

**GOVERNMENT OPERATIONS, PERSONNEL,
INFORMATION TECHNOLOGY & HOUSING COMMITTEE**

OF THE

SUFFOLK COUNTY LEGISLATURE

MINUTES

A meeting of the Government Operations, Personnel, Information Technology & Housing Committee of the Suffolk County Legislature was held in the Rose Y. Caracappa Legislative Auditorium of the William H. Rogers Legislature Building, 725 Veterans Memorial Highway, Smithtown, New York on September 28, 2016.

MEMBERS PRESENT:

Legislator Robert Calarco - Chairperson
Legislator William J. Lindsay, III - Vice Chair
Legislator Kara Hahn
Legislator Leslie Kennedy
Legislator Kevin J. McCaffrey (Excused Absence)

ALSO IN ATTENDANCE:

Presiding Officer DuWayne Gregory
George M. Nolan - Counsel to the Legislature
Sarah Simpson - Assistant Counsel/Legislature
Amy Ellis - Chief Deputy Clerk/Legislature
Benny Pernice - Budget Review Office
Robert Braun - Deputy Bureau Chief/County Attorney's Office
Tom Melito - Deputy County Executive for Performance Management
Scott Mastellon - Commissioner/Information Technology
Michael Azzara - Information Technology
Barry Paul - County Executive's Office
Katie Horst - County Executive's Office
John Marafino - County Executive's Office
Michael Pitcher - Director of Communications/PO
William Shilling - Aide to Legislator Calarco
Brian Sapp - Aide to Legislator Lindsay
Zachary Baum - Aide to Legislator Hahn
Ali Nazir - Aide to Legislator Kennedy
Zachary Giglio - Aide to Legislator McCaffrey
Jennifer Appel - Long Island Housing Partnership
Alison Karppi - Executive Director/Islip CDA
Rick Brand, Newsday
And all other interested parties

MINUTES TAKEN BY:

Diana Flesher - Court Stenographer

MINUTES TRANSCRIBED BY:

Kim Castiglione - Legislative Secretary

(*THE MEETING WAS CALLED TO ORDER AT 10:05 AM*)

CHAIRPERSON CALARCO:

Okay. Good morning and welcome to the Government Operations, Personnel, Housing and Information Technology Committee. We're going to get started. If we could all please rise for the Pledge of Allegiance led by Legislator Kennedy.

SALUTATION

Welcome everyone to committee this morning. We are going to -- I do not have any correspondence for the committee. The Public Portion I do not have any cards before me. Is there anybody in the audience who would like to address the committee at this time? Seeing none, we're going to move on to our presentations as we wait for a couple of the Legislators to join us. Legislator McCaffrey, for the record, does have an excused absence today.

And we have a presentation today by our Performance Management Team and Tom Melito, Deputy County Executive, who is going to give us an update on Suffolk Stat and some of the other projects that they have been working on over the last year. So, Tom, if you want to come up and join us at the center here.

PRESENTATION

MR. MELITO:

Hi, everybody. Good morning. Thank you very much for inviting us over to talk about Stat. We appreciate the opportunity. I'm really glad to be here and answer any questions you have. We are going to give a little bit of a presentation on the system itself so you can see what it looks like and what kind of things that it does. With me today is Barry Paul, who most of you realize for the last year was mostly the -- for most of the year was our County Treasurer, and Scott Mastellon, our Commissioner of IT, and Mike Azzara, who is the lead developer on this project.

So I have just a few opening remarks and then we'll get into the demonstration, but I wanted to sort of set the framework for what it is were doing. So we've been developing this tool so managers basically can better manage their departments while providing managers and policymakers, like the Legislature, with better information to make the very hard decisions that we face each year. Our goal is to put critical and useful tools into the hands of our employees and we have made much progress to this end.

You know, we are the 24th largest county in the United States based on population, and we really require oversized tools that allows us to make decisions and function as nimbly as possible. We are living in a time, as you guys well know, where government is simply changing. Never before, at least in my lifetime, my professional lifetime, have resources been so scarce and demands for public services so high. Hard decisions about meeting these demands and deciding what to fund and what services to provide requires information, and such information based on real data has historically not existed here in Suffolk County. I'm pleased to say that we have been working to change that. Suffolk Stat is a government performance management system that we have been developing and already beginning to use in our largest departments. You may be familiar with the concept of Stat because we created a similar platform for the Presiding Officer's bill regarding outside contract agencies. Stat essentially is a program whereby we work with departments to identify key performance indicators, use them to track performance and create corrective action plans to address any areas of weakness that show.

