



GRA Presentation

Cook County STAR Program

July 25, 2011



Cook County serves the public in four main areas



Health and Hospitals

\$1.0 B budget

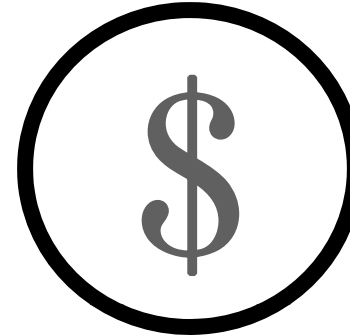
- 3 Hospitals
- Ambulatory & Community Health Network
- Correctional health facility
- Center for HIV/AIDS
- Dept. of Public Health



Public Safety & Justice

\$1.2 B budget

- Sheriff
- State's Attorney
- Chief Judge
- Clerk of the Circuit Court
- Public Defender



Property & Taxation

\$70 M budget

- Assessor
- Board of Review (evaluates appeals)
- Treasurer
- County Clerk



Forest Preserve

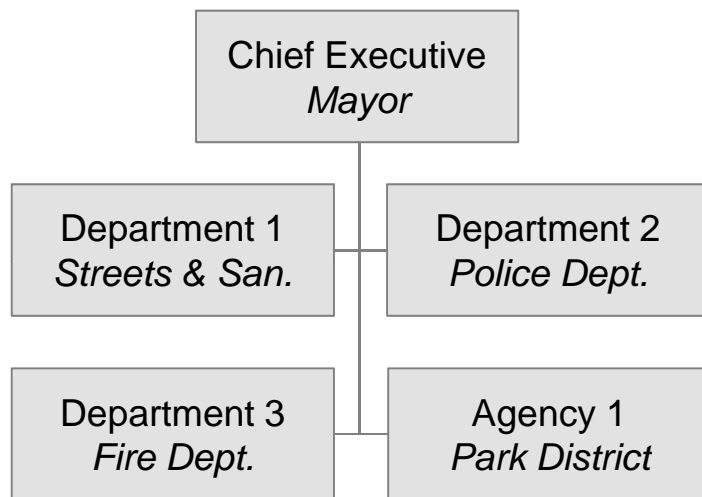
\$160 M budget

- 68k acres natural areas
- 22 nature preserves
- 6 nature centers
- Wildlife research facility
- 3 aquatic centers
- 10 golf facilities
- 300 miles marked trails

Cook County Board President responsible for \$3 B budget that funds operations of 11 separately elected officials

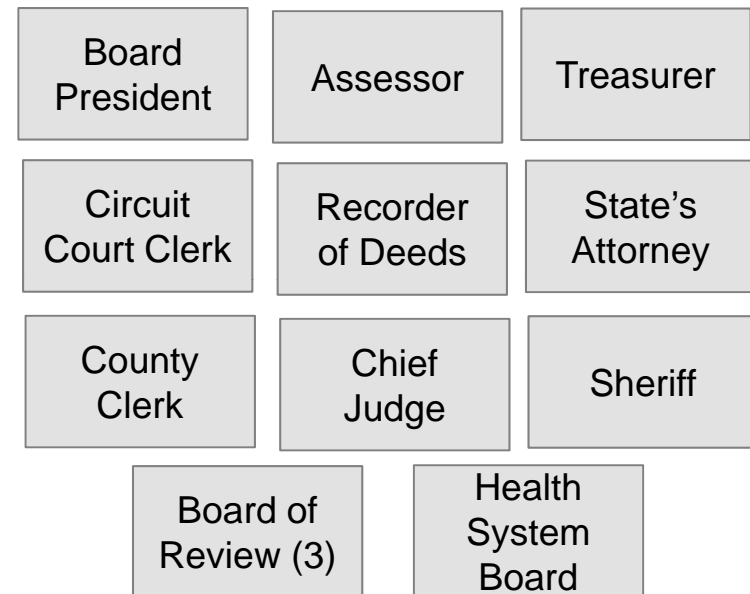
Structure of Cook County is unique and presents challenges

Typical Executive Branch



- Has control over department budget & operations
- Has ability to appoint agency chief executive and board members

County Executive Branch



- Board President has some control over budget, but no operations
- Each official elected and not appointed - accountable to same constituents

Board President responsible for recommending budget and has veto power, but lacks operational control on 92% of budget

Large leap to transform County culture

Cook County plagued with history of corruption

Theft of County funds

- Sex and theft at Forest Preserve swimming pools
- Workforce development funds embezzled

No to work, yes to pay

- Workers "asleep on the job"
- Pay for personal errands

Management policies tainted by political influence

- Hiring scandals
- Pay raises & County contracts linked to campaign contributions

Toni's Vision

"Accountable to its citizens, Cook County will be transformed into the best-run County in the country – a County led by its Board President with an unwavering commitment to open, honest and efficient government that provides higher quality services at lower costs."

