

Citizens, Unions and Elected Officials: Broadening the Performance Measurement Audience

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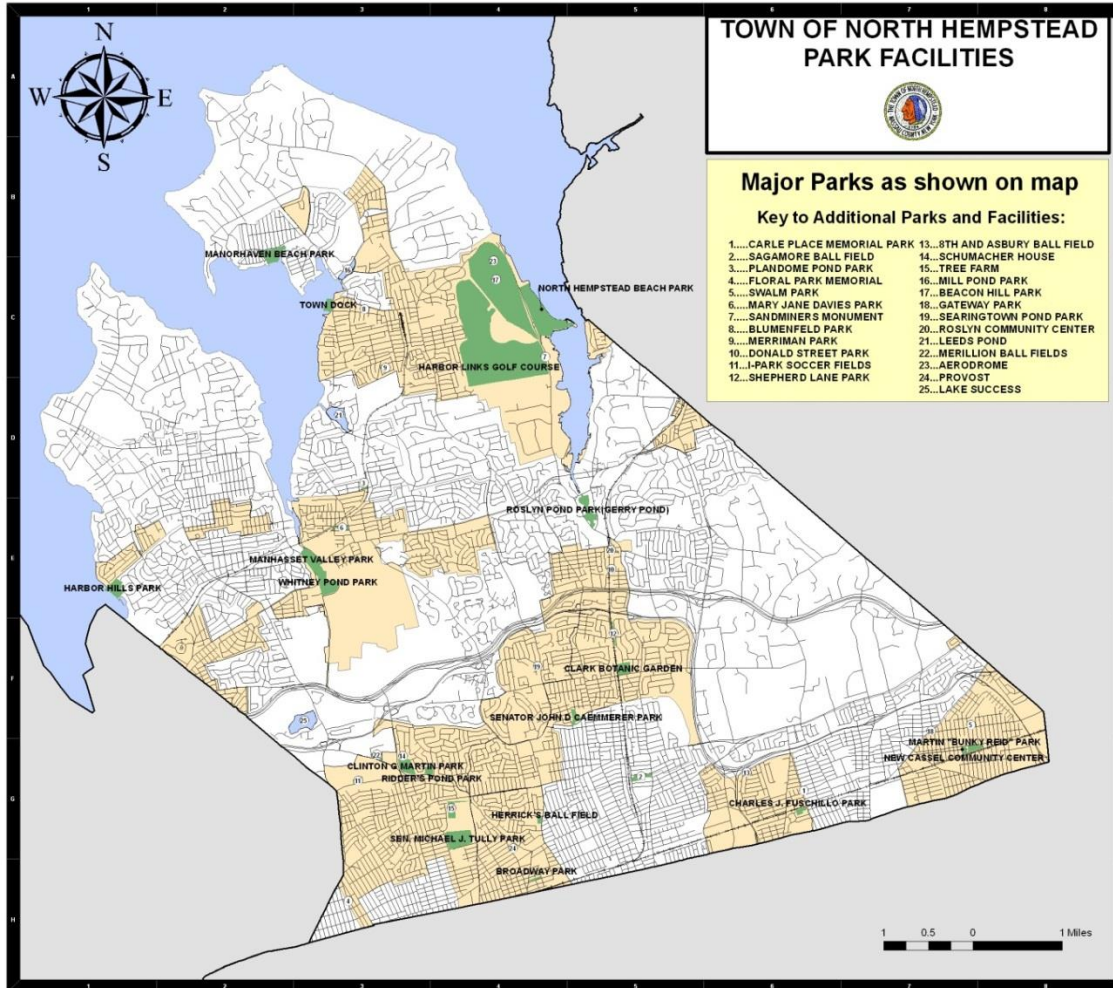
Broadening the Audience Makes Performance Measurement Successful

- **Why broad audiences are necessary**
- **Why engaging Elected Officials is not optional**
- **How to engage Elected Officials successfully**
- **The North Hempstead story**
 - **Why we began 311 and TownStat together**
 - **How we've engaged audiences**