We've been working with departments to identify these key performance indicators that align with the Countywide goals and strategic mission. Suffolk Stat in and of itself has the potential to create

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better, more informed communication, provide a framework to enhance accountability, and to create, amongst all of us, a collaborative setting for execution of strategic decisions. This brick and mortar initiative dovetails nicely with Deputy Presiding Officer Calarco's open data initiative in that the more we can identify relevant data notes to publish, the greater our opportunity to connect these notes and transform them into actionable strategic information.

So we have currently gone through the very extensive process of working with the Police Department, Public Works, Health and Social Services to help them develop KPI's and begin using Stat to track performance. So in a second, if you permit me, I'd like to show an application and demonstrate the kind of information that Stat can be used to track. The example we are showing illustrates how it's being applied in the Child Support Enforcement Bureau of Social Services. But before I do that I want to put a context together so you see where this fits in the overall program.

First of all, after exploring the possibility of obtaining a Cott system, and that's a commercial off the shelf system, with price tags that we discovered were near a million dollars, we encountered -- that caused us to rethink this whole option. We then decided that with our in-house talent base we should be able to develop it ourselves. So we've been building this application in-house with IT and with managers in different departments to ensure that the product that we develop is useable and would become successful within the context of the whole organization. It's created from scratch. There has never been a program like this in Suffolk County.

So an endeavor of this magnitude takes a long -- a lot of time, both from a technology architectural point of view, and as much of an effort from the operational side as well. When you think about it, we need to change behaviors, we need to change attitudes towards data. We need to make people aware of where data is and how to create it and then how to use it. We are very optimistic that in the 2017 calendar year, and before the next budget cycle, we will have information generated by this system that can help us make the tough decisions we always face, and we look forward to providing this tool for you.

The second point I want to make is that Stat is one critical component of an overall multidimensional program that we are implementing. As I'm sure you've heard, we rolled out a County-wide training program for the first time in over a decade. This training is aimed at providing tools to help our employees successfully navigate their responsibilities by working collaboratively to identify opportunities for improving processes and finding out how we can better serve the public. We've trained over 2000 employees so far, and are continuing to provide this through the end of the year and hope to reach at least that many by the end of the year again. We will continue to provide this training into 2017. We're, you know, constantly looking at how we can evolve that, what the needs are, what people are asking for. We have a lot of information on that, and so we will continue to provide that in 2017 to strengthen the skills, knowledge and, which is a very important aspect, the engagement of our employees. So far employee response to our training has been overwhelmingly positive.

As you've probably also heard, we have rolled out an innovation communication platform where employees can submit ideas that can be considered for continuous improvement projects. The training that employees are currently receiving exposes them to this opportunity, as well as Stat conceptually, so that they can effectively work on the implementation of the program.

So I can speak to you at length about some of the other improvement projects we're doing, but I understand the context of this time of year and I want to provide you specifically what you asked for, and that was a demonstration of Stat. So as such, I'm pleased to pull out this data application and provide a demonstration that Mike is going to start for us right now.

MR. AZZARA:

Thank you, Tom. Good morning, everybody. Thank you for the opportunity to present the application today. If you take a look at the screen, this is the main dashboard for Suffolk Stat. This is basically what you've been hearing about. I'd like to just address some of the content here; we'll take it from the top down.

You'll notice right away that you've got some large numbers here across the top. Green of course indicates something that's performing well. We have the yellow, which is something that's performing borderline, and red is something that's performing poorly. Again, this goes back to what Tom was saying before. These are individual KPI's and how those KPI's are performing for a department. In this particular case, I'm set up as a Social Services user --

CHAIRPERSON CALARCO:

Can you tell us what KPI stands for?

MR. AZZARA:

I apologize. It's a key performance indicator. So basically it's taking data, assigning some sort of target for that data, assigning certain additional parameters, whether that data is a higher value preferred or a lower value preferred, all sorts of different calculations that go into each individual KPI. And that's actually important because this application, while it can accommodate thousands of KPI's, each individual KPI can have its own definition, and that's the results of what you're seeing on the screen are based on those calculations for the KPI's for Social Services.

