimodal planning studies seeking to update or enhance transportation facilities or policies often collect information about current and future conditions and evaluate various design alternatives regarding project-specific values and goals. The acquisition of data tools and resources that speak to the distribution of accessibility has enabled us to include destination accessibility as a goal that can be tracked and measured. Notably, Conveyal has been an important resource because of its ability to dynamically change different facility elements and visualize changes in the degree of destination accessibility. Paired with other 'big data' resources such as INRIX and Streetlight, we have been able to develop several resources that not only aggregate and visualize accessibility information but also sociologically locate these outcomes in terms of the types of travelers and communities that are affected. Guidance documents developed in MassDOT's Office of Transportation Planning help project managers and consultant teams integrate this data into existing conditions and alternative development and evaluation analysis. To date, several corridor planning studies have used data gleaned from Conveyal to inform final recommendations.

## BEST PRACTICES AND LESSONS LEARNED

Although long overdue, we at MassDOT have just begun to incorporate destination accessibility concepts and metrics into our standard

planning practices. We are the first to acknowledge that we have much more to do to expand the scope and utilization of our destination accessibility-related policies and tools. Given the prioritization of accessibility-related concepts in our work, developing these tools and strategies is a responsibility we do not take for granted. Luckily for us, there is a strong body of support for this work among our agency's leadership and our colleagues. Critically, we have been given time and space to learn and (in turn) teach these concepts and investigate data resources and applications. The following three best practices are lessons learned from our experiences.

**First, it is important to gain buy-in for developing and incorporating destination accessibility tools and concepts from key leaders and colleagues**. Establishing the rationale behind 'destination accessibility' and gaining support from key leaders is perhaps the first major task of practitioners, especially at public-facing transportation agencies. In Massachusetts, the significance of destination accessibility has been long established and codified through several recent policies and initiatives, such as the Healthy Transportation Policy Directive (2013); the state economic development plan, *Opportunities for All* (2015); a report detailing travel time delays titled "Congestion in the Commonwealth" (2019), and most recently in *Beyond Mobility*, the statewide long-range transportation plan (2024). These state-sponsored studies have each independently emphasized transportation's key role in connecting people to destinations such as jobs, education, and recreation statewide. They have also directly or indirectly set the stage to embrace and activate accessibility planning at MassDOT. For example, Beyond Mobility establishes destination connectivity as a key Priority Area for the state; the corresponding long-term vision for addressing reads:

> "By 2050, due to targeted investments that have expanded access to everyday destinations for transit-critical and historically underserved communities statewide, there will be significantly more modal options, more equitable travel times, increased transportation choices, and far fewer first- and last-mile gaps for these communities."

Such directives and declarative aspirations are important levers to legitimize much of the re-orientation towards accessibility in state and local transportation plans and planning processes. With the legitimacy and backing of these studies, it became not only possible but expected that our agency would further prioritize and investigate the incorporation of accessibility concepts in our work.

**Second, practitioners must be intentional and opportunistic about integrating destination accessibility into standard transportation policies and practices**. MassDOT's bicycle and pedestrian plans (released in 2019 and updated in 2021) each contain a series of initiatives and actions related to meeting the goals each plan establishes, as well as a series of measures for tracking progress toward meeting these goals. These plans focus on destination accessibility by explicitly promoting walking and bicycling for everyday travel to destinations. The associated measures will evaluate the number of residents that have safe and comfortable infrastructure available to them to make short walking trips and bicycling trips under six miles. To operationalize these metrics, a variety of traditional and location-based data will be utilized with the eventual goal of identifying and closing gaps in the network that contribute to inaccessibility both to destinations overall and across modes. Many factors, such as people's abilities, the availability and quality of transportation options, land use patterns, and network connectivity, may affect access and create these network gaps. The growing portfolio of accessibility and destination data available to MassDOT, including the location-based services data, introduces possibilities for including access as an indicator of progress.

Beyond places to program in and consider accessibility, MassDOT has built a robust portfolio of data, software, and analysis tools that explore and measure accessibility, accounting for both land use and transportation elements that feed into outcomes. For example, the MassDOT Transportation Atlas allows users to explore various land use characteristics associated with the transportation network, including access to jobs, proximity to transit stops and stations, and the location of crash clusters throughout the state. Users are able to overlay this data with information that locates communities that are particularly impacted by transportation network elements, including people with disabilities and those without access to a private vehicle. With the availability of new data and software, state DOTs and regional planning agencies can begin the process of adopting and advancing accessibility concepts, goals, and measures in their transportation planning processes. When work on the state, regional, and local levels align to shift project prioritization and program evaluation away from mobility for the sake of mobility and toward accessibility, transportation systems that connect people to services and opportunities can maximize their full potential.

**Finally, it is important to invest in technology, data resources, and staff support with respect to data and resources that aggregate and visualize destination accessibility**. At MassDOT, much of the effort to jumpstart the development of accessibility metrics for evaluation and capital investment purposes has focused on acquiring software, data, and technical assistance to inform metrics development and analysis. Additionally, given how multi-layered the concept of accessibility is, dedicating sufficient staff resources to developing accessibility performance metrics is key. At MassDOT, the incorporation of accessibility metrics and data into planning studies has been a collaboration between the Equity and Climate Policy, MPO Activities, and GIS Services groups within the Office of Transportation Planning as well as MassDOT's Office of Performance Management and Innovation (OPMI). Having this organizational structure and staff with expertise in the areas of web-based visualization, technical analysis, stakeholder outreach, and policy development has assisted with advancing destination accessibility initiatives at MassDOT.

# Measuring Access to Destinations

## MEASURING ACCESS TO DESTINATIONS WORKSHOP – TRB ANNUAL MEETING 2025

The 2025 Transportation Research Board (TRB) Annual Meeting featured a workshop on January 9, 2025, sponsored by the TRB Standing Committee on Performance Management (AJE20), titled "Measuring Access to Destinations: Exploring Applications of Accessibility Measures to Support Performance-Based Decision Making."

