



Lessons Learned for Data & Performance

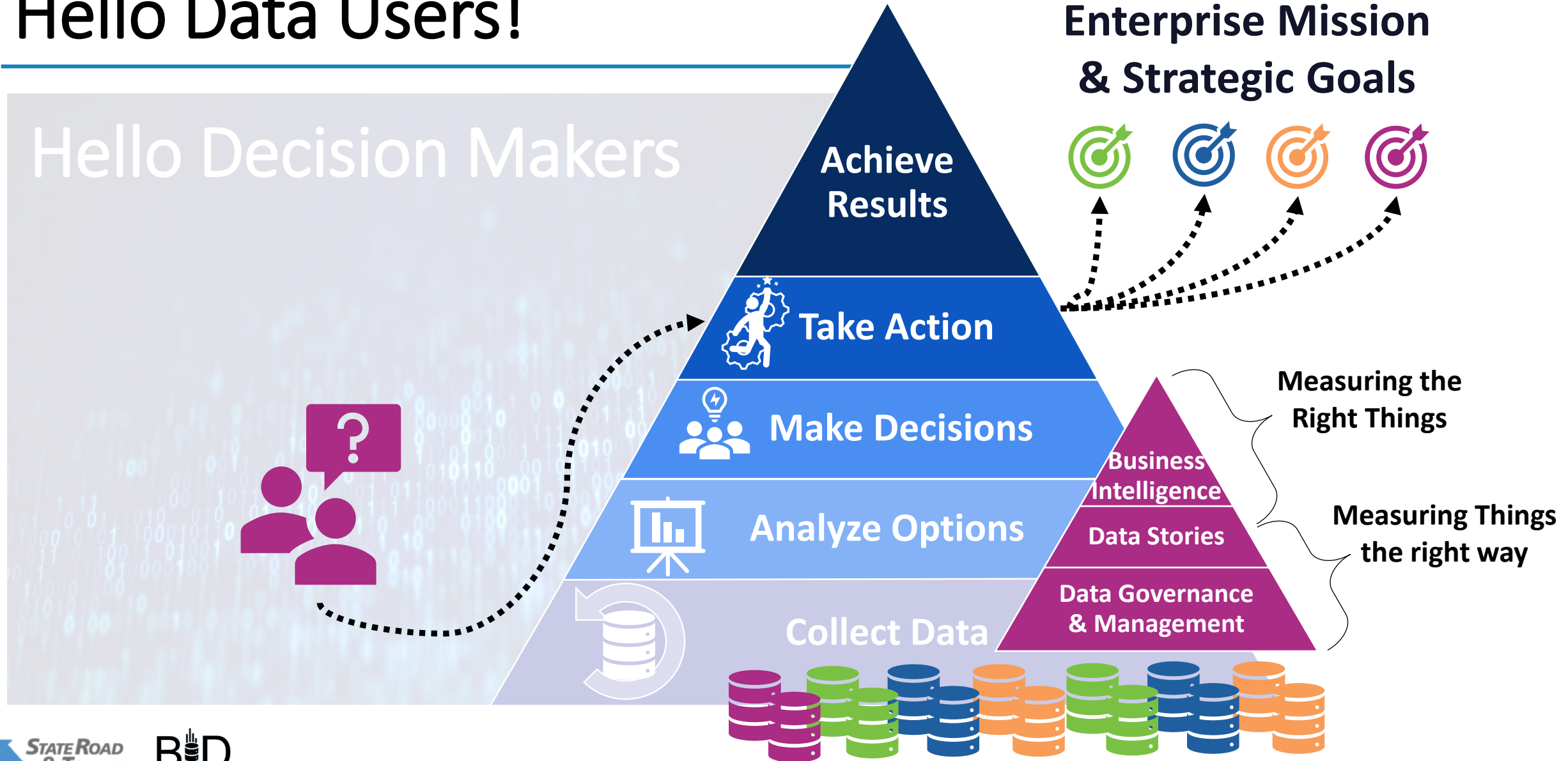
Tailoring metrics *and* building processes *for* understanding *and* impact

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Hello Data Users!

Hello Decision Makers



You Start

What other words come to mind when you hear “Data” and “Performance”?



Word cloud generated live from participants responses during August 21, 2026 ARC workshop.

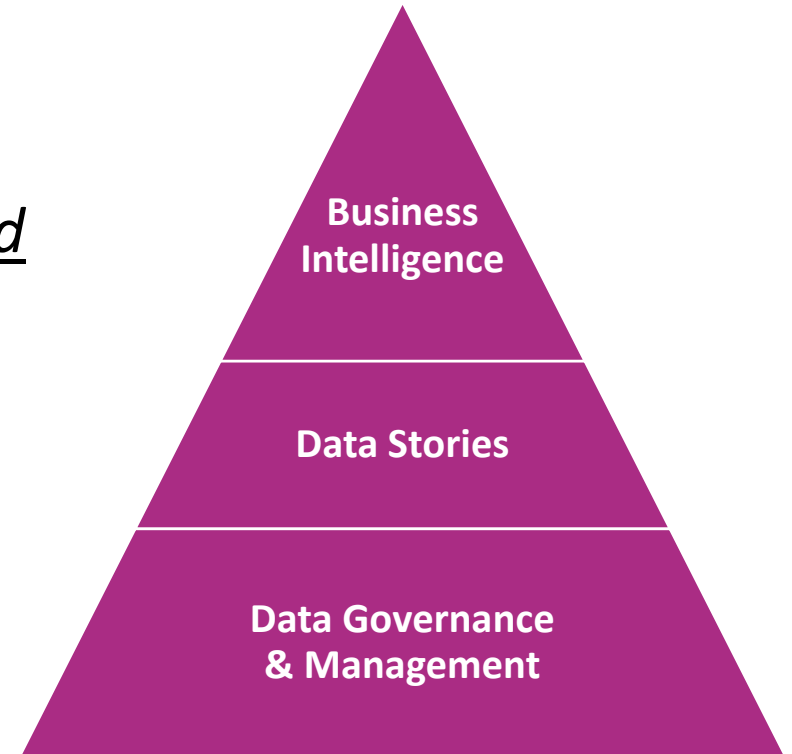
Workshop Overview

I. Measuring the Right Things

Designing or selecting performance measures that *matter to stakeholders* and *can be influenced*

II. Measuring Things the Right Way

Providing high-quality data and effective analysis that present *meaningful insight* and *can inform decisions*



Think Break: It Matters to Whom?

Who are some of my stakeholders?

→ *consider: customers, champions, and collaborators*

take notes at your table

	Inside My Organization		Outside My Organization	
Close to my job role	Who do I collaborate with?	Who do I report to?	Is my job regulated?	
Far from my job role		Whose buy-in or approval do I need?	Do I partner with other organizations?	Do I serve and/or interact with the public? Any specific groups?

Think Break: It Matters to Whom?

Who are some of my stakeholders?

→ *consider: customers, champions, and collaborators*

take notes at your table

Where are these stakeholders, within organizations and groups?

check all that apply

via menti.com

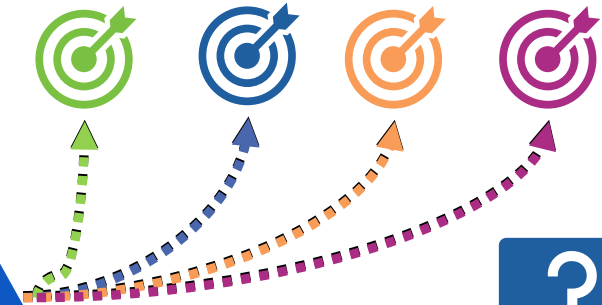
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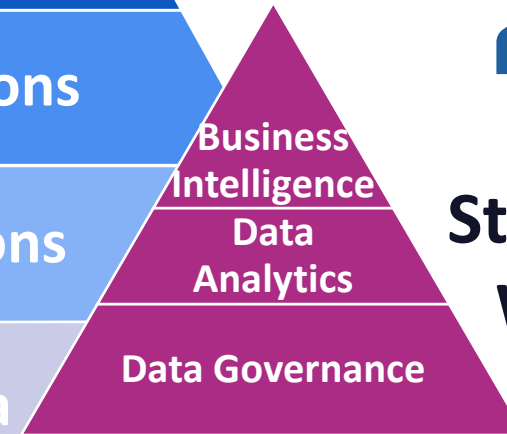
How do we get there?