Why Successful Performance Measurement Requires a Broad Audience

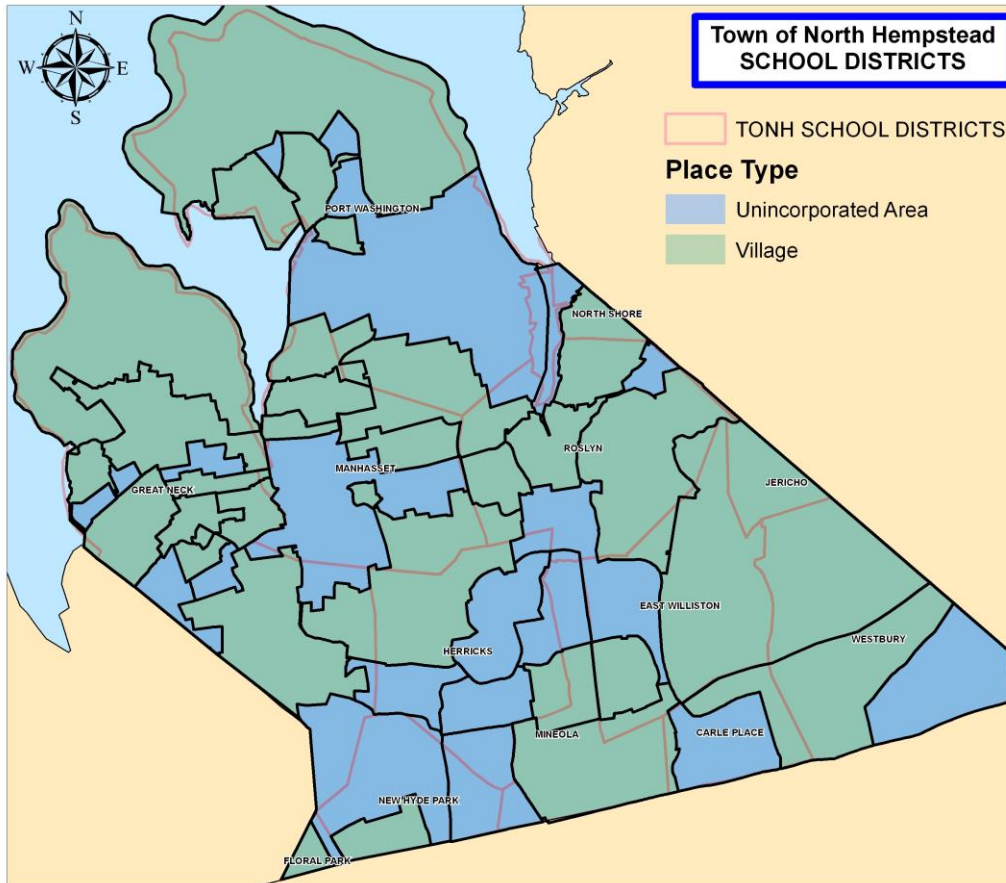
- **Staff (unionized and otherwise) not on board will be indifferent, or actively oppose**
- **Residents not engaged will not support changes that PM brings to services/staffing**
- **Elected officials without a stake will not provide staff/funding, or make use of the data in managing the government**

North Hempstead is One Town



- **Population:
226,332 (2010)**
- **53.5 sq. miles**
- **81,961 housing
units**

With Many Distinct Layers & Jurisdictions



- **31 Villages**
- **12 School Districts**
- **19 Town Operated Component Districts**
- **26 Commissioner Operated Districts**
 - Sewer
 - Water
 - Fire
 - Library

Where North Hempstead Began in 2004

- **Few metrics**
- **No consistent record keeping**
- **No centralized reporting**
- **Multiple, uncoordinated access points for service delivery**
- **Limited utilization of data for operations or budget development**
- **Developed traditions deeply in place**

What North Hempstead Did Next

- **Funding sources identified**
 - Federal and State grants
 - Town operating and capital budgets
- **311 Call Center developed**
- **Town IT infrastructure upgraded**
 - Servers/Routers/Desktops
 - Phone System
- **Service Request types created, performance benchmarks established with staff and managers**
- **TownStat program created, starting with data flowing from 311 system**

Successful Performance Measurement Requires Union Support

- **Clause added to Union Contract (2005)**
 - **Constituent Response System being implemented**
 - **Staff to receive training**
 - **Staff required to perform CRS functions consistent with job titles**

Successful Performance Measurement Requires political Support

- **Elected (and appointed) leadership must both perceive and receive value from PM**
- **PM must deliver data that is politically useful**
- **Winning broad support from elected officials is critical for PM to be removed from Politics**

How about those Elected Officials?

