



# Board of Commissioners of Cook County

118 North Clark Street  
Chicago, IL

## Legislation Text

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### PROPOSED ORDINANCE AMENDMENT

#### COOK COUNTY CODE OF ORDINANCES

#### CHAPTER 2. ADMINISTRATION.

#### ARTICLE X. -- PERFORMANCE BASED MANAGEMENT AND BUDGETING PERFORMANCE BASED MANAGEMENT AND BUDGETING UTILIZING TRANSPARENCY, EQUITY, AND EFFICIENCY (“TEE”) BASED CRITERIA.

##### **Sec. 2-930. - Legislative findings and purpose.**

(a) Cook County has an interest in ensuring that every department and agency, including agencies operated by the 11 separately elected officials, and the Cook County Health and Hospitals System operate in a transparent, equitable, efficient and fiscally responsible manner.

(b) ~~Cook County has an interest in improving the delivery of public services through the use of strategic planning, business planning, a sound resource allocation process encompassing the traditional budget process and a framework for managerial accountability to ensure that the County's goals, mission and objectives focus on countywide results and that the results produced reflect the goals of statutory programs and responsibilities.~~

(b) Cook County has an interest in ensuring the transparency of its budget process by making both the process and the policy rationale of its resource allocation open and accessible to Cook County residents.

(c) Cook County has an interest in ensuring the equitable distribution of County services and resources by evaluating resource allocation decisions relative to the level of need in each area of the County.

(d) Cook County has an interest in improving the delivery of public services through the use of strategic planning, business planning, a sound resource allocation process encompassing the traditional budget process and a framework for managerial accountability to ensure that the County's goals, mission and objectives focus on countywide results and that the results produced reflect the goals of statutory programs and responsibilities.

(ee) The use of performance measures and standards in the planning and resource allocation processes, as well as the public reporting of performance information, will result in a more ~~efficient and effective~~ transparent, equitable and efficient utilization of County resources and improved results for the public and will ensure that the County as a whole is addressing its core functions and mission.

(fd) The purpose of this article is to:

- (1) Improve public service delivery through deliberate planning and an emphasis on transparency, equity and efficiency with an emphasis on accountability and results ~~accountability and results~~;
- (2) Improve managerial and legislative decision-making by promoting the gathering of meaningful and objective performance information;
- (3) Improve legislative decision-making capacity on the appropriation of public funds by providing all necessary background information on the socioeconomic need that is to be addressed by each expenditure of taxpayer dollars;
- (43) Ensure that all departments and agencies are fiscally accountable; ~~and are primarily~~ addressing statutory operations and functions; ~~and~~ and determining allocation of County resources in a manner consistent with the role of Cook County Government as the unit of local government most responsible for providing basic human services to the poor and the indigent.
- (54) Improve public trust in County government by holding the County and its departments accountable for achieving results and effectively ameliorating the effects of poverty, violence, and lack of access to quality health care in the poorest areas in Cook County.

**Sec. 2-931. - Definitions.**

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

*Board* for the purposes of this article, means the Cook County Board of Commissioners.

*Budget Resource Allocation Plan* for the purposes of this article, means the budget resource allocation plans described in Section 2-934(a).

*County* for the purposes of this article, means Cook County.

*County Departments or Agencies or County Department or Agency* for the purposes of this article, means all County departments and agencies, including, but not limited to, offices, departments and agencies of or led by the following elected officials:

- (1)The President of the Board of Commissions of Cook County;
- (2)The Cook County Assessor;
- (3)The Commissioners of the Cook County Board of Review;
- (4)The Cook County Clerk;
- (5)The Clerk of the Circuit Court of Cook County;

(6)The Cook County Recorder of Deeds;

(7)The Cook County Sheriff;

(8)The Cook County State's Attorney;

(9)The Office of the Chief Judge; and

(10)The Cook County Treasurer.

*President* for the purposes of this article, means the President of the Cook County Board of Commissioners.