Understanding our
influence pathways

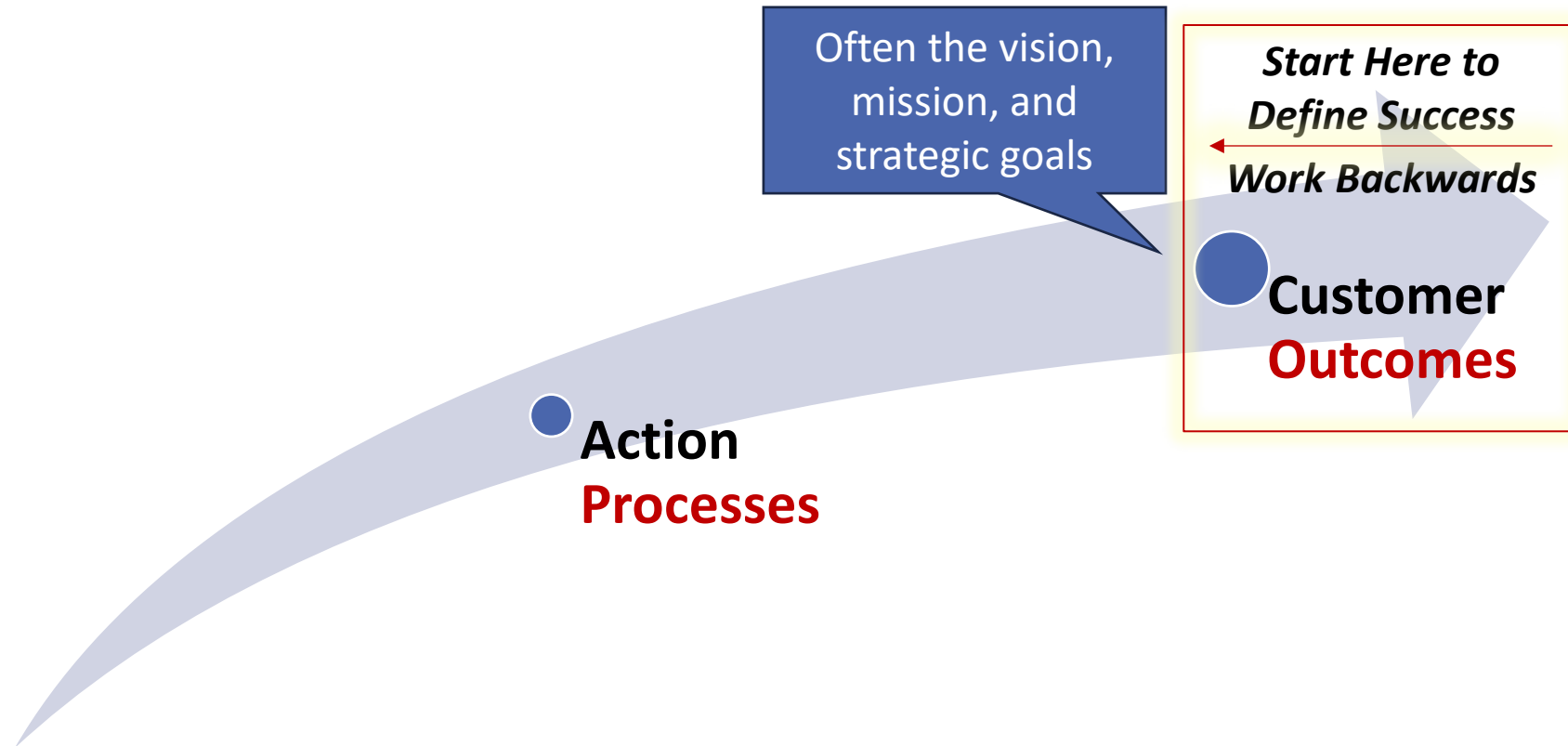
Outcomes
that Matter



Stakeholders
Who Care

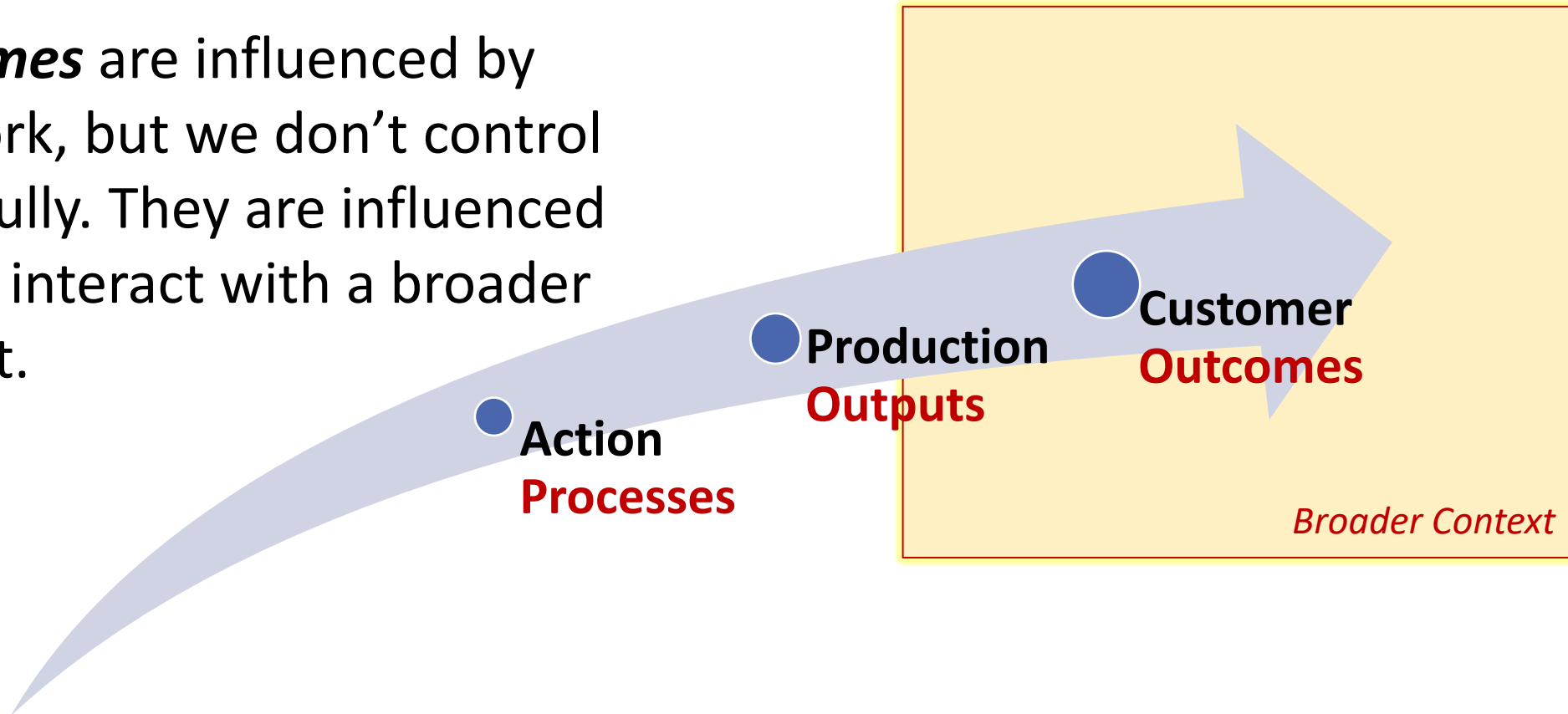


Key Concept: Influence Pathways



Key Concept: Influence Pathways

Outcomes are influenced by our work, but we don't control them fully. They are influenced by and interact with a broader context.



Think Break: Transportation Outcomes

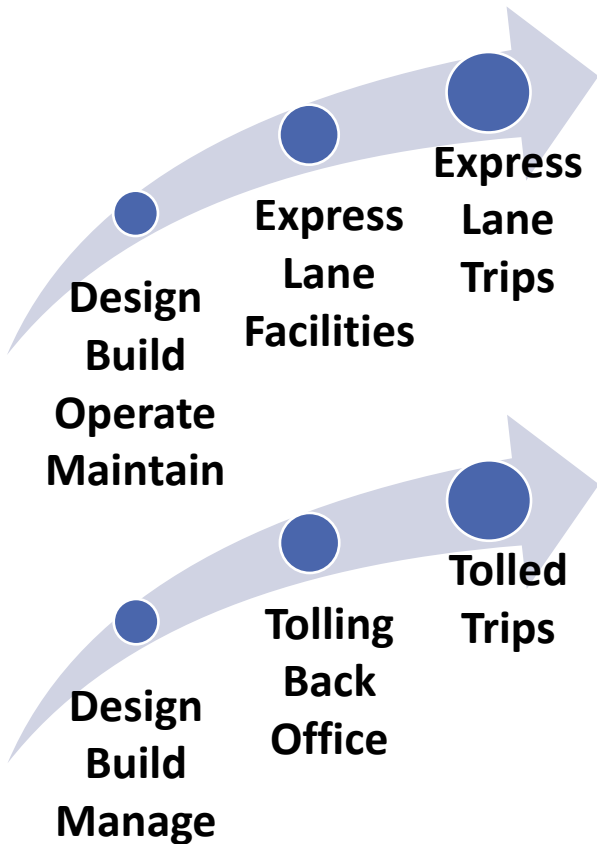
What are some of the broader outcomes that are (or should be) tracked by transportation professionals?