Mobility performance measures have traditionally focused on traffic congestion and reliability. This TRB workshop examined destination accessibility, defined as the ease with which a traveler could reach valued destinations, which is a community-centered approach to enhancing opportunities to reach destinations. The interactive workshop highlighted approaches for measuring multimodal access to destinations and leveraging performance measures in transportation decision-making to drive equitable outcomes, economic vitality, and enhance communities. Three panels included speakers from state DOTs, MPOs, FHWA, and academic/research institutions.

***Figure 1.*** *TRB Annual Meeting*


*Source: Michael Grant, ICF*

**Panel 1: Introduction to Destination Access and Pilot Program Update**

Eric Lind, with the Center for Transportation Studies at the University of Minnesota, addressed why (and how) agencies should measure destination access for performance and planning. Destination access measures focus on people performance vs network performance of traditional measures. Accessibility measures potential – what can be reached within certain travel times – and integrates land use and transportation effects. Destination types can include jobs, education, healthcare, food, entertainment, and intermodal freight. Brian Gardner from the FHWA Office of Planning provided an update on the Transportation Access Pilot Program. Activity areas of the pilot program include outreach, pilot technical assistance, case studies, peer exchanges, and reporting.

**Panel 2: Destination Accessibility Measures at State DOTs and a Research Application**

The second panel included presentations from state DOT speakers who are using applications of destination accessibility measures at their agencies. Eric Sundquist, California Department of Transportation (Caltrans), presented on three programs where the agency uses accessibility metrics for project development and prioritization. These include an Equity Index, a Strategic Investment Strategy, and Complete Streets Decision Documents. Peter Ohlms, Virginia Transportation Research Council at the Virginia Department of Transportation (VDOT), highlighted Virginia's use of destination accessibility in SMART SCALE and other uses including statewide grants for transit, performance management, and calculation of disadvantaged populations. Chris McCahill, with the State Smart Transportation Initiative (SSTI) at the University of Wisconsin-Madison, presented on using multimodal destination accessibility to explain travel behavior. The motivation is that more agencies are using destination accessibility analysis to evaluate projects and many also have vehicle miles traveled (VMT) reduction goals. Research is still underway, but recent findings unsurprisingly suggest that better transit, biking, and walking accessibility result in lower VMT while better driving accessibility results in higher VMT.

**Panel 3: Accessibility Measures at MPOs**

The third panel featured presentations from MPOs using access measures. Ted Knowlton, Wasatch Front Regional Council, described the conversation about destination accessibility in conservative Utah. In a state where people feel transportation should think like a business, providing transportation choices resonates, and destination accessibility can align with underlying values. Eugene McGuinness, New Jersey Transportation Planning Authority (NJTPA), highlighted structuring a needs assessment, including destination accessibility and performance measurement for the congestion management process (CMP). The NJTPA CMP considers destination accessibility the fundamental purpose of transportation and that it directly supports economic prosperity, equity, community health, and quality of life.

Participants explored the challenges and obstacles regarding destination accessibility:

- **Zoning & Land Use:** Zoning ordinances and land use planning should incorporate destination accessibility. There are best practice examples from Virginia and Montreal.
- **Bridging Agencies:** Gaps between DOTs and MPOs can be bridged to foster collaboration. Interagency communication increases

transparency and improves decision-making. Accessibility is interconnected with neighborhood characteristics. Issues, including the economy and infrastructure, also impact accessibility.

- **Data:** Points of Interest (POI) and land use data are improving in geographic specificity and quality but might not be ideal. Private sector data collection is only for autos; we need to ensure transit, bicycle, and pedestrian data are collected. Need an inventory of bike and pedestrian levels of traffic stress.
- **Communication:** Destination accessibility is complex and can be challenging to measure and communicate effectively.
- **E-commerce Impact:** E-commerce can increase access to goods but reduce visits to physical stores.
- **First-mile, last-mile**, and transit stop infrastructure - both lack of pedestrian infrastructure and infrastructure data: If you can't get to the stop, the transit access calculations are meaningless.
- **Rural areas:** What does destination accessibility mean in rural areas?

Workshop participants also identified research needs based on the challenges and obstacles. Some of the potential proposed research topics for exploration include:

- Develop curricula for university-level education on destination accessibility, focusing on its importance and integration into transportation engineering and urban planning.
- Establish a clear, standardized definition of accessibility encompassing physical and social dimensions, addressing its subjective and multifaceted nature.
- Develop a meaningful threshold for destination accessibility. How does it vary by mode, place type (e.g., urban/rural), and destination type? How do the outcomes of decisions change with different thresholds?
- Explore how zoning ordinances and land use planning can better integrate destination accessibility into urban development strategies.
- Explore how to include demand-response transit in destination accessibility measures.
- Examine the impact of e-commerce on physical infrastructure and urban mobility, focusing on how it influences destination accessibility patterns.
- Foster collaboration between transportation agencies (state DOTs, MPOs) and urban planning agencies to ensure that destination accessibility is considered holistically in urban development projects.
- Develop more comprehensive metrics that measure access to not only jobs but also daily needs, including schools, grocery stores, healthcare, and leisure spaces, for children, the elderly, people with disabilities, etc.