- Transition Report

How the County can achieve its lofty vision

Our Four Goals



Fiscal Responsibility



Innovative Leadership



Transparency & Accountability



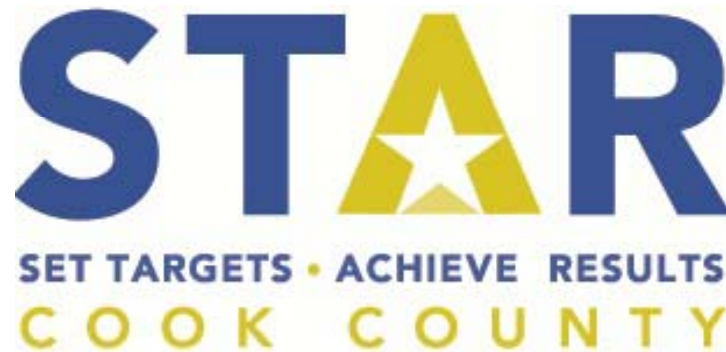
Improved Services

Performance Based Management & Budgeting Ordinance passed February 1, 2011

Ordinance mandates:

- Quarterly Reports: “Each County Department and Agency shall prepare a Quarterly Record wherein it shall define its mission and establish measurable goals...”
- Quarterly Reviews: “The President... shall, on a quarterly basis, meet with County Departments and Agencies to discuss the Quarterly Record as well as the County Department or Agency's progress...”
- Tying Performance to the Budget: “...clearly show the relationship between resources, County Departmental or Agency activities and the expected level of performance to ensure performance based management and budgeting...”

What is the STAR program?



STAR is a Countywide performance management program that will:

- Lower the cost of government
- Create efficiencies
- Improve services
- Allow the public to judge progress

We will do that by:

- Setting clear goals and expectations for the County, agencies, & departments
- Using data to inform and drive the budget process
- Structuring cross-office collaboration
- Asking the public for feedback on how each Office is doing

Encountered Immediate Challenges

Five Main Challenges

- 1 Fears & lack of understanding of Performance Management**
Solution: Intense communication effort
- 2 Structural issues in agency buy-in**
Solution: Setting Countywide goals, executive buy-in, communications
- 3 Lack of data and technology**
Solution: Brute force, technology prioritization
- 4 Focusing on what was important**
Solution: Training, weekly review session
- 5 Viewing Performance Management as a temporary trend**
Solution: Weekly review sessions, executive buy-in, quarterly reviews

At the Office-level, reports developed with support from President's Office

How the President's Office has worked with other County stakeholders

Training

- 200+ managers and union leaders formally trained Countywide

Benchmarking

- Research provided on comparable offices in other counties

Consulting / Support

- Pro bono BCG & Civic Consulting consultants reviewed goals and provided guidance

Review sessions

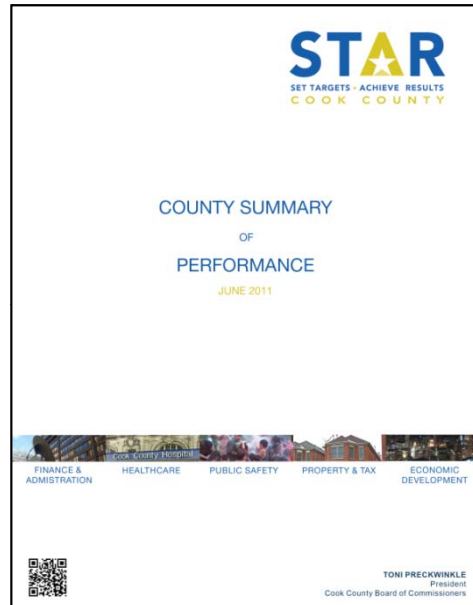
- President, Chief of Staff or President's Office staff met with Agencies to determine metrics and link to County level goals