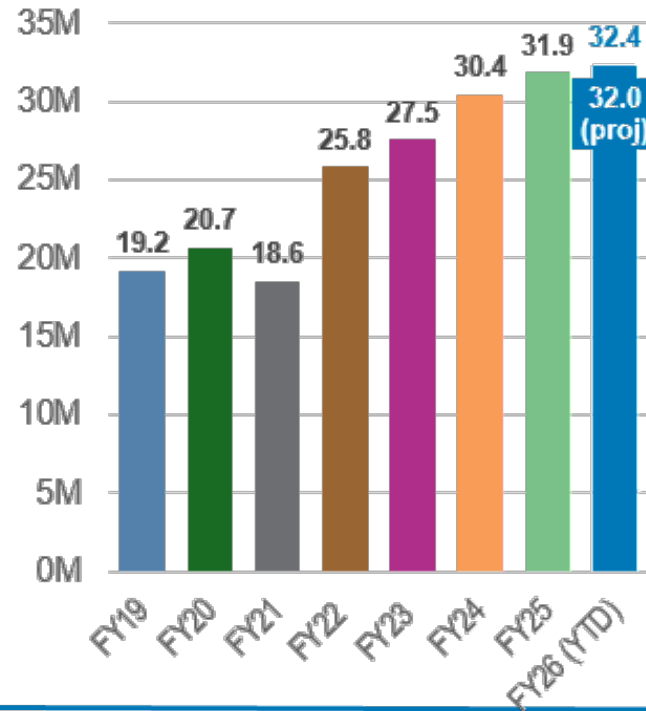
Word cloud generated live from participants responses during August 21, 2026 ARC workshop.

Example Outcomes: Mobility

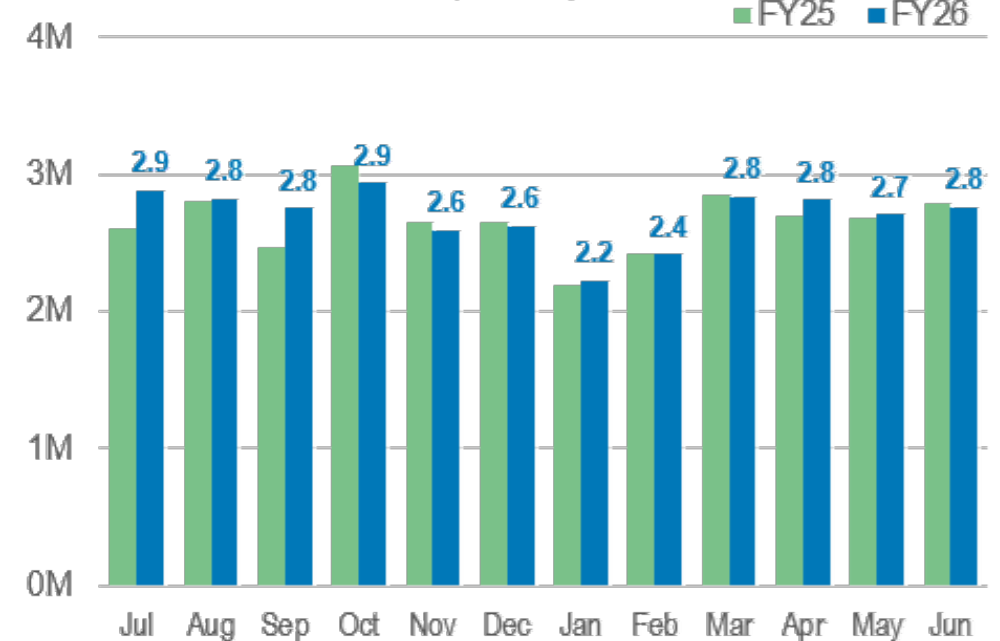
Trip-making on the Georgia Express Lanes during the first 12 months of FY26 have reached **101% of the annual projection** and are trending **1.5% higher** than the previous year over same period.



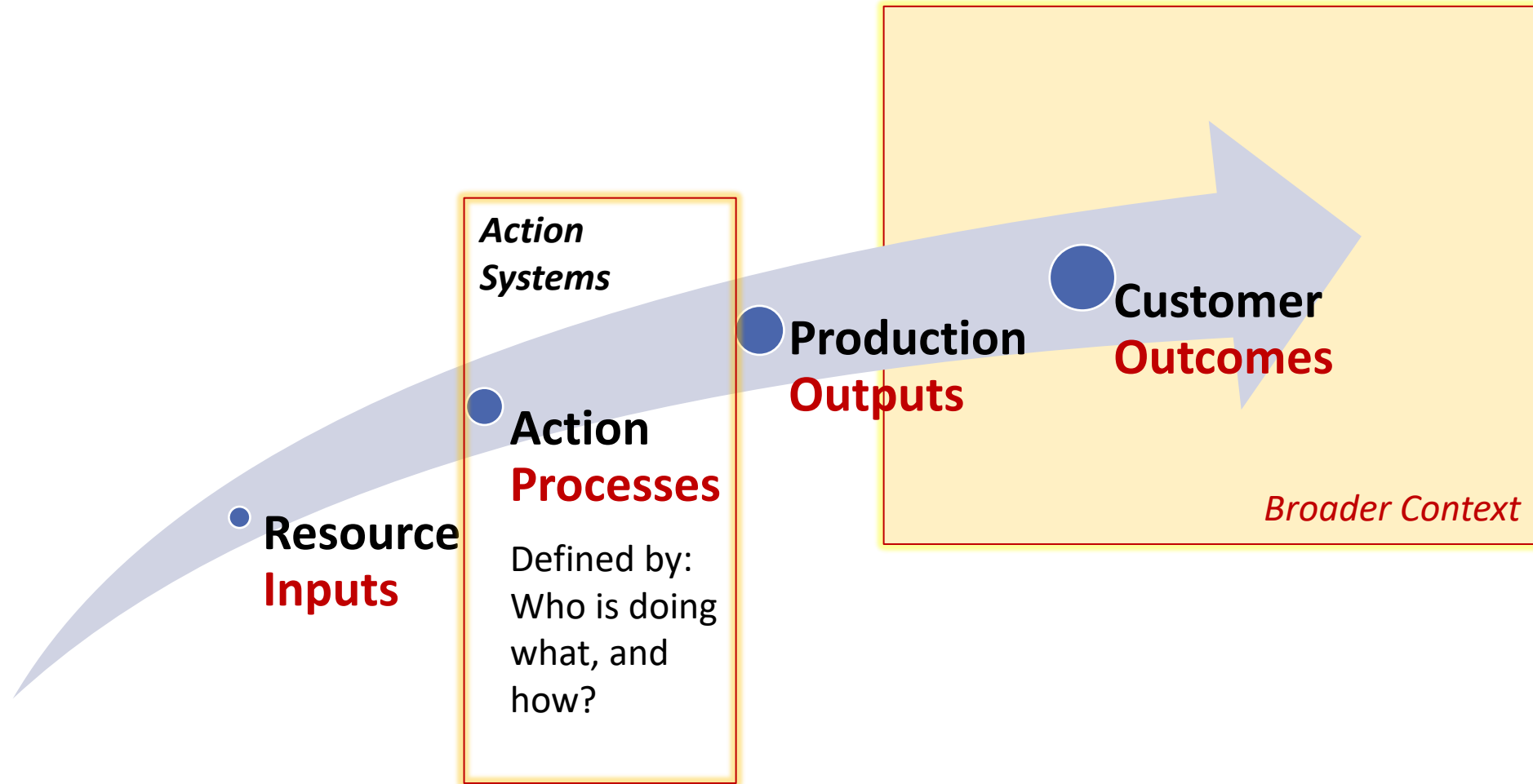
Systemwide Express Lanes
Trips by Fiscal Year
(Millions)



Systemwide Fiscal
Year-by-Month Comparison
(Millions)



Key Concept: Influence Pathways



Think Break: Process & Outputs

Describe one action process OR one production output of your work, which influences transportation outcomes