MR. PAUL:

Just to make a comment about KPI's and the importance of the K in the PI. It's key performance indicators. An organization this size, we can't measure everything. We can't do a comparative analysis on everything. We need to sit with the departments, we need to listen to the County Executive, we need to listen to you and understand via the mission and goals and objectives of a particular department or a particular time period, we need to pick only those indicators that are the most important to do comparative analysis on. Those are the key performance indicators that we're looking to get into the system.

LEG. HAHN:

Can we bring this up on our computers? It's kind of hard to read the small print. Is this Suffolk Stat thing live at the moment? While you go through it can we look at it on our screens?

MR. MELITO:

It's quasi-live.

MR. PAUL:

One of the things about the system is that it -- technology basis and user security. We allow departments to be data owners, and as such not everybody can see everybody's data unless they get approval. So we can certainly set up security for everyone based on, you know, what your needs are, but at this point you certainly wouldn't have a security link set up yet.

MR. MELITO:

And it's important to know the difference between a key performance indicator and other analytical data. Key performance indicators are things that -- elements that we've set up that says this is an important thing to us. It could be an efficiency measure, it could be a time measure, it could be a dollar based measure. So it's key that you -- key. It's important that you understand that, you know, Stat is measuring key pieces of data that we feel or our department heads feel are important to them in analyzing and determining whether or not they're performing well.

LEG. HAHN:

Are you going to bring in the Chairs of departments because, you know, the department head gets to decide what will ultimately be measured for them to look good. Other people certainly need to be part of that decision making. So when are you going to be bringing us in?

MR. MELITO:

That's a great question, and we can -- since we're introducing the program now we can start talking about that now and set up meetings to do that. You know, we on a regular basis, department heads come up to the 12th floor. We meet with them and this is the tool, you know, that we're first introducing to them that shows -- gives us a framework to have a discussion, gives you information to have conversations that we've never had before.

LEG. HAHN:

I hope BRO could be a part of that as well.

MR. MELITO:

Sure.

CHAIRPERSON CALARCO:

Let's let them finish their presentation and then we'll go back and do questions.

LEG. HAHN:

Sorry.

MR. AZZARA:

Okay. So you'll notice at the top of the screen we have the current month selected as August. The application determines that the latest data that's been provided is through August, so it doesn't assume that it's going to show you the current month. It is going to show you the month that has the most recent data in it. We're looking at 2016 data and the program, it does allow us to select certain things, where does it fall into -- which categories does it fall into, culture, recreation. Just about everything we have defined so far as General Government, but we also have Health, Public Safety and Transportation. So this allows you to further filter the results.

MR. PAUL:

I just want to talk about Government Programs for a minute, and under that, if you would just hit the drop down menu again. Governments are organized by departments, and they're unique throughout the State and the County, but one thing that is standardized throughout New York State is this government program alignment. And things like Public Safety, Health, Transportation, those are programs that are recognized across the State. Many times you might want to look at the outcomes of a program instead of just a single department. Public Safety, for example, there are multiple departments that have input to an outcome of public safety that we're interested in. By showing the programs, at some point as this matures, this particular program, key performance indicators that are linked together for an outcome of the program in general, not just a single department, will be able to be tracked in this system. So we want to be able to matrix between here's the department key performance indicators, but at a higher citizen delivery level, here's the program outcomes in public safety, any other major programs that are recognized by New York State, both for {inaudible} purposes and for other purposes, for funding purposes. So we built that into the system so that we can look at outcomes that are multi-departmental and fit into a standardized program in the State.

MR. AZZARA:

Okay. In addition, we also have the ability to show contract agency information, County only information and something we call favorites. A Commissioner or anybody that wants to single out a

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certain type of KPI or a certain number of KPI's can filter out the rest of this information and mark a specific KPI as something that they're mostly interested in so they don't have to comb through additional information. So we do have the ability to mark a KPI as a favorite. And in a moment you'll see what the KPI looks like and then hopefully it will come full circle.

In the meantime, we have these numbers at the top, the 16 in green, the five and the four. What that's indicating is that for this particular month of August, of the data we've received, that we have 16 KPI's that are meeting goals, five that are borderline and four that are falling short. Underneath that we have some other numbers which are just as important, because we're also showing where these KPI's are in regards to year-to-date.

