Transportation Performance Management Webinar Series

Target Setting

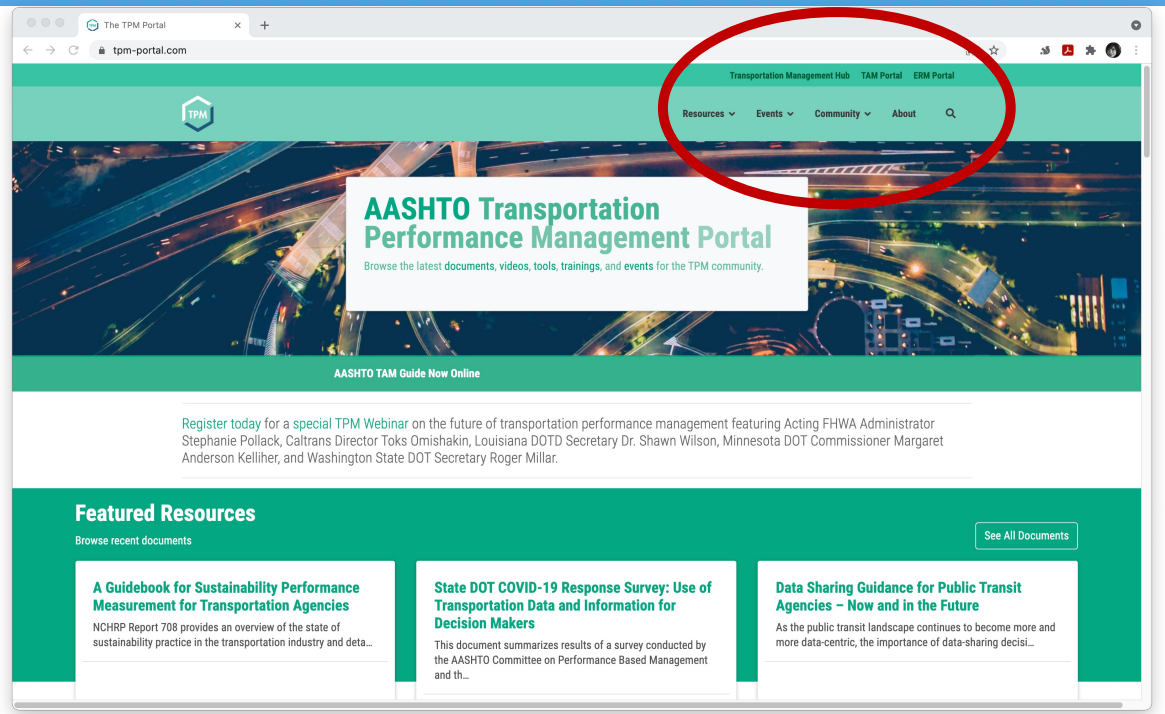
Sponsored by AASHTO and FHWA

May 24, 2022

TPM Webinar 12

Transportation Performance Management Webinar Series

- Our TPM webinar series is held every two months, on topics such as communications, system performance management, data sources, and many more to come!
- Today is the 12th webinar in our bi-monthly series
- We welcome ideas for future webinar topics and presentations
- Use the webinar chat panel during the webinar
  - Submit questions for today's presenters
  - Submit ideas for future webinar topics



Find us on the AASHTO TPM Portal
https://www.tpm-portal.com

AASHTO Welcome

Matthew H. Hardy, Ph.D.

Program Director for Planning and Performance Management, AASHTO

mhardy@aashto.org

Webinar Agenda

2:00 **Welcome and Introduction**
Matt Hardy, AASHTO.

2:10 **AASHTO Analysis of the National PM Data Set**
Matt Hardy, AASHTO.

2:25 **FHWA Introduction and Perspective on Target Setting**
Alexis Kuklenski and Walter Satterfield, FHWA.

2:40 **NCHRP Project 23-07 *Effective Methods for Setting Transportation Performance Targets***
Michael Grant, ICF.

3:00 **NCHRP Project 02-27 *Making Targets Matter: Managing Performance to Enhance Decision Making***
Anna Batista, High Street Consulting.

3:20 **Panel Q&A**
Moderated by Hyun-A Park, Spy Pond Partners.

American Association of State Highway and Transportation Officials

AASHTO

AASHTO Analysis of the National PM Data Set

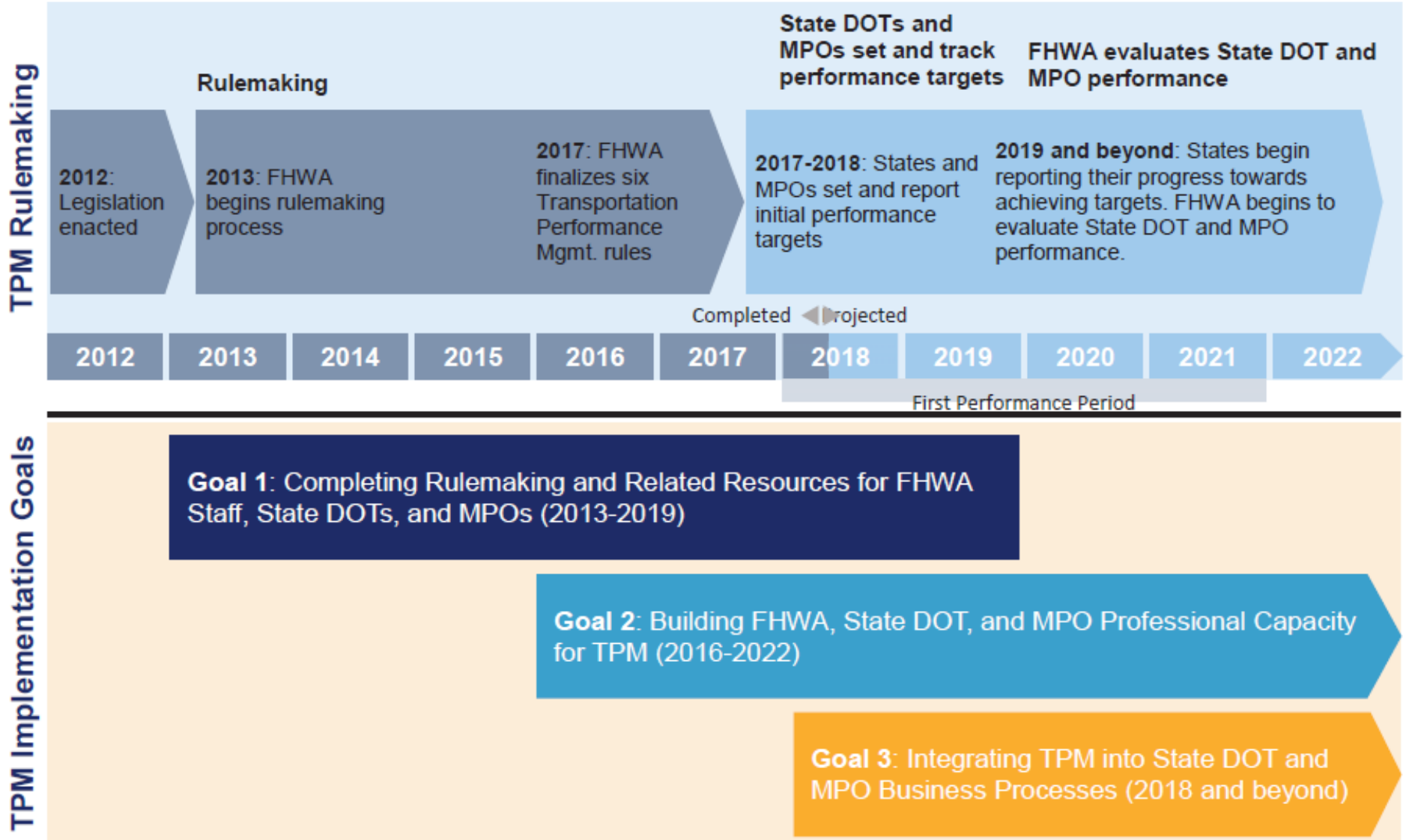
Matthew H. Hardy, Ph.D.

Program Director for Planning and Performance Management

May 24, 2022

AASHTO

Performance Management Journey



Performance Management Paradigm

1. Establishing Targets
   - Aggressive versus Achievable Targets
   - Maximizing Performance versus Playing the Game
2. Communication
   - Telling the Story
   - Creating transparency regardless of the results
3. Balance
   - Federal—State—Local Measures
   - Not “versus” but “and”
4. Accountability
   - Data-Driven Decisions

CY2018-2020

SAFETY

FHWA Significant Progress Assessment

- Did a state meet their targets?
  - Actual Performance is better than the Target; or
  - Actual Performance is better than the Baseline
- Did a state meet their targets for 4 our of the 5 performance measures?

States that Made Significant Progress	Yes	No
2018	27	25
2019*	22	29
2020	21	31

How did state DOTs make significant progress?

Count of States	2018	2019	2020
Made Significant Progress	**27**	**22**	**21**
Meet or Exceed Targets for 4 of the 5 Indicates how many states met or exceeded their targets without using the baseline assessment.	16	14	14
Baseline Assessment as an Alternative to Assess Significant Progress Indicates how many states did not meet or exceed the established target but used the baseline assessment to determine significant progress.	36	26	26
Baseline Assessment Enabled to Make Significant Progress Indicates the number of states that needed the baseline assessment to say they made significant progress.	11	8	7

- Conclusions
  - The number of states making significant progress declined.
  - Less states needed the Baseline Assessment to ensure they made significant progress
  - Baseline Assessment is an important backstop to enable State DOTs to establish more aggressive targets.

State Target Achievement

[2018, 2020: 260 targets (52x5)] [2019: 255 (52x5) Puerto Rico Excluded]

Count of States (Percent)	Met Targets			Met Targets/Baseline		
	2018	2019	2020	2018	2019	2020
Fatality	22 (42%)	22 (43%)	21 (40%)	29 (56%)	26 (51%)	27 (52%)
Fatality Rate	23 (44%)	23 (45%)	13 (25%)	32 (62%)	31 (61%)	19 (37%)
Serious Injury	31 (60%)	29 (57%)	28 (54%)	43 (83%)	40 (78%)	35 (67%)
Serious Injury Rate	33 (63%)	29 (57%)	22 (42%)	47 (90%)	41 (80%)	37 (71%)
Non-Motorized	23 (44%)	19 (37%)	23 (44%)	28 (54%)	24 (47%)	31 (60%)

Types of Targets

Increasing: Safety Performance is *DECLINING*
Decreasing: Safety Performance is *IMPROVING*

Count of States	2018		2019		2020	
	Increasing	Decreasing	Increasing	Decreasing	Increasing	Decreasing
Fatality	25	27	25	27	28	23
Fatality Rate	19	33	21	31	19	32
Serious Injury	17	35	17	35	15	36
Serious Injury Rate	16	36	12	40	11	40
Non-Motorized	26	26	21	31	24	27

Accuracy of Targets

Indicates how close to the actual target a state DOT got. This is +/-.

Count of States	2018			2019			2020		
	2%	5%	10%	2%	5%	10%	2%	5%	10%
Fatality	20	34	43	12	30	43	16	33	45
Fatality Rate	13	29	41	10	32	45	12	28	42
Serious Injury	6	24	36	6	23	35	9	24	36
Serious Injury Rate	8	21	33	12	23	33	9	25	38
Non-Motorized	11	26	38	5	19	36	6	24	32

Difference Between Actual and Target

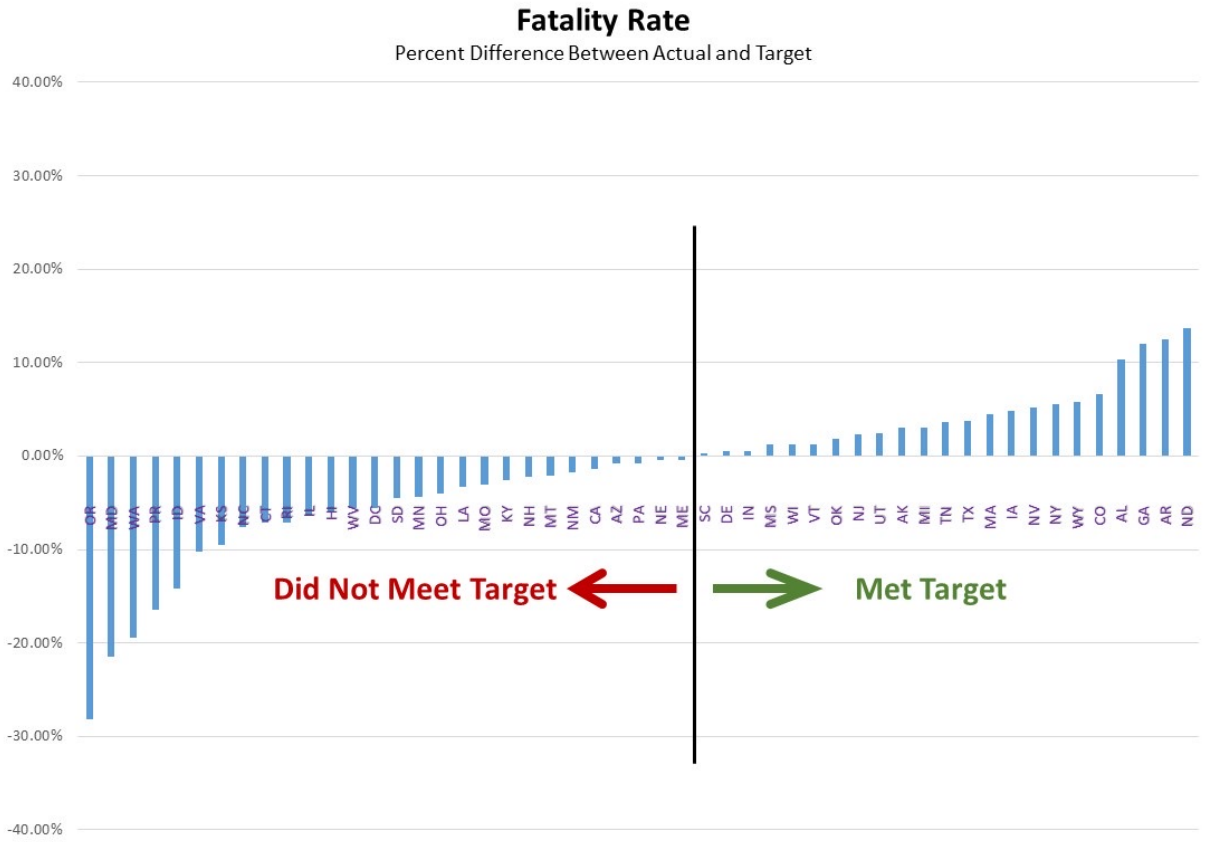
Fatality	2018	2019	2020
Count			
Overestimate	3.67%	4.73%	4.80%
Underestimate	-6.47%	-6.23%	-6.42%
Rate			
Overestimate	4.62%	5.40%	5.52%
Underestimate	-7.01%	-5.81%	-7.01%