free text / short answer

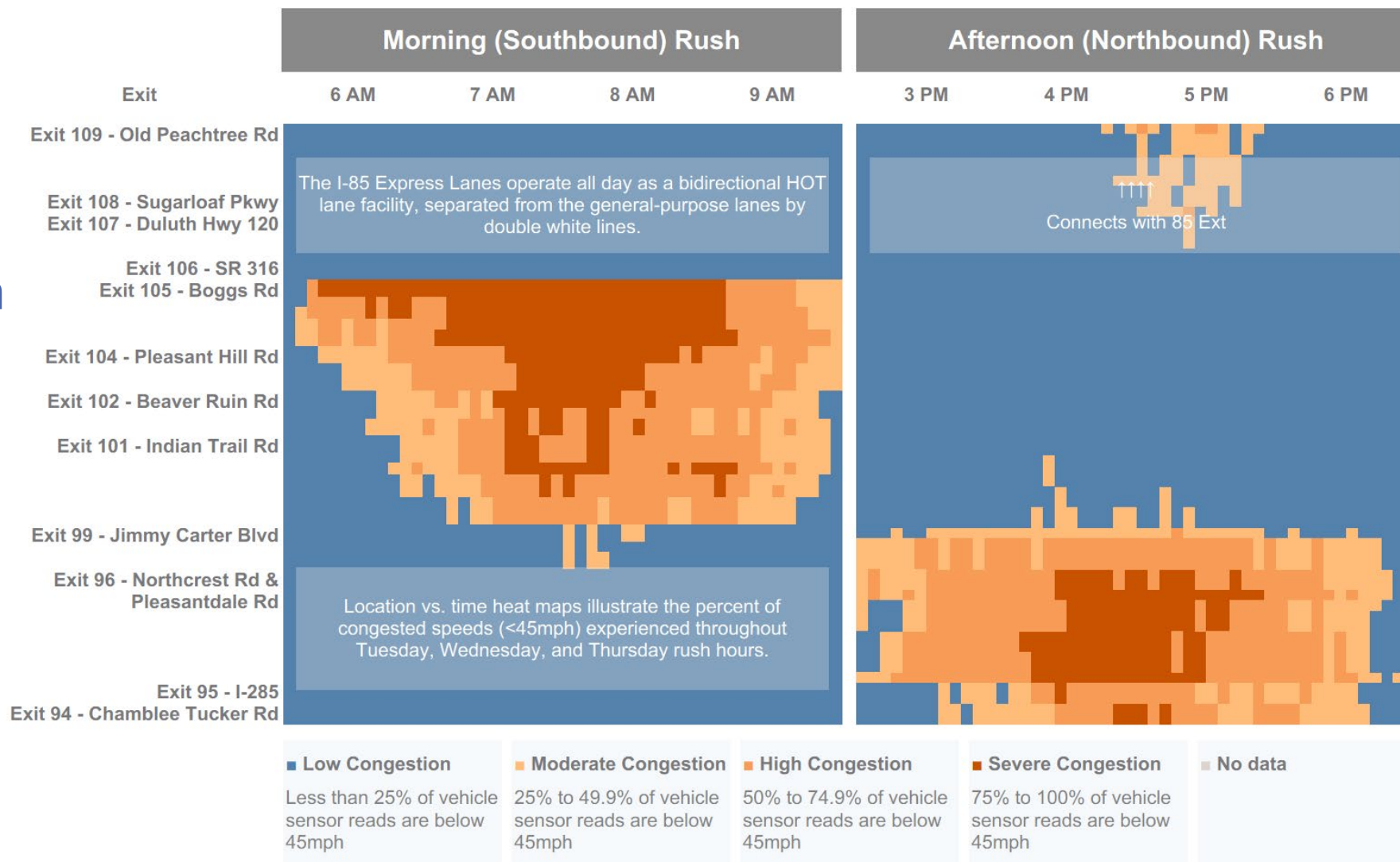
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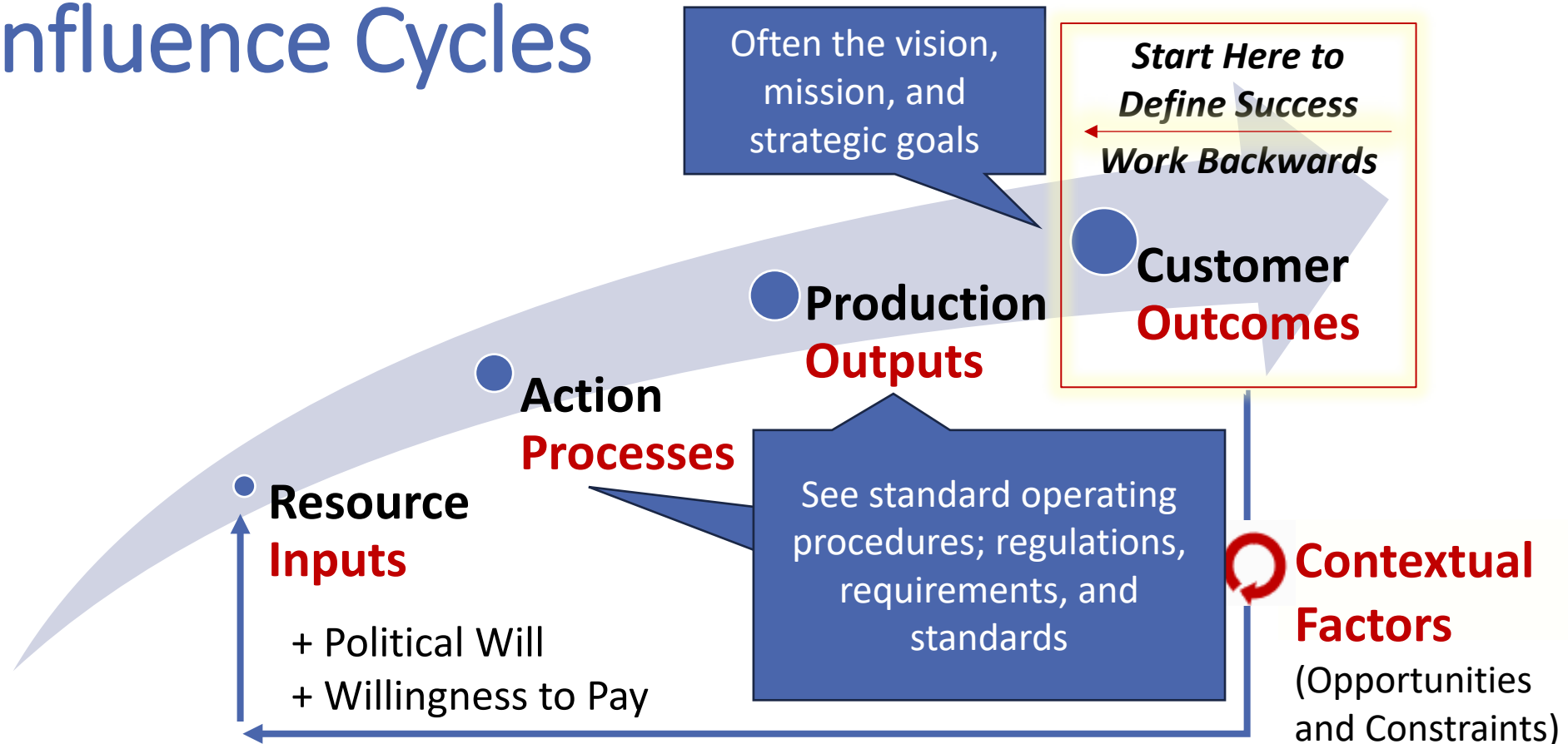
Example Outcomes: Reliability & Congestion