For example, I have 16 that are performing well, but overall for the year to date I have 55 KPI's that are performing well. Borderline we have five that are for this month -- that are at the borderline and we have seven year to date that are on the borderline. We have four that are falling short, however, we have 14 that are potentially falling short for the year. And this is also showing that currently, because we are awaiting some additional data, so we do have 51 that we are awaiting information for.

MR. PAUL:

If I could just add a little context to the screen that you're seeing. We call this a dashboard and we want it to be functional like a dashboard in your car or a dashboard in any piece of equipment that you're responsible for operating appropriately, where you want to take a quick look at how you're doing. You don't have a lot of time, but you want to check in on operations. This is intended to sit on a department head's or a manager's or a supervisor's PC, and they can go in on a regular basis and look at the dashboard. And if you think of the context that green is good, yellow is caution and red is something that you better take an action on, this is a quick look for them to see after the data comes in at the end of the month, where do I need to go first. So it's a quick look, and then you'll see as Mike goes through the rest of the application, it goes down to a granular level to actually look at a single KPI that may be one of the red ones that you're concerned about.

But this dashboard level is important because it gives a quick view at a high level how that segment of your organization is performing based on the KPI's that you've chosen to do comparative analysis on. That comparative analysis can either be on a prior period of performance, it could be on an established target, or it could be on a benchmark of a like organization that you're trying to emulate. So think in terms of when you see this monthly data, it's always based on a comparison because you're trying to continue to improve the outcomes that you're measuring this KPI for.

MR. AZZARA:

Okay, and just for a moment also, the green, red and the yellow, the way we establish those targets or the indicator rather, is that if it's -- currently if it's within 10% of the goal, you're going to get a green. If it's between 10 and 30%, you're going to get yellow, and anything outside of 30% of the target is going to show you red. That's completely customizable for every KPI. That goes back to what we were saying earlier. You could have a thousand KPI's and every one of those KPI's could be calculated different based on different targets, based on different percentages. This is ultimately showing you one thing, which is ultimately how are they performing. It's regardless of how the KPI is calculated, this screen is showing you at a glance just the bottom line, which is how are these KPI's performing, and those are the counts that you're seeing right now. Okay. So -- which leads us into you get a breakdown of every division within a department, a chart for each one, showing, again, how they're performing. Again, green is meeting goals, yellow is borderline and red is falling short.

We also show at the same time, again, where it is year to date as well as where it is -- how it's performing per month. Again, the idea being you may have something that's performing red this

particular month, however it's still performing green year to date so it's still on target.

Now, if we look at -- if I click on, for example, Child Support Enforcement Bureau -- okay. Now I've got a list of those KPI's within CSEB. So now we're getting a little more information than just the chart showed before. We're getting a name of the KPI. In some cases there could be a more descriptive definition. This is the department's responsibility to make this as informative as possible. You'll also see a couple of indicators here. You'll notice this blue up arrow, which is telling us right off the bat that this particular KPI is a higher value preferred. Because, again, we do allow for a higher preferred or lower preferred depending on what the goal is.

We also have an indicator to show whether it's a contract agency or an internal accounting KPI. We also have something that we call seasonal or variable, which is instead of having a single target across all 12 months, we may have a fluctuation of targets. So you may have, you know, certain values, certain targets may be higher in summer months and lower in winter months or vice versa. So this allows us to define variable targets. And there's a star here also which indicates whether this particular KPI is marked as a favorite or not. So we have just a couple of features there just to further describe what the data is that you're looking at.

Okay. Again, I'm looking at August data. So on this top one here, percentage of arrears collected, we can see that we have something red here. So let's switch over to -- let's take a look at this KPI and hopefully this will further describe what the KPI looks like. So here we have for CSEB percentage of arrears collected. We have each individual month is showing the actual. So this is kind of the tabular data that you might be used to looking at. It's a break down per month of how this particular KPI is performing, and in this case, the percentage of arrears collected.

You will also notice that at the bottom, the target for every month is 80%, so you're seeing the percentage that was actually collected versus the target at the bottom, and based on the percentages, these are all falling below the target. Okay. So for the year to date we're looking at 80%; it's currently at 49%. The chart is currently showing these actuals against a previous year. We can also show those numbers versus the target, which in this case is a straight line at 80%, so you can see how the KPI is performing, but in a lot of cases people are going to want to see how is this particular indicator performing against this previous year's value, which we also have in the application because we do have historic information in the application as well.

