

Setting Targets: If It Won't Challenge You, It Won't Change You

2016 BFO Preparation Session #4



Training Objectives

Attendees will:

- Have fun
- Review stages of target setting and steps to take when analyzing historical data for trends
- Practice analyzing data

Revisiting the goal statement

In order to make our streets safer the police department

(Desired outcome: e.g., reduce violent crime)

(City/Department/Program)

will decrease

(Direction: increase/reduce)

violent crime

(Measure/Metric: # of violent crimes)

by 20%

(Target: 5%)

by July 30, 2016.

(Timeframe: 2017)

Why Set Targets?

Clarifies vision for
all stakeholders

Creates framework
for accountability

Inspires actors to
continuous improvement



Your Examples

Share your examples of a target that you have set in the past, the data that you used to reach the target, and the results.

Discuss whether you think the target was strong, why or why not, and how you might adjust the target going forward.

Target Setting Categories

Uncertainty

no baseline data
exists to set
appropriate targets
without guessing

Overconfidence

targets are unrealistic
and unattainable based
on baseline data

Mediocrity

targets are far
below proven
capacity

Accuracy

targets are
carefully calculated
to drive precise
achievement

Stability

performance has
reached an
acceptable level,
time to maintain and
shift focus

	Uncertainty	Overconfidence	Mediocrity	Accuracy	Stability
Do's	<ul style="list-style-type: none"> <input type="checkbox"/> Consider a proxy measure. <input type="checkbox"/> Take advantage of benchmarking. <input type="checkbox"/> Make an informed guess. <input type="checkbox"/> Remember, targets can be revised. <input type="checkbox"/> Ask an outside expert. <input type="checkbox"/> Consider not setting a target. <input type="checkbox"/> Create a data collection schedule and stick to it. <input type="checkbox"/> Decide analytical methods in advance <input type="checkbox"/> Engage Stakeholders 	<ul style="list-style-type: none"> <input type="checkbox"/> Understand why it is happening <input type="checkbox"/> Correct it by taking an informed approach <input type="checkbox"/> Identify the actual past performance history <input type="checkbox"/> Confirm all trends and anomalies <input type="checkbox"/> Show (do not just tell) what it would take to reach the overconfident target <input type="checkbox"/> Find a middle ground <input type="checkbox"/> Adjust the timelines <input type="checkbox"/> Let it go 	<ul style="list-style-type: none"> <input type="checkbox"/> Understand its relationship to fear, distrust, and complacency <input type="checkbox"/> Correct it by taking an informed approach <input type="checkbox"/> Identify the actual past performance history <input type="checkbox"/> Confirm all trends and anomalies <input type="checkbox"/> Show (do not just tell) why a more aggressive target is reasonable and achievable <input type="checkbox"/> Find a middle ground <input type="checkbox"/> Plan for future success by providing more resources to inform the next round <input type="checkbox"/> Prevent it from recurring 	<ul style="list-style-type: none"> <input type="checkbox"/> Leverage multiple datasets and variables <input type="checkbox"/> Use proven data science practices <input type="checkbox"/> Run multiple what-if scenarios and sensitivity analysis <input type="checkbox"/> Pick an acceptable error range 	<ul style="list-style-type: none"> <input type="checkbox"/> Celebrate it <input type="checkbox"/> Learn from it <input type="checkbox"/> Identify a permanent champion <input type="checkbox"/> Continue monitoring (behind the scenes) <input type="checkbox"/> Move on
Don't's	<ul style="list-style-type: none"> <input type="checkbox"/> Do not give up. The absence of baseline data does not justify inaction. <input type="checkbox"/> Do not confuse reluctance with incapacity. <input type="checkbox"/> Do not be surprised when a target reveals a bad measure. <input type="checkbox"/> Do not advertise targets that negatively impact your stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Do not be defensive <input type="checkbox"/> Do not assume they know better <input type="checkbox"/> Do not over-correct 	<ul style="list-style-type: none"> <input type="checkbox"/> Do not tolerate it <input type="checkbox"/> Do not exacerbate it by shaming people with talk of "accountability" 	<ul style="list-style-type: none"> <input type="checkbox"/> Do not get intimidated <input type="checkbox"/> Do not bend your target toward the actuals <input type="checkbox"/> Do not refine targets too frequently 	<ul style="list-style-type: none"> <input type="checkbox"/> Do not take it for granted <input type="checkbox"/> Do not jeopardize it