***Figure 2.*** *TRB Annual Meeting*

*Source: Michael Grant, ICF*

# Access to Destinations Resources

**University of Minnesota, Center for Transportation Studies**

- **National Accessibility Evaluation Phase II, TPF-5(455)**
  https://www.cts.umn.edu/research/project/national-accessibility-evaluation-phase-ii
- **Accessibility Observatory** https://www.cts.umn.edu/programs/ao

**State Smart Transportation Initiative (SSTI)**

- Measuring access to destinations can help agencies predict transit ridership
  https://ssti.us/2022/02/07/measuring-access-to-destinations-can-help-agencies-predict-transit-ridership/

# Input Needed: Surveys on Integrating Performance Management, Risk Management and Process Improvement, and Program-Level Risk Metrics

## INTEGRATING PERFORMANCE MANAGEMENT, RISK MANAGEMENT AND PROCESS IMPROVEMENT SURVEY

The National Cooperative Highway Research Program (NCHRP) is partnering with Iowa State University on NCHRP Project 23-37 titled "*Integrating Performance Management, Risk Management, and Process Improvement: A Guide*." As part of this project, this research team is conducting a survey of state DOTs to understand the state of practice among transportation agencies regarding the integration of Performance Management, Risk Management, and Process Improvement. The results of the survey will help identify best practices, challenges, and opportunities for enhancing agency operations.

Consultation among state DOT staff to complete the survey is encouraged, but the team can only allow one respondent per DOT.

Here is a link to the survey: https://iastate.qualtrics.com/jfe/form/SV_b2Q3vDhYTLUsIdw

**Please complete this survey by March 17, 2025. It should take no more than 10 minutes to complete.** If you have any questions or issues with the survey, please contact the principal investigator, **Dr. Omar Smadi**, at 515-294-8103 or smadi@iastate.edu.

## PROGRAM-LEVEL RISK METRICS SURVEY

The National Cooperative Highway Research Program (NCHRP) is partnering with Cambridge Systematics on NCHRP 23-35 *A Guide for Program Level Risk Management Performance Metrics*. Our questionnaire for DOTs will establish practices, gaps, and potential areas for improvement in the measurement and management of program risk.

The questionnaire is available at: https://www.surveymonkey.com/r/programriskmetrics

We would appreciate each agency providing a single response to this questionnaire, with responses developed either by a single knowledgeable individual or by a collaborating group. **If you are not the appropriate person to complete this survey, please forward it to the appropriate person at your DOT**. As this research project also envisions small group discussions and individual interviews with practitioners, we hope to use the questionnaire responses to both identify candidates for that additional outreach and to inform those discussions. **This questionnaire will take approximately 15 minutes to complete and access will close on March 28th, 2025.**

If you have any questions or issues with the survey, please contact our principal investigator, **Joe Zissman**, at jzissman@camsys.com. Thank you so much for your time!

# AASHTO Updates

*Anna McLaughlin*

*Program Director Transportation Program Management*

*American Association of State Highway and Transportation Officials*

## INTRODUCING NEW AASHTO STAFF

**JOHN DEAN**

John Dean has been with AASHTO for six years. He will be assisting Anna with the Committee on Planning and the Committee on Performance Based Management as the Associate Program Manager on Performance and Planning. Previously, he was a Program Specialist for the committees on Environment and Sustainability and on System Security and Resilience. John Graduated from University of Maryland with a degree in Environmental Science and Public Policy. He currently lives in Capitol Hill, and enjoys biking, dog sitting, and going to concerts.

**John Dean**

**ABIGAIL BUTTERICK**

Abigail began her role as a Program Specialist for Performance Management and Data at AASHTO in January. She will be supporting the CPBM as well as the Committee on Data Management and Analytics (CDMA), with particular focus on these committees' Technical Service Programs and ensuring the continuation of AASHTO's legacy of service and commitment to its members. Most recently, Abigail managed and cultivated educational programming for Pedalheads Bike Camp, in addition to volunteering with Girls In Gear, both programs dedicated to fortifying early bike skills. Abigail graduated from the American University with a degree in Political Science and a minor in Transcultural Studies. She lives in Washington, DC, and enjoys biking, playing soccer, and cooking.

**Abigail Butterick**

## AASHTO PROVIDES FEEDBACK ON FHWA'S PROPOSED ASSET MANAGEMENT RULES

AASHTO recently submitted a comment letter to the FHWA on proposed updates to Transportation Asset Management Plan (TAMP) regulations, offering valuable insights to help shape the final rule. The response reflects our continued commitment to advancing asset management practices while ensuring practical implementation for state DOTs. The comments were developed through extensive consultation with CPBM's Asset Management Subcommittee, Risk Management Subcommittee, and Policy & Rulemaking Subcommittee, drawing on our member expertise in transportation asset management.

AASHTO's comment letter identifies several opportunities to enhance the proposed rule to better serve state DOTs. Our recommendations focus on key areas including implementation timing, technical definitions, and the incorporation of new requirements around extreme weather consideration. One key recommendation is the addition of "when feasible" for extreme weather requirements in lifecycle planning and deterioration modeling, acknowledging that while these are important considerations, the technical tools to fully implement them are still evolving. Additional recommendations include aligning implementation dates with state fiscal years and adding flexibility for emerging technical requirements. These suggestions aim to help state DOTs continue expanding their asset management practices while maintaining the ability to make locally appropriate decisions. Comments on the Notice of Proposed Rulemaking are due February 12, 2025.

## AASHTO LEADERS SHARE PROGRESS ON "CENTERING SAFETY" INITIATIVE AT WASHINGTON BRIEFING

AASHTO President Garrett Eucalitto and transportation leaders from across the country gathered in early February at the 2025 Washington Briefing to discuss concrete steps being taken to advance the AASHTO's "Centering Safety" initiative. The session highlighted how state DOTs are implementing innovative approaches to protect communities, system users, and transportation workers through infrastructure improvements, education, and data-driven decision making.

