

Hamilton County, Ohio
Competition and Efficiency Committee (CEC)
Service Review Selection Criteria

PURPOSE: Hamilton County government provides an extensive array of services. The administration expects all county agency directors, program managers, supervisors and employees to be ever diligent in identifying ways to be more efficient. In addition to this core management tenet, the CEC will periodically examine in detail select county services as potential managed competition candidates. The criteria that follow provide a framework for selecting county services for structured business case review that may lead to a managed competition effort.

Referrals: The Board of County Commissioners, the Tax Levy Review Committee, County Administration, and other entities may ask the CEC to examine a specific service.

Resource Availability: Ensure that services are selected and sequenced for review in consideration of the resource constrains of core team members.

Savings Potential: As efficiency becomes a key management tenet, the CEC should select programs and services that have the potential to generate large savings. Smaller programs would be reviewed in the course of regular management reviews.

Potential Markets: Some county services are inherently governmental and result in limited and/or under-developed private sector markets; nationally or locally. The selected services should be assessed as to existing or potential market viability.

Policy Focus/Enabler: As the Board of County Commissioners articulate policy priorities the associated services should be identified for potential review. For example, if jail overcrowding is a problem, perhaps inmate treatment programs should be assessed as to effectiveness in reducing recidivism.

Other Government/Regional Efforts: As other public institutions embark on major policy issues or organizational change there may be associated county services that could be reviewed for partnering opportunities. For example, when the City of Cincinnati re-designed its development permitting and inspection programs in 2003/2004 the county could have examined similar programs.

Reorganizations, leadership change, loss of key staff members: As departments plan for reorganizations and other major change events, services could be identified for intensive review. For example, before finalizing department reorganization, the department's service offerings should be reviewed for services to eliminate, enhance, and assess for efficiency and effectiveness.

Performance Issues: If performance issues arise from a particular service, the BOCC, administration, and other entities may request a service review. For example, if the recycling

program is not meeting its stated solid waste diversion goals the entire program could go through a service review.

Citizen Demands: Services that are specifically and consistently mentioned by the public and the media should be reviewed.

Enterprise Solution Potential: If services cross many departments they should be reviewed for a potential enterprise solution. For example, the county has some form of fleet services in five departments.

Operational Risk: Select county services, by their very nature, are critical to the health and safety of citizens of Hamilton County. While all county services should be evaluated for efficiency and effectiveness, some county services may not be candidates for managed competition because of potential operational risks. For example, operation of the public safety communications center may not be an appropriate candidate for managed competition.