



COOK COUNTY

Performance Management

Driving a Culture of Accountability



November – 2017



Driving a Culture of Accountability

“The purpose of this article is to...Improve public trust in County government by holding the County and its Departments accountable for achieving results.”

– *Article X of Cook County Code (Performance Based Management & Budgeting Ordinance), Revised in 2016*

The mission of Cook County’s Performance Management Office (PMO) has been to implement a culture of accountability and transparency in County Government. This mission’s focus on accountability will help increase public trust through more transparent fiscal management and performance management.

PMO has been able to drive this culture of accountability by:


- **Executing a Countywide program inventory for a program-based budget**
- **Transforming the data collected by departments to focus on efficiency and success metrics**
- **Responsible stewarding of County resources**
 - **Zero-based budgeting exercises**
 - **Asset management**
- **Cementing a culture of accountability through STAR sessions**

Program Inventory

Cook County’s program inventory provides a list of programs (i.e. services/activities) and maps expenses to those programs. It allows both County officials and County residents to see the true cost and resources needed for a particular service. It provides County residents a window into the operations of Cook County and it allows County officials to allocate funding by services.

The program inventory has allowed Cook County to implement its **first program-based budget** for FY2018.

Example: FY2017 administrative units of the County Public Defender as represented in the Budget Reporting (BR) system versus FY 2018 ‘programs.’

Old BR System (by Business Unit)		Program Title	FTEs	Program Description
Administration: 22 FTE		Administration	33	Supervises departmental programs and manages administrative functions including financial and procurement activities.
Chicago Operations Unit: 47 FTE		Civil Representation	42	Provides legal services to individuals facing charges of abuse, neglect, or dependency, individuals who the State seeks to involuntarily commit to a mental health facility.
Municipal Districts: 70FTEs		Felony Representation	185	Provides legal services to individuals facing felony charges other than homicide charges.
Suburban Operations Division: 34 FTE		Homicide Representation	50	Provides legal services to individuals facing homicide charges.
		Juvenile Representation	37	Provides legal services to individuals facing criminal charges who under 18 years of age at the time of the offense.
		Misdemeanor Representation	144	Provides legal services to individuals facing misdemeanor charges.
		Multiple Defendant Representation	31	Provides legal services to individuals in felony and first degree murder cases where more than one person is accused.

Programs: are now scored based on their performance



Public Defender



Civil Representation



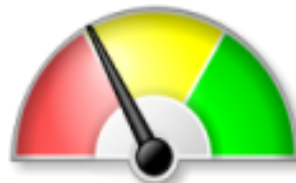
Investigations



Homicide
Representation



Juvenile Representation



Felony Representation



Multiple Defendant
Representation



Mitigation



Misdemeanor
Representation



Forensic Science and Trial
Technology

Stewarding County Resources

Zero-Based Budgeting Exercises



Every STAR session, departments identify a non-personnel object budget account and use zero-based budgeting practices to justify their expenditures. These departments are held accountable for these expenditures as a result of these sessions.

Based on the initial Presidents Recommended annual budget for FY18, these zero-based budgeting exercises resulted in approximately **\$356,522.46** in savings from the Offices under the President which themselves account for only 8% of total County budget.

For FY18, PMO analyzed the number of supervisors and the number of administrative support staff of many independent elected officials' offices. This analysis asked and answered the following questions:

- What is the ratio of supervisors to non-supervisors in a given County office? What is the ratio of administrative support staff to supervisors in a given County office?
- How many supervisors and administrative support staff should a given office have (based on best practice ratios and the number of non-supervisors)?
- What would the savings be if a given County office implemented these best practice ratios?

Effectively, PMO provided the number of supervisors and the number of administrative support staff a given office should have if that number started from **zero**.

