



COOK COUNTY

Impact of STAR on Cook County



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Program-Based/Zero-Based Budget Preparation: Mission, Mandates, and Key Activities

Mission: Agenda item has led to Department's providing increased transparency, clearer guiding principles, and increased focus.

BOT in 2016:

Enterprise Technology plans and manages enterprise technology services in conjunction with Cook County agencies. It works to provide County government services that are cost-effective and easy to use for residents and employees. It also identifies opportunities for cross-agency collaboration that seek efficiency and a greater return on technology investments.

BOT in 2017 Round 2:

The Bureau of Technology (BOT) plans, develops and maintains enterprise technology services according to its guiding principles: lifecycle management, cloud-first, shared-first, sustainability, transparency, continuity, Countywide standardization and reuse before buy and buy before build. BOT provides cost-effective and easy-to-use services for residents and County employees.

Mandates: Identified enabling ordinances, federal statutes, and other sources for all OuP. Led to IEO's providing Mandates for their activities. Set the stage for prioritization according to mandates.

Key Activities: Used to drive the creation of participating Departments' program inventories.

Program-Based/Zero-Based Budget Preparation: Mandates Examples

Contract Compliance 2016 Mandates:

- Play an active role in helping Cook County's M/WBEs build capacity and create local jobs
- Track procurement spend in lieu of merely recording contract dollar figures
- Ensure the full and equitable participation of MBE/WBEs in the County's procurement process as both prime and sub-contractors
- Certify and promote the utilization of MBE/WBE/VBE firms

Contract Compliance 2017 Mandates:

- The OCC operates in accordance with Cook County Ordinances (Sec. 34-265 - Sec. 34-284)


Environmental Control 2017 Mandate source by regulatory activity:

Regulatory Activity	County Ordinance	State/Fed Statute
Asbestos Removal	X	X
Demolition	X	X
Industrial and Commercial Facilities	X	
Solid Waste Facilities	X	X
Recycling Facilities	X	
Open Burning	X	
Air Quality Monitoring		X
Liquid Hazardous Waste Storage	X	
Tier II (Hazardous Material Reporting)	X	X
Electronic Waste Collection Sites		X

Program-Based/Zero-Based Budget Preparation: Organization Chart and Program Inventory

The Organization Chart and Program Inventory slides in STAR provided an organization of FTEs according to Programs leading to a Program-Based Budget in FY2018 for all OuP.

Example: FY2017 administrative units of the County Public Defender as represented in the Budget Reporting (BR) system versus FY 2018 “Program” administrative units

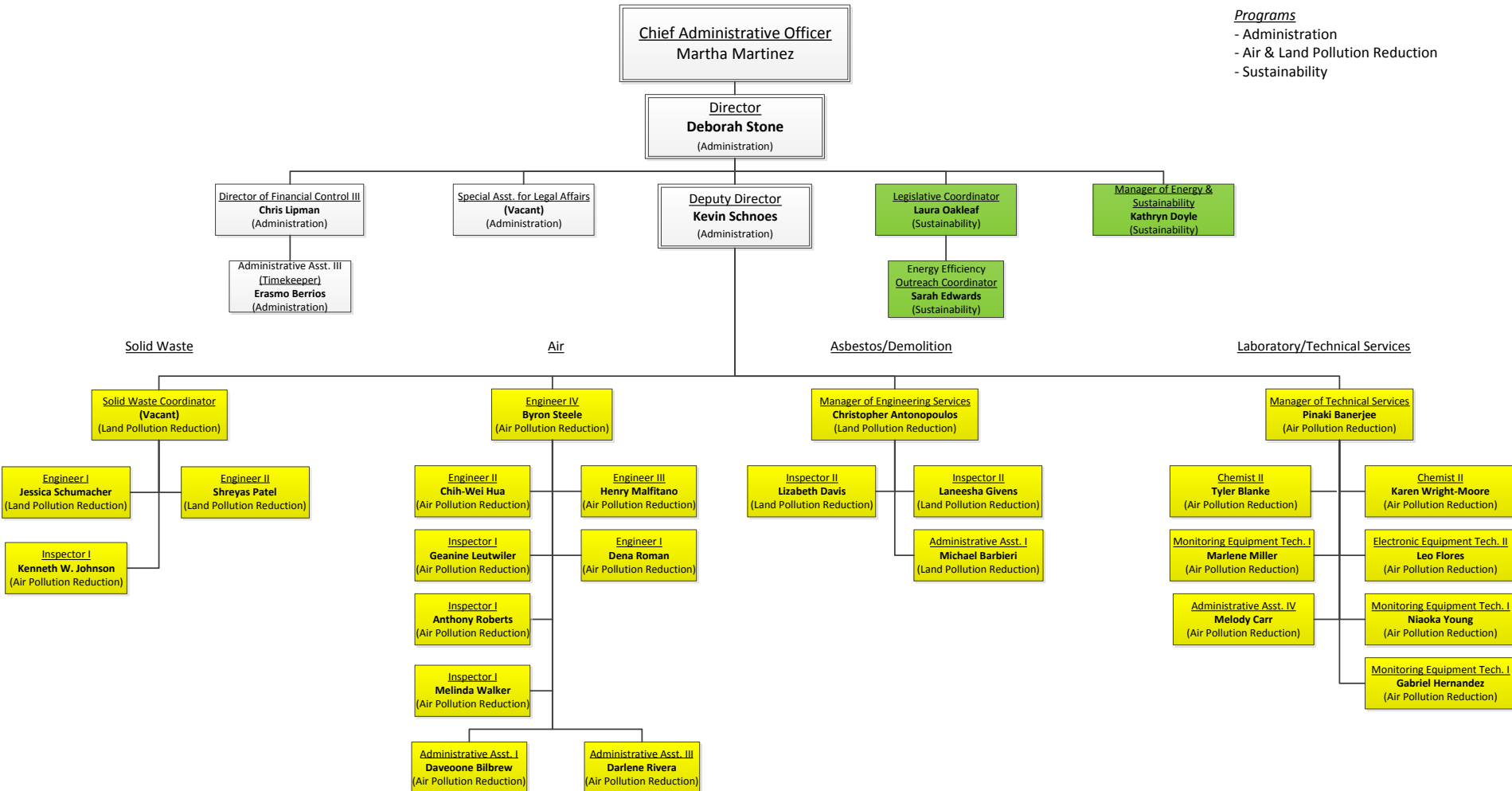
Old BR System (by Business Unit)		Program Title	FTEs	Program Description
Administration: 22 FTE		Administration	33	Supervises departmental programs and manages administrative functions including financial and procurement activities.
Chicago Operations Unit: 47 FTE	Civil Representation	42	Provides legal 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.	

