

# Wisconsin Performance Reporting: Communicating Better with Existing Data

## MAPSS Performance Improvement Report

With an interest in increasing transparency and public accountability among internal and external State leadership, the Wisconsin Department of Transportation (WisDOT) created the [MAPSS Performance Improvement Program](#) in early 2012. MAPSS aligns WisDOT's accountability goals with Governor Walker's Lean Government Initiative, which is focused on improving the State government's fiscal efficiency. WisDOT uses MAPSS to communicate performance information about the transportation system to the public in an understandable, candid, and data-driven format. Moreover, MAPSS serves as the department's main mechanism for setting goals and tracking accomplishments.

MAPSS is an acronym for WisDOT's five core goal areas - *mobility, accountability, preservation, safety, and service*. A MAPSS Scorecard is published quarterly and includes a high-level review as well as a more detailed discussion of 24 key performance measures. Each detailed discussion addresses questions to help the audience better understand why and how the measure is assessed and what WisDOT is doing to improve that measure's performance (Figure 1). Already a data-rich agency, WisDOT harnessed existing data to develop performance measures that effectively communicate the department's performance to the public.

### KEY ACCOMPLISHMENTS

- Applies existing data in a meaningful way
- Uses data to make data-driven decisions
- Communicates data sources and applications clearly and thoroughly to the public
- Did not require WisDOT reorganization to accommodate performance management
- Support and input from top leadership in development of performance measures

### Data Management Efforts

WisDOT wanted to create effective and meaningful performance measures, but did not want data collection efforts to strain already limited resources. The solution was to identify the data that the department already collected and find ways to best utilize it. By leveraging existing data, WisDOT developed performance measures without overburdening employees or budgets.

With this solution in mind, WisDOT formed work groups in 2011 to create effective performance measures. The groups included members from the Secretary's Office, WisDOT executive managers, and internal program experts. With the involvement of top management as well as input from individuals in each business area, the performance measures had strong support across the department.

Five months later, these working groups created all of WisDOT's initial performance measures using existing data. For example, MAPSS' Safety goal area tracks crash and injury rates. WisDOT developed enlightening and practical performance measures using data from crash reports already being collected and comparing them to the annual calculation of vehicle miles traveled. Through using existing data, WisDOT also found ways to apply one piece of data to several different performance measures.



The department's Financial Integrated Improvement Programming System (FIIPS) tracks planning, scheduling, and funding changes to highway improvement projects. The information gathered in FIIPS was applied to external measures such as On-Budget Performance and Timely Scheduling of Contracts, in addition to internal operations measures.

WisDOT created two positions, including the Performance Measure Manager and one program and policy analyst, to coordinate and gather data from each division, provide analytical support, publish MAPSS reports and administer the program. The data collected by the individual divisions comes in a variety of formats from a wide range of sources, requiring a decentralized data management and analysis process. Each division is responsible for submitting quarterly narratives and data analysis results in a standardized template to an internal SharePoint site. This straightforward data collection and reporting method did not require a major change in the department's day to day business, allowing WisDOT to start presenting performance information to the public in a cost effective and comprehensive manner.

## Next Steps

As the performance management system matures, WisDOT is discovering more applications for the data as well as possible ways to integrate data sets. During quarterly meetings, department managers examine performance to determine what actions may be needed to improve performance. This group also evaluates whether measures need to be added, adjusted, or removed. WisDOT has developed a strong foundation and institutional culture focused on performance reporting, and believes it will be well positioned as adjustments and additions are needed in the future.

To build the culture of continuous improvement, WisDOT provided initial training to employees on a range of data analysis techniques as well as on how to submit standardized MAPSS information. An increasing number of WisDOT's employees are trained each year in various performance management topics to continually grow employee capacity.

Looking to the future, WisDOT is still refining its system to incorporate recommendations coming out of MAPSS into the project programming and prioritization process. The agency also continues to align projects with Wisconsin's Lean Government Initiative to help achieve some of the performance measure targets. MAPSS is a young program, but has provided WisDOT with a strong foundation to adapt to the anticipated MAP-21 required national performance measures and move forward with its own performance management system.

### Wisconsin Department of Transportation MAPSS Performance Improvement

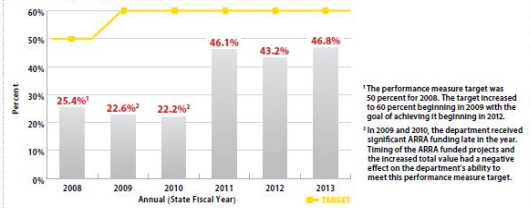
#### Accountability: Timely scheduling of contracts

Report Date: October 2013 | Data Frequency: Annual (State Fiscal Year) | Division: Transportation System Development

**Why is this important?** The process for timely scheduling of contracts is critical because it distributes improvement projects into monthly bid lettings over the course of the state fiscal year to balance the workload for the department and enhances program delivery. Having a predefined plan with at least 60 percent of the work being let prior to January 1st each year allows the road building industry to efficiently plan and schedule work forces and equipment for the upcoming construction season. This plan maximizes competitive bid prices, provides the department flexibility in adjusting lettings in the last half of the fiscal year for let contract savings or overages and allows the department to spend additional federal funds if they are received late in the year.

**Performance measure target:** Contract for 60 percent of the improvement program funding in the first half of the state fiscal year between the months of July and December.

Figure: Percent of Annual Road Construction Contract Funds Scheduled for Bid Letting During First Six Months of Fiscal Year



**How do we measure it?** Monthly snapshots allow the department the ability to compare the actual funding amounts programmed with predefined monthly targets.

**How are we doing?** This performance measure is expected to continue to improve in years 2014-2018. All regions have scheduled a greater number of projects in the first half of the year so that if projects are delayed or awarded for less than the estimate, the department will still be able to achieve the 60 percent goal. The department's planning, project development and contract proposal management areas have routinely scheduled meetings to discuss and look for opportunities to better manage this process.

**What factors affect results?** Generally, future years are well planned and match the established monthly letting guidelines. During recent years, delays relating to real estate acquisition, utility clearance, and project milestone revisions due to inadequate resources caused projects to be moved to future months.

**What are we doing to improve?** The department developed a performance management system and an active management oversight process to aid in meeting the individual monthly targets and the first half of the year delivery goal target.

Figure 1 Timely Scheduling of Contracts page of the MAPSS Performance Improvement Report (Source: [www.mapss.wi.gov](http://www.mapss.wi.gov))

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