- **Town Supervisor (Chief Executive)**
 - Prior experience as a Town Department head drove support for performance measurement system
 - 311/TownStat type program was a campaign platform
 - Took staff to Baltimore to see CitiStat in action
 - Made full implementation a top priority



How about those Elected Officials?

- **Town Board**

- **Six members elected by District**
- **Unanimously supported program creation**
- **Varying degrees of interest**
- **Constituent service an important part of the job**



How about those Elected Officials?

- **Town Clerk**

- 2005: Participated in early meetings
- 2007: Successor declined to take part
- Office eventually joined on to 311

- **Receiver of Taxes**

- 2005: Refused to participate
- 2008: Successor enthusiastically joined onto the program



Reports that tell the Story

- **How many potholes filled by district?**
- **How many seniors utilized Project Independence grocery shopping service?**
- **How many attended Beattlemania?**
- **How much staff time went into Hurricane Sandy clean-up efforts?**

Reports By Request

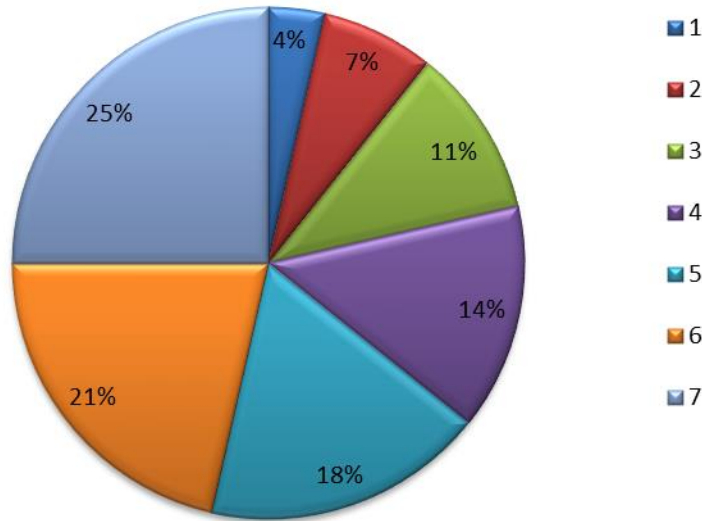
<u>Highway Top SRs, By Yard, 2013 YTD</u>									
		<i>Manhasset and Great Neck Yard</i>		<i>New Hyde Park Yard</i>		<i>Port Washington and Roslyn Yard</i>		<i>Westbury Yard</i>	
		Count	ART	Count	ART	Count	ART	Count	ART
<i>Miscellaneous</i>		44	5.45	79	3.33	35	4.04	25	6.23
<i>Pothole</i>		40	5.22	77	3.64	51	3.31	28	2.39
<i>Snow and Ice Control</i>		17	0.9	55	0.17	35	0.18	32	0.08
<i>Street Sign Repair/Replace</i>		42	2.52	45	5.15	21	3.87	39	3.26
<i>Tree Stump Removal</i>		60	25.44	336	6.8	72	8.85	85	3.23
<i>Tree Trimming / Removal</i>		66	4.69	226	3.91	84	7	52	4

<u>Yard</u>	<u>Total SRs</u>	<u>Working Response Days</u>
<i>Manhasset/Great Neck</i>	570	5.38
<i>New Hyde Park</i>	1491	5.85
<i>Port Washington/Roslyn</i>	672	4.31
<i>Westbury</i>	511	5.78

<u>Potholes w/out Request - YTD</u>		
<u>City</u>	<u>Zip Code</u>	<u>Count</u>
Port Washington	11050	139
Westbury	11590	23
New Hyde Park	11040	4
Manhasset	11030	2
Roslyn heights	11577	2

SRs by PI Region Since Beginning of Program through July 29th, 2013

PI SR by Region % Breakdown



Region 1 – NHP, GCP, FP, Herricks, Manhasset Hills

Region 2 – Great Neck, Kensington, Thomaston, Lake Success, Russel Gardens, Saddle Rock, and Kings Point

Region 3 – Manhasset, Flower Hill, Munsey Park, Plandome, Plandome Manor, North Hills

