

5th Annual Public Performance Measurement and Reporting Conference

Great Expectations: Getting Results From Performance Budgeting, Measurement and Reporting Systems

Fixing the Potholes Inside Before Measuring How You're Filling Them Outside: North Hempstead's Experience Implementing "TownStat"

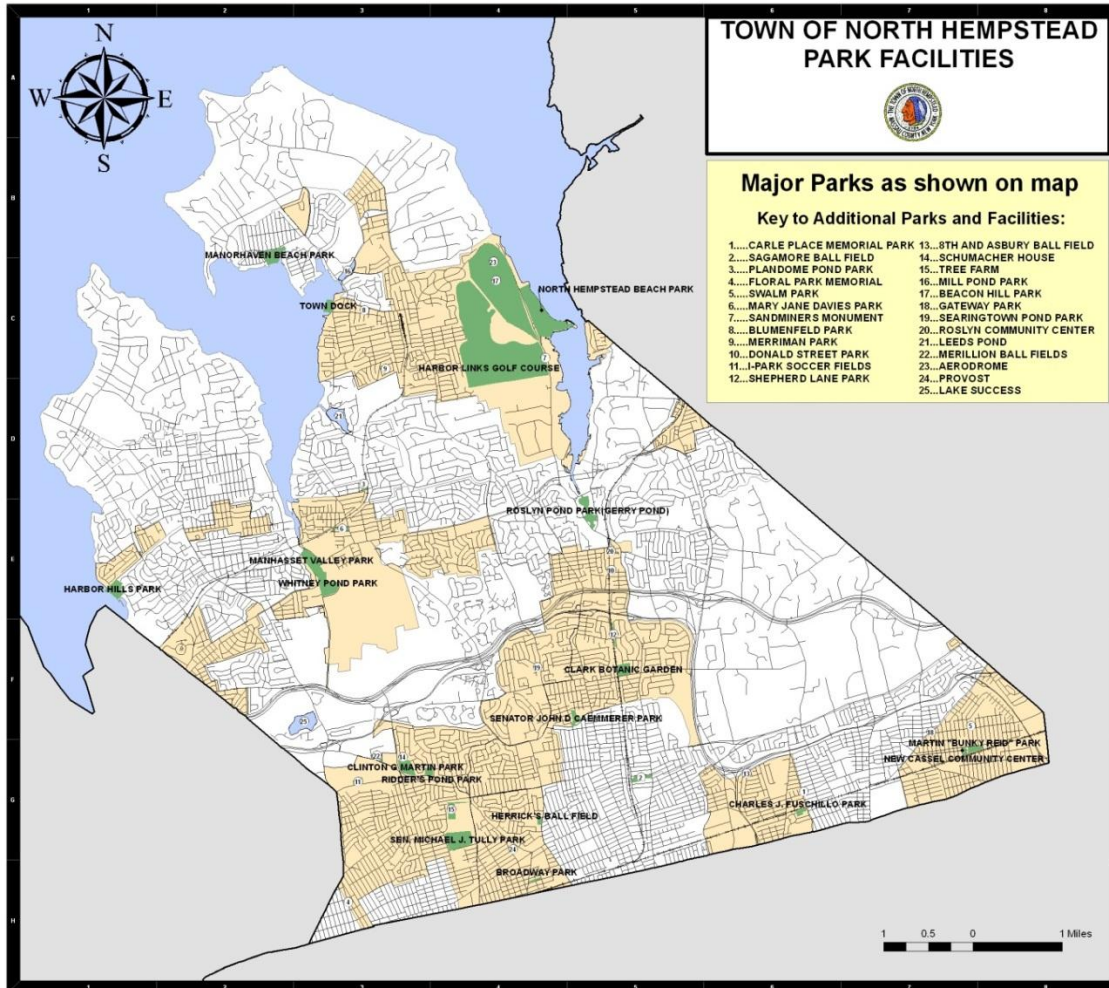
September 21, 2012

**Christopher Senior
Deputy Town Supervisor
Town of North Hempstead, New York**



Town of North Hempstead, NY

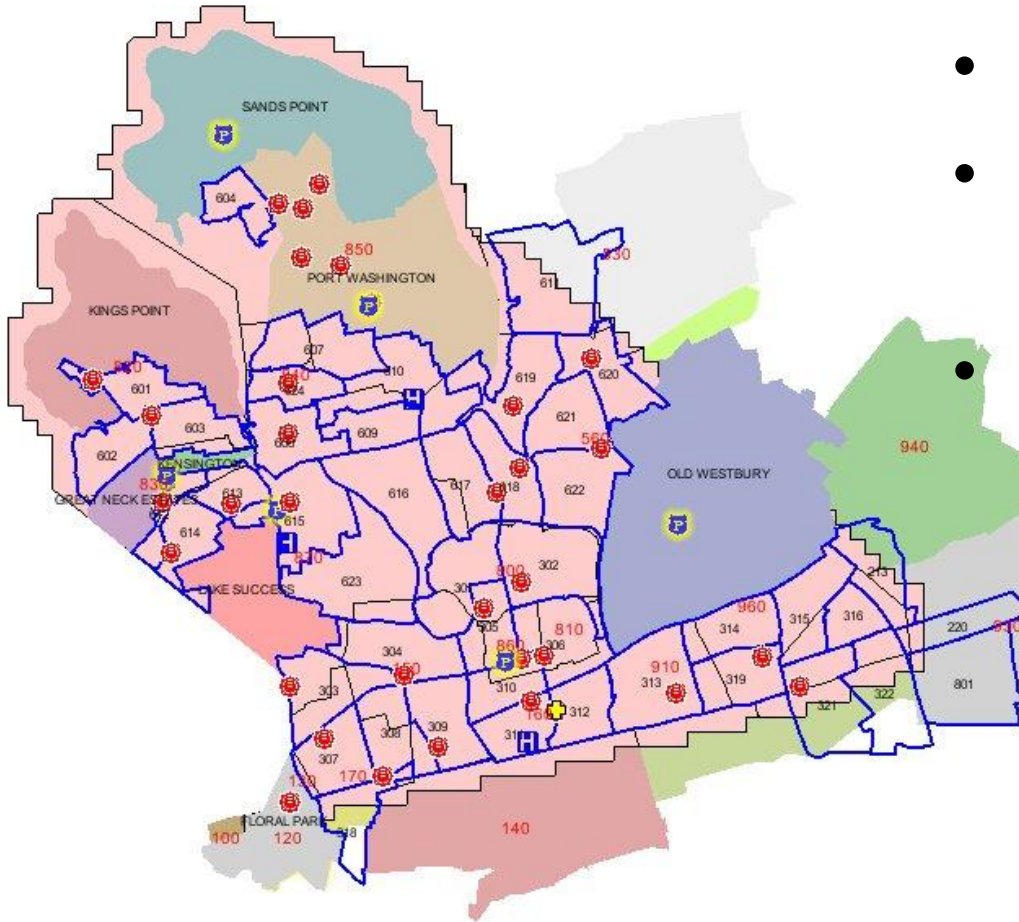
The Town of North Hempstead is One Municipality...



Town of North Hempstead, NY

... With Many Distinct Layers and Jurisdictions

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



Town of North Hempstead, NY

Where We Began

- Few metrics
- No consistent record keeping
- No centralized reporting
- Limited utilization of data for operations or budget development
- Developed Traditions deeply in place



Town of North Hempstead, NY

First Steps

- 2004: New Administration authorizes implementation of 311 constituent service system and accompanying performance management program
- Staff implementation team created
- Consultant retained to assist with project development/implementation
- Baseline analysis of technology infrastructure/departamental operations



Town of North Hempstead, NY

Is Management On Board?

- Top Level Management Support
 - Without this, your project will stop once it hits the first serious obstacle
 - Neutrality isn't support – they must either be leading the effort or the project's biggest supporter(s)
- **North Hempstead**
 - Town Supervisor campaigned on implementing 311 and performance management
 - Town Board was supportive



Town of North Hempstead, NY

Is Your Infrastructure Sufficient?

- Do you need new software?
 - Sufficient network resources
 - Sufficient tech support resources
 - Are staff prepared to use it
- Do you have data sources?
- Do you have the capacity to create data sources where you need to?
- Is funding in place? For everything?



Town of North Hempstead, NY

Is Your Infrastructure Sufficient?

- **North Hempstead**

- Phone system antiquated, new system purchased and installed
- Some IT infrastructure solid, upgrades needed throughout (including data center)