Wisconsin DOT Secretary Kristina Boardman showcased how her state's embrace of roundabouts - now numbering 600 across state

and local systems - demonstrates the power of proven safety countermeasures to transform community safety. The discussion also emphasized the critical connection between transportation and public health, with Dr. Laura Sandt of University of North Carolina (UNC) Highway Safety Research Center noting that crash survivors often face long-term health impacts that extend far beyond initial emergency care. Leaders stressed that addressing these challenges requires a multi-faceted approach combining enhanced traffic enforcement, smart use of technology and data, and stronger partnerships across the transportation sector.

The dialogue at the briefing reinforced AASHTO's commitment to making safety the centerpiece of all transportation decisions. As President Eucalitto noted, "Centering safety really requires all of us to use the resources, talents, and influence we have individually and collectively so that people who use, rely upon, and work on our transportation systems are safe." Through continued collaboration and evidence-based solutions, state DOTs are working to translate this vision into measurable safety improvements for all transportation system users.

## GREENHOUSE GAS PERFORMANCE MEASURE

USDOT announced on January 29, 2025, that it will begin the process to rescind the "Greenhouse Gas Measurement Rule". According to the Department's website, the Secretary has approved the submission of a Notice of Proposed Rulemaking to rescind the rule requiring state departments of transportation to measure and establish declining targets for greenhouse gas emissions.

## REAUTHORIZATION

At AASHTO's Annual Meeting, October 29 – November 1 in Philadelphia, the Transportation Policy Forum was presented with 8 white papers that AASHTO committees developed over the past 9 months to identify reauthorization policy priorities. The Committee on Performance Based Management collaborated with the Committee on Planning, and the Committee on Data Management and Analytics to develop one white paper that articulated the following priorities:

1. Maintain and Support Existing Planning and Performance Management Processes
2. Prioritize Formula Funding for State DOTs to Most Effectively Deliver Transportation Programs and Projects
3. Federal Funding Apportionment Should Not Be Tied to Target Achievement
4. Support Existing Asset Management Practices and Eliminate Minimum Condition Levels for NHS Bridges and Pavements
5. Expand Funding Eligibilities to Allow States to Meet Overarching Plan and Program Goals
6. No New Performance Measures
7. No Unfunded Mandates for Data Collection and Analysis
8. Provide Direction to Federal Agencies to Explore Expanded Data Sources and Methods for Data Collection and Assessment

Work continues to refine reauthorization priorities.

## AASHTO PERFORMANCE MANAGEMENT TECHNICAL SERVICE PROGRAM

The TPM TSP supports state transportation agencies with implementing and sustaining performance management and provides a suite of offerings. The program includes core and optional services:

- Learning and capacity development resources and tools, including the TPM Webinar Series, TAM Webinar Series, and TPM Newsletter
- TPM Information Clearinghouse at https://www.transportationmanagement.us/
- Member Knowledge Transfer through in-person and virtual workshops, meetings, and peer exchanges
- Deep-Dive PM3 TPM Planning Analytics (OPTIONAL)
- Customized Implementation Support and Web Portals (OPTIONAL)

For more information about joining the TPM TSP, please visit: https://transportation.org/performance-management/. Or reach out directly to Anna (contact information below).

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# TAM Webinar Focuses on Expanded Asset Classes in TAMPs

The February 19, 2025 Transportation Asset Management (TAM) Webinar #73 featured three DOTs sharing how they have added assets other than pavements and bridges to their TAMPs.

**Louis Feagans, Indiana DOT**, Managing Director of System Performance and Transportation Policy, presented information on taking Indiana DOT's TAMP to the next level. Indiana DOT reports only on National Highway System (NHS) routes. Large culverts were added in the 2022 TAMP. Now they are exploring adding small culverts, mechanically stabilized earth (MSE) walls, overhead signs, noise walls, lighting, and other items. A centralized 20-year workflow plan for all assets aids in determining funding needs for the future. Some of the tools that Indiana DOT is using include a 20-year plan video, a Virtual Van Trip application and a Road Analyzer application.

**Chris Whipple, Utah DOT**, State Asset Manager, described how Utah DOT is constantly refining its TAM process. They have defined three asset tiers (condition, interval, and reactive) and worked with senior leaders and asset stewards to determine risk, considering likely occurrence and impact to values. Redefining what risk looks like helps with prioritization. Tier 2 assets are being incorporated into the 2026 TAMP (examples include waterborne striping, other intelligent transportation system (ITS)/signals, and durable markings). Since the TAMP document is a four-year snapshot, Utah DOT is moving toward a web-based equivalent to provide interactive information.

**Wolde Makonnen, District of Columbia DOT**, Civil Engineer, discussed the district's efforts to add ancillary assets to its TAMP such as sidewalks, alleys and tunnels. The District DOT wants to expand the assets for the 2026 TAMP. Data needs to be considered are inventory, condition, maintenance program, and financial information. They are doing agencywide outreach with asset owners in the department to develop asset readiness assessments. Examples of maintenance strategies that have been developed for sidewalks and alleys were presented. The TAMP provides information for executive management to make data-driven decisions and set priorities.

A recording of the webinar and slides may be accessed at this link: https://www.tam-portal.com/video/tam-webinar-73-expanded-asset-classes-in-tamps/

The TAM Webinar series is sponsored by the FHWA and AASHTO. To access other archived TAM webinars, go to this link on the TAM Portal: https://www.tam-portal.com/event-directory/tam-webinars/

# Status of 2024-2027 PIARC Work Cycle

By Christos Xenophontos, Deanna Belden, Jean Wallace, Mike Johnson, and Meredith Hill

## BACKGROUND

The World Road Association, commonly known as PIARC, was established in 1909 with the aim of sharing knowledge and techniques related to roads and road transportation.

Today, PIARC includes over 120 member countries and continues to foster and facilitate global discussions and knowledge-sharing in the field of highway transportation. Its headquarters are in Paris, where the organization was founded.