I-85 Express Lanes Midweek Congestion Snapshot May 2026



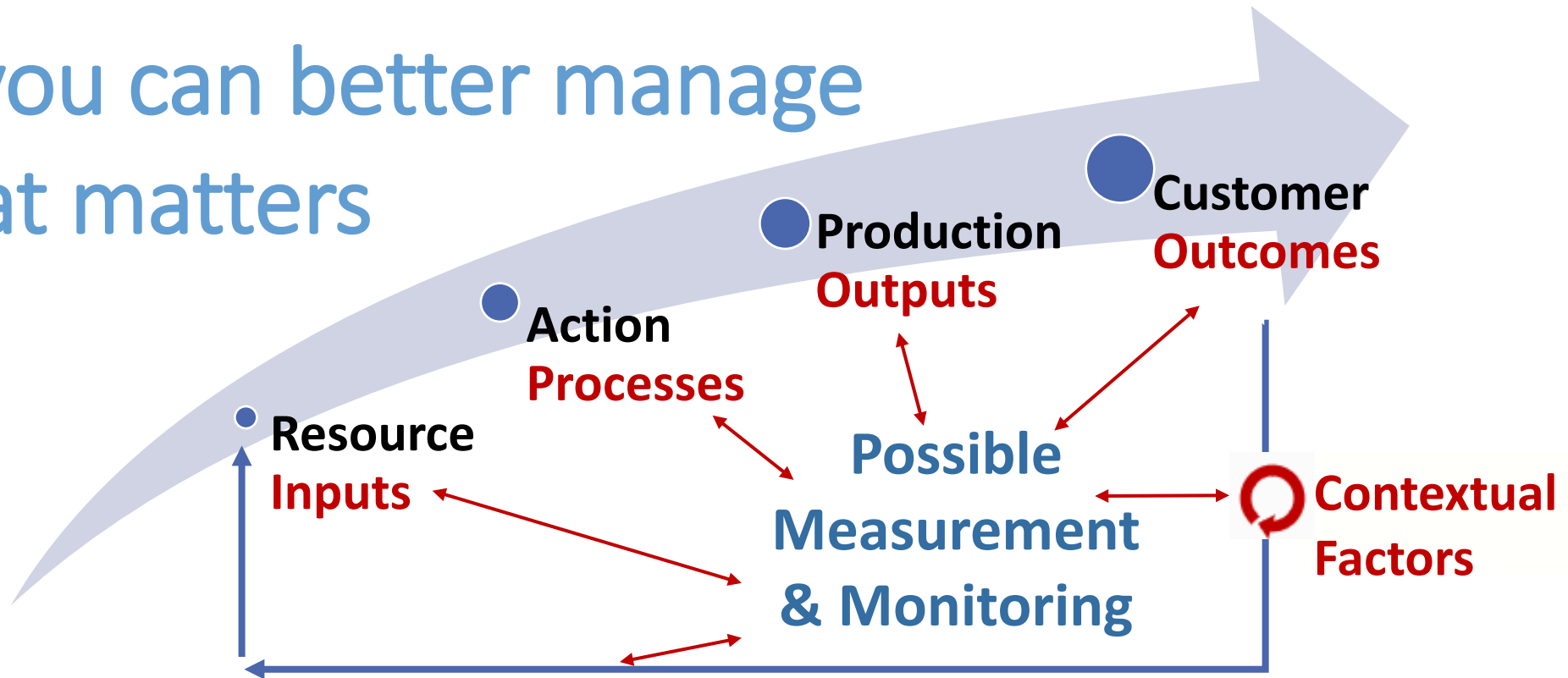
Key Concept: Influence Pathways

→ Influence Cycles



Key Concept: Measurement as Feedback

Choose what to measure
so you can better manage
what matters



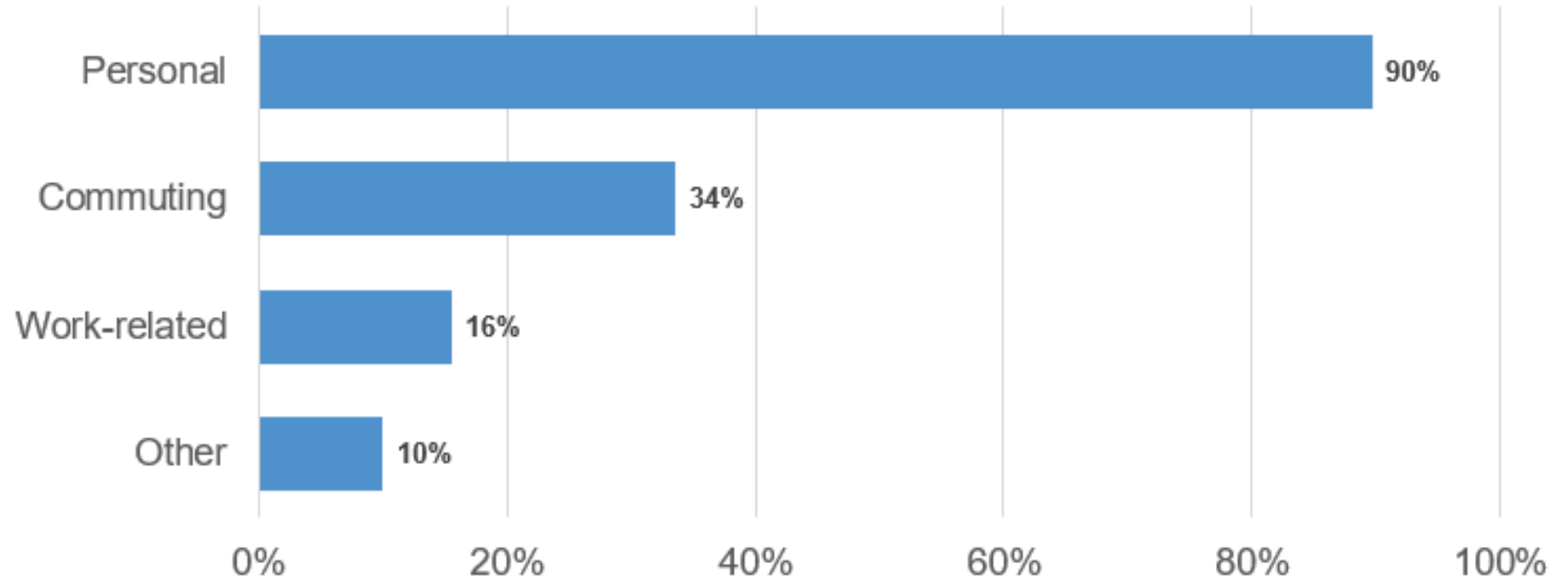
Example Context Measure: Traveler Preferences

Express
Lane
(EL)
Trips

Contextual Inputs

- Travel needs
- Preference for Express Lanes on certain trips
- Past experience with highway travel (EL vs. general purpose (GP))

Percent of Survey Respondents who use Express Lanes for each Purpose (N = 24,367 Respondents)



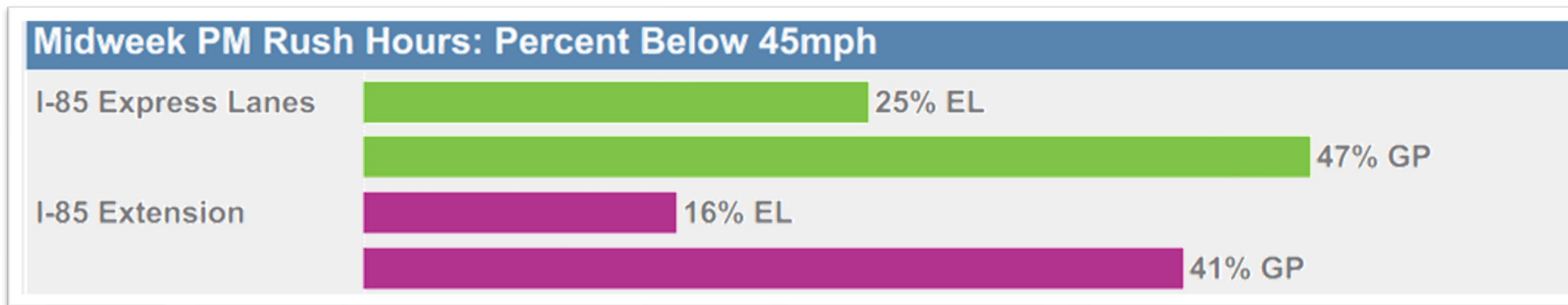
Personal: Traveling to or from a personal errand, place of leisure, visit to family or friends, or vacation

Commuting: Commuting to or from work or school

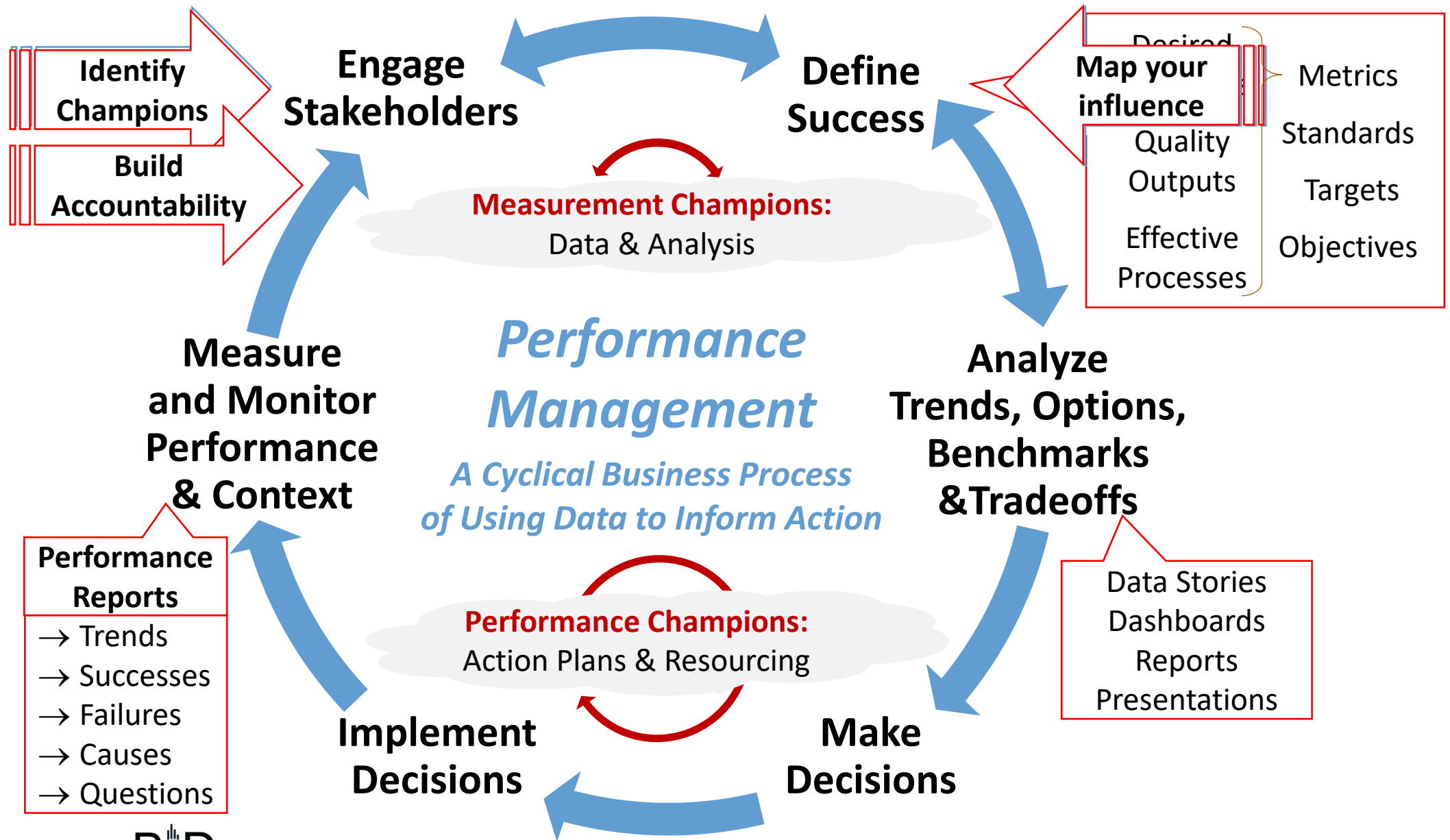
Work-related: Service calls, deliveries, and similar business purposes