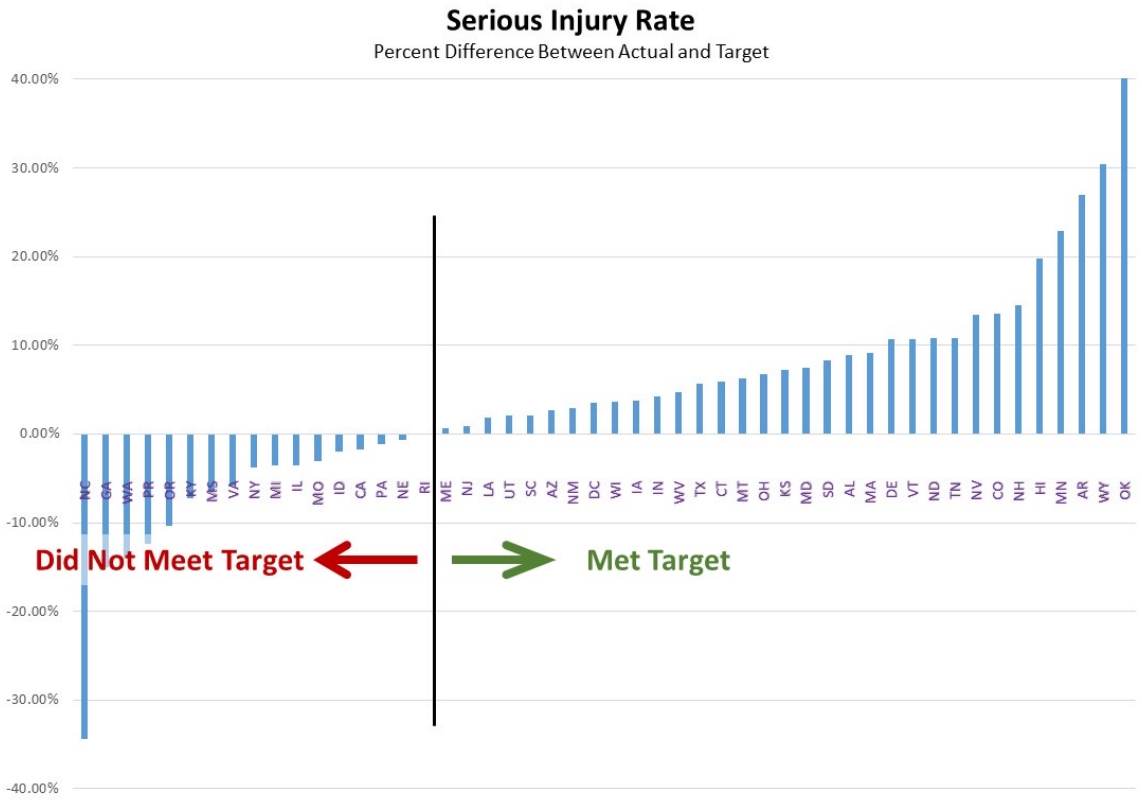
Serious Injury	2018	2019	2020
Count			
Overestimate	10.15%	7.35%	7.00%
Underestimate	-7.10%	-10.51%	-11.67%
Rate			
Overestimate	8.85%	8.66%	6.48%
Underestimate	-7.38%	-9.88%	-10.99%

Non-Motorized	2018	2019	2020
Count			
Overestimate	6.91%	4.46%	8.89%
Underestimate	-7.43%	-8.47%	-10.44%

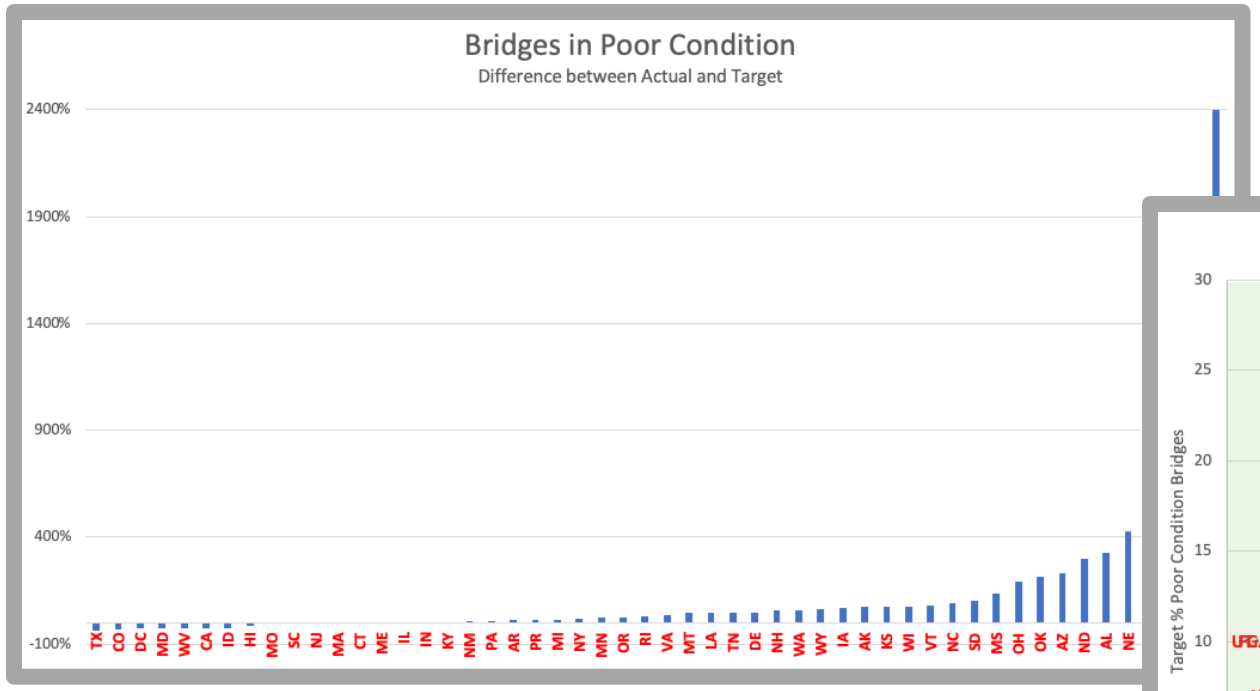
Conclusions→ Vast majority of the State DOTs set targets that were close to the actual. The difference between meeting a target and not meeting a target was sometimes less than 0.03%