PIARC's Technical Committees gather experts from various disciplines to address issues identified in its Strategic Plan. These committees produce reports describing best practices and recommendations to assist decision-makers, road engineers, and research engineers. PIARC Technical Committees include distinguished transportation experts appointed by member countries who work together in identifying best-case practices and solutions to the transportation challenges detailed in the Strategic Plan.

You can find additional information, including publications from previous cycles, at https://www.piarc.org/en/.

This article provides the latest information from each of the Technical Committees (TC) with a connection to the AASHTO Committee on Performance-Based Management (CPBM).

## TC1.1 - PERFORMANCE OF TRANSPORT ADMINISTRATIONS

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***Texas A&M Transportation Institute***

**Chair and Secretariat**

Chair: Christos S. XENOPHONTOS (USA)
English-speaking Secretary: Alan COLEGATE (Australia)
French-speaking Secretary: Ariane DUPONT-KIEFFER (France)
Spanish-speaking Secretary: José Manuel BLANCO SEGARRA (Spain)

**TC1.1 2024-2027 Activities**

In the 2024-2027 PIARC Cycle, PIARC's Technical Committee (TC)1.1 will continue to address a strategic framework for the transport agency of the future with people and society at the center. As transportation agencies around the world are facing new challenges, megatrends, and drivers of change, there is a need to redefine their strategic frameworks to meet these challenges through a more holistic focus on the economy and societal expectations while creating public value and modernizing the workforce. The TC 1.1 working groups have begun their initiatives through virtual monthly meetings, where they focus on discussing efforts to advance 2024-2027 work plans. In addition, an in-person meeting is scheduled for March 25-27, 2025, in Vienna, Austria, which will offer an opportunity for deeper collaboration. A significant effort currently underway is the development of a comprehensive survey aimed at capturing the feedback on TC 1.1's lines of inquiry, including innovation. This survey is anticipated to be distributed in April 2025 to various agencies across the world. TC 1.1 will be reaching out to encourage participation in both the survey and subsequent case studies.

There are three primary focus areas issues and associated work groups within this PIARC Technical Committee. CPBM Chair Christos Xenophontos also Chairs TC1.1. Deanna Belden, Senior Research Scientist at Texas A&M Transportation Institute, co-leads the 1.1.2 work group on Public Value Creation by Transport Agencies, and Karen Bobo from FHWA co-leads work group 1.1.3 on Creating a Stronger Future Focused Workforce. Additional associate members from the U.S. include Matt Daus (1.1.1) from the International Association of Transport Regulators (IATR) and Mark Fagan (1.1.2), a Lecturer from the Harvard Kennedy School of Government.

- **1.1.1: Envisioning the transport agency of the future.** This work group will focus on the inputs, guiding principles, and outcomes that represent the North Star guiding future transportation agencies.
- **1.1.2: Public value creation by transport agencies.** This work group will explore how public value can be considered by transpor-

tation agencies to better represent holistic societal expectations.

- **1.1.3: Creating a stronger future-focused workforce.** This work group will further develop the issue of strengthening workforce through modernizing skills, and enhancing diversity, equity, and inclusion. It will also explore the capabilities, strategies, and equity of the future transportation agency.

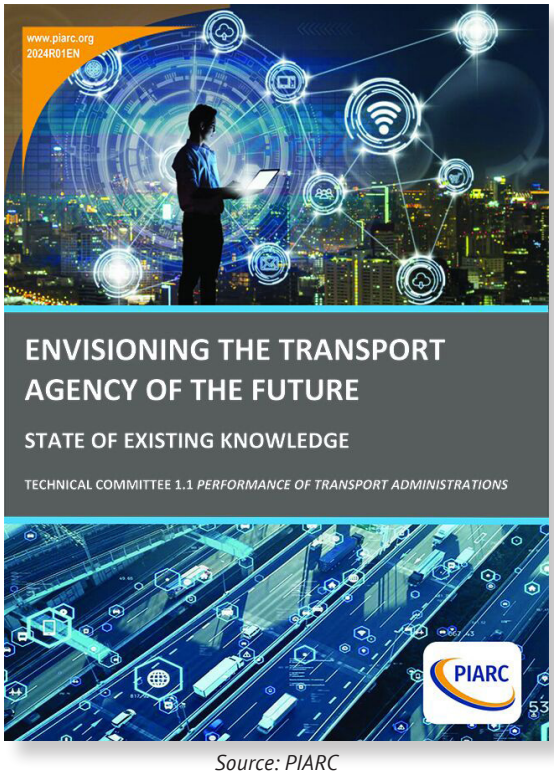
*Envisioning the Transport Agency of The Future – State of Knowledge*, which was published in 2024 by TC 1.1, describes the challenges facing the roads and transport sector over the past decade, driven by emerging technologies, climate change, and evolving mobility needs. It emphasizes the necessity for transportation agencies to adapt by adopting innovative strategies while ensuring essential services and sustainability.

The report draws from prior studies and seminars to create a resource to support future data collection, analysis, and policy recommendations for transportation leaders.

TC 1.1.1 also plans to publish a Literature Review this year (anticipate spring 2025 publication).

See the TC1.1 homepage for more information.
https://www.piarc.org/en/PIARC-Association-Roads-and-Road-Transportation/PIARC-Technical-Committees/Strategic-Theme-Road-Administration/Technical-Committee-Performance-Transport-Administrations

***Figure 2.*** *Envisioning the Transport Agency of The Future – State of Knowledge*




*Source: PIARC*

**Latest Status of Activities**

TC 1.1.2 is finalizing questions for inclusion on the survey for the whole TC. We are also working on a literature review to publish in 2025 and will be identifying countries to pursue for case studies.