Example Comparison: Reliability & Congestion

Comparison points are part of the story



- Benchmark speed: >45 mph
- Benchmark facility: adjacent general purpose (GP) lanes



Think & Discuss

Measuring the Right Things:

Facilitated Discussion by Topic

- Transportation Safety *(Tejas Kotak , ARC)*
- Asset Management *(Adair Garrett, GA Tech)*
- Mobility and Location Access *(Kofi Wakhisi, ARC)*
- Economic Access and Mobility *(Ann Carpenter, ARC)*

Questions for the Readout:

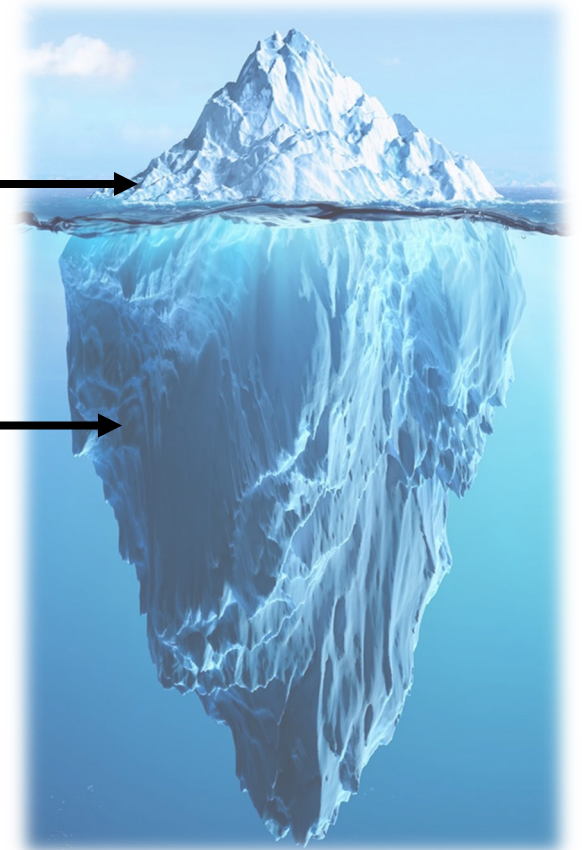
- What are a “vital few” performance measures for your topic?
Consider: inputs, outputs, processes, outcomes, contextual factors
- How can various stakeholders contribute to success?

PART II: Measuring Things the Right Way

Providing high-quality data and effective analysis that present meaningful insight and can inform decisions

Key Concepts:

- Data Storytelling, Curation & Socialization
- Data Governance & Quality Management



Data Storytelling

The use of narratives, numbers, and visualizations to answer key stakeholder questions, increasing understanding for your audience and possibly inspiring them to action

Includes: Analysis results in charts, maps, tables, numbers, & words

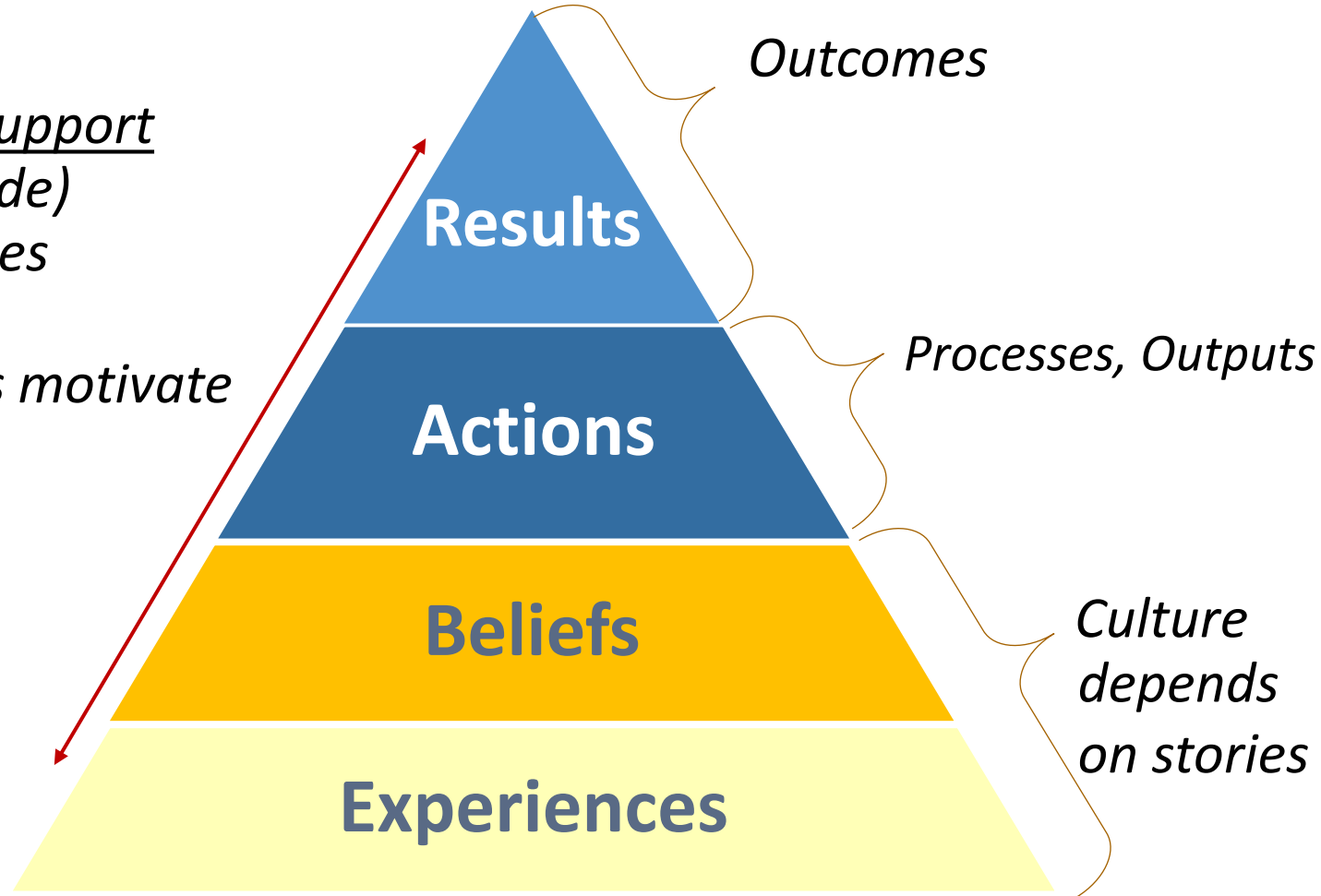
Types of Analysis	Questions and Actions
Descriptive	What is happening? What are the most common values? What are the patterns and relationships? Have there been changes over time?
Diagnostic	What are the root causes of this issue?
Predictive	What is likely to happen in the future? What if we change something?
Prescriptive	What are the best options? What should we do next?

Developing a Results-Oriented Culture

*Quality outputs support
(and do not impede)
desirable outcomes*

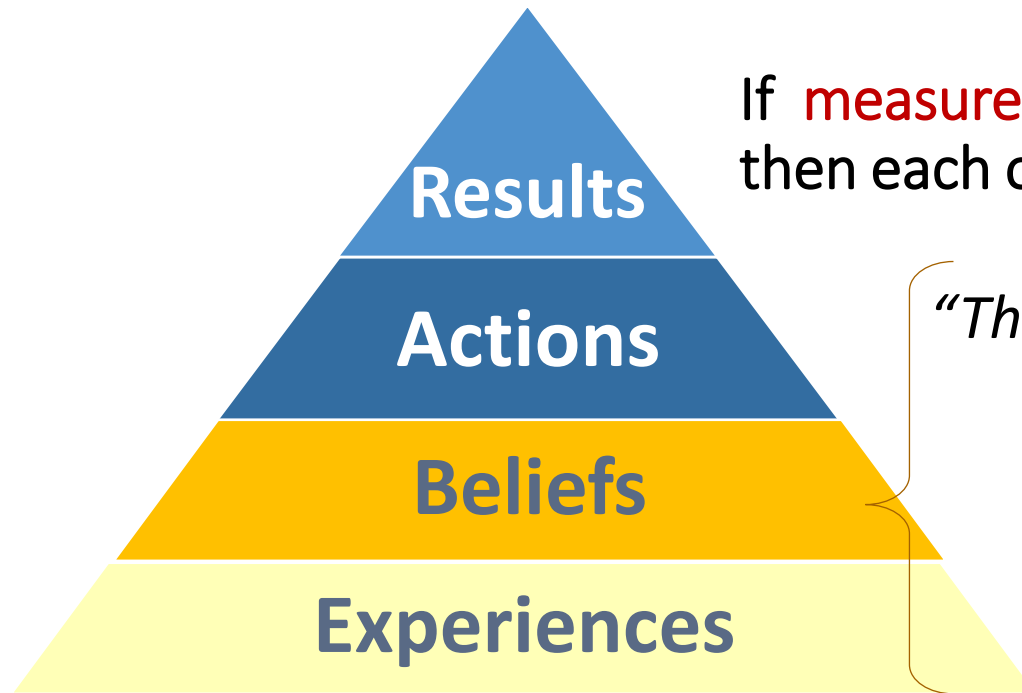
*Believable stories motivate
confident action*

*Experience can
reinforce or
undermine
belief*



Data Stories for Decisions

Providing high-quality data and effective analysis that present meaningful insight and can inform decisions



If **measurement champions** are successful, then each of our data customers believe...