*Quarterly Record* for the purposes of this article, means the quarterly records described in Sections 2-932(a) and 2-932(b).

The terms, Poverty, Extreme Poverty, and Low Income Households for the purposes of this article, shall be defined according to the definitions established by the United States Census Bureau.

#### **Sec. 2-932. - Quarterly submissions to President and Board.**

(a) Each County Department and Agency shall prepare a Quarterly Record wherein it shall define its mission and establish measurable goals for achieving desirable results for those who received its services, ~~and~~ and the taxpayers who pay for those services. Said Quarterly Record shall also include a detailed plan for achieving full access to departmental services by residents of areas of Cook County with high numbers of individuals or families living either in poverty, extreme poverty, or low income households. Each County Department and Agency shall also develop clear strategies and timelines to achieve all of the foregoing objectives. ~~its goals.~~

(b) The Quarterly Record submission shall include, but not be limited to, specific and measurable performance indicators, with corresponding performance objectives and targets, for each departmental or agency activity that are impartial, quantifiable and that demonstrate progress to date. The President and/or his or her designee, prior to the submission of the first Quarterly Record by any County Department or Agency, shall meet with each County Department or Agency to determine the appropriate performance indicators and corresponding performance objectives and targets for such County Department or Agency. Notwithstanding anything to the contrary in this Section 2-932, the County Departments and Agencies shall prepare its Quarterly Records in accordance with the performance indicators and performance objectives determined in these meetings and as otherwise established by the President and/or his or her designee. Such performance indicators and objectives must include a detailed plan for achieving full access to departmental services by residents of areas of Cook County with high numbers of individuals or families living either in poverty, extreme poverty or low income households.

(c) The Quarterly Record submission shall also include a statement of purpose for the County Department or Agency, services and programs provided that are required by law, including the mandating law, statute or ordinance, and services and programs provided that are not required by law but that enhance County services.

(d) The Quarterly Record submission shall also include a statement of intent as to how the County Department or Agency shall comply with the following three criteria, which shall be henceforth referred to as the

“Transparency, Equity and Efficiency” (“TEE”) criteria:

- (1) Transparency: The County Department or Agency shall make available to the public its departmental / agency budgeting process and its rationale for its departmental proposal to the Finance Committee Chair and the Office of the President.
- (2) Equity: The County Department or Agency shall establish, in writing, a detailed plan for achieving full access to departmental services by residents of areas of Cook County with high numbers of individuals or families living either in poverty, extreme poverty or low income households.
- (3) Efficiency: The County Department or Agency shall establish, in writing, a detailed plan for achieving delivery of services to the populations with the highest level of need, in the most fiscally prudent, cost-effective manner.
  - a. The above-referenced statement of intent detailing the foregoing criteria shall henceforth be referred to as a Department or Agency’s “Quarterly TEE Statement.”

(de) Each County Department and Agency shall submit its Quarterly Record and Quarterly TEE Statement to the President and his or her designee no later than March 10, June 10, September 10 and December 10 each year.

(ef) The President or his or her designee shall transmit each Quarterly Record and Quarterly TEE Statement submission received from County Departments and Agencies to the Board for Board review by April 1, July 1, October 1 and January 1 of each year.

(g) At the meeting of the Finance Committee of the Cook County Board immediately following each Departmental and Agency Submission of each Quarterly Record and Quarterly TEE Statement, the Cook County Board of Commissioners shall have the opportunity to question a designated representative of each Department and Agency regarding the contents of their TEE Statement.

(h) For purposes of responding to questions by the Cook County Board of Commissioners on each Departmental or Agency TEE Statement, each Department shall have an individual “TEE Representative” tasked with monitoring compliance with and implementation of the TEE criteria. Said individual shall be accountable for ensuring compliance with and implementation of TEE Standards.

**Sec. 2-933. - Quarterly meetings.**

The President or his or her designee shall, on a quarterly basis, meet with County Departments and Agencies to discuss the Quarterly Record and TEE Statement, as well as the County Department or Agency's progress with respect to the chosen performance indicators and corresponding performance targets for priority outcomes, including but not limited to the TEE criteria.