Benchmarking

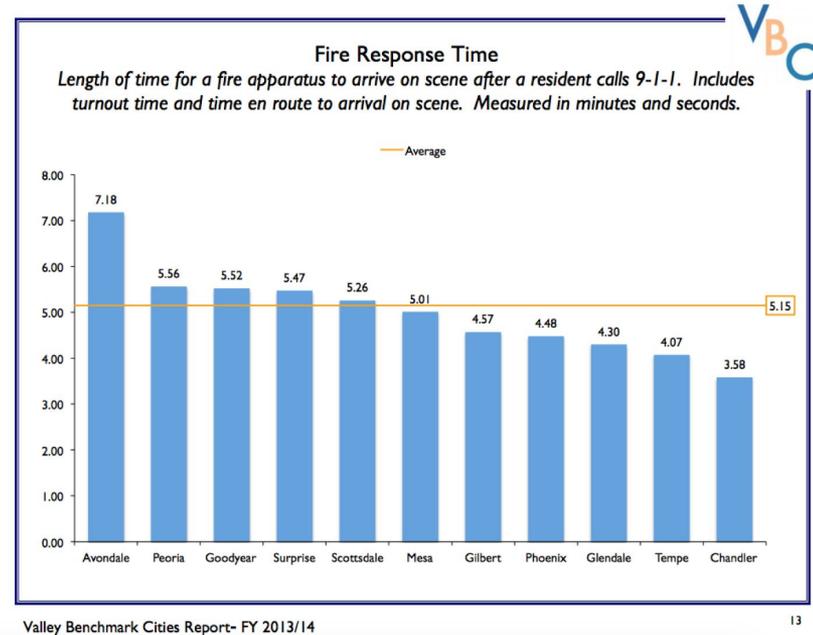
What is benchmarking?

- The process of continuously comparing and measuring one organization against another to gain information that will help the organization take action to improve its performance
- Governments of all levels of capability can leverage benchmarking in their performance management practice

External Benchmarking

- Means comparing yourself to others like you
 - population, mobility, infrastructure, politics and governance, etc.
- Find commonly measured services and metrics with similar definitions

[GovEx's Benchmarking Resource](#)



External Benchmarking

The US Census Bureau's [American Fact Finder](#) enables users to select states, counties, and metropolitan statistical areas and compare them across multiple dimensions (e.g., population, income, employment, etc).

The [Bureau of Labor Statistics](#) has labor force, wages, and price data for multiple geographic regions

Wikipedia has [several lists](#) of cities in the United States ranked by population

american.gov/faces/nav/jsp/pages/index.xhtml

AMERICAN FactFinder

GUIDED SEARCH | ADVANCED SEARCH | DOWNLOAD CENTER

Community Facts

Find popular facts (population, income, etc.) and frequently requested data about your community.

Enter a state, county, city, town, or zip code:
[e.g., Atlanta, GA]

Guided Search

Advanced Search

Download Center

Popular Tables

- Population and Housing
 - Annual Population Estimates (2014 PEP, PEPPANNRES)
 - Demographic and Housing Estimates (2014 ACS, DP05)
 - General Housing Characteristics (2014 ACS, DP04)
 - General Demographic Characteristics (2010 Census, DP-1)
- Poverty and Income
- General Economic Characteristics (2014 ACS, DP03)
- Age, Race, Sex and Education
 - Selected Social Characteristics (2014 ACS, DP02)
 - Educational Attainment (2014 ACS, S1501)

American FactFinder provides access to data about the

News and Notes

gov/regions/home.htm

UNITED STATES DEPARTMENT OF LABOR

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Geographic Information

BY STATE | BY BLS REGION | BY CENSUS REGION

ECONOMIC RELEASE FINDER

Choose a State

-OR-

Choose a Subject

PRODUCTS BY STATE: BLS offers many types of data for regions, states, and local areas. To browse information, click a state below

Map of the United States with state abbreviations. Includes Puerto Rico and US Virgin Islands.

ECONOMIC SUMMARIES

QUESTIONS?