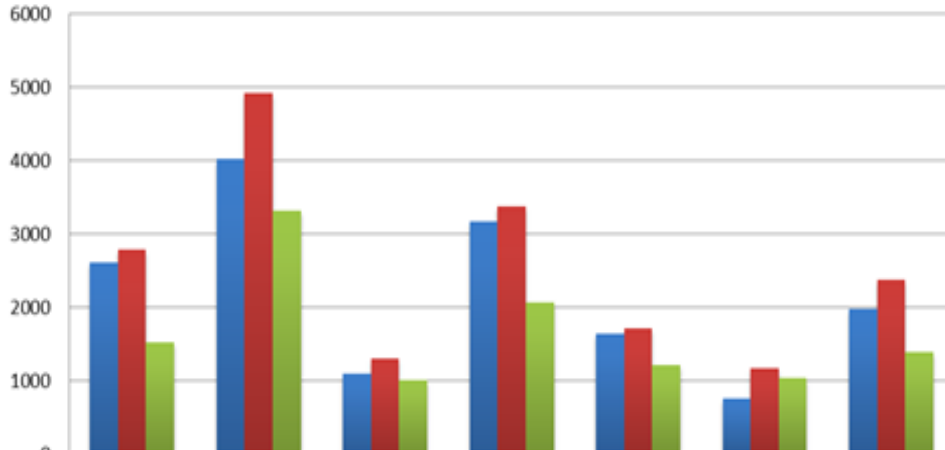
Region 4 – PW, Baxter Estates, Manorhaven, Sands Point

Region 5 – Albertson, Greenvale, East Williston, Searingtown, Flower Hill, Glenwood Landing, Roslyn, Roslyn Heights, Roslyn Harbor, East Hills, Roslyn Estates & Old Westbury

Region 6 – New Cassel, Westbury, Carle Place

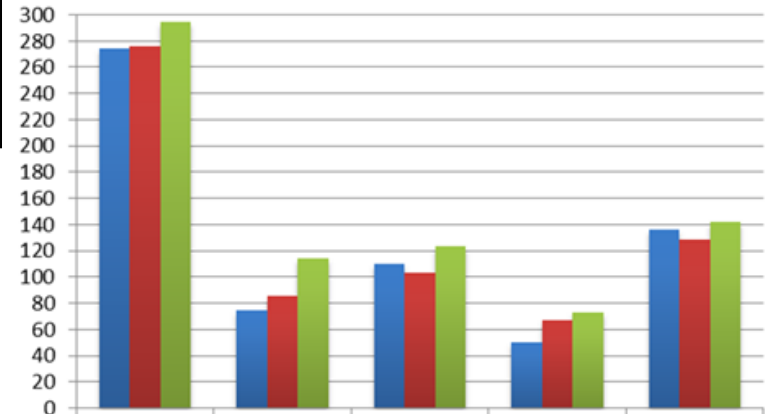
Region 7 – Mineola and Williston Park

All Project Independence SRs - Yearly Total



	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
Mar - Dec 2011	2609	4030	1091	3165	1642	759	1980
2012	2782	4923	1299	3379	1708	1174	2382
Jan - Jul 2013	1515	3317	1013	2070	1210	1033	1394