If we go down a little further, we also have -- we have some additional -- if I could just backup one second. We also have the ability for each of these KPI's, we have the ability to attach a note. This is important because this is what makes the -- begins to make the application more of a communications tool. So instead of a department just having numbers sitting out there, they can actually go into a particular KPI that's performing poorly for a month or several months and they can attach notes to that KPI. So it may be that they were understaffed a particular week or a particular month. It could be in this case that, or in any case, that a facility might have been closed or something might have affect that outcome and they want to put a note in here so that Administration can see what was the issue for that particular month. So every KPI does allow for a note to be attached to it.

In addition, we have the Analysis of Performance and a couple of fields that can be filled in. I'm going to let Barry speak to these because we have the Analysis of Performance as well as the action plans that the departments can fill in as well.

MR. PAUL:

So we have this tool and we'd like to make it available to a large community of users so they can understand what's going on in a particular department or program or a particular outcome that a citizen or someone else is looking for. This particular area is showing a lot of information that most

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people will need if they're not in the department; who the person is that owns the data, where does the data come from, when was it updated, what's the definition of the data, what is it that they're trying to measure in particular, what is the percentage of this revenue received, what does it relate to. Once you understand what the definition is, all you've still got is this number comparing a period to a period. You don't really understand what it means. So this next section, Analysis of Performance, is to drive the data owner to explain what's happening so that not only the supervisor, but anybody else who's looking at this KPI can understand what's going on.

We've given them some thoughts to load this particular Analysis of Performance area. We want them to consider if they're looking at historical comparison, what does that mean? Is it better or worse? If it's related to a target, what does that mean. And likewise, if we're trying to emulate some best practice throughout the country, talk about where you got that benchmark data from and how it's performing in the jurisdiction you might be borrowing that benchmark from. Most importantly is what's the impact of non-performance. So you'll see we're just giving them a little bit of a lead here, what does it mean to the department's mission and what could it mean to other departments that share similar types of outcomes than they're striving for. So that's a requirement for any KPI that's red for three months in a row. There has to be an Analysis of Performance submitted the by data owner.

On top of that, if there is a severe performance issue and severe impacts to department or to other departments in the County, then what we do is drive the people to create, in this tool, an action plan to mitigate the performance, to improve the performance. And you can see what we're asking them to provide; what's the objective, what are you trying to get to? Are you trying to get back on target, are you trying to improve incrementally? Tell us what you're trying to do. What are the tasks that you've outlined for your project, for your improvement project, what's the timeframe, and please tell us who's been assigned to execute the Corrective Action Plan.

So you can see that if you're a department head and you're drilling down and you're using this application, you have a KPI, you have a target, you can go down and see what the status is of your issue in this application and drive down to the people who are working on improving the issue. And it's an ongoing monthly update. Each month the new data comes in and these -- the analysis and performance and the Corrective Action Plan are required to be updated.

We in Performance Management will be monitoring that those actions do get performed by the departments in the application so that it is an up to date performance tool that communicates what actions are being taken to get the department or the program back on target.

MR. AZZARA:

So those are the primary dashboard screens that makeup Suffolk Stat. I think one of the big takeaways that I would like you to keep in mind and one of our big points that we've been trying to achieve, is that in this particular example we have Social Services. I can immediately identify where there is a trouble spot and any department will be able to immediately identify where the trouble spots are. Right on this charge here I see there's something red, there's something going on. I can click that, I can see my trouble spot and I can go right to the data behind it and see it. The point is you're always -- by design you're always two clicks away from viewing what that KPI is and it's across the board. You could have thousands of KPI's. You can hone in on where your trouble spots are instantly.

MR. MELITO:

That's basically the system and we're happy to answer any questions anyone might have.

CHAIRPERSON CALARCO:

Great. Thank you very much and we appreciate the comprehensive review, and I think what you've

put together here is a very good tool that's going to be very useful for management in the future. I know there are a number of Legislators who have questions. Legislator Kennedy I think had one that was holding over so I'll go to her first.

LEG. KENNEDY:

Thank you, gentlemen, for being here this morning and for presenting this. My first statement is CSEB was a poor example to use as the example. I've worked with Child Support Enforcement for probably 20 years, and the ability to collect money from non-custodial parents who move out of state, who work off the books under another name -- there's a whole myriad that goes in there. So next time use another department because I want to see what -- let me see, I've been writing as you've been speaking. Who chooses the KPI's? Is it the department itself?