## TC1.4 - PLANNING THE RESILIENCE OF ROAD NETWORKS - CLIMATE CHANGE AND OTHER HAZARDS

***Jean Wallace***

***Deputy Commissioner & Chief Engineer, Minnesota DOT***

***Vice-Chair, AASHTO CPBM***

**Chair and Secretariat**

Chair: Marie COLIN (France)
English-speaking Secretary: Stuart WOODS (New Zealand)
French-speaking Secretary: Marie COLIN (France)
Spanish-speaking Secretary: Juan Fernando MENDOZA SÁNCHEZ (Mexico)

**TC1.4 2024-2027 Activities**

Transportation agencies ensure reliable infrastructure in the face of extreme events. Agencies must adapt to increasing natural hazards with institutional and situational resilience frameworks to meet service level expectations. In the 2024-2027 cycle, Technical Committee 1.4 will focus on resilience, response, and recovery from climate and other hazards.

Technical Committee 1.4 is a long-standing committee that is building on previous work. The committee is shifting from a climate adaptation focus to a resilience focus. There are two primary focus areas issues and associated work groups within this PIARC Technical Committee. CPBM Vice-Chair Jean Wallace will participate in this emphasis area.

- **1.4.1 Development of a resilience framework for road networks.** Climate change and other hazards. Using the PIARC Climate Change Adaptation Framework for Road Infrastructure developed in the last cycle, the intent is to extend the framework to resilience of road networks, considering an "all-hazards" approach. This work group will be coordinating with NCHRP 23-32 which has a similar approach.

- **1.4.2 Best practice in understanding organizational resilience for road networks.** This work group is focused on how agencies can be organized to support resilience.

See the TC1.4 homepage for more information. https://www.piarc.org/en/PIARC-Association-Roads-and-Road-Transportation/PIARC-Technical-Committees/Strategic-Theme-Road-Administration/Technical-Committee-Planning-Resilience-Road-Networks-Climate-Change-Hazards

## TC3.3 - ASSET MANAGEMENT

**Chair and Secretariat**

Chair: Gerardo FLINTSCH (USA)

***Mike Johnson***

***State Asset Management Engineer, California DOT***

***Chair, CPBM Subcommittee on Asset Management***

***Meredith Hill***

***Deputy Director, Asset Management***

***Maryland DOT State Highway Administration***

English-speaking Secretary: Michelle BARAN (Australia)
French-speaking Secretary: Pascal ROSSIGNY (France)
Spanish-speaking Secretary: Miguel VALDES FLORES (Chile)

**TC3.3 2024-2027 Activities**

Asset management is crucial for transportation agencies and operators to ensure effective management of assets throughout their lifecycle. TC3.3 has a longstanding history of focusing on improving the transportation sector's understanding of these practices to optimize performance. In the 2024-2027 cycle, this includes using digital technologies, enhancing risk analysis, and identifying successful approaches for addressing aging infrastructure. Mike Johnson, Chair of CPBM's Subcommittee on Asset Management will participate in the activities of this technical committee, which comprise four focus areas and five associated work groups. Meredith Hill is a corresponding member of TC3.3.

- **3.3.1 Leveraging Technology to Improve Asset Management Practice.**
  a. Building Information Modeling (BIM) and Asset Management. This work group will focus on digital delivery for asset management.
  b. Innovative Data Collection and Analysis. This work group will focus on the use of artificial intelligence to support asset management.
- **3.3.2: Measuring for reducing risk and improving the resilience of road networks.** This work group will focus on methods to mitigate and avoid risks while enhancing the resilience of transportation infrastructure.
- **3.3.3: Renewal and Rejuvenation of Ageing Infrastructure.** This work group will focus on the management of aging assets.
- **3.3.4: Update the content of the Road Asset Management Manual**. This work group will recommend and publish updates to this document, which provides advice on the efficient implementation and continuous development of road infrastructure asset management.

See the TC3.3 homepage for more information. https://www.piarc.org/en/PIARC-Association-Roads-and-Road-Transportation/PIARC-Technical-Committees/Strategic-Theme-Road-Safety-Sustainability/Technical-Committee-Road-Asset-Management

## GET INVOLVED!

The PIARC technical committees need your assistance! Stay tuned for upcoming surveys, requests for case studies, and calls for presentations at future conferences and other PIARC-sponsored events. By participating in these activities and making your needs known, you can inform the 2024-2027 work of PIARC's technical committees and associated work groups.

# Featured Transportation Research

Below is a selection of active, and recently completed AASHTO, FHWA, and NCHRP projects related to transportation performance management and measuring access to destinations. Please note: ***Project descriptions shown in italics*** are directly from the National Academies of Sciences, Engineering and Medicine, Transportation Research Board (TRB), NCHRP website, www.trb.org. Accessed January-February 2025.

## ACCESS TO DESTINATIONS

**Performance Measures for Community-Centered Transportation Outcomes: A Guide**. NCHRP 23-34 [Active]
https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=5540
*The objective of this research is to develop a guide to help state DOTs identify and implement nontraditional measures related to transportation performance with tactical strategies or methods for data collection and analysis. Nontraditional measures may include accessibility, equity, health, or resilience.*

**National Accessibility Evaluation Phase II Access Across America.** TPF-5(455) [Active]
https://pooledfund.org/Details/Study/682
This transportation pooled fund is an extension of a previous National Accessibility Evaluation project, TPF-5(315). The project will provide annual, nationwide, multimodal job accessibility data and reports and also evaluate access to other destination types, including healthcare, education, and food destinations. It will implement a measurement of accessibility to jobs and services across the U.S.

**Using Machine Learning to Understand the Built Environment's Influence on 15-minute Transit-oriented Communities.** Center for Equitable Transit-Oriented Communities (CETOC) [Active]
https://www.uno.edu/media/38756
The concept of 15-minute cities is that neighborhoods within cities can have most everyday activities located within a 15-minute walk or bike ride of most residences. If transit stations can also be incorporated into 15-minute neighborhood design, then residents of that area could possibly live without owning a vehicle. The project will explore how the built environment can contribute to 15-minute neighborhoods in the vicinity of high-capacity transit stations.