Taxi Service - Monthly Averages

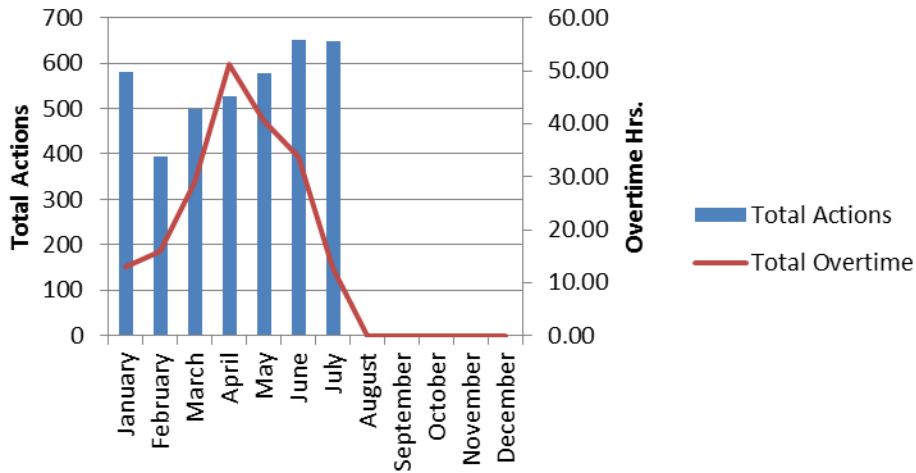


	Region 2	Region 3	Region 5	Region 6	Region 7
Mar - Dec 2011	274	75	110	50	136
2012	276	86	103	67	129
Jan - Jul 2013	295	114	124	73	142

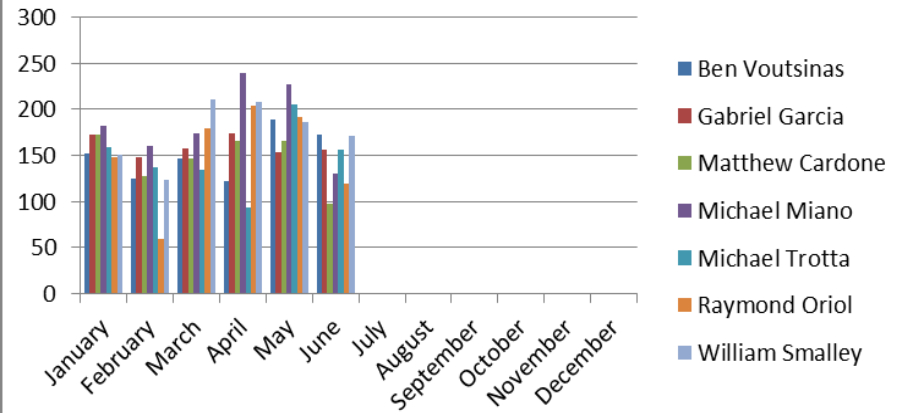
Reports that improve service delivery

- **How long a wait to reach a 311 operator?**
- **How many inspections is each Building Inspector completing?**
- **How much sick time are employees taking?**
- **How is parking lot utilization in the new munimeter locations?**

