

## Policy Proposal: CountyStat

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*This is the second in a series of policy proposals outlining priorities and strategies for Cuyahoga County government. This proposal addresses Ed FitzGerald's approach to "Redesigning County Government." FitzGerald's Five Point Plan for Cuyahoga County government is available at [www.EdFitzGerald.org](http://www.EdFitzGerald.org).*

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**This policy proposal addresses the following policy priorities enumerated in the County Charter:**

1. Focused, effective and accountable leadership;
  2. An improved focus on equity for all our communities and citizens;
  3. Long-term regional and global competitiveness; and
  4. Significant taxpayer savings by streamlining and eliminating unnecessary expenses.
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### **The Opportunity**

County Government must be systematically measured and redesigned. The first County Executive must implement a management system which continuously drives county government toward excellence and efficiency. County government must transition away from a status quo mentality while methodically evaluating innovative government reforms.

This policy proposal entails a method of implementing a data-based accountability system which will result in cost-savings to taxpayers and improved services to the residents of Cuyahoga County.

### **CountyStat**

*A data-based accountability system which will result in cost-savings to taxpayers and improved services to the residents*

1. Compare to best practices
2. Increased transparency
3. Increased accountability
4. Leverage technology
5. "Loaned Executive" participation
6. No additional cost

## **A “Measured” Approach**

Ed FitzGerald will institute “CountyStat,” an empirical system of measuring departmental and agency performance and comparing them to nation-wide best practices and local goals. CountyStat will be among the Executive’s new tools for evaluating and encouraging new governing models and shifting to a workforce emphasis which is outcomes-focused. It is diametrically opposed to a "that's how we've always done it" approach.

### **What is CountyStat?**

CountyStat’s foundation is rooted in New York City’s CompStat, a method devised by NYPD to identify crime type, location and trends and respond accordingly. Its success was well-documented and widely imitated. The City of Baltimore borrowed the approach and broadened its application to all aspects of municipal service delivery, yielding significant cost savings and service improvements. Since then, cities and counties across the nation have implemented CitiStat-like programs which have also been in use for decades in the private sector.

Upon his election as Mayor of Lakewood in 2007, Ed FitzGerald implemented CitiStat in every department of his administration. His administration utilized it to reduce personnel costs by double digits and improve service levels, particularly in law enforcement.

### **How Will CountyStat Work in Cuyahoga County?**

Under the Cuyahoga CountyStat system, departments will develop, measure, track and report specific performance measures that detail service quality and responsiveness. Trends, challenges and geographic data will be presented by statistical analysis and graphical presentations on a regular and frequent basis. CountyStat meetings will be attended by the CountyStat Task Force, consisting of department heads, key staff, "loaned executives," and the County Executive. This group will work together to discover concerns, identify potential improvements, and hold each other accountable in a culture of continuous improvement. Real-time data will be used to develop targeted action plans, with continued follow-up to monitor their results. Regular, frequent CountyStat meetings will encourage inter-departmental coordination, transparency, increased accountability and improved service delivery.

### **Nationwide Comparisons and Best Practices**

CountyStat's focus will not be entirely inward. County Performance Indicators will also be established in order to measure our county's performance vis-a-vis other similarly situated counties across the country. The CountyStat process will constantly be exchanging information with other CountyStat and CitiStat participants nationwide.

### **Increased Government Transparency**

As part of CountyStat, online-accessible performance measure dashboards will be available on the county's website. This increases accountability, transparency, and eliminates much of the secrecy which has too often characterized county government decision-making.

### **Increased Accountability**

The CountyStat process is also consistent with ensuring managerial accountability. CountyStat will be incorporated in the performance evaluation of key managers, fostering a results-oriented leadership model.

### **Leveraging Technology**

County IT employees will be an integral part of the CountyStat process. It is essential that county government integrate 21st century technology into all possible operations. Each distinct function of a department's operations must be analyzed from the standpoint of technology utilization, with the goal of increasing productivity and reducing long-term personnel costs. IT participation is also crucial to ensure the uniform collection of data across departments.

### **"Loaned Executive" Participation**

The CountyStat process is also an opportunity to draw upon the management expertise of the private sector via a "loaned executive" concept. Managers from the private sector with expertise in fields such as technology integration, worker productivity, human resources, and strategic planning will be invited to loan their talent to the CountyStat Task Force, to provide a non-governmental perspective.

### **Cost**

Implementation of CountyStat will not require the hiring of additional staff. Existing positions will be utilized across departments, as part of the multi-departmental CountyStat Task Force, with the leadership role being played by the office of the County Executive.