Program-Based/Zero-Based Budget Preparation: Organization Chart Example

Cook County Department of Environmental Control Organization Chart

Programs

- Administration
- Air & Land Pollution Reduction
- Sustainability



Program-Based/Zero-Based Budget Preparation:

Zero-Based Budgeting Exercises

All STAR Sessions have included the execution of zero based budgeting exercises including:

- the examination of actual expenses for overhead expenses and identifying what their future expenses might be from a zero base,
- the proposal of alternative funding levels and detailed justification of costs.

These exercises resulted in a net expenditure savings of:

ZBB Item Savings	
Account Item Examined	Estimated Savings
Office Supplies	(\$31,514.00)
Communication (wireless)	(\$139,449.46)
Various non-personnel object accounts	(\$185,559.00)
Total	(\$356,522.46)

*Estimated Savings based on difference between FY2017 Budgeted Amount and FY2018 PresRec

Mission, Mandates, Key Activities, Organization Charts, Program Inventories, and Zero-Based budgeting exercises were created and utilized in STAR to prepare all OuP for the implementation of FY2018's program-based budget. All OuP (with exception of Facilities Management) have successfully implemented a program-based budget for FY2018.

Performance Measure Items:

Red Measure Review

Due Diligence: If you track performance measures you must examine the results.

STAR sessions include the review of ‘red measures’ (i.e. measures that are not meeting their targets) and generate valuable action items from this review.

For example, a single red measure generated the following action items for the Comptroller:

Action Item	Individual Responsible	Deliverable	Due Date
Inform departments of vendors in epayables program	Ivana D.	List to departments so those vendors can be prioritized	9/30/17
Review where epayables discount is processed as gross and net	Dean/Shakeel/Ivana	Results of review emailed to CFO and presented at next STAR	9/1/17
Change epayable savings metric to quarterly metric	R. Conlisk	Metric changed in QS	9/1/17

Performance Measure Items: Benchmarking and Admin Measures

Benchmarking is essential for Performance Management to produce actual improvements in *results*.

STAR Review Sessions have led to Departments identifying benchmarks from comparable for their Output, Efficiency, Outcome, and Cost-per measures. Benchmarking has led to Departments:

- Being held accountable for how their performance measured up against comparable organizations.
- Identifying best practices and introducing these practices into their organization.

Reviewing Administrative Measures (i.e. Sick hours, AP Cycle time, and other data generated automatically from enterprise systems rather than self reported data) for the purpose of:

- Appropriate due diligence to check in to see if any there are any disturbing trends in basic department administration like spikes in FMLA use or abuse of sick time.