**Examining the performance of transit systems in large US metropolitan areas.** Transportation, Volume 51, Issue 3, 2024, pp 1125-1147
https://link.springer.com/article/10.1007/s11116-022-10368-8 *[subscription needed to access full text]*
Performance measures for transit systems have been focused on congestion and ridership. Some studies have begun to include accessibility as a performance indicator. This paper applies a people-centered approach to the performance assessment of transit systems and explores factors explaining the differences in performance between regions. The paper proposes an Accessibility Sufficiency Index (ASI) as a performance standard.

**Access in Appalachia Pilot Implementation Project.** 2024.
https://hdl.handle.net/11299/265084
The Access in Appalachia Pilot Implementation Project report explores accessibility within the Appalachian Region. Accessibility in this context relates to how easy it is for people to travel to destinations such as jobs, education, healthcare, entertainment, and intermodal freight facilities.

**Simulating Bike-Transit Trips Using BikewaySim and TransitSim.** 2024.
https://doi.org/10.7922/G22R3Q0B
This research addresses how to assess potential impacts of proposed cycling infrastructure using the BikewaySim cycling shortest path model. It also demonstrates bike + transit mode routing. Visualizations examine the accessibility to traffic analysis zones (TAZs), travel time, and the utilized transit modes. Both BikewaySim and TransitSim could be available for use in bicycle network planning.

**Measuring Access Using Crowdsourced Travel Behavior Data – The Easy Button to Real Access and Equity?** 2024.
https://doi.org/10.5038/CUTR-NICR-Y2-2-4
This project explores accessibility theory and examines existing accessibility measures and newly available crowdsourced data. The researchers present three new accessibility measures: coverage, density, and reach. The measures are sensitive to transportation equity issues, land development and land use patterns.

**Expanding Mobility Options for All: Optimizing and Extending the Biking Infrastructure to Generate Complete Street Networks in Atlanta.** 2023.
https://ctedd.uta.edu/wp-content/uploads/2023/05/CTEDD-021-04_Final-Report.pdf
Focusing on the bike network in Atlanta, Georgia, this research investigates a component of the design of complete street networks, which is the inclusion of bike lanes especially in areas that improve transit accessibility. It shifts the focus to the accessibility of all destinations by various modes of travel and proposes that not all streets need to be "complete" to guarantee safe and convenient trips for everyone regardless of their age and ability.

**Incorporating diminishing returns to opportunities in access: Development of an open-source walkability index based on multi-activity accessibility.** Journal of Transport and Land Use, Volume 16, Issue 1, 2023, pp 361-387.
https://jtlu.org/index.php/jtlu/article/view/2308
The researchers propose a definition of walkability based on access and demonstrate a novel accessibility index. The index is applied to eight Australian and two European cities.

**NCHRP Research Report 1000: Accessibility Measures in Practice: A Guide for Transportation Agencies.** 2022.
https://doi.org/10.17226/26793
*The report describes measures of accessibility – defined as the ease with which travelers can reach valued destinations – and how these measures can be implemented by transportation agencies.*

**A Guide for Transportation and Land Use Practitioners.** 2021.
https://ssti.us/measuring-accessibility/
This State Smart Transportation Initiative guide focuses on access for personal surface transportation in urbanized areas, and is applicable to transportation and land-use decision-making.

## OTHER PERFORMANCE MANAGEMENT RESEARCH

**Expansion: Enhanced Traffic Signal Performance Measures.** TPF-5(519) [Active]
https://pooledfund.org/Details/Study/751
This transportation pooled fund is an extension of TPF-5(377). The objectives include broadening performance measures to additional modes that are impacted by traffic signal systems, particularly transit and pedestrians.

**Next-Generation Performance Measures for Pavement Management Decision Support.** Transportation Research Record. Volume 2678, Issue 12, pp 1346-1362. *[subscription needed to access full text]*
https://journals.sagepub.com/doi/abs/10.1177/03611981241250343?journalCode=trra
*This paper discusses lifecycle and financial performance measures that can be used in concert with existing condition-based measures to better inform pavement management decision-making.*

**NCHRP Synthesis 637: Tracking Safety Leading Indicators to Improve DOT Employee Safety Performance.** 2025.
https://doi.org/10.17226/28599
This synthesis explores issues related to safety leading indicator practices used by state departments of transportation to track and prevent occupational injuries and other incidents. It also includes findings from a survey related to safety leading indicators of practices used by state DOTs.

**Playbook for Communicating Benefits of Transportation Systems Management and Operations Strategies Using System Performance Data.** NCHRP 08-182 [Active]
https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=5501
*The objective of this research is to develop a playbook with practices for leveraging data and system performance measures to effectively communicate the benefits of TSMO to inter- and intra-agency practitioners/stakeholders, policymakers, and the public.*

# Save the Date

## CONFERENCES/WORKSHOPS

**TRB Conference on Data and AI for Transportation Advancement**
May 27-29, 2025, Seattle, WA
More information:
https://www.nationalacademies.org/event/918_05-2025_trb-conference-for-data-and-ai-for-transportation-advancement

**15th National Conference on Transportation Asset Management**
August 25-28, 2025, Chicago, IL
More information:
https://ctre.iastate.edu/events/tam-conference-15/

## MEETINGS

**AASHTO Spring Meeting**
May 12-15, 2025, Hartford, CT
More information: coming soon

**TRB Summit on the Future of the Transportation Workforce**
June 2-4, 2025, Westminster, CO
More information:
https://www.nationalacademies.org/event/917_06-2024_trb-national-summit-on-the-future-of-the-transportation-workforce

**2025 CPBM Annual Business Meeting and Peer Exchange**
September 23 - 26, 2025
Baltimore, Maryland
More information: coming soon