Stewarding County Resources

Asset Management

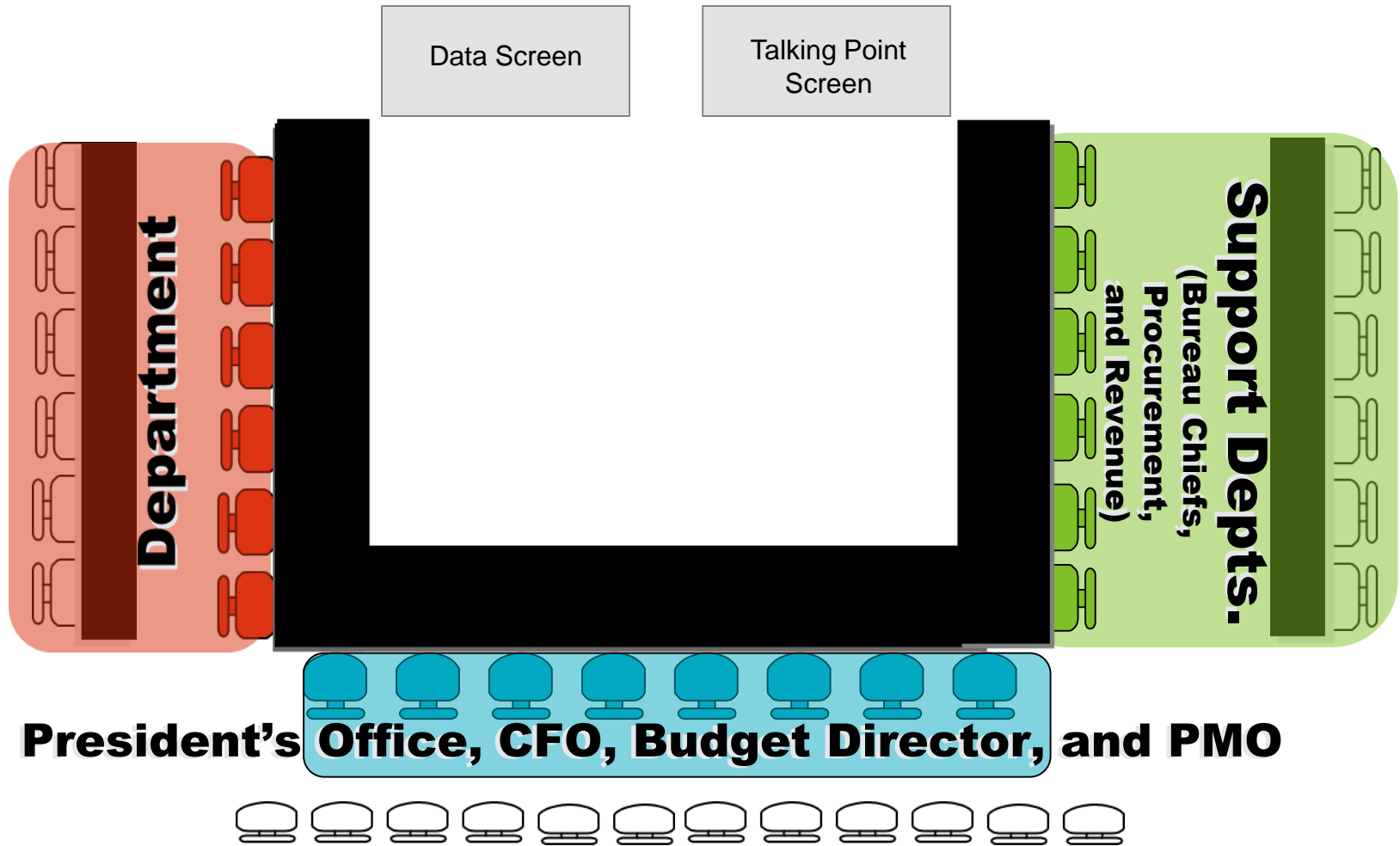
PMO has been able to improve the County's asset management by:

- Identifying the need for County policies surrounding the use of personal printers and personal cellphones
 - Helping maximize the savings from the Countywide Toshiba printer contract
 - Increasing savings from the allocation of cellphones
- Assisting departments meet the updated requirements regarding their Annual Capital Asset Inventory which now also include non-capitalized information & technology and telecommunications network equipment assets (Ordinance #16-3977)
- Helping achieve 100% compliance for all Offices under the President with State records and document destruction statutes

STAR Sessions

Cementing a Culture of Accountability

Seating Arrangement



STAR Sessions

Cementing a Culture of Accountability

PMO has worked to hold departments accountable for their use of public funds through a more transparent (program-based) budget, the collection and use of performance metrics, zero-based budgeting exercises, and inventory management exercises.

All data is housed in the QuickScore PM software that automates charts and tables of the stored performance metrics along with other functionality.

STAR sessions have been the main venues where many of these issues are identified and are subsequently addressed.

- STAR sessions consists of two concise, one-hour presentations by two different departments.
- All discussion points are paired and presented with relevant metrics to ensure all discussions are rooted in data (2 screens are used so talking points are always paired with data displayed live from QuickScore which allows for drilling down if warranted).
- All departments present at least twice each year.
- During the meeting, action items are documented with owners, deliverables and due dates. Each meeting begins with a report on the previous meeting's action items.

The frequency and regularity of STAR sessions helps cement a culture of accountability in County departments.

2018 STAR Session Updates

Overview

STAR sessions have been updated based on feedback from departments participating in STAR, the changing needs of the County, and best practices/trends in performance management. These updates were made to ensure STAR sessions continue to achieve results.

Departments are expected to be prepared for more operational/discussion-oriented STAR sessions.

Re-Engineered Format

- First round of operational focused STAR sessions will have attendance limited to the focus department and leadership to promote open discussion and problem-solving
- Leadership will now include CAO/Industrial Engineer to address operational goals
- Second round of operational focused STAR sessions will have wider attendance including departments related to action items generated from first round STAR sessions to ensure the resolution of action items

2018 STAR Session Updates

Agenda

1. Action Items Resolution Review

- (Always lead off with this item)

2. Measure Review

- (PM analyst identifies PM data for review, including administrative)

3. Story behind the Curve

- (Priority-Based Budgeting Exercise)

4. Evaluation of Programs / Mandate

- (Priority-Based Budgeting Exercise)

5. Update 2018 Strategic Initiative and its Connection to Mission

- (Look at how 2018 Strategic Initiative is connected to department/county mission and how it is progressing, in addition to identifying a relevant outcome metric)

6. Housekeeping

- (Contracts expiring, Record retention, Audits, Physical Inventory)-(Checklist slide and additional slides only included if warranted)

7. Budget:

- (Zero-Based Budget Exercise, YTD Expenditures)