"The data stories available to me are...

- Easily understandable and accessible when I need them*
- Reliable and accurate indicators of reality"*

Think Break: Access to Information

Thinking about your role, how easy it is to access the data and other information necessary to do your job?

Select one

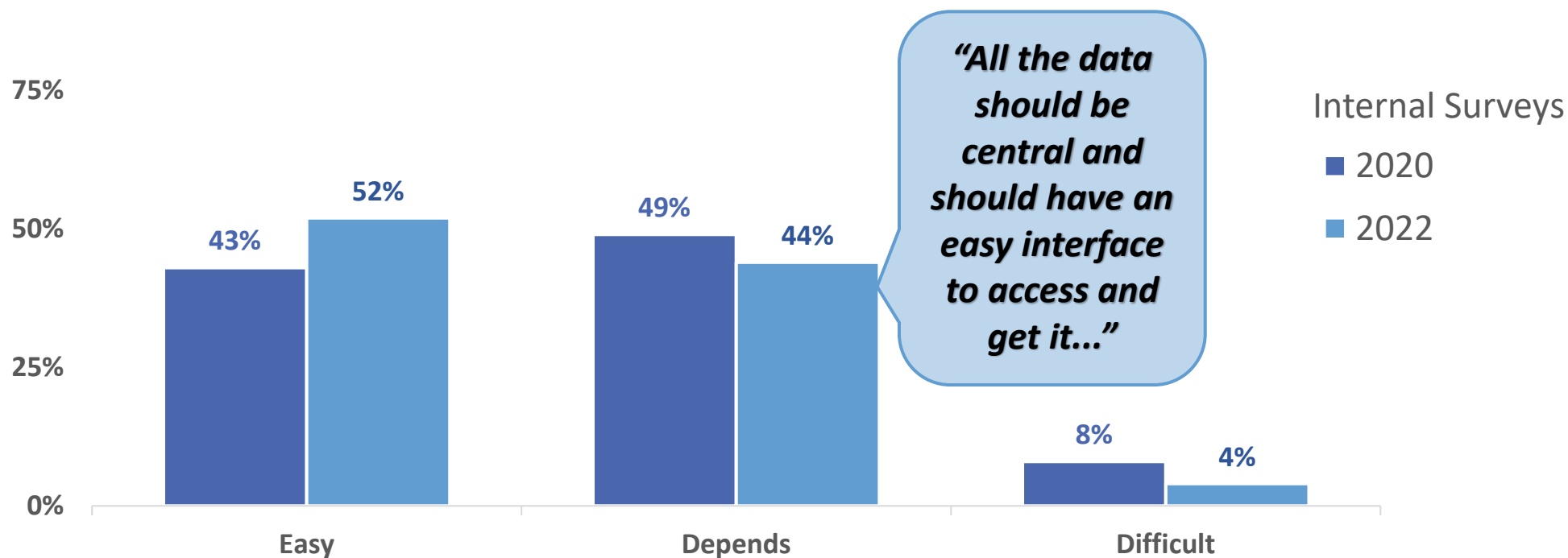
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Information Access can Improve Over Time

Thinking about your role, how easy it is to access the data and other information necessary to do your job?



Think Break: Finding the Root Cause

**When you find it difficult, what challenges do you face
in accessing important data and information?**
rank the most frequent via menti.com

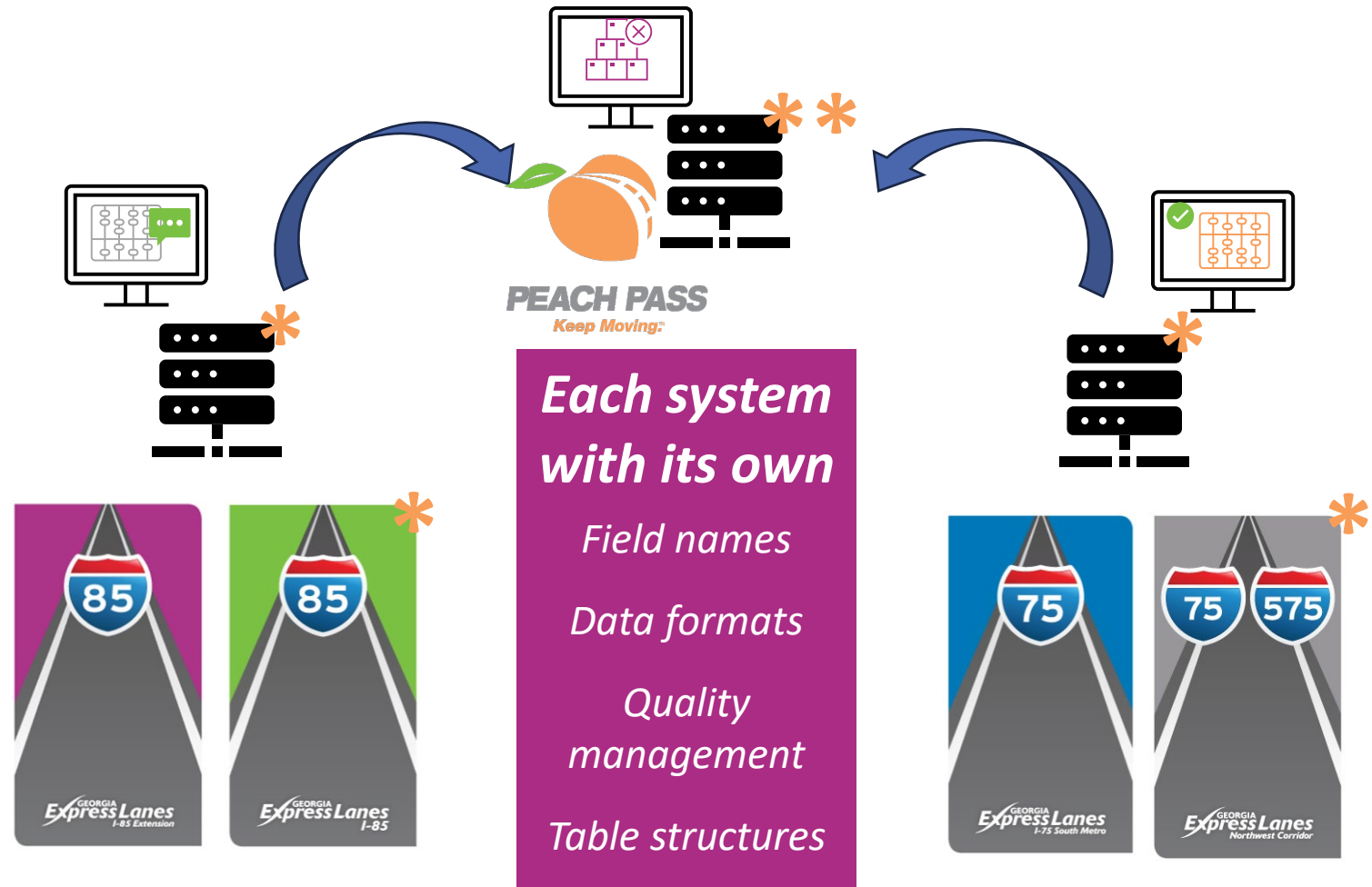


Data Governance and Management

SRTA's Current Data-Generating Systems

- 4 Toll Facilities
- 2 Roadside Integrators
- 1 Commercial Back Office / Customer Service System