MR. MELITO:

Yes. And it could go from the department head down to the person on the front lines.

LEG. KENNEDY:

Okay. It's difficult for me to read the teeny writing in blue over there.

MR. PAUL:

If I could.

LEG. KENNEDY:

Yeah.

MR. PAUL:

I just wanted to add a little bit to that. The process of selecting KPI's has to be linked to the goals and objectives set for the department. They can't be anything that they want to choose because they're trying to avoid, you know, accountability or confrontation. They have to be able to be linked to a specific goal and objective for that department for that year. Whether it's set by you or set by the County Executive or set by the department head, we will be looking for the goals and objectives linked to these. As I said earlier, we can't measure everything, so we only can measure the things that are most important to operations. So that's the context of choosing a KPI. The department head -- the data must exist.

LEG. KENNEDY:

Correct.

MR. PAUL:

We can't chose KPI's where data doesn't exist, so we are going to relay on the department head to be that first indicator of these are the things that are important for me to measure to be successful in my job.

LEG. KENNEDY:

Well, we would all like 100% collection of everything that's owed to every department, but sometimes in different areas it's a little bit more difficult to even look upon that as a rational choice.

MR. PAUL:

Agreed.

LEG. KENNEDY:

Let me see. For all of DSS areas, do you include State requirements?

MR. MELITO:

Yes.

LEG. KENNEDY:

A mandate to include those as KPI's.

MR. MELITO:

Yes. Much of the data comes through the State requirements.

LEG. KENNEDY:

Okay. Let's see. Legislators, IT, the County Executive, and all the managers will have access to each department, or will there be anything that will be not accessible for review by all of those?

MR. MELITO:

The information is public information, so it will be, you know, be available. I mean, it's a difficult question to say because we haven't implemented it throughout all the departments, but there is certain information that department heads would need to see. And, you know, for example, in DPW we have identified like 100 KPI's. So maybe five of those are really important for the Commissioner, maybe three of those would be really important for the Legislature, you know, so those have to be defined yet.

LEG. KENNEDY:

Are you saying they'll be selective? That we as a Legislature won't be able to look at all of them?

MR. MELITO:

No, no, I'm not saying that.

LEG. KENNEDY:

Okay.

MR. MELITO:

What I'm saying is we have so much information it's hard to keep all of that, you know, in a productive way so what you want to do is try to, you know, have KPI's. The intent of this system is to have KPI's that give you information really quickly. That's the idea of a dashboard. That's all I'm saying.

LEG. KENNEDY:

Okay. When will it be available for us to be able to review whatever departments you have online?

MR. MELITO:

I'm going to ask you guys.

MR. MASTELLON:

Yes, as you mentioned before, I believe that we're looking at, you know, next year as, you know, the goal here prior to budget season for next year is to have information available to all various parties so you'll have an opportunity to look at some of the stuff.

LEG. KENNEDY:

So a year.

MR. MASTELLON:

We are, right now, implementing it throughout and will continue to do so in the various department. So right now it is available to a few departments and we'll continue through that. And as I

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mentioned, you know, I think that we're looking at the goal here being, as far as the Legislature is concerned, is to have it available for you as a body prior to the budget process review of next year so you'll have that information.

LEG. KENNEDY:

I understand what you're saying, but of the few departments that are there, why can't the Executive and the Legislative Branches of government view them as you're doing them so we get a better idea sooner.

MR. MELITO:

Yeah, no reason why not.

LEG. KENNEDY:

Okay. That would be a request.

MR. MELITO:

Sure.

LEG. KENNEDY:

Thank you, gentlemen.

MR. MELITO:

Of course.

CHAIRPERSON CALARCO:

Okay. Legislator Lindsay.

LEG. LINDSAY:

Good morning, gentlemen. Thank you for your presentation. Over the years I've been through a lot of presentations with new software, programs as they're coming out. My - it's not really a question, more of just a request. Once we've had an opportunity to really put our hands on it, touch it, play around with it and utilize it, I would ask that if we can call you back in and ask questions then, because we can sit here for hours and you can explain to us what this program does, but until we've actually had an opportunity to play around with it, it really is difficult for us to give you relevant questions.