**Sec. 2-934. - Budget review and allocation.**

(a) Each County Department and Agency shall prepare a proposed Budget Resource Allocation Plan for review by the President and the Board on or before March 30, June 30, September 30 and December 30 of each year. The

proposed Budget Resource Allocation Plan shall identify the resources required to execute departmental or agency priority outcomes, as outlined in the Quarterly Record and TEE Statement submissions.

(b) County Department and Agency Budget Resource Allocation Plans shall include, but not be limited to, the following components:

- (1) Proposed staffing levels, FTE and personnel costs;
- (2) Fringe benefits;
- (3) Proposed revenues and appropriations, including litigation and contractual service costs;
- (4) Grants that support or enhance services and programs and a listing of business units associated with such programs or service;
- (5) Length of grant funding commitment;
- (6) Proposed adjustments to existing service levels;
- (7) Proposed new or increased fees;
- (8) Transfers;
- (9) Depreciation, amortizations and depletion;
- (10) Capital Costs;
- (11) Grants to outside organizations;
- (12) Additional grants anticipated to be included to be received in the upcoming Fiscal Year.
- (13) A detailed plan for achieving full access to departmental services by residents of areas of Cook County with high numbers of individuals or families living either in poverty, extreme poverty, or low income households

(c) The proposed Budget Resource Allocation Plan shall clearly show the relationship between resources, County Departmental or Agency activities and the expected level of performance to ensure performance based management and budgeting. The Budget Resource Allocation Plan shall clearly indicate which services are statutorily mandated and to what extent services are required. The Budget Resource Allocation Plan shall also include a detailed plan for achieving full access to departmental services by residents of areas of Cook County with high numbers of individuals or families living either in poverty, extreme poverty, or low income households. If the Budget Resource Allocation Plan requests funding for services or programs not mandated by law, justification shall be presented to show how such services or programs enhance County services.

(d) The President shall present the proposed Budget Resource Allocation Plan of each County Department and Agency to the Board for review.

(e) The President or his or her designee, the Chief Financial Officer and the Chief Administrative Officer shall review the Quarterly Record and TEE Statement submissions and analyze performance data with a consideration of proposed Budget Resource Allocation Plans to determine the effectiveness of strategies, program performance, and justification for continued, increased, or decreased funding.

**Sec. 2-935. - Performance based program review.**

(a) County Department and Agency Budget Resource Allocation Plans shall serve as the basis for performance based program reviews. Such reviews may include the following:

- (1) A review as to whether the program is in conformance with the mission of the Department and Agency, its statutory authority and adopted budgetary priorities;
- (2) Zero-based budgeting concepts;
- (3) Application of program workload measures, program efficiency measures, program effectiveness measures, program outcome measures and cost-benefit analysis; and
- (4) An analysis of the customer or client base served by the program and delivery of service alternatives.

(b) Performance based review programs shall always include a detailed discussion and assessment on the progress of the Department or Agency toward the goal of achieving full access to departmental services by residents of areas of Cook County with high numbers of individuals or families living either in poverty, extreme poverty, or low income households

**Sec. 2-936. - Accountability and performance.**

(a) Departments and Agencies shall be held accountable for the achievement of performance objectives, as outlined in the Quarterly Record and TEE Statement, and Department heads and managers may be further accountable for the achievement of performance objectives through performance evaluation and other appropriate managerial tools.

(b) Management and staff shall employ progressive techniques to ensure continuous transparency, efficiency and equity ~~efficiency and effectiveness~~ in County operations.

(c) Managers and staff shall not allow the expenditures for any line item for their department or agency to exceed the total amount appropriated for such line item by the approved budgets without express approval of the Board.

**Sec. 2-937. - Effective date.**

This article shall become effective 30 days after passage by the Cook County Board of Commissioners.