**AASHTO Annual Meeting**
November 17-20, 2025, Salt Lake City, UT
More information: coming soon

## WEBINARS

**TPM Webinar 25: Case Studies: Identifying Data Gaps and Developing New Data Collection Processes to Inform Decision-Making**
March 19, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tpm-portal.com/events/tpm-webinar-25/

**TAM Webinar 74: Life Cycle Planning**
April 16, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tam-portal.com/events/tam-webinar-74/

**TPM Webinar 26: Leveraging Collaboration and Communication in Performance Management**
May 21, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tpm-portal.com/events/tpm-webinar-26/

**AASHTO CPBM/TPM TSP Joint Quarterly Meeting**
Featured presentation - Telling a Story: How to Leverage Collaboration and Communication in Performance Management (Case Studies)
June 5, 2025, 2 PM - 4 PM ET
More information:
https://www.tpm-portal.com/events/tpm-tsp-quarterly-jun-2025/

**TAM Webinar 75: Risk Management Plans in TAMPs**
June 18, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tam-portal.com/events/tam-webinar-75/

**TPM Webinar 27: Evaluating Post-Project Outcomes**
July 16, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tpm-portal.com/events/tpm-webinar-27/

**TAM Webinar 76: Recent Research Roundtable**
August 20, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tam-portal.com/events/tam-webinar-76/

**TAM Webinar 77: Advanced Technologies for TAM and TPM**
October 15, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tam-portal.com/events/tam-webinar-77/

**TPM Webinar 29: Implications of Automated Vehicles and Shared Mobility to Transportation Performance Management (TPM)**
November 19, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tpm-portal.com/events/tpm-webinar-29/

**AASHTO CPBM/TPM TSP Joint Quarterly Meeting**
Featured presentation - Upcoming Sessions of Interest at TRB Annual Meeting
December 4, 2025, 2 PM - 4 PM ET
More information:
https://www.tpm-portal.com/events/tpm-tsp-quarterly-dec-2025/

**TAM Webinar 78: 2026 TAMP Developments**
December 17, 2025, 2:00 PM - 3:30 PM ET
More information:
https://www.tam-portal.com/events/tam-webinar-78/

# Get Involved in a CPBM Subcommittee, Work Group, or Task Force

**Committee on Performance-Based Management (CPBM)**
Chair: Christos, Xenophontos, Rhode Island DOT
Vice-Chair: Jean Wallace, Minnesota DOT
AASHTO Liaison: Anna McLaughlin
FHWA Liaison: Mshadoni Smith-Jackson
For a link to upcoming Joint Quarterly CPBM/TPM TSP Meetings, please visit the event page on the TPM Portal at https://www.tpm-portal.com/event-directory/

**Subcommittee on Asset Management**
Chair: Mike Johnson, Caltrans
Membership Coordinator: Louis Feagans, Indiana DOT
Policy/Rulemaking Coordinator: Todd Lamphere, Washington State DOT
AASHTO Liaison: Anna McLaughlin
FHWA Liaison: Tashia Clemons
Meetings: Monthly joint meetings with TRB AJE30, third Monday of each month, 1 PM – 2:30 PM Eastern Time
For a link to Zoom meetings please visit the TAM Portal at https://www.tam-portal.com/event/

**Subcommittee on Organizational Management**
Chair: Gary Vansuch, Colorado DOT
Vice Chairs: David Putz, Iowa DOT, and Gehan Elsayed, West Virginia DOT
Secretary: Stacey Houston, Iowa DOT
AASHTO Liaison: Anna McLaughlin
FHWA Liaison: Vacant
Meetings: Monthly joint meetings with TRB AJE15 Workforce Development and Organizational Excellence Committee, third Tuesday of each month from 12 PM – 1:30 PM Eastern Time
For a link to meetings, please contact Gary Vansuch. The subcommittee homepage is located at https://www.tpm-portal.com/community/cpbm-om/

**Subcommittee on Risk Management**
Chair: Nathan Lee, Utah DOT
Co-Chair: William Johnson, Colorado DOT
Vice-Chair: Monica Aleman-Smoot, Texas DOT
Secretary: Vacant
AASHTO Liaison: Anna McLaughlin
FHWA Liaison: Daniel Fodera
Meetings: Second Monday of even-numbered months, 1 PM – 2 PM Eastern Time
For a link to Zoom meetings, please visit the ERM Portal at https://www.erm-portal.com/community/subcommittee-on-risk-management/

**Subcommittee on Policy and Rulemaking**
Chair: Ryan Huff, Nebraska DOT
Vice-Chair: Lori Fisette, Rhode Island DOT
AASHTO Liaison: Anna McLaughlin
FHWA Liaisons: Alexis Kuklenski, Mshadoni Smith-Jackson
Meetings: Second Tuesday, 1 PM – 2 PM Eastern Time
For a link to Zoom meetings, please visit the work group homepage at https://www.tpm-portal.com/community/cpbm/policy/

**Subcommittee on Research**
Chair: Edgardo Block, Connecticut DOT
Vice Chair: Alma Mujkanovic, Georgia DOT
AASHTO Liaison: Anna McLaughlin
FHWA Liaison: Nelson Hoffman
Meetings: Monthly meetings, second Friday, 2 PM – 3 PM EST
For a link to Zoom meetings, please visit the work group homepage at https://www.tpm-portal.com/community/cpbm/research/

**Task Force on Emerging Performance Areas**
Chair: Kelly Travelbee, Michigan DOT
AASHTO Liaison: Anna McLaughlin
FHWA Liaison: Christina Leach
Meetings: Monthly meetings, first Wednesday, 2 PM - 3 PM
For a link to Zoom meetings, please visit the task force homepage at https://www.tpm-portal.com/community/tfepa/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