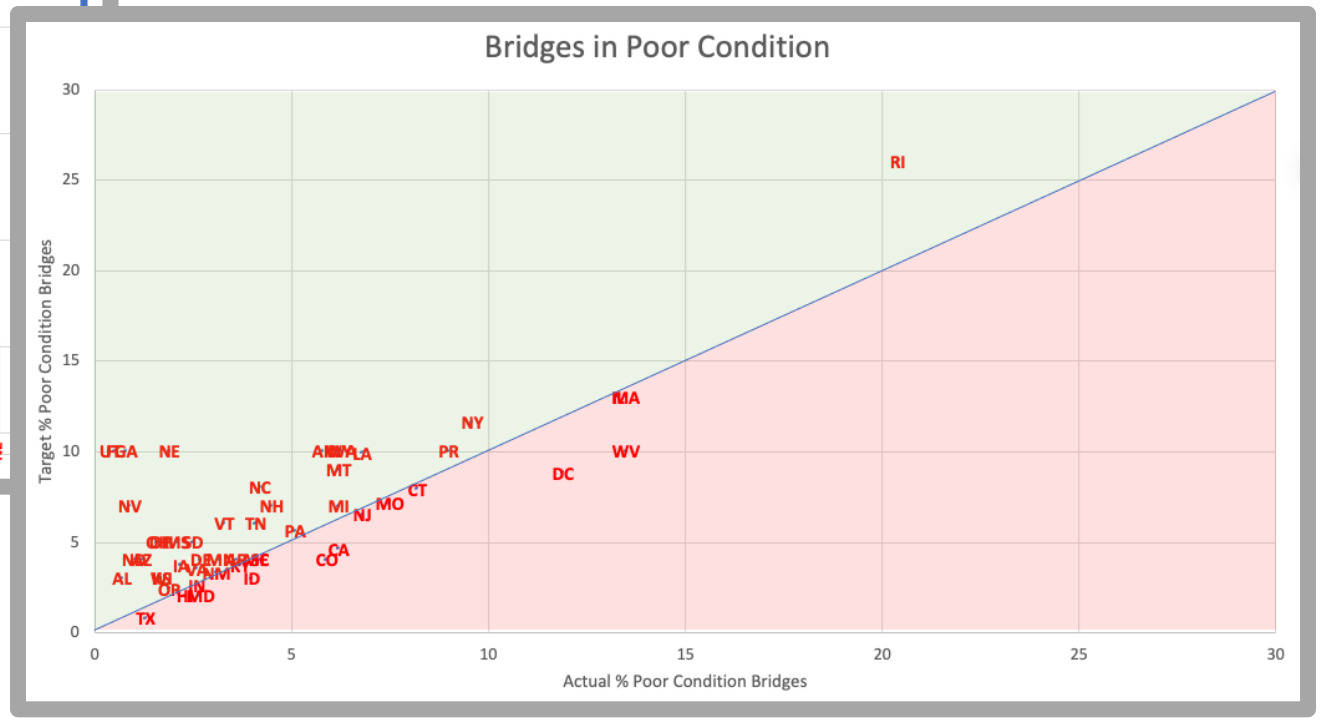
Visualizing



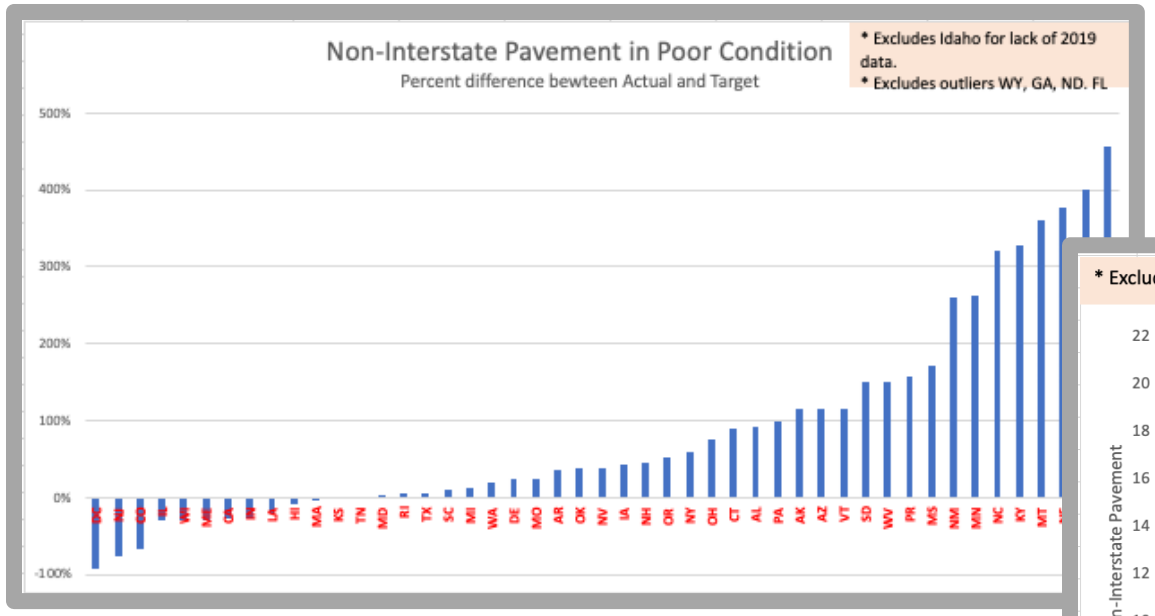


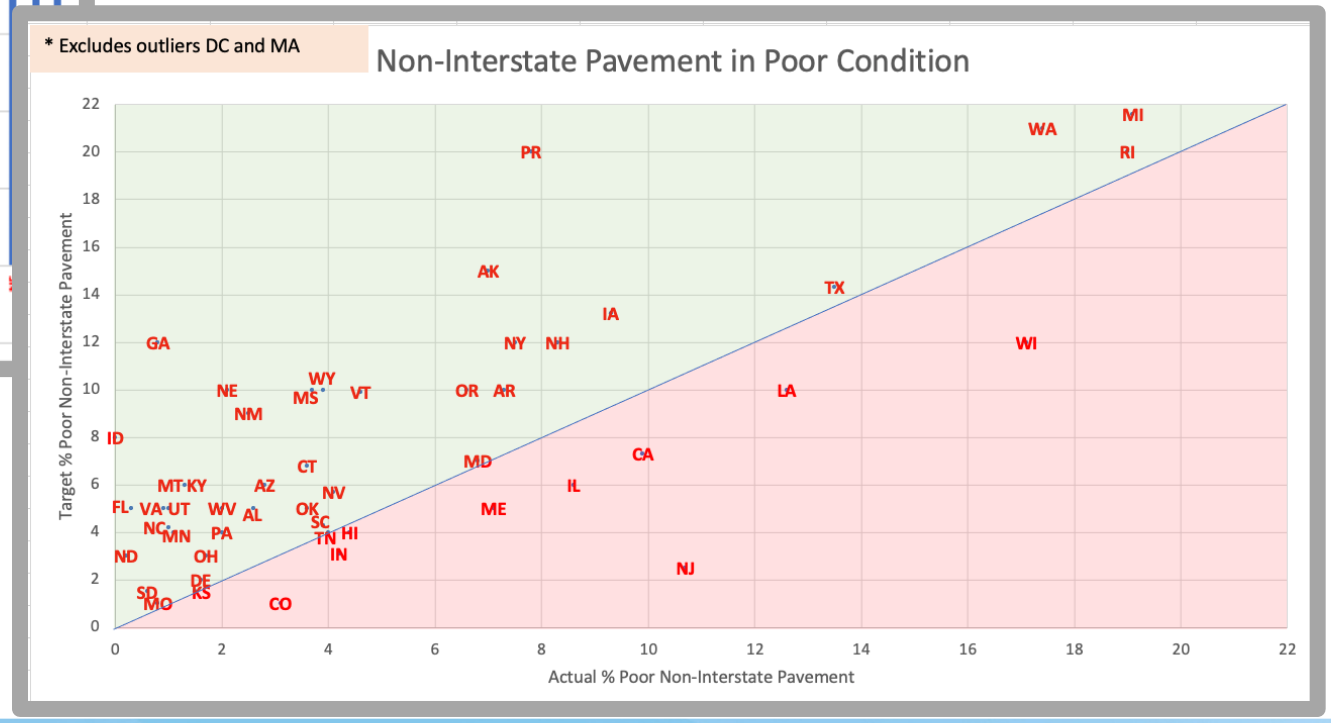
Bridge Analysis



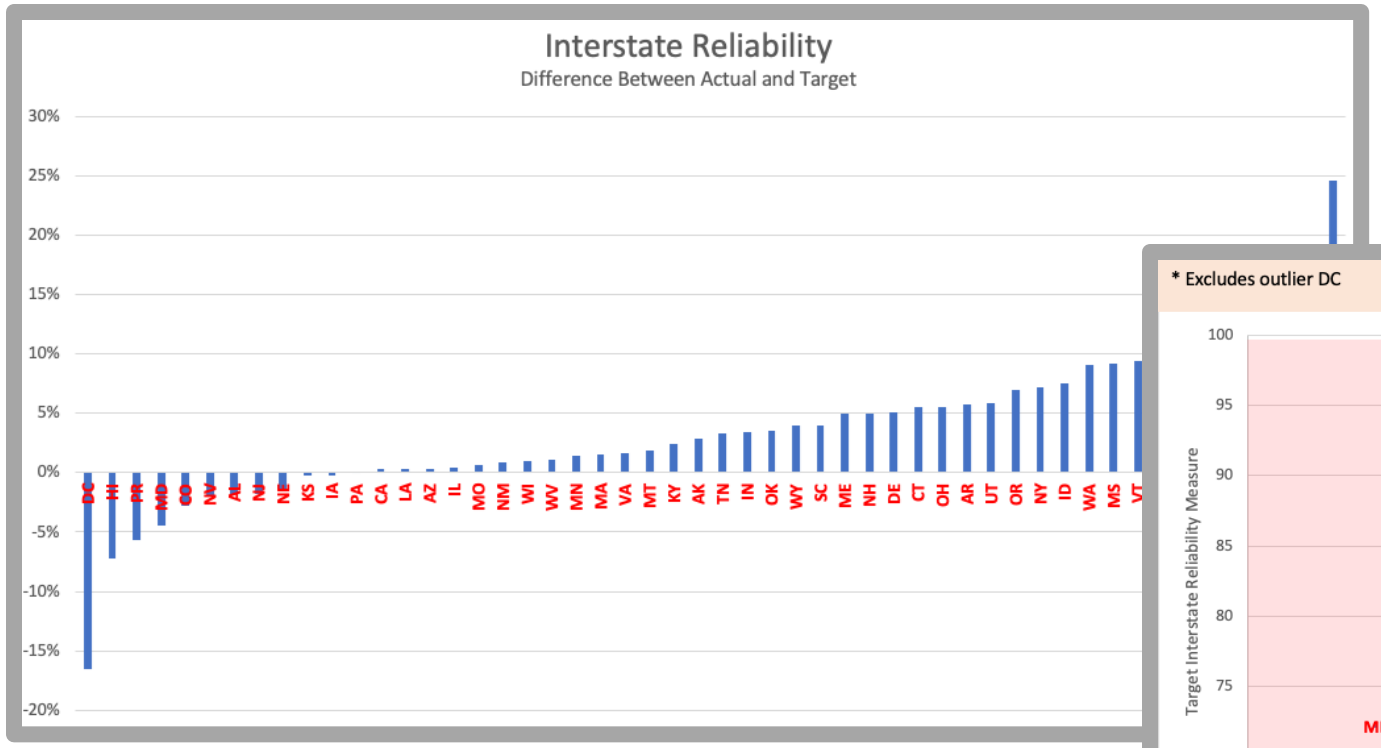


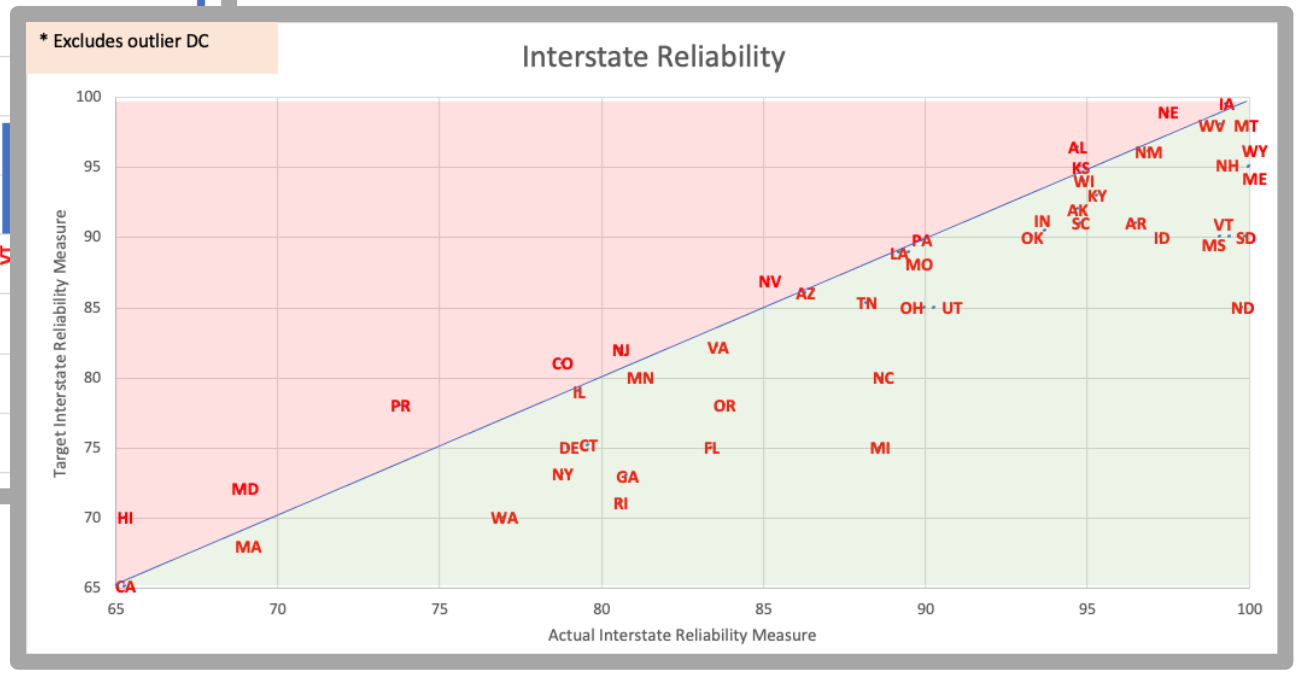
Pavement Analysis





Interstate Reliability





State DOT Target Types*

Safety	Improve	Decline	Constant
Fatalities	25	26	1
Fatality Rate	29	22	1
Serious Injury	33	19	0
Serious Injury Rate	42	10	0
Non-Motorized Fatalities	28	23	1

Pavement	Improve	Decline	Constant
% Non-Interstate in Good Condition	3	48	1
% Non-Interstate in Poor Condition	17	34	1
Bridges	**Improve**	**Decline**	**Constant**
% NHS Bridges in Good Condition	17	34	1
% NHS Bridges in Poor Condition	36	13	3

Travel Time Reliability	Improve	Decline	Constant
% Person-Miles Traveling on Interstate that are Reliable	5	43	4
Freight	**Improve**	**Decline**	**Constant**
Truck Travel Time Reliability for the State	5	43	4

**** Note the following concerning the data (preliminary analysis—do not quote):***

- ***Safety data compares 2015-2019 TARGET with 2013-2017 BASELINE***
- ***Pavement, Bridges, TTR and Freight compares State 4-Year TARGET with BASELINE***

Questions to be Addressed

- How many states made significant progress?
- How did states make significant progress?
- How far off were the targets from the actual numbers?
- What kind of targets did states establish?
  - Improving/Declining Performance versus Goal/Objective
- Are there other techniques that could be used to determine making significant progress?
- What is the correlation between target setting technique and making significant progress?
- What was the impact of transportation policy goals (TZD, Complete Streets, etc.) on target achievement and making significant process?

Analysis and Assessment of the National Performance Management Data (NCHRP 08-168)

- Goals
  1. Prepare an authoritative analysis and assessment of the national performance management data
  2. Provide recommendations on future capacity building activities and possible new performance measures.
- Objectives
  1. Analysis of the national performance management data for the three performance measurement areas.
  2. Assessment of the performance management data that provides a comprehensive and compelling story on the results of the performance management provisions.
  3. Identification of future capacity building needs and performance measures.
- Seeking Panel Nominations!
  - https://onlinepubs.trb.org/onlinepubs/nchrp/docs/NCHRP_Announcement2023.pdf

FHWA Introduction and Perspective on Target Setting

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NCHRP 23-07: Effective Methods for Setting Transportation Performance Targets

TPM Webinar Series, May 23, 2022

Michael Grant,
Vice President
ICF

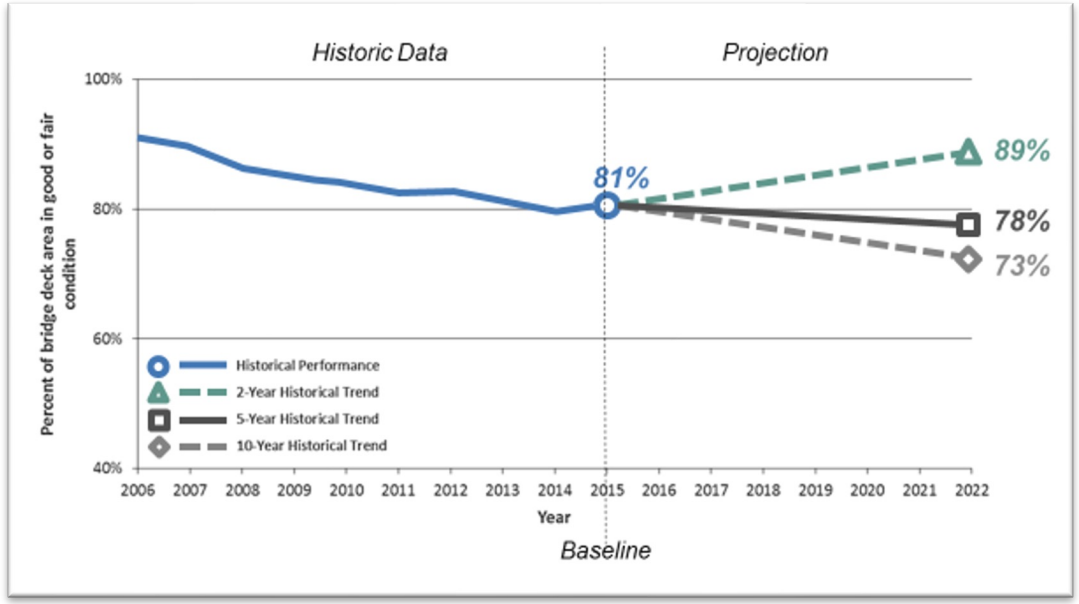
With support from

HIGH STREET

applied pavement TECHNOLOGY

Study Purpose

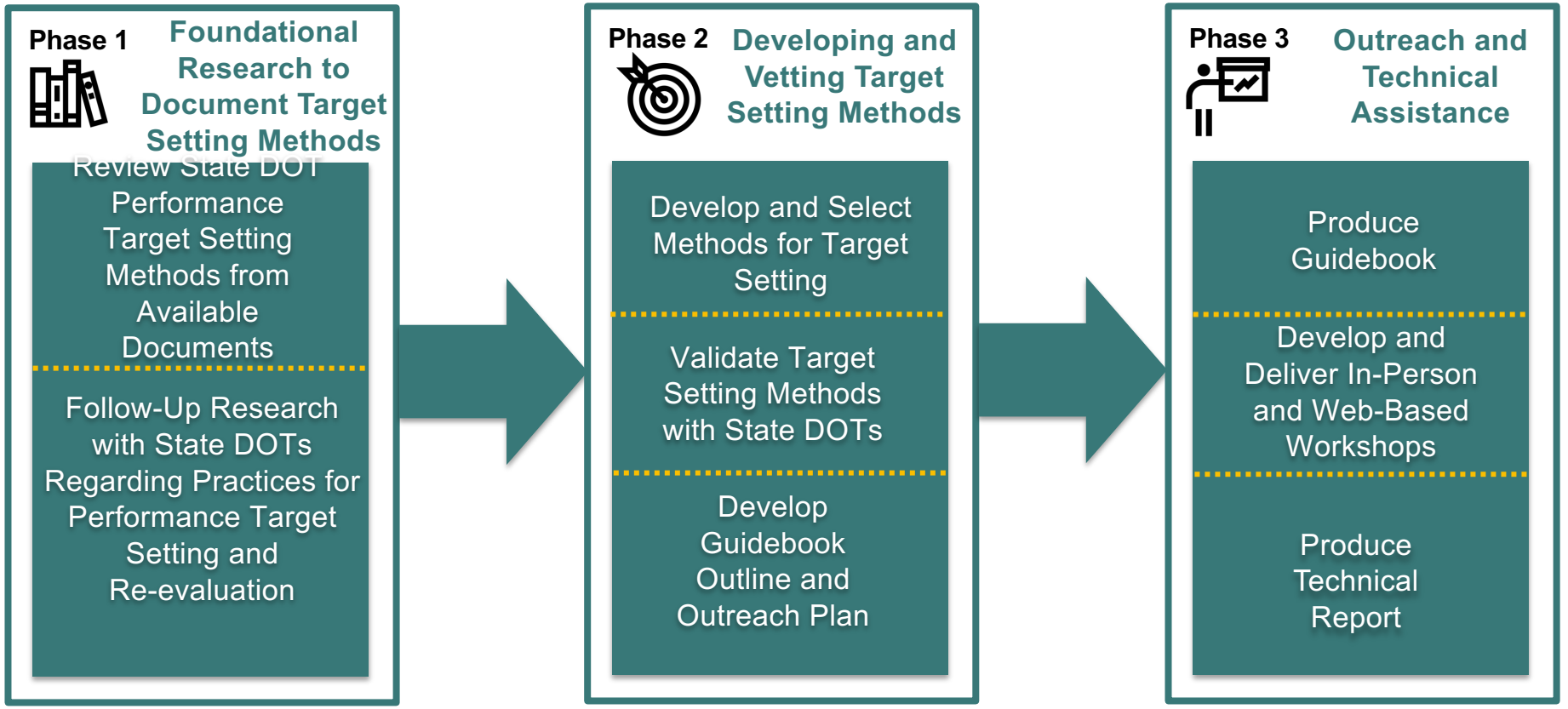
- State DOTs (in coordination with MPOs) are required to establish targets for each national performance measure.
- Agencies face challenges: Considering both quantitative and qualitative methods; accounting for macro-level trends as well as unforeseen events.



Source: NHI Target Setting course

To develop and disseminate a practitioner-ready guidebook on methods for target-setting.

Study Process Overview



Phase 1: Types of Target Setting Methods Used

- Policy-Based
  - E.g., annual decrease of 3%
- Historical Trends
  - E.g., based on trend over past 5 years
- Probabilistic and Risk-based Approaches
  - E.g., considering potential variability in performance
- Statistical Models that account for Explanatory Factors
  - E.g., regression model
- Other Tools and Models
  - E.g., pavement management systems

Phase 2: Developing and Vetting Target Setting Methods

- Developed and selected promising methods
- Piloted methods with a sample of agencies

State DOT	PM1	PM2	PM 3
Connecticut			X
Minnesota	X		X
New Jersey		X	
Oklahoma		X	X
South Carolina	X		
Utah			X
Washington State	X		X

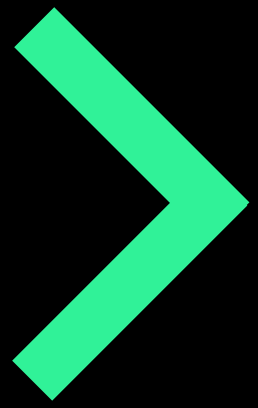
Reviewed Methods
Worked with agencies to review potential target setting methods

Identified Explanatory Factors
Worked with agencies to identify potential factors affecting performance

Gathered Data
Worked with agencies to identify data sources

Conducted Forecasting
Helped agencies develop forecasts of performance to support target setting

Guidebook Purpose



To help State DOTs and MPOs identify effective methods for setting transportation performance targets.