WIKIPEDIA The Free Encyclopedia

Category: Lists of cities in the United States by population

From Wikipedia, the free encyclopedia

Pages in category "Lists of cities in the United States by population"

The following 27 pages are in this category, out of 27 total. This list may not reflect recent changes ([learn more](#)).

- List of towns and cities in Oklahoma by population
- List of cities and boroughs in Pennsylvania by population
- List of populated places in Pennsylvania
- List of United States cities by Spanish-speaking population
- List of largest cities in the western United States
- List of cities in Alaska
- List of largest California cities by population
- List of largest cities of Connecticut by population
- List of United States cities by foreign-born population
- List of largest Georgia (U.S. state) cities by population
- List of U.S. cities with large Hispanic populations
- List of cities in Illinois by population
- List of largest Iowa cities by population
- List of largest cities in the United States by decade
- List of U.S. states' largest cities by population
- List of United States cities by population density
- List of United States cities by population
- List of municipalities in Michigan (by population)
- List of Midwestern cities by size
- List of cities by population in New England
- List of populated places in New Mexico by population
- List of U.S. cities with non-white majority populations
- List of largest cities and towns in Tennessee by population
- List of cities in Texas by population
- List of U.S. cities with non-Hispanic white plurality populations in 2010
- List of municipalities in Wisconsin by population

Internal Benchmarking

- Means comparing yourself...to yourself
 - compare to last week, last month, last year, last 20 years, etc.
- If an organization wants to know what success looks like, they should first look at data about past performance.