MR. MELITO:

Yeah -- no, one hundred percent. And, you know, even for us, the more we use it, the more we say *Well, geez, maybe we need to* -- and that's part of the benefit of developing it in-house, quite frankly, because we're constantly upgrading it as we're go along. But of course, absolutely, it would be available to you.

LEG. LINDSAY:

Okay. And the only thing I had to add to that is if at some point you can put this in some type of app based program where we could have it on a PDA so that when we're out at a constituent event and we get asked a question about a certain department, we can immediately reference that program and to give that information.

MR. MELITO:

(Shaking head yes).

CHAIRPERSON CALARCO:

Great. Thank you very much for coming in and presenting this. You know, this is a great

management tool, and that's really what it's meant to be, and it's an ability for us to see where the metrics are and where they stand. And certainly whether it's a Legislator or I'm sure the County Executive's Office if you're looking at the metrics and you see some red up there you're going to be calling that Commissioner in to say *Hey, what's going on, why is this red? What are you doing?* Because, you know, information is key. Knowing where we're failing is important so we can take corrective actions. It's not necessarily a sign that we're even necessarily failing on purpose or doing something intentionally wrong, it's just we're coming up short, let's figure out what we need to do to get that back on track.

MR. MELITO:

Absolutely.

CHAIRPERSON CALARCO:

And I appreciate that. Now, all of the data that you are pulling into this platform, is that also going to be sent to our open data so that those tables and that tabularly information is being shared? You know, as we discuss this program, and you mentioned earlier, to me those two really go hand in hand. Open data is just the raw information, we're putting it out there. This tool is the digestion of that information, and certainly as that data is coming in for this tool, I would hope we're also sharing it with the Open Data Committee and putting it up on that website.

MR. MASTELLON:

I can say that, you know, specific to like DPW, for example. The efforts that were put forth to uncover some of the KPI's required in DPW, those efforts identified data sources that were pushed forth to the Open Data Committee.

CHAIRPERSON CALARCO:

And DPW has been one of those departments that have shared a lot of information with open data and one of the few that we are -- have tables that we have in place and hoping, you know, as we make that thing go live, that we have information from each and every department, and certainly DPW has been one of the more forthcoming in trying to share as much as they can.

MR. MASTELLON:

And I will say that I do believe that certain data sets themselves are sensitive data sets that are used for operational purposes that may not be necessarily public or open to the public. And, again -- so as we identify those specific data sets that are appropriate for a public setting, that's where we want to begin to push them over. They're kind of, you know, working from a technology standpoint, both from a resource and from a data storage standpoint. They're kind of in a similar spot, and we're using similar resources, the same resources, kind of in both projects to hopefully kind of, you know, recognize that and move that forward.

CHAIRPERSON CALARCO:

Sure, sure. But most information is public information at the end of the day, and if we were FOI'ed for it we'd have to share it anyway, so it's better to just throw it up there is my opinion then to try to hold back. With the understanding that there are concern thins, especially I know you're rolling this out in PD and there are certain I'm sure metrics and information that is more sensitive and needs to be a little bit more -- whether or not that's shared or not. Okay. Does anybody else have any questions?

MR. MELITO:

I just want to note quite frankly, the interface between open data and this is very strong. One of the really big factors and one of the biggest tasks associated with doing something like this is finding out where data is, connecting -- building those bridges to get from one system to another. And as you know, we've developed in a silo basis over the years, and our data is situated that way as well.

So both those initiatives are really looking to do the same things, so there's a great overlap.

CHAIRPERSON CALARCO:

Absolutely. It's getting departments, and even more important than just saying the departments and the Commissioners, the folks in the trenches doing the work who are actually maintaining the data and collecting the data to think *Oh, wait, that is something that should be shared*. And the way I put it to some of those data managers at a meeting recently was don't think about whether it's important or not, just give it to us, and then the public will decide whether or not they feel it's important and whether they want to look at it, and then management can decide whether it's an important tool that we can utilize to help keep metrics in the future. Legislator Kennedy had a follow-up.

LEG. KENNEDY:

I hate to be a broken record, but I'm going to suggest that anything that is too sensitive to go on an open forum be shared with both the Executive Branch and the Legislative Branch.

MR. MELITO:

We are in agreement with that, no problem. We agree.