* Multiple new or upgraded systems since 2018



Historical Process

Tactical Data Blending for a Systemwide Perspectives



1: Retrieve Data from Source Systems

2: Clean & Validate Data

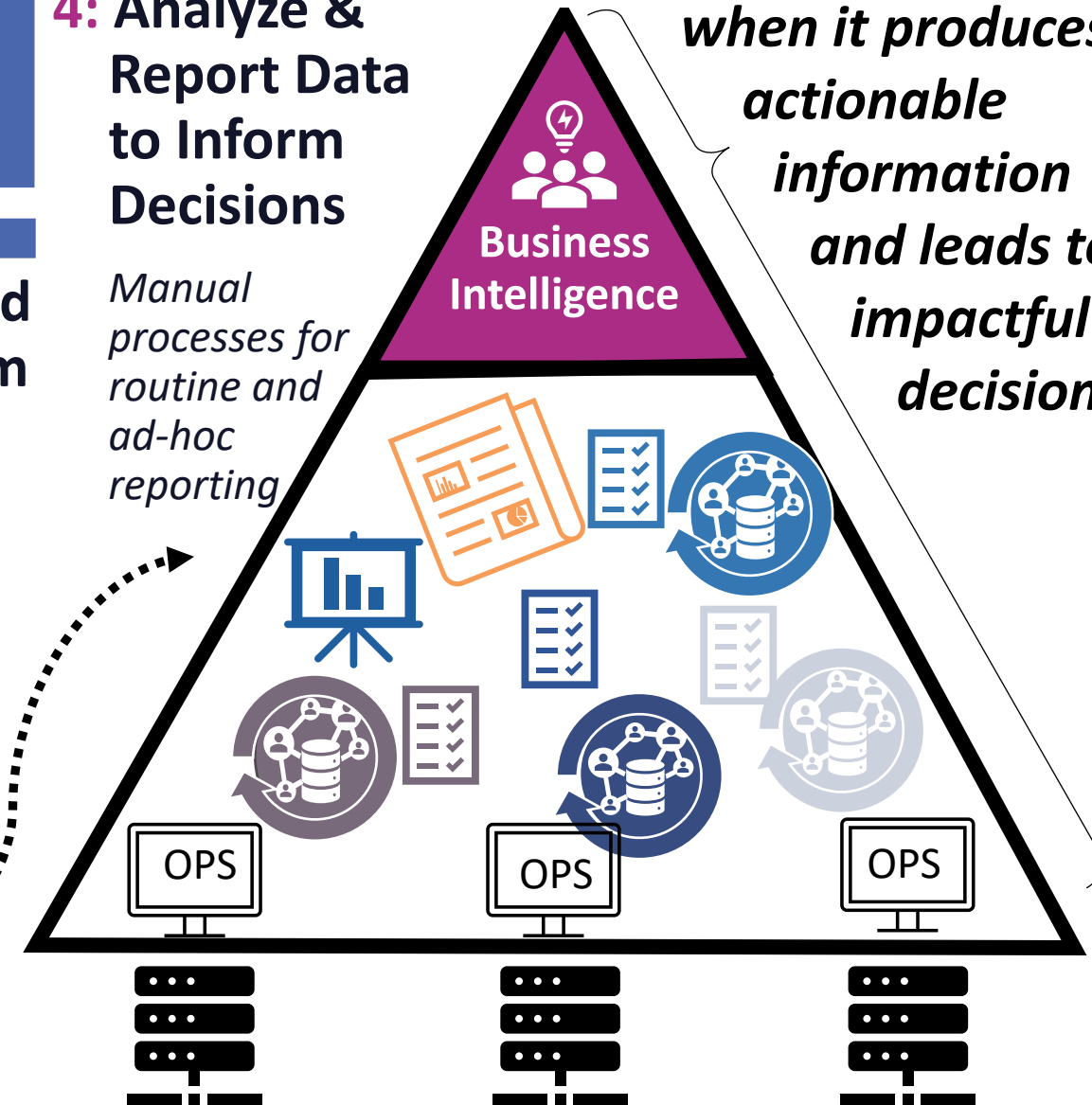
Decentralized, Ungoverned Manual Review

3: Blend and Transform Data for Analysis

Manual Processes across Program Siloes

4: Analyze & Report Data to Inform Decisions

Manual processes for routine and ad-hoc reporting



Pitfalls and Limitations of a Tactical Approach

When not all goes as planned, we get...



Delayed Insights

Decisions may be needed before the analysis is ready

Uncoordinated effort

Slower results due to conflicting answers or wasted time

Errors

Misinformation may lead to poor decisions and/or re-work

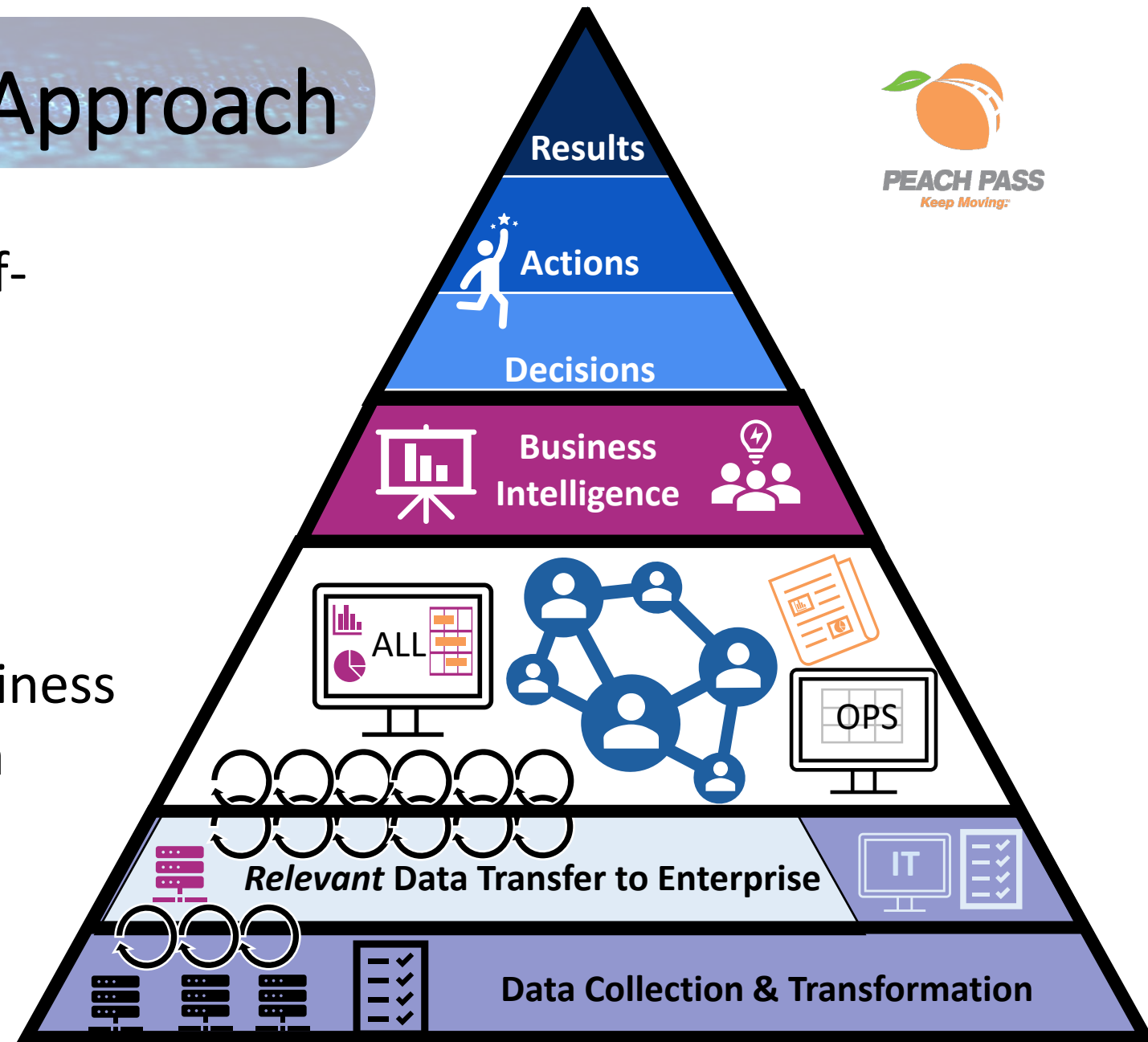
Not scalable

Expanding data volumes and technology change disrupt business continuity

Goals for a Strategic Approach

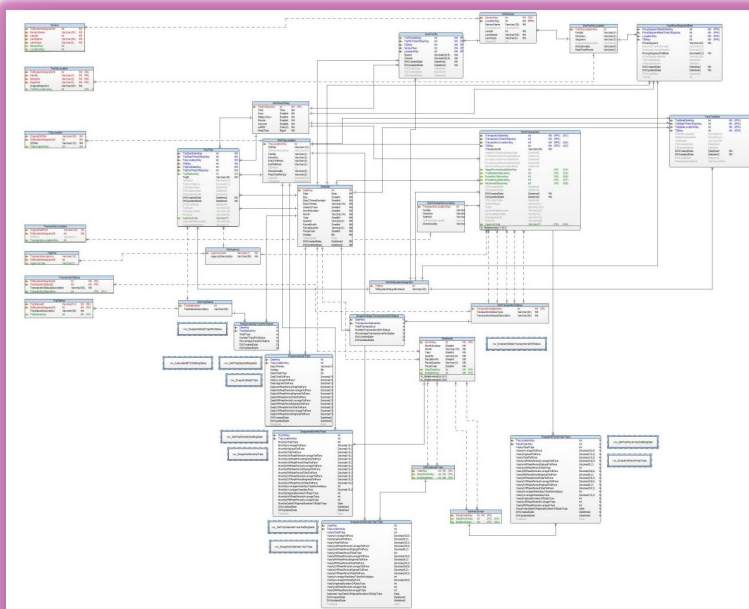


- Automatically refreshed self-service analytics tools
- Data quality monitoring dashboards and standard operating procedures
- Unified data dictionary, business glossary, and governed data lineage



Lessons Learned: Collaboration & Documentation

Incremental / Agile Project Management & Data Mart Delivery



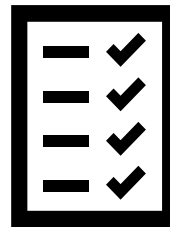
Project Requirements & Shared Terms

- User Stories
- Business Glossary
- Format & Structure
- Quality Management



Data Governance Committee

- Committee Charter
- Work Program



Policy & System Requirements

- Data Retention
- Security & Access
- Interoperability

Thank You!

Up Next:

- **Kofi Wakhisi**
ARC's Data Landscape
- **Ann Carpenter**
Metro Atlanta Speaks Survey
- **Lisandro Mejia & Adair Garrett**
Analytics in the age of AI