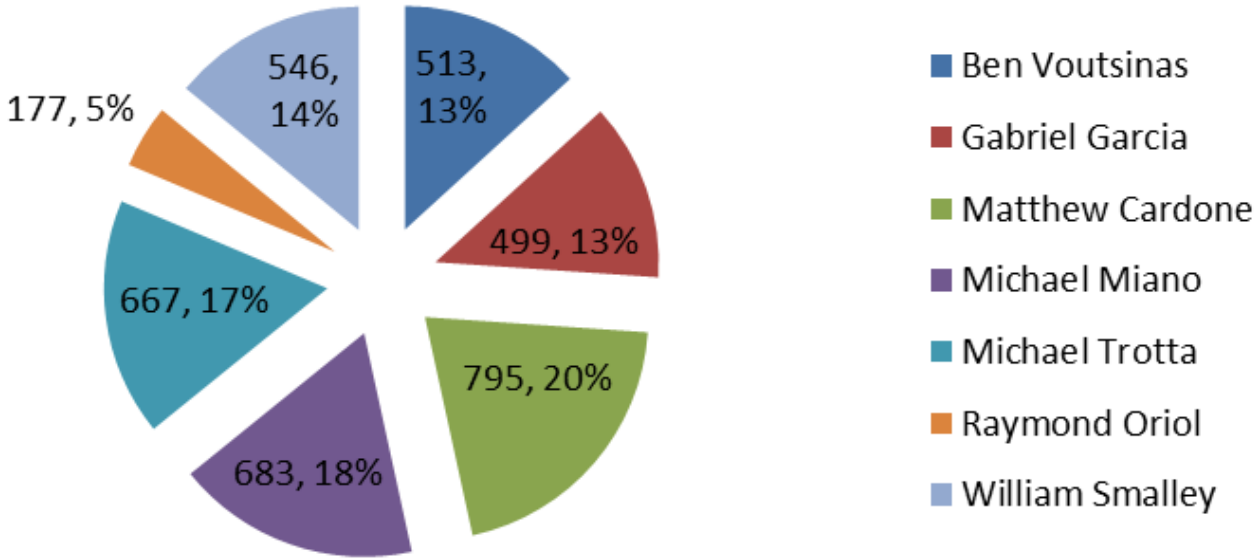
Monthly Total Actions & Overtime



Building Inspectors Monthly Inspections Breakdown



Building Inspectors Annual Actions



311 Call Center Weekly Agent Performance Report												
Date:	4/13 12AM through 4/20 12AM											
Customer Service Representative	Logged In Time	Not Ready Time	% of Time Not Ready	% Increase/Decrease	# of Calls Presented	# of Calls Answered	Forced Calls to Que	Timed Out Calls	% Answered	% Increase/Decrease	Average Talk Time	
Lucie Delva-Bolden - 5131	31:32:24	6:44:46	21.39%	-2.95%	289	264	6	19	91.35%	53.28%	2:42	
Roz Lucas - 5132	32:34:36	5:23:48	16.57%	-0.53%	373	245	56	72	65.68%	5.78%	2:06	
Maryse Sajous - 5133	19:28:33	0:27:02	2.31%	1.06%	351	348	2	1	99.15%	-0.85%	2:35	
Stephanie Sajous - 5135	32:49:38	7:41:00	23.41%	-0.22%	335	308	12	15	91.94%	-3.41%	1:52	
Patricia O'Brien - 5139	16:10:44	0:49:01	5.05%	-4.79%	109	107	0	2	98.17%	-1.83%	2:47	
Patricia Rubinic - 5141	21:09:11	1:30:40	7.14%	0.49%	254	250	1	3	98.43%	0.96%	1:56	
Leonard Derrick - 5147	10:30:01	0:38:47	6.16%	3.36%	96	96	0	0	100.00%	0.00%	2:30	
Donelle Benjamin - 5148	12:49:45	0:38:52	5.05%	1.16%	126	119	2	5	94.44%	-2.59%	2:18	
Christelle Woel - 5151	19:33:45	1:32:51	7.91%	1.77%	176	163	4	9	92.61%	-1.60%	2:33	
Elsa Sanchez - 5153	27:52:27	5:33:20	19.93%	0.73%	249	241	4	4	96.79%	0.07%	1:54	
Karen Blonsky - 5156	16:20:53	1:25:03	8.67%	2.15%	82	81	0	1	98.78%	2.83%	4:33	
Melisa Robinson - 5157	19:54:59	0:40:59	3.43%	1.20%	171	164	1	6	95.91%	-1.28%	2:16	
Dawn Smallwood - 5158	19:47:13	0:33:54	2.86%	0.11%	168	168	0	0	100.00%	1.41%	3:06	
Christine Vasquez - 5159	13:04:56	1:33:42	11.94%	2.38%	155	152	1	2	98.06%	-0.12%	1:56	
Jordan Young - 5160	19:28:45	2:04:20	10.64%	5.00%	164	163	0	1	99.39%	0.04%	3:02	
Louna Leger - 5162	19:40:26	0:45:50	3.88%	3.03%	125	123	1	1	98.40%	-1.60%	3:05	
Celia Copes - 5163	11:29:47	0:26:34	3.85%	0.05%	116	96	6	14	82.76%	-4.04%	2:11	
Rachel Navavian - 5164	19:37:40	0:30:09	2.56%	1.20%	226	223	1	2	98.67%	-0.41%	2:24	
Melissa Liz - 5165	19:30:26	0:37:52	3.24%	-0.91%	151	150	1	0	99.34%	0.47%	2:31	
Anna Bauer - 5166	19:27:26	0:57:15	4.90%	-4.52%	115	115	0	0	100.00%	2.46%	3:20	



Measurements that receive recognition

- **High documented usage rates and cost savings lead to increased funding**
 - Project Independence
- **Governmental transparency increases public confidence**
- **Deliverable data supports a robust grants program**

Where North Hempstead is Today

- TownStat is utilized in both daily management and long-term planning
- Three ICMA Awards of Distinction



Where North Hempstead is Today

- **311 Call Center launched in Nov. 2005**
- **Expanded to 7 days a week in Oct. 2010**
- **1,000,000th call received in June 2013**



Questions/Comments?

Additional Information...



ICMA
99TH ANNUAL CONFERENCE
BOSTON
NEW ENGLAND 

September 22-25, 2013