CHAIRPERSON CALARCO:

I think what they said with the way this is set up you have -- there's basically security protocols, so you get different levels of clearance for different information to different departments. So obviously the Commissioner of DSS may not need to see the same dashboard as the Commissioner of Public Work, and so they're getting different dashboards and different access points. They may not get everything, whereas upper level management within the County Executive's Office, the Legislature, BRO, is going to get more of that information because we need it in order to make our policy decisions.

MR. MELITO:

Yep, that's correct.

CHAIRPERSON CALARCO:

Okay, great. Any other questions for Mr. Melito and his team? Great. Thank you very much for coming and presenting. We appreciate you sharing it and it looks like it will be very fruitful tool for us.

MR. MELITO:

Thank you very much.

CHAIRMAN CALARCO:

Okay. That was our presentation. We're going to move on to the agenda now. I have Tabled Resolutions.

TABLED RESOLUTIONS

IR 1728 - Returning to the County a parcel of land previously transferred pursuant to the 72-h Affordable Housing Program to the Town of Southampton (Co. Exec.). I'm being told that the Administration is still working on this with the Town of Southampton, so I will make a motion to table. Second by Legislator Lindsay. All those in favor? Opposed? Abstentions? IR 1728 is tabled. **(VOTE: 4-0-0-1. LEG. McCAFFREY NOT PRESENT)**

IR 1761 - Adopting Local Law No. -2016, A Local Law to strengthen regulation of pet dealers and pet stores in Suffolk County (Martinez). Motion by Legislator Hahn. I'll second

the motion. The Public Hearing has been closed on this; correct?

MS. ELLIS:

Yes.

CHAIRPERSON CALARCO:

Okay. Is there any questions on the issue? Seeing none, all those in favor? Opposed? Abstentions? IR 1761 is approved. **(VOTE: 4-0-0-1. LEG. McCAFFREY NOT PRESENT)**. Moving on to Introductory Resolutions.

INTRODUCTORY RESOLUTIONS

Moving on to Introductory Resolutions. ***IR 1842 - Authorizing the retirement and use of Workforce Housing Development Rights banked in the Suffolk County Save Open Space Bond Act Workforce Housing transfer of Development Rights Program Registry for use in the development of affordable housing in Brentwood(Co. Exec.)***. I'll make a motion to approve, second by Legislator Lindsay. I do see that there are representatives here from the Town of Islip. If you'd like to come forward and just tell us briefly what we're using these for. We kept you here all morning, we might as well let you say a few words.

MS. APPEL:

Good morning. Jennifer Appel, Vice President and General Counsel of Long Island Housing Partnership with the developer on this project. And I'm here with Alison Karppi, she is the Executive Director of the Islip CDA. We just need this project. We have a six lot subdivision as part of our Islip 9 Project. It's 11 scattered sites. We're building affordable housing for first-time home buyers. We did get a six lot subdivision approval from the Town of Islip. However, we're a bit short as far as Health Department for density purposes, so we've reached out to Suffolk County because they do have this TDR Program for affordable housing and they've agreed to transfer the, I think .83 acres we need to finish the project. We have a builder in place, we have all the grants in place. We have six buyers ready to sign contracts, so we're ready to go on this project.

CHAIRPERSON CALARCO:

Sounds good. You've had the opportunity to brief Legislator Martinez on this issue? I know it's in her district.

MS. KARPPI:

Yes, she's aware of what we're doing, but I am planning on sitting with her and one of our board members just to keep her updated as to what's going on.

CHAIRPERSON CALARCO:

Great. We appreciate that. Thank you very much. Any other questions? Seeing none, all those in favor? Opposed? Abstentions? IR 1842 is approved. Thank you very much. **(VOTE: 4-0-0-1. LEG. McCAFFREY NOT PRESENT)**

1851 - Adopting Local Law No. -2016, A Local Law to authorize the indemnification and defense of traffic prosecutors providing services at the Suffolk County Traffic and Parking Violations Agency (Co. Exec.). This needs to be tabled for a Public Hearing so I'll make the motion. Second by Legislator Lindsay. All those in favor? Opposed? Abstentions? IR 1851 is tabled. **(VOTE: 4-0-0-1. LEG. McCAFFREY NOT PRESENT)**

I have no other items on the agenda, so if nobody has any other issue, we are adjourned. Thank you.

9/28/2016 Gov Ops, Personnel, IT & Housing Committee

*(*THE MEETING CONCLUDED AT 10:47 AM*)*