- Staff training deficit
- Grants procured to fund software, hardware purchases, support services



Town of North Hempstead, NY

What Will You Actually Measure?

- If you don't know where you're going, you'll never get there
 - Goal(s) can be simple, but must be clear AND connected to desired outcome
- **North Hempstead**
 - Tracking every request for service and recording the eventual response
 - First Department – Highways
 - First goal - Filling all potholes in 48 business hours
 - Tree planting, tree trimming, stump removal



Town of North Hempstead, NY

Make the Measurements Matter

- Performance Measurements are tools, not an end in themselves
- **North Hempstead Highway Department**
 - Yard Supervisors shown performance data in group meeting - lagging crews improved performance
 - Tracking tree trimming performance uncovered a major backlog, which led to new allocation of resources



Town of North Hempstead, NY

Put Staff At The Table

- **Managers see Performance Management as:**
 - Tracking and analyzing performance
 - Improving resource allocation
 - Getting better results
- **Staff see Performance Management as:**
 - Tracking them like Big Brother
 - Finding ways to reduce their overtime or eliminate their position
 - More Work/Disciplinary action



Town of North Hempstead, NY

Put Staff At The Table

- **North Hempstead**

- Service requests developed with staff input
- Performance measures tied to SR's developed with staff input
- Staff included in meetings discuss TownStat findings
- Results used for positive reinforcement and recognition rather than discipline
- General expectations written into Contract



Town of North Hempstead, NY

The Results



- November 2005
 - 1,214 “Service Requests”
 - 62 Calls per day
- August 2012
 - 15,276 SR’s
 - 493 Calls per day
- 750,000th call achieved this summer
- Center open 7 days 12 hours day



Town of North Hempstead, NY

TownStat

- Data drives operations
 - Regular reports to Departments
 - Regular meetings to assess performance
- Data informs budget
- ICMA Certificates of Distinction



Town of North Hempstead, NY

Thank You

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