Guidebook Contents

Guidebook Part I: Target Setting Overview and Tips

Target setting philosophies

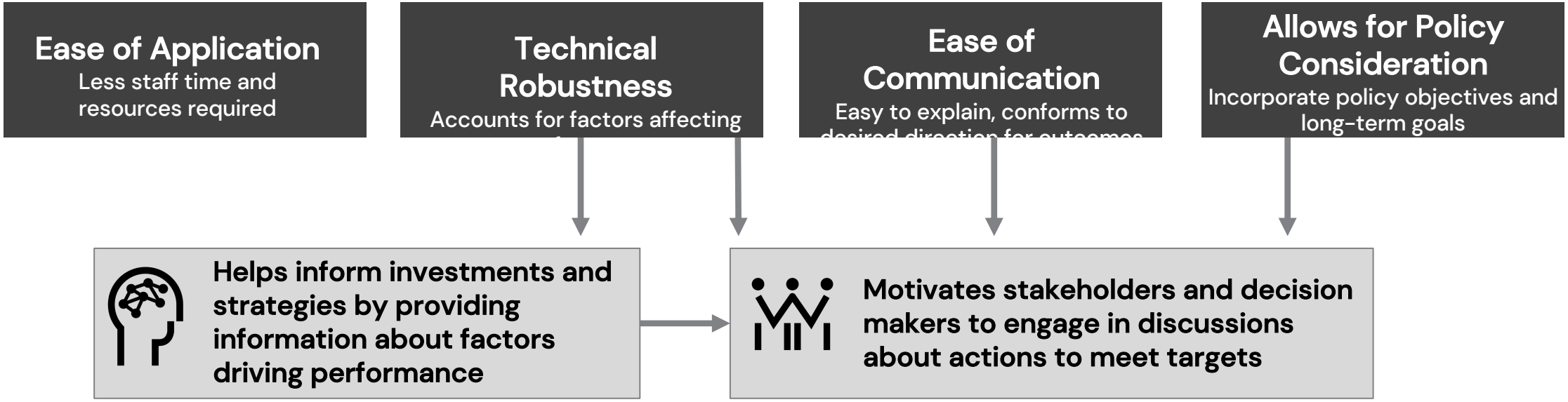
Conservative
Help ensure the agency can attain the target

Realistic/Predictive
Level most likely to occur

Aspirational
Reflect commitment to improved outcomes

Guidebook Part I: Target Setting Overview and Tips

What Makes a Target Setting Method Effective?



Guidebook Part II: A Menu of Target Setting Methods – Performance Measures Explored

 **Safety**	1. Number of Fatalities 2. Rate of Fatalities 3. Number of Serious Injuries 4. Rate of Serious Injuries 5. Number of Non-Motorized Fatalities and Non-Motorized Serious Injuries
 **Pavement Condition**	1. Percentage of Pavements of the Interstate System in Good Condition 2. Percentage of Pavements of the Interstate System in Poor Condition 3. Percentage of Pavements of the Non-Interstate NHS in Good Condition 4. Percentage of Pavements of the Non-Interstate NHS in Poor Condition
 **Bridge Condition**	1. Percentage of NHS Bridges classified as in Good Condition 2. Percentage of NHS Bridges classified as in Poor Condition
 **Reliability (Travel Time and Freight)**	1. Percent of the person-miles traveled on the Interstate that are reliable 2. Percent of person-miles traveled on the non-Interstate NHS that are reliable 3. Truck Travel Time Reliability (TTTR) Index
 **Congestion**	1. Annual Hours of Peak Hour Excessive Delay (PHED) Per Capita 2. Percent of Non-Single Occupancy Vehicle (SOV) Travel

Guidebook Part II: A Menu of Target Setting Methods – Fact Sheets

For each method:

- What It Is
- When to Use It
- What is Needed
- How to Do it
- Advantages
- Limitations
- Examples

PART II. A MENU OF TARGET SETTING METHODS
TARGET SETTING METHODS FOR INFRASTRUCTURE CONDITION

Pavement Method 2: Time-Series Trend

WHAT IT IS

Time-series trend refers to methods that rely only on historical performance data as the basis for the projection and eventual target. In this approach, the agency performs a regression analysis of historic performance and investment data to establish a historic trendline. That trendline is then extrapolated into the future.

AT A GLANCE

Ease of application:

Technical robustness:

Ease of communication:

Allows for policy preference:

WHEN TO USE IT

For pavements, trend analysis is feasible if funding levels and investment types are steady. The feasibility of this approach is reduced as the target setting timeline is extended or as the likelihood of changes in investment level or type increases.

WHAT IS NEEDED

Because of the simplicity of this approach, no special tools are required. The analysis can be performed using common spreadsheets or statistical software.

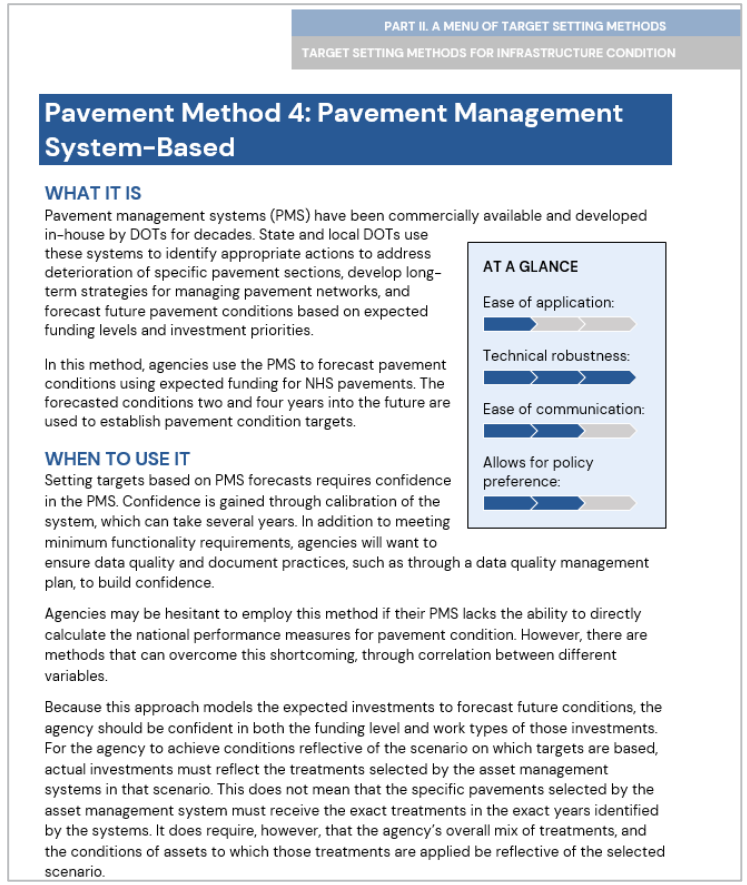
Time series analysis requires annual investment and performance data. The data should be parsed at the network level relative to the target in question. For pavements, this involves separating both investment and performance data for Interstates from the rest of the NHS network. This can be a challenge as projects may span multiple parts of the network or include investments in more than one asset class.

The primary source for condition data for setting pavement condition targets is the HPMS database. However, since HPMS may not have included cracking data for the entire NHS prior to 2018, states may choose to use a different pavement condition data set. If different condition data is used, it either needs to be correlated to the national performance measures for pavements through analysis, consensus opinion, or assumption.

HOW TO DO IT

Step 1: Select Years of Data

The two primary factors for selecting the years of historic data for asset conditions are availability and relevance. For pavement conditions, only one year of data was available for the NHP measures, so states typically selected IRI for the analysis, or used their own overall condition index as a surrogate. Relevance relates to the relevance of past performance data



PART II. A MENU OF TARGET SETTING METHODS
TARGET SETTING METHODS FOR INFRASTRUCTURE CONDITION

Pavement Method 4: Pavement Management System-Based

WHAT IT IS

Pavement management systems (PMS) have been commercially available and developed in-house by DOTs for decades. State and local DOTs use these systems to identify appropriate actions to address deterioration of specific pavement sections, develop long-term strategies for managing pavement networks, and forecast future pavement conditions based on expected funding levels and investment priorities.

AT A GLANCE

Ease of application:

Technical robustness:

Ease of communication:

Allows for policy preference:

In this method, agencies use the PMS to forecast pavement conditions using expected funding for NHS pavements. The forecasted conditions two and four years into the future are used to establish pavement condition targets.

WHEN TO USE IT

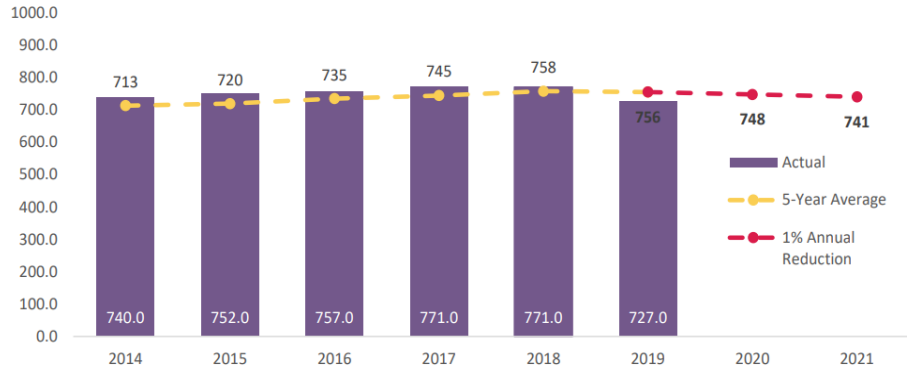
Setting targets based on PMS forecasts requires confidence in the PMS. Confidence is gained through calibration of the system, which can take several years. In addition to meeting minimum functionality requirements, agencies will want to ensure data quality and document practices, such as through a data quality management plan, to build confidence.

Agencies may be hesitant to employ this method if their PMS lacks the ability to directly calculate the national performance measures for pavement condition. However, there are methods that can overcome this shortcoming, through correlation between different variables.

Because this approach models the expected investments to forecast future conditions, the agency should be confident in both the funding level and work types of those investments. For the agency to achieve conditions reflective of the scenario on which targets are based, actual investments must reflect the treatments selected by the asset management systems in that scenario. This does not mean that the specific pavements selected by the asset management system must receive the exact treatments in the exact years identified by the systems. It does require, however, that the agency's overall mix of treatments, and the conditions of assets to which those treatments are applied be reflective of the selected scenario.

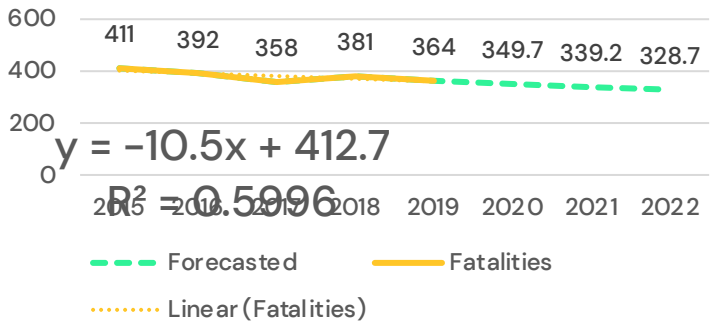
Guidebook Part II: A Menu of Target Setting Methods – Samples of Methods

1. Targeted Reduction
(e.g., 1% annual reduction)



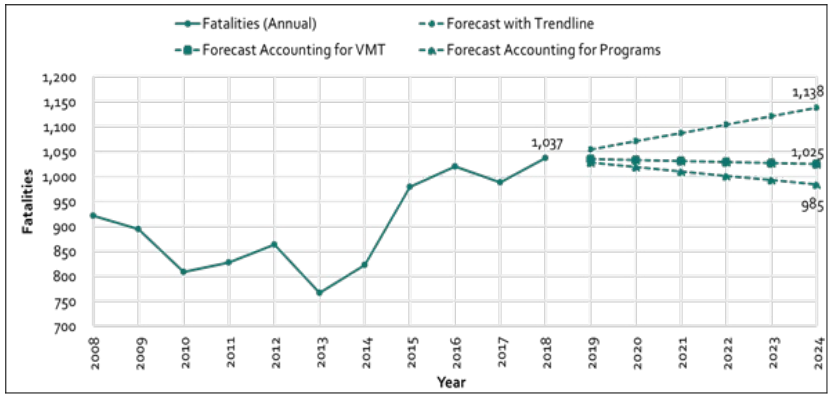
Source: Louisiana DOT

2. Time-Series Trend
(statistical analysis)



Source: Minnesota DOT

3. Trend Plus Other Factors
(adjustments from projected trend)



Source: South Carolina DOT

4. Multivariable Statistical Model
(accounting for factors affecting performance in the model)

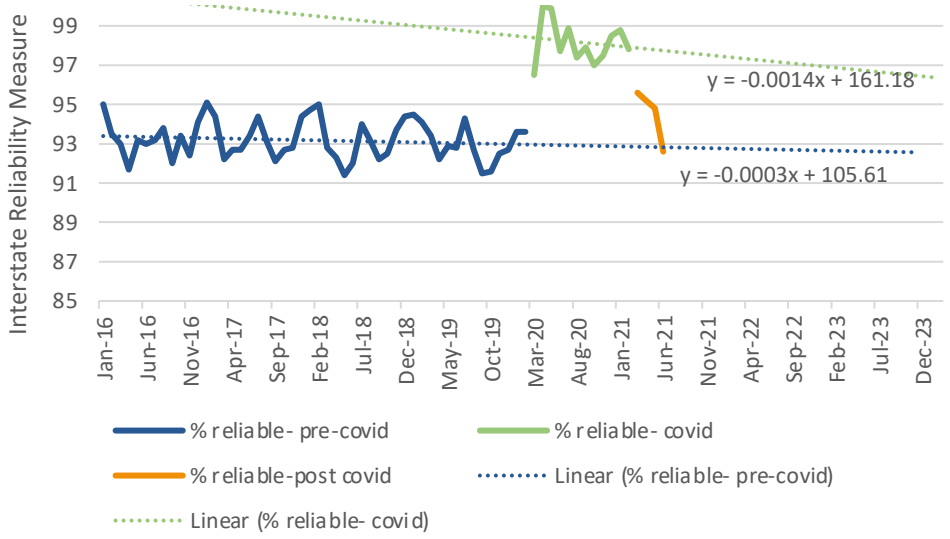
Examples: Virginia DOT, Michigan DOT

Guidebook Part II: A Menu of Target Setting Methods – Samples of Methods

RELIABILITY

1. Building off Baseline

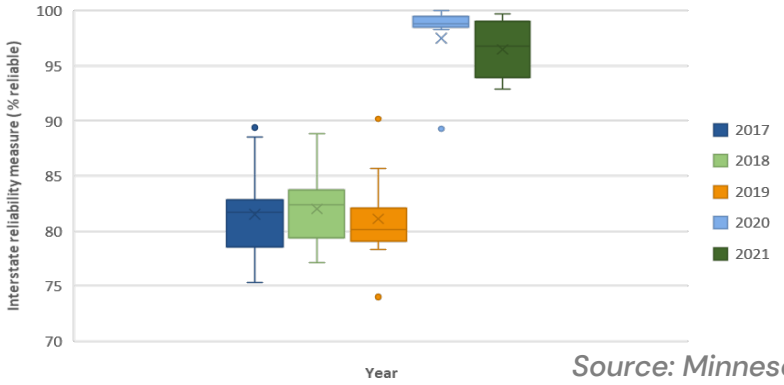
2. Time-Series Trend
(statistical analysis)