Performance Measure Items: Benchmarking Example (Transportation and Highways 2017)

Cost per main/primary departmental service Benchmark and Source

Metric: *Cost Per Lane Mile for snow removal*

Data:

	LANE MILES	LABOR COST	MATERIAL COST	EQUIPMENT COST	TOTAL COST	Cost/Lane Mile
2014-2015 SEASON	44,737	\$250,377	\$168,663	\$181,868	\$600,908	\$13.43
2015-2016 SEASON	98,619	\$453,928	\$940,161	\$399,074	\$1,793,163	\$18.89
2016-2017 SEASON	56,524*	\$321,344	\$642,392	\$295,540	\$1,259,276	\$17.73 - \$22.28

* Cook County jurisdiction lane miles (overall lane miles driven 71,027)

Benchmark: 2017 target is \$20 per mile

Research comparable costs per lane mile for snow removal

- Cook County average cost per mile 2015\2016 snow season - \$20.50
- Wisconsin \$25.00 - \$30.00
- Minnesota \$20.00 - \$25.00

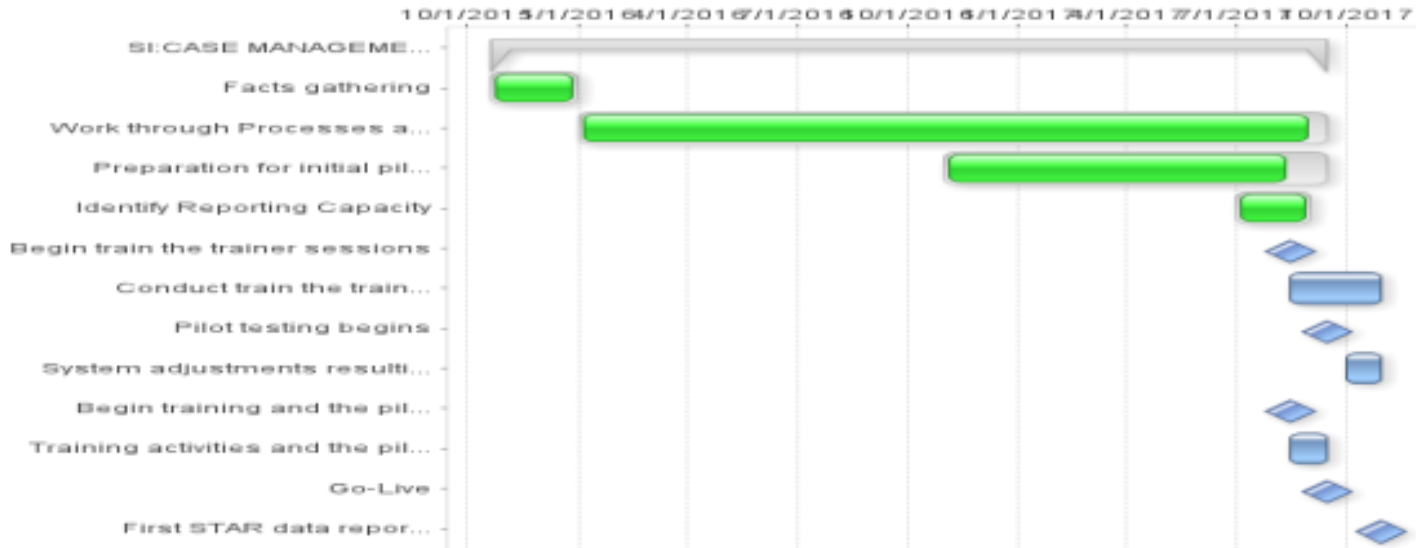
Other Comparable – Cost of 2015\2016 Snow Season Operations

- Cook County: \$1.8M for 1,625 lane miles - \$1,112 per lane mile
- City of Chicago: \$15M for 9,456 lane miles - \$1,591 per lane mile
- Illinois: \$131M for 43,676 lane miles - \$2,999 per lane mile

Strategic Initiative/Dashboard - The documenting and on-going tracking of strategic initiatives from STAR lays ground work for Cook County's Policy Roadmap

e-Defender Case Management Software Implementation

SI: CASE MANAGEMENT SOFTWARE IMPLEMENTATION



Felony Representation Effectiveness



Felony Representation Efficiency



Scorecard Object
Total number of dispositions

Department Deliverables:

Audit Report Review, Records Retention Update, and Physical Inventory

- **Audit Report Review**
 - STAR sessions have served as a venue to hold Departments accountable for Audit Report findings and ensure that Departments comply with these findings
- **Records Retention Update**
 - STAR sessions have been successful in achieving 100% compliance for all office under the president with State records and document destruction statutes
- **Physical Inventory (Ordinance #16-3977)**
 - STAR sessions were essential in 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. Conducting a physical inventory is a process that includes verifying an item's: tag number, serial number, description, address, building category code, and invoice numbers.