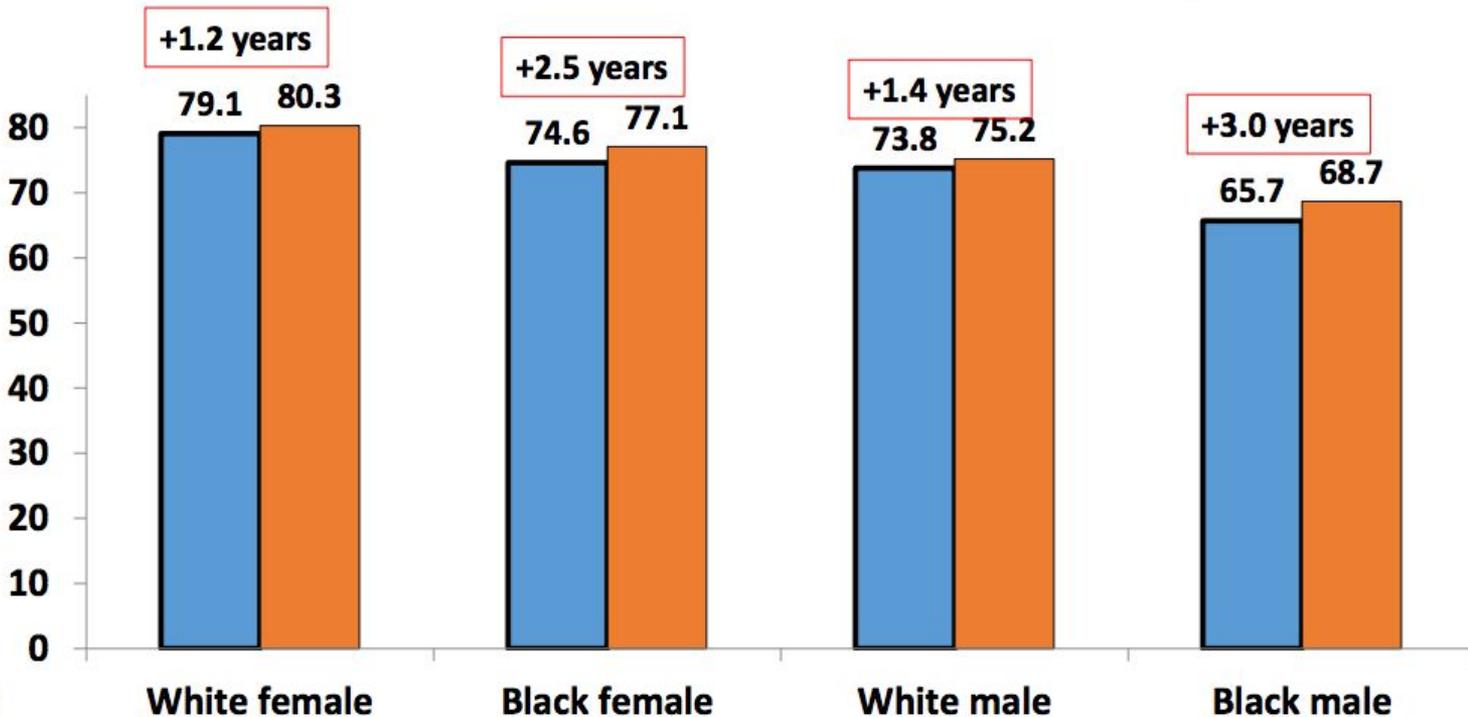


Life expectancy, KCMO 1999-2003 vs. 2009-2013



Life expectancy (year)

■ 1999-2003 ■ 2009-2013

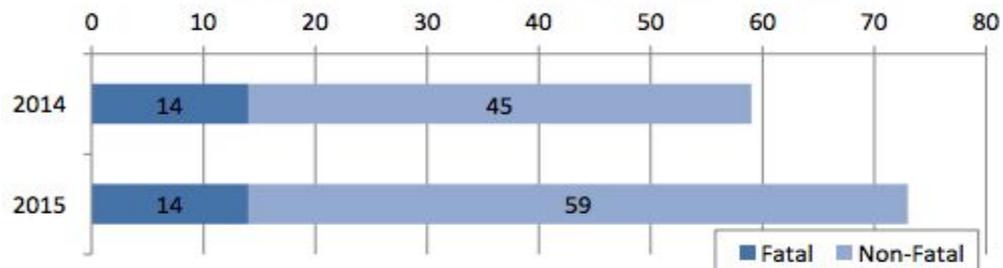


SHOTS FIRED

Shots Fired January 1 to October 12 (2012-2015)



Shootings by Injury Type January 1 to October 12 (2014 and 2015)



Shots Fired September 15 to October 12, 2015 (29GOs citywide*)

*Does not include Self Inflicted or OIS

28 Day Overview



Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

Crime Gun Task Force
NIBIN/IBIS Hits 2015 YTD: 154

Exercise

Purpose: The purpose of this exercise is to roll up your sleeves and apply what you've learned about setting accurate targets to a real data set. At the end of this exercise, you will demonstrate your ability to leverage data to define a defensible performance target for your team.

Time Required: 1 hour and 15 minutes

Data Source: [BattingData.xls](#), which is a spreadsheet containing the batting statistics for individual players on seven different baseball teams between 1883 and 2014. If you need any assistance understanding baseball terminology [click here](#).

The Setup: Divide into baseball teams (up to seven) listed below. Spend 45 minutes using the data source to analyze the past batting performance of your team and develop targets for the 2016 season. When you are finished, we will reconvene as a group for 30 minutes and you can present your targets to the other teams explaining your approach and methodology. The teams are listed below, along with their teamID:

- Atlanta (ATL)
- Baltimore (BAL)
- Boston (BOS)
- Cleveland (CLE)
- Detroit (DET)
- Houston (HOU)
- Philadelphia (PHI)

Exercise

Things to Consider:

- What time period did you consider when coming up with a target?
- What are the variables that impact your team's performance?
- Which variables matter more than others? Why?
- What does an exploratory analysis of your team's performance reveal?
- What assumptions does your analysis rely on when setting your target?
- How does your performance compare to that of the other teams?
- What are the contributions of individual players to your target?

Note: You are free to develop targets for any aspect of your batting performance (i.e. runs, hits, RBIs, Doubles, Triples) whichever you think is the most important.

Setting More Accurate Targets

Step One: Identify your actual performance from the same time time last year.

Step Two: Generate the summary statistics about past performance

Step Three: Confirm all trends and anomalies

Plotting your data in a chart is an excellent way to spot trends as well as anomalies

Step Four: Show (don't just tell) what it would take to reach the target

Create a chart that plots historical performance against your target, showing how the department would have to perform to reach the target. This will illustrate whether your target is overconfident, or under-ambitious!

Step Five: Find a middle ground.

If there is disagreement, find middle ground

Report Out

Show us your work!

Describe your approach and your insights gained

What do you need to do to apply these lessons to your real BFO measures?

Questions?

What's Next?

Putting it all together