Source: Oklahoma DOT pilot

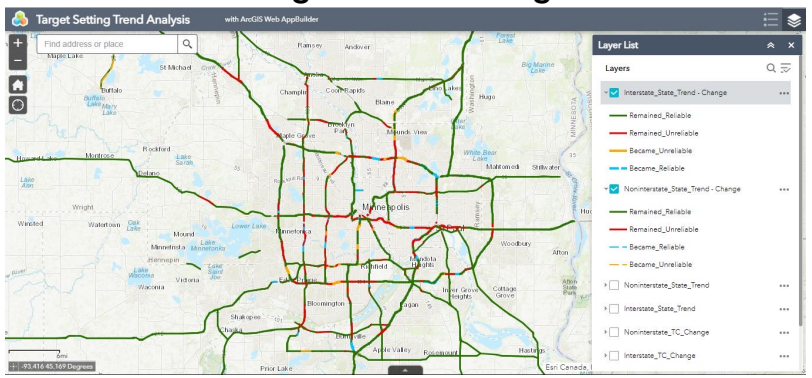
3. Trend Plus Other Factors
(adjustments from projected trend)

4. Performance Risk Analysis
(explores variation in performance levels)



Source: Minnesota DOT pilot

5. Segment Risk Analysis
(risk of individual segments shifting reliable/unreliable)



Source: Minnesota DOT pilot

6. Statistical Model
(relates reliability performance to independent variables)

Guidebook Part III: Non-Required Measures

- Reasons for using performance measures beyond requirements
- Examples of measures and targets in five areas:
  - Accessibility
  - Greenhouse gas emissions
  - Active transportation
  - Transit ridership
  - Customer satisfaction

Web-based Workshop Series: Effective Target Setting Methods

Workshop Topic	Date	Agency Presenters
1. Safety	Thursday, June 2, 2022, 2-4 pm Eastern	• Ida van Schalkwyk, Washington State DOT • Emily Thomas, South Carolina DOT • Mark Bott, Michigan DOT
2. Travel Time and Freight Reliability	Wednesday, June 8, 2022 2-4 pm Eastern	• Andrea White, Iowa DOT • Sanhita Lahiri and Simona Babiceanu, Virginia DOT
3. Congestion Measures (Non-SOV and Peak Hour Excessive Delay per Capita)	Thursday, June 16, 2022 2-4 pm Eastern	• Nick Warren, Memphis MPO • Travis Johnson, Charlotte Regional TPO • Eric Randall, Metropolitan Washington COG
4. Bridge Condition	Thursday, June 23, 2022 2-4 pm Eastern	• Justin Bruner, Pennsylvania DOT • Karen Reimer, Connecticut DOT
5. Pavement Condition	Thursday, June 30, 2022 2-4 pm Eastern	• Phil Clements, South Dakota DOT • Reid Kiniry, Vermont Agency of Transportation
6. Lessons Learned on Target Setting Methods and Effective Practices	Thursday, July 21, 2022 2-4 pm Eastern	• Deanna Belden, Minnesota DOT • Edgardo Block, Connecticut DOT

For links to register, go to https://www.tpm-portal.com/event-directory/

In-Person Workshops

- Being planned
- Anticipated at:
  - AMPO Annual Conference: *October 25-28, 2022 - Minneapolis, MN*
  - AASHTO 2022 Conference on Performance-Based Management, Planning, and Data: *December 5-8, 2022 - Providence, RI*

For More Information

For more information about NCHRP 23-07, visit:

https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=4788

The National Cooperative Highway Research Program (NCHRP) produces ready-to-implement solutions to the challenges facing transportation professionals. NCHRP is sponsored by the individual state departments of transportation of the American Association of State Highway and Transportation Officials (AASHTO), in cooperation with the Federal Highway Administration (FHWA). NCHRP is administered by the Transportation Research Board (TRB), part of the National Academies of Sciences, Engineering, and Medicine. Any opinions and conclusions expressed or implied in resulting research products are those of the individuals and organizations who performed the research and are not necessarily those of TRB; the National Academies of Sciences, Engineering, and Medicine; or NCHRP sponsors.

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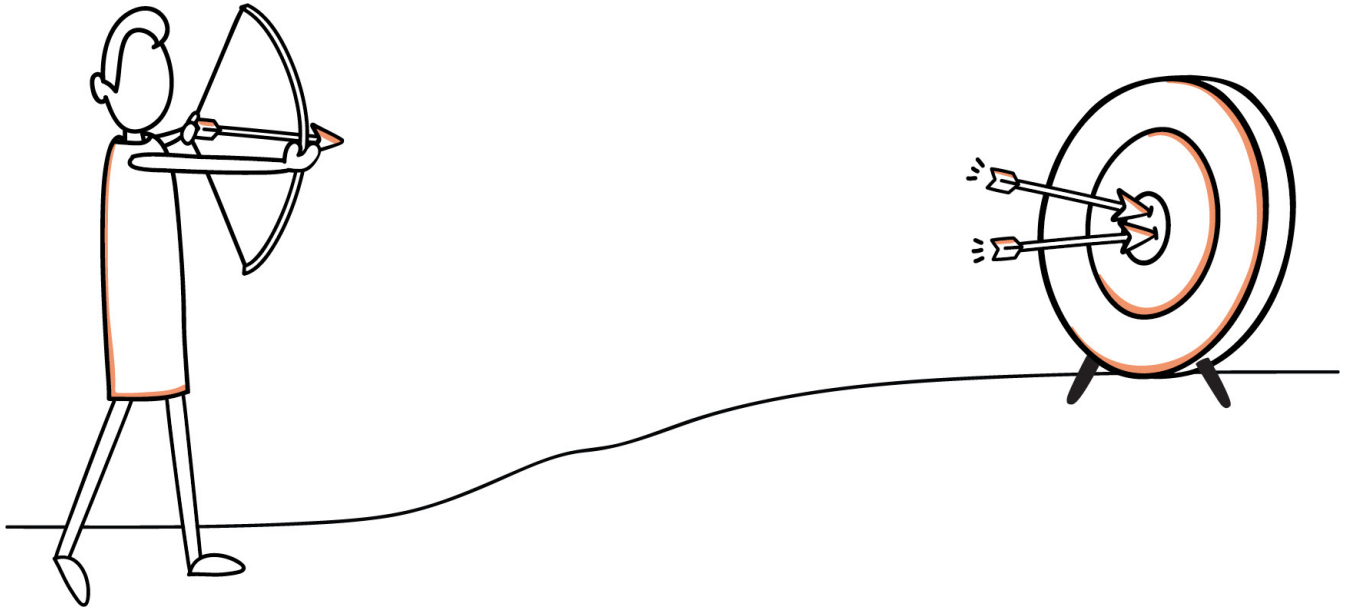
Making Targets Matter

Managing Performance to Enhance Decision-Making

NCHRP Project 02-27

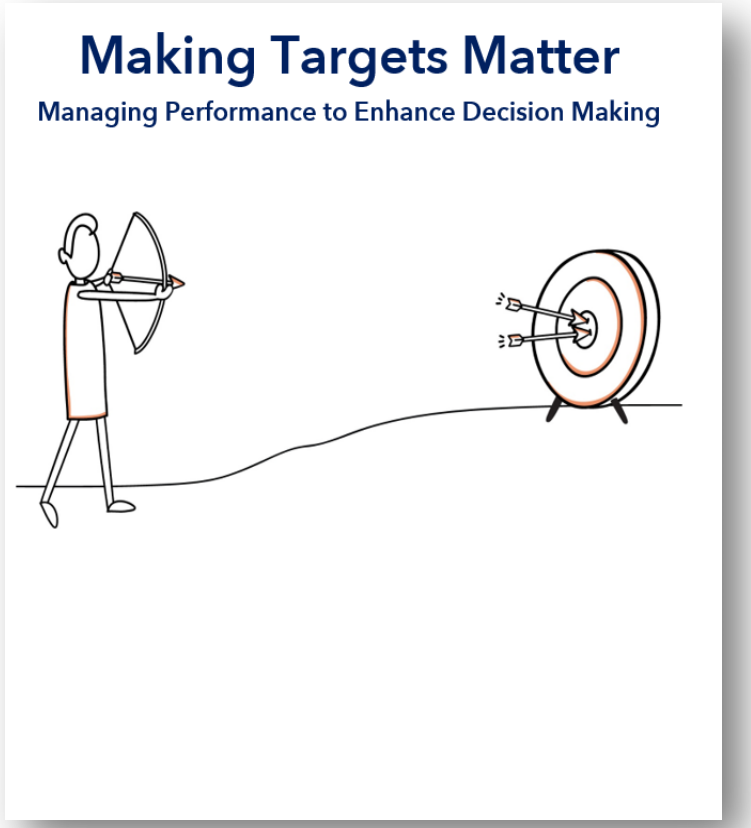


HIGH STREET

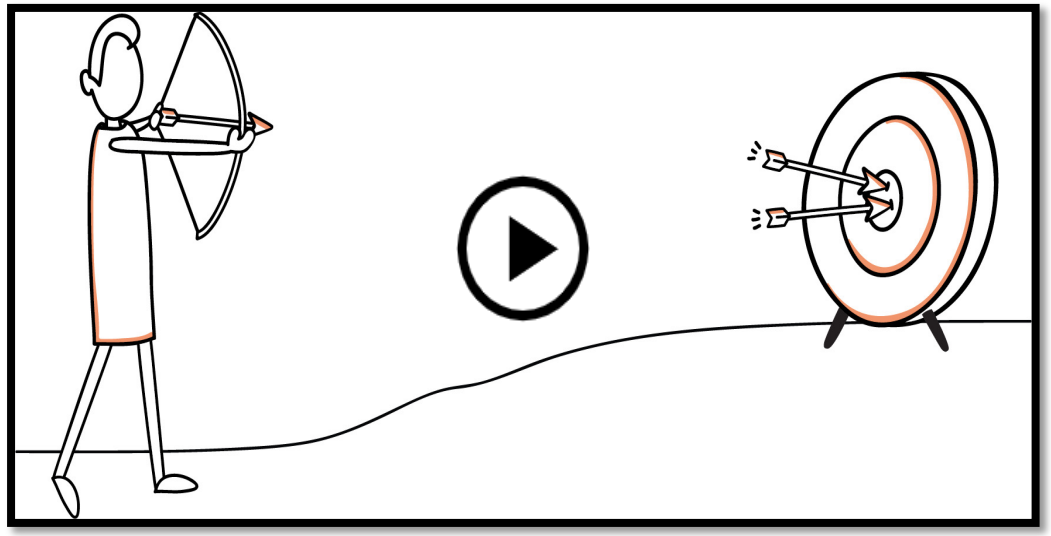
In partnership with: ICF

Final Products

Guidebook

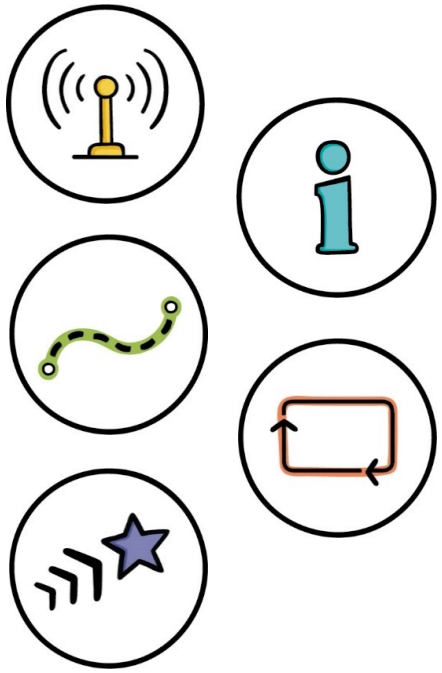


Short ‘Explainer’ Videos



Major Results

Feedback Framework



Strategies for Better Feedback

- BUILD BUY-IN FOR THE LONG TERM
- NAVIGATE YOUR DATA ECOSYSTEM
- CONVENE ACROSS BOUNDARIES
- FORMALIZE ASSESSMENT OF WHAT WORKS
- ADJUST YOUR ACTIONS
- TELL YOUR PERFORMANCE STORY

Case Studies of Feedback in Action

WASATCH FRONT REGIONAL COUNCIL

IOWA DOT

metro

MARICOPA ASSOCIATION of GOVERNMENTS

VDOT Virginia Department of Transportation

Office of INTERMODAL Planning and Investment

Lean everyday ideas @ CDOT

State of Nebraska Center of Operational Excellence LEAN

RESULTS WASHINGTON

ARIZONA MANAGEMENT SYSTEM

Principles Behind the Strategies

Go beyond outlining what to do

We already have that

Describe how to do it

Make it tangible

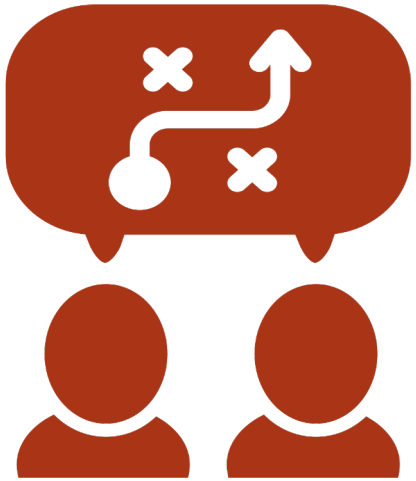
Find the “secret sauce”

Demystify the secret

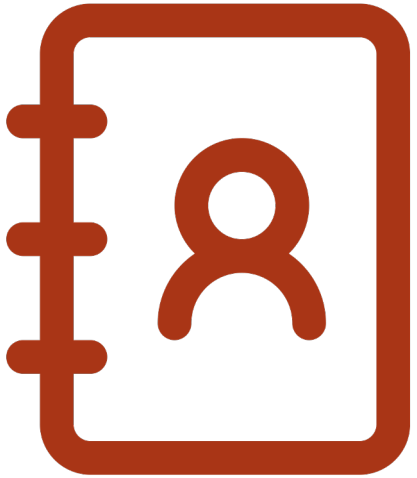
New Research Goals

Evolve the Framework

Deepen & Find New Strategies

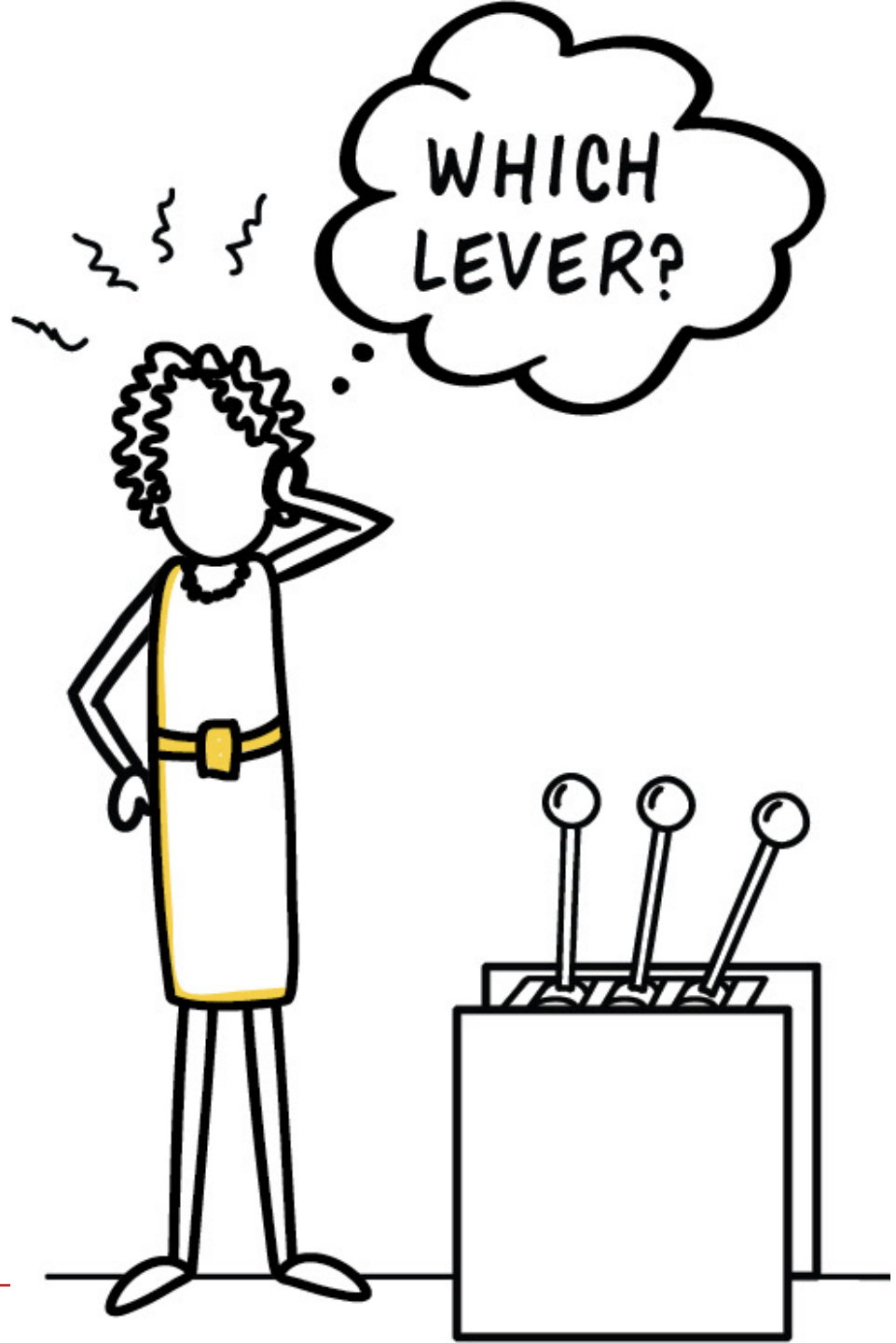


Report on New Success Stories

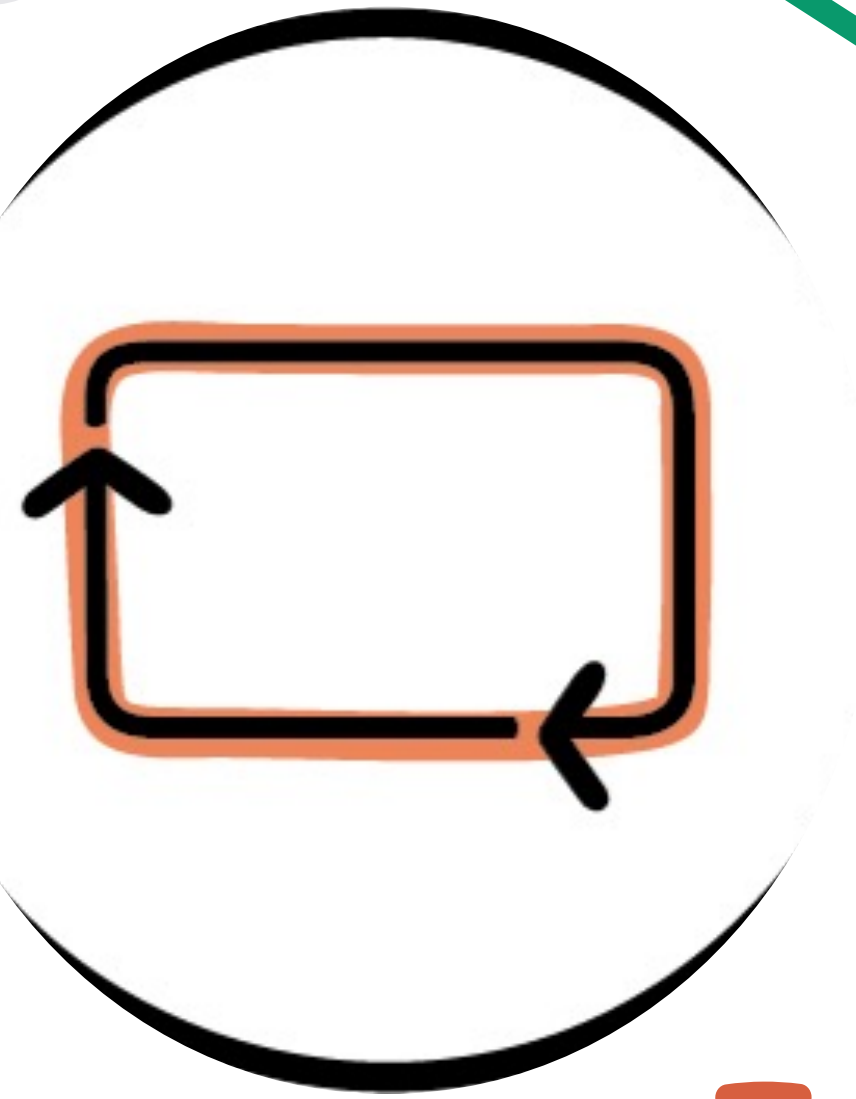


What does it mean to ‘Make Targets Matter’?

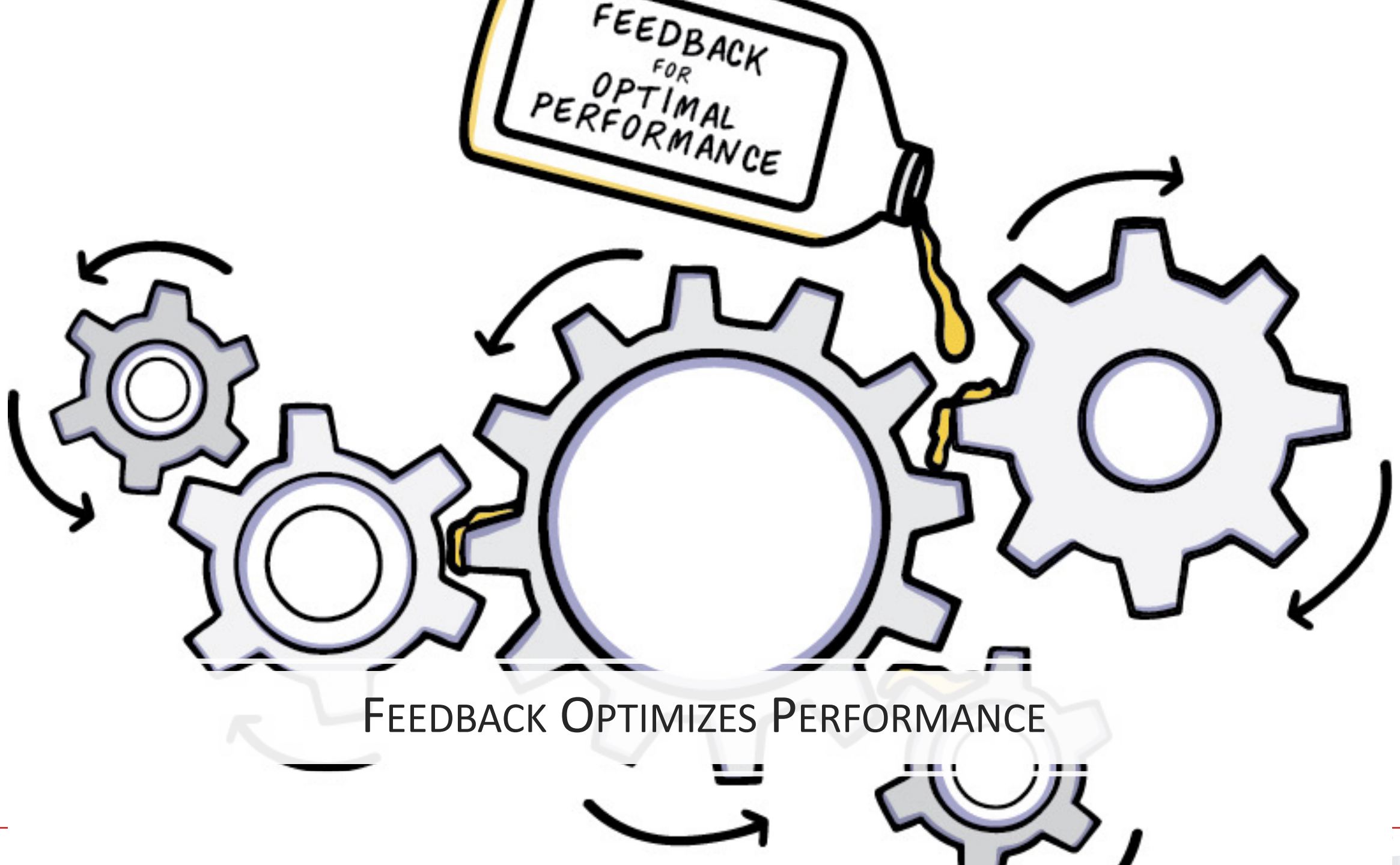
Targets drive decisions



How do you find out which actions will meet targets?



Feedback



FEEDBACK OPTIMIZES PERFORMANCE

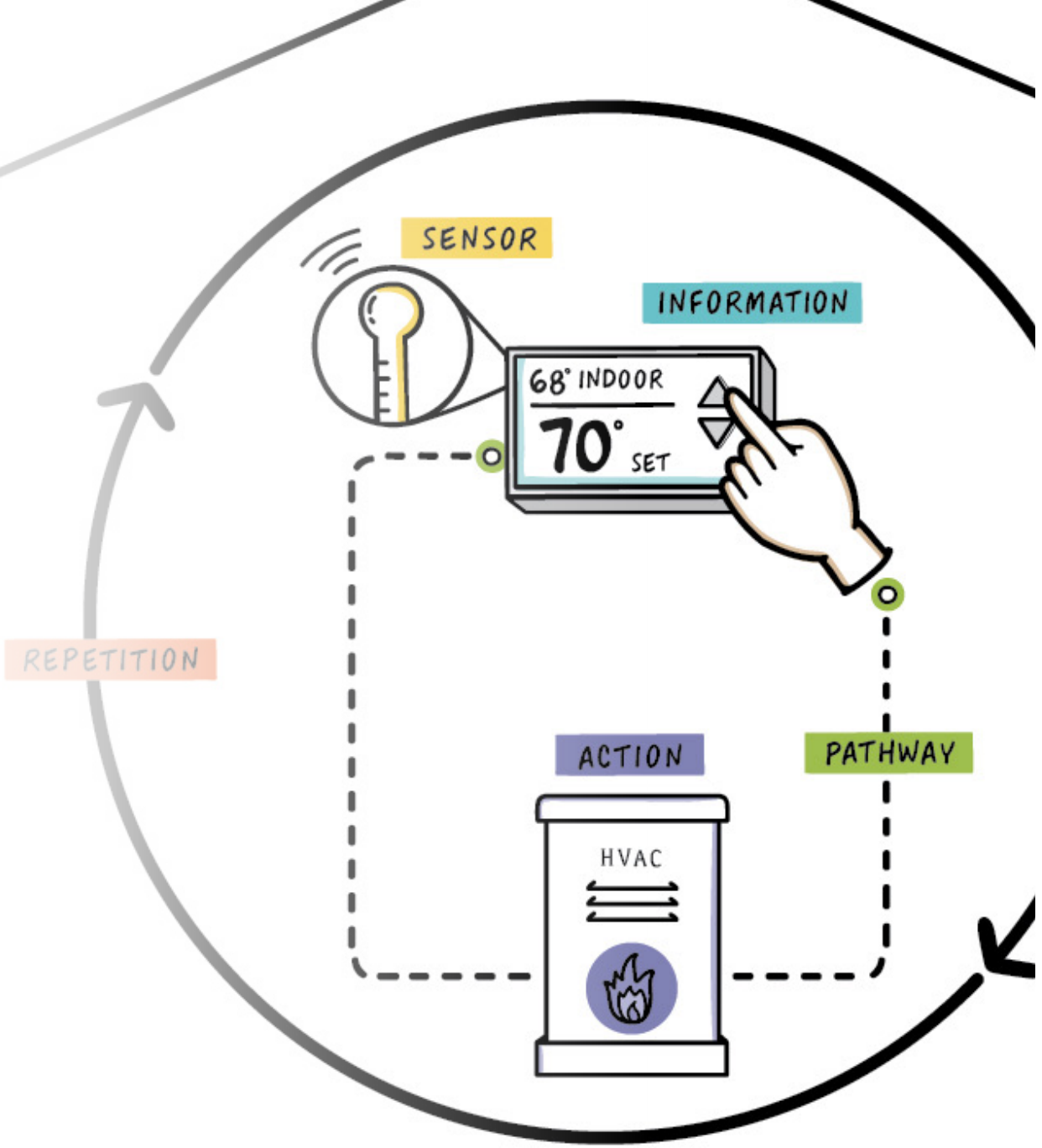
NCHRP 02-27 Project Thesis

More accurate and more frequent feedback from the people and data that experience the transportation network can help agencies make decisions and take actions that improve performance and meet targets.

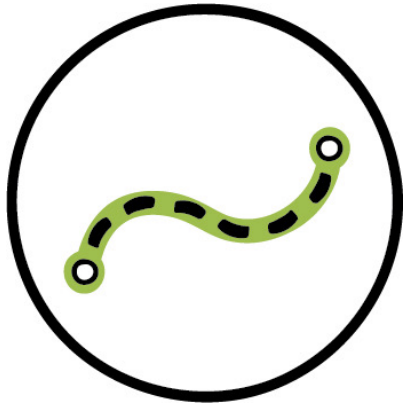
What Is Feedback?

A simple feedback example:

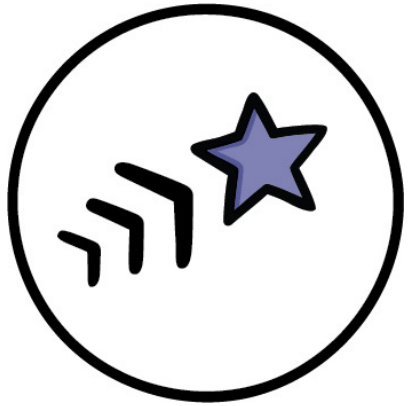
Your Home Heating System



Information



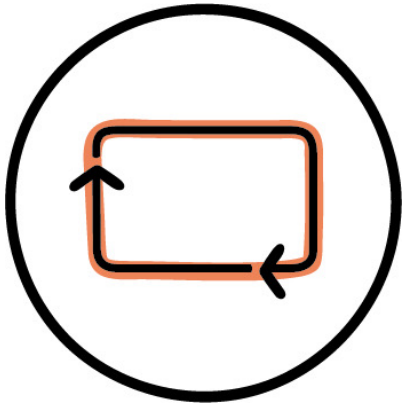
Pathways



Action

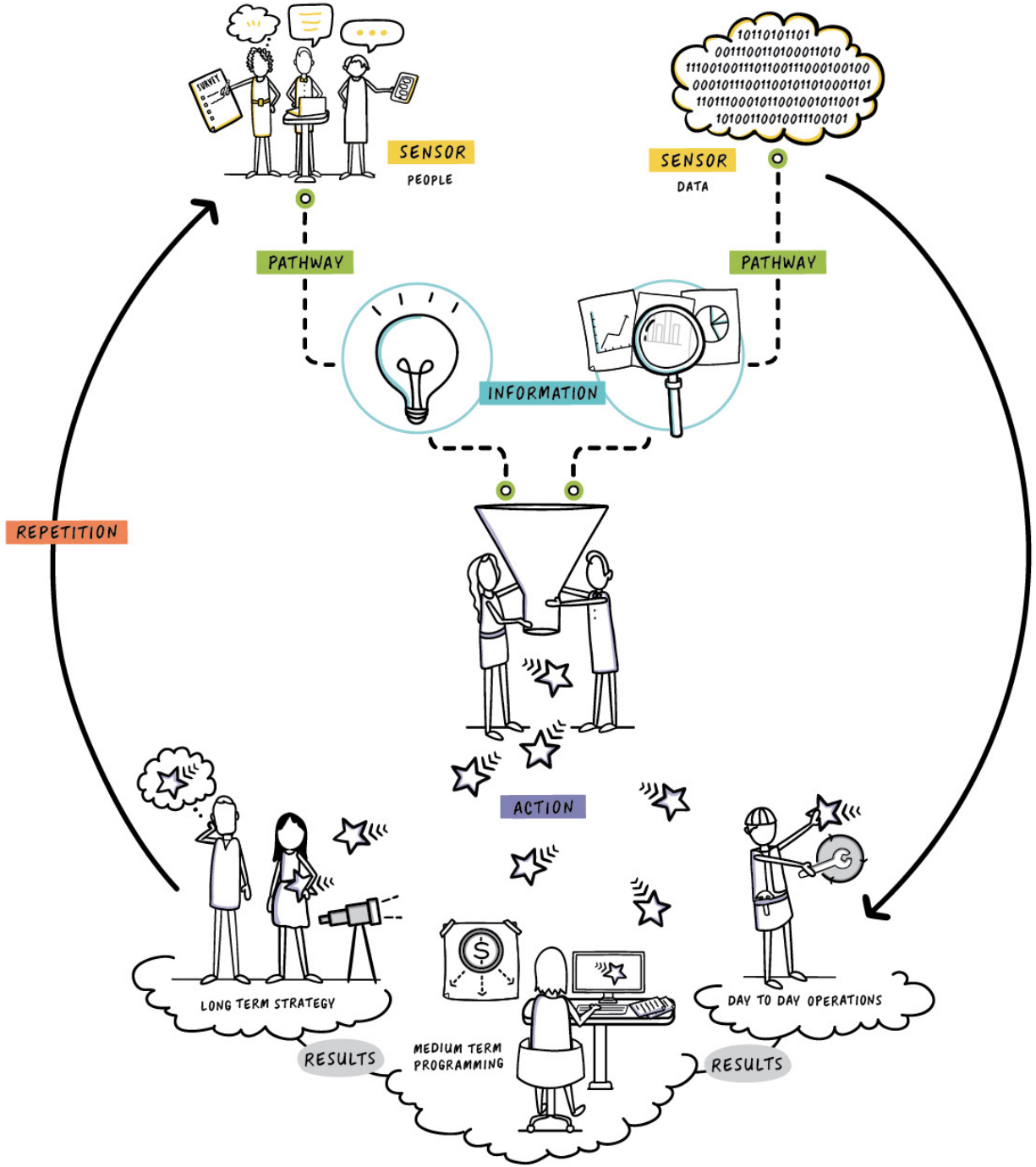
Sensors

Elements of Feedback



Repetition

Feedback in a Transportation System

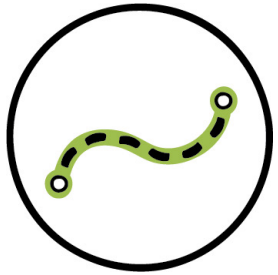


Strategies for Better Feedback

Strategies for Better Feedback

Prepare Your Sensors

1. Build Buy-In
2. Navigate Data



Establish Pathways

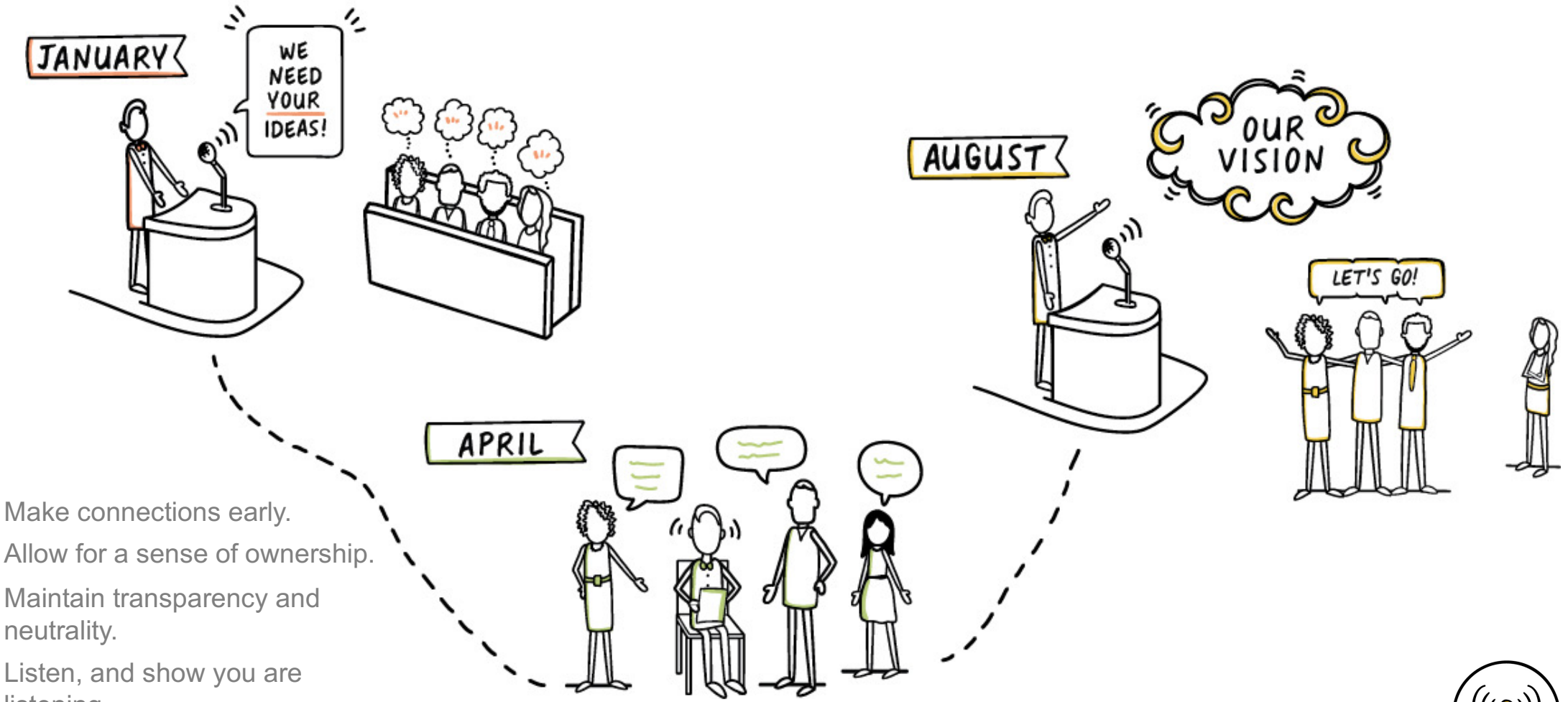
3. Convene
4. Formalize Assessments

Put It to Work

5. Adjust Actions
6. Tell Your Story

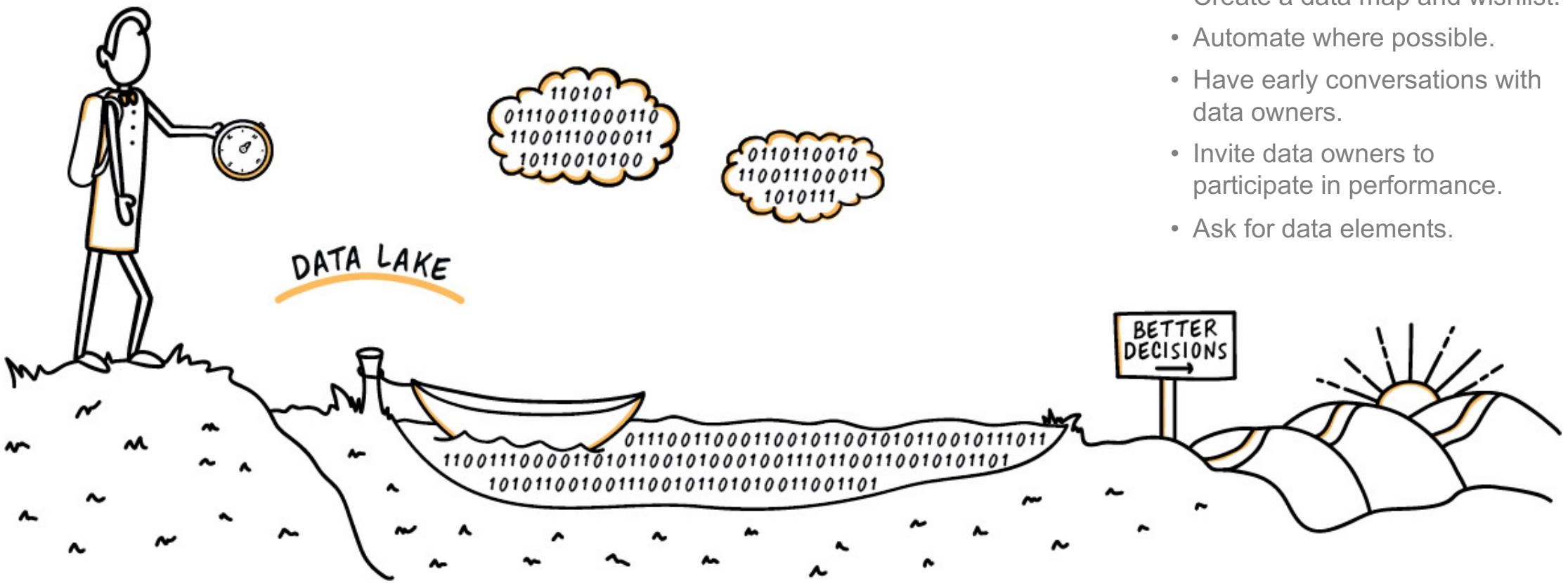
Prepare Sensors

BUILD BUY-IN FOR THE LONG TERM

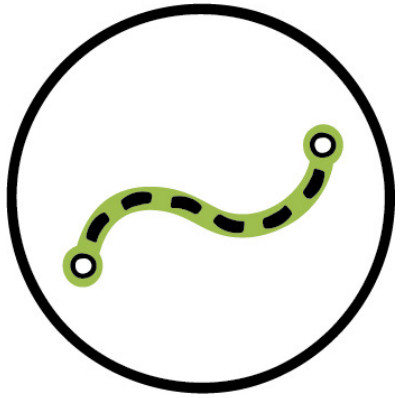


- Make connections early.
- Allow for a sense of ownership.
- Maintain transparency and neutrality.
- Listen, and show you are listening.

NAVIGATE YOUR DATA ECOSYSTEM



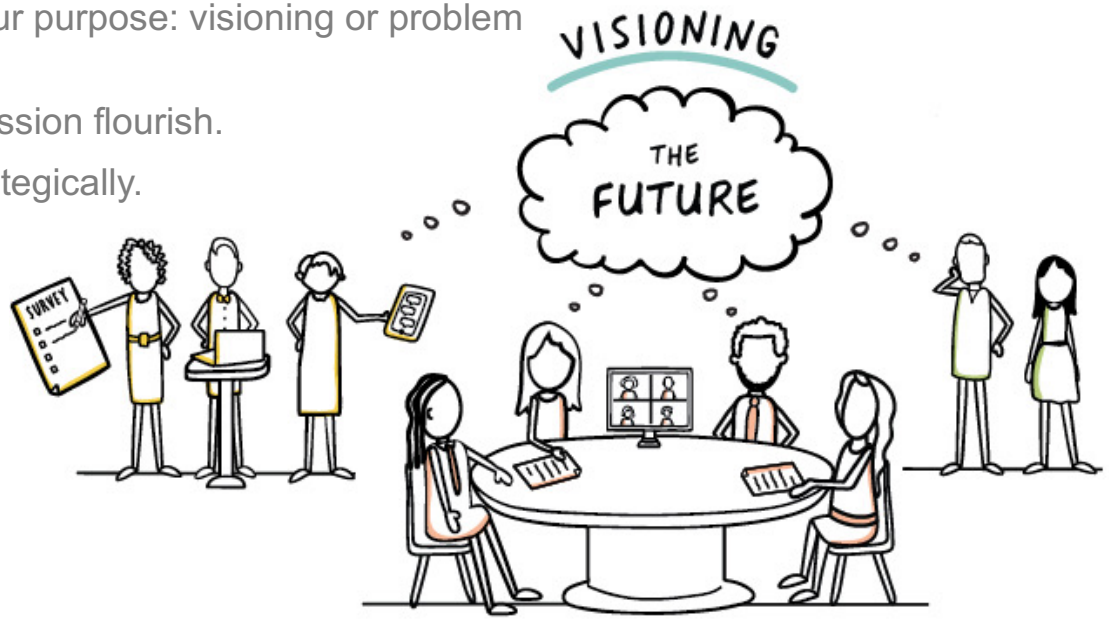
- Create a data map and wishlist.
- Automate where possible.
- Have early conversations with data owners.
- Invite data owners to participate in performance.
- Ask for data elements.

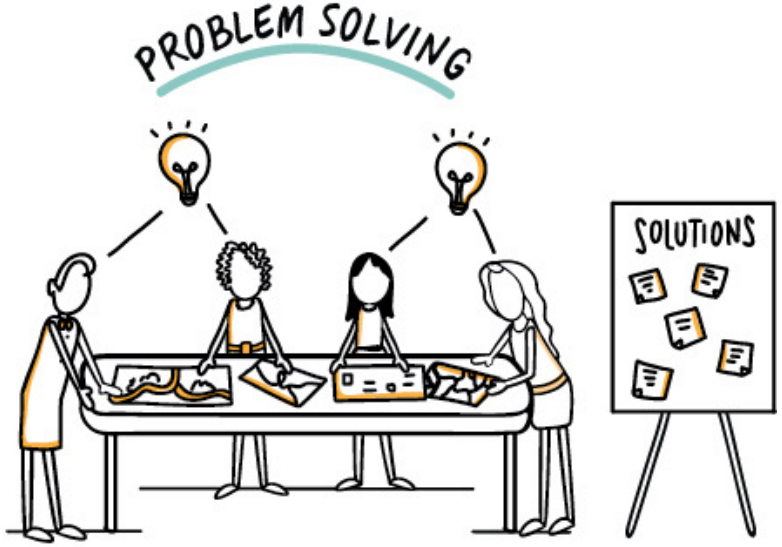


Establish Pathways

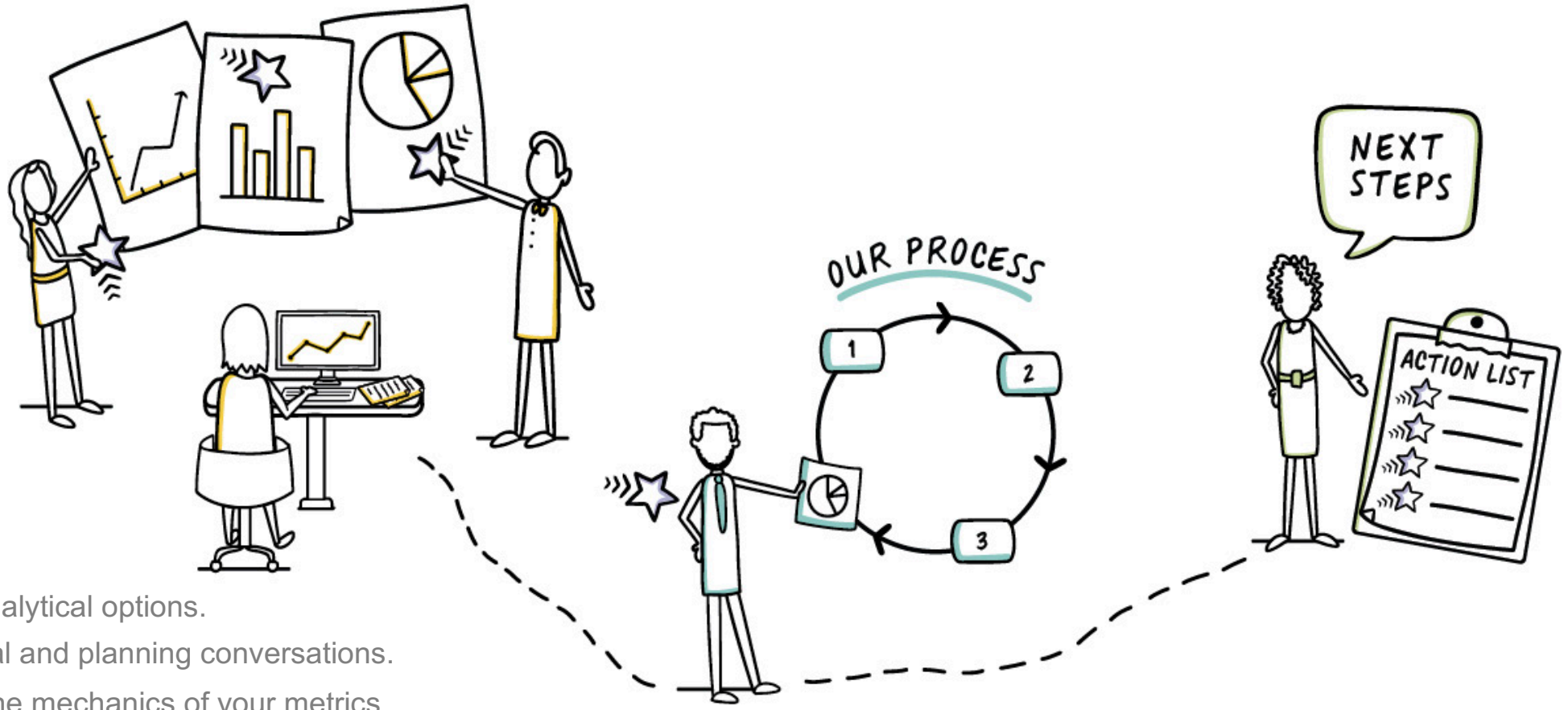
CONVENE ACROSS BOUNDARIES

- Build a habit of short, frequent dialogue.
- Gather the right people. (*Up and down the agency, across boundaries.)*
- Know your purpose: visioning or problem solving?
- Let discussion flourish.
- Time strategically.

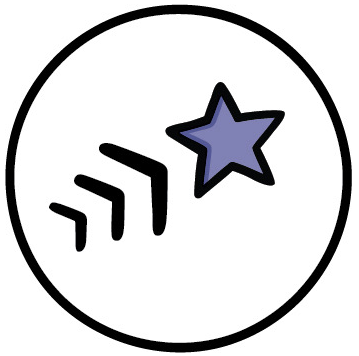




FORMALIZE ASSESSMENT OF WHAT WORKS



- Know your analytical options.
- Align technical and planning conversations.
- Understand the mechanics of your metrics.
- Set assessment points.



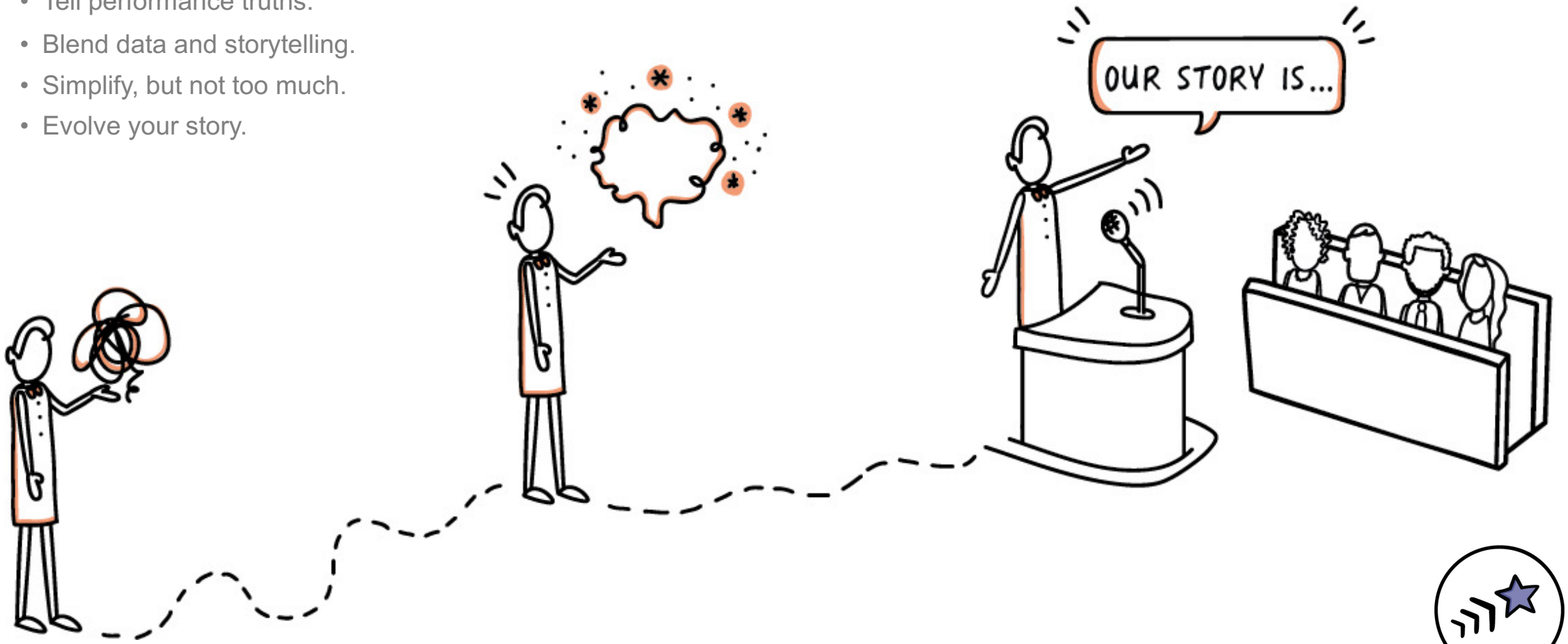
Put It to Work

ADJUST YOUR ACTIONS

- Know your menu of options
- Start where you are.
- Embrace incrementalism.
- Institutionalize feedback.
- Seize opportunities as they arise.
- Just try something!

TELL YOUR PERFORMANCE STORY

- Stories let people ”hear” you
- Tell performance truths.
- Blend data and storytelling.
- Simplify, but not too much.
- Evolve your story.



Strategies to Make Targets Matter

Prepare Sensors

Build buy-in for the long term

- Make connections early.
- Allow for a sense of ownership.
- Maintain transparency and neutrality.
- Listen, and show you are listening.

Navigate your data ecosystem

- Create a data map and wishlist.
- Automate where possible.
- Have early conversations with data owners.
- Invite data owners to participate in performance.
- Ask for data elements.

Establish Pathways

Convene across boundaries

- Build a habit of short, frequent dialogue.
- Gather the right people. (*Up and down the agency, across boundaries.)*
- Let discussion flourish.
- Time strategically.

Formalize assessment of what works

- Know your analytical options.
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Put It to Work

Tell your performance story

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Adjust your actions

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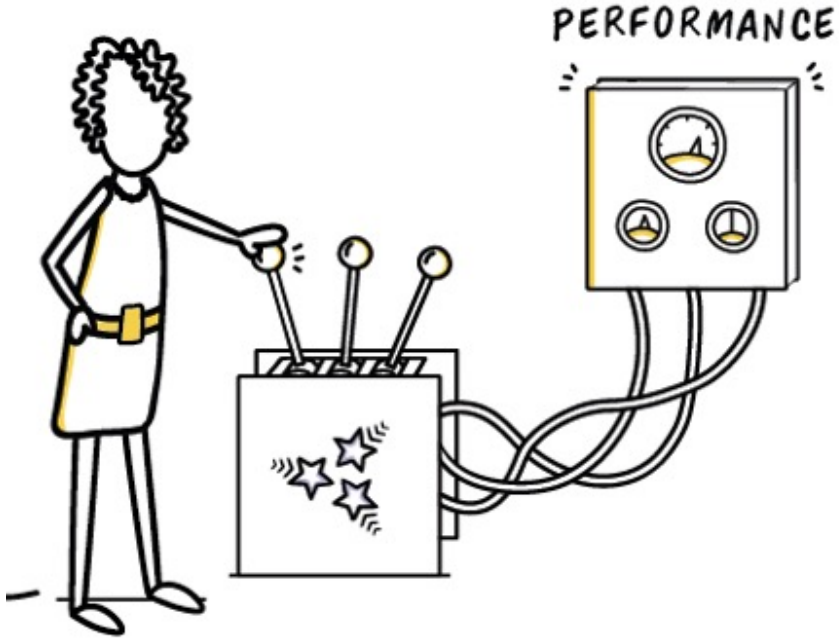
What Does This Mean for Target Setting?

Initial Making Targets Matter Premise

Target Already Established

Begin the Work to Make Targets Matter



New Thinking on Making Targets Matter

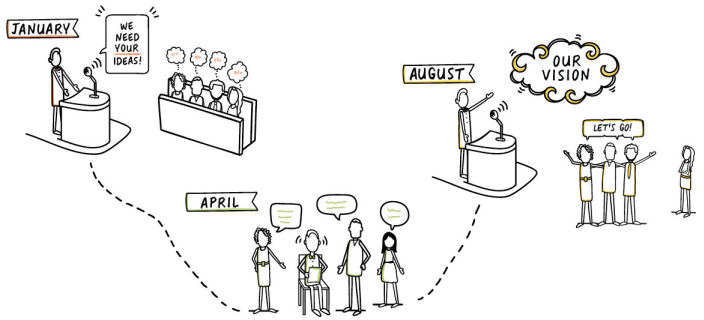
The Process of Setting Targets…

…is <u>Central</u> to the Work to Make Targets Matter

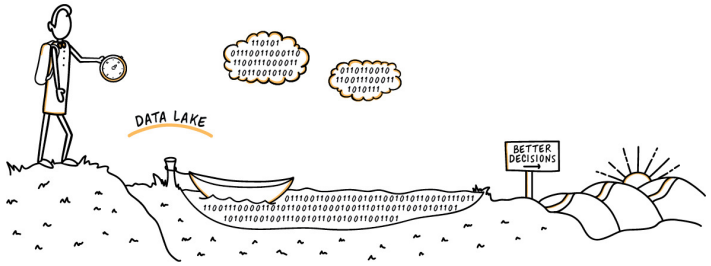
Target Setting Hits on All Major Strategies

Prepare Sensors

Build Buy-In for the Long Term

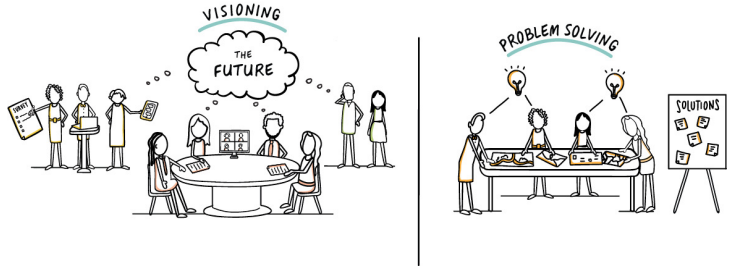


Navigate Your Data Ecosystem

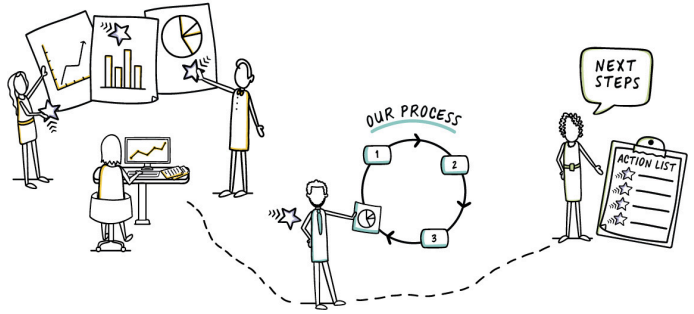


Establish Pathways

Convene Across Boundaries



Formalize Assessment of What Works



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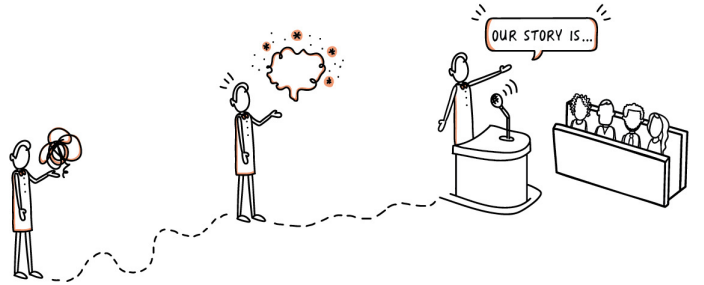
Tell Your Performance Story



Adjust Your Actions

Federal Measures

Federal Targets Don't Matter

"Federal measures and targets *don't* matter."

"Timeframe is too short to do anything to meet the targets."

Federal Targets CAN Matter

(just maybe not the way we expected)

"The real benefit was not the exact process for setting the target. It's that it gets actual performance in front of leadership."

"What the numbers are is not nearly as important as talking about the numbers."

"We are definitely having hard conversations about target setting."

Start Making Targets Matter with the Target Setting Process

And Continue Feedback Strategies After Targets are Set

New Round of Peer Exchanges

We Need You!

Late Summer/ Fall 2022

Travel Expenses Covered

Share Experiences

Anna Batista

Project Manager

batista@highstreetconsulting.com

Contact Information

For more information about this project or implementation, contact:

Anna Batista
Project Manager
batista@highstreetconsulting.com

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Q&A

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