Status of agency office-level reports

Office	# of reports	Status
President's Office	29	Received
CCHHS	8	Received
Sheriff	5	Received
State's Attorney	1	Received
Assessor	1	Received
Clerk of the Circuit Court	1	Received
Chief Judge & JTDC	N/A	No submission
County Clerk	1	Received
Treasurer	1	Received
Board of Review	1	Received
Recorder of Deeds	1	Received
Forest Preserves	1	Received

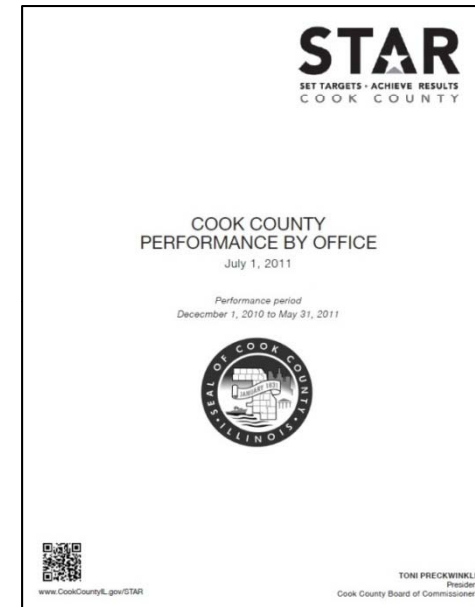
Our first STAR report has two levels

County Summary



- For both the casual and interested reader who wants to know how the County will improve
- Organized around five categories of County activity:
 - Finance & Administration
 - Healthcare
 - Public Safety
 - Property & Taxation
 - Economic Development

Office and Department Report



- For the dedicated reader who wants to see all the details
- ~2 pages per agency or department showing what goals it is trying to achieve and whether it is reaching those goals
- ~50 Office/department reports total

For the first time, the County has set Countywide goals that all Agencies will work towards



Countywide Goals

Finance & Administration

1. Maintain a healthy financial position
2. Collect money owed efficiently and effectively
3. Support County workforce needs through
4. timely hiring of well-qualified employees
5. Improve personnel oversight
6. Procure goods fairly, timely and cost-effectively

Healthcare

1. Improve access to healthcare services
2. Improve quality, service excellence and cultural competence
3. Develop leadership and stewardship
4. Improve public health

Public Safety

1. Reduce jail population & cost
2. Increase public safety
3. Promote reintegration
4. Ensure fair & equitable access to justice

Property & Taxation

1. Ensure fair & accurate property valuation & appeals process
2. Ensure efficient, timely & effective assessment & billing
3. Collect property taxes in a timely manner
4. Minimize duplicative property tax payments and process refunds quickly
5. Increase taxpayer self-service transactions and access to information

Economic Development

1. Pursue regional economic development with the City of Chicago
2. Improve workforce readiness
3. Increase access to living wage jobs
4. Minimize tax burden

Goals created by collecting feedback from Board, public, County agencies, other Counties & advocacy groups

Finance and Administration

For the first time, the County will be releasing a quarterly report of how we measure up to budget

MEASUREMENT *	2010 TARGET	2010 ACTUAL	2011 TARGET	2011 YEAR TO DATE TARGET	2011 YEAR TO DATE ACTUAL	2011 YEAR TO DATE VARIANCE
Personnel expense, without overtime	1,822.4	1,739.3	1,853.0	867.2	813.5	-6% ¹
Overtime expense	53.0	72.9	45.6	21.3	32.1	50% ²
Non-personnel	574.4	633.9	583.4	292.6	289.8	-1%
Subtotal	2,506.8	2,476.1	2,482.0	1,181.1	1,135.3	-4%
Payments for bond interest	190.8	190.8	137.1	93.5	131.8	41% ³
Pension / allowance for collection	198.2	198.2	200.9	100.5	100.1	0%
Grants	160.8	160.8	185.0	92.5	43.8	-53% ⁴
Total expense	3,056.6	3,025.8	3,055.1	1,466.7	1,411.1	-4%
<p>* All numbers in \$ millions</p> <p>1. Personnel expense is showing savings primarily due to the timing of health insurance payments (\$34 million) and vacancies at the Health and Hospital System (\$22 million).</p> <p>2. Overtime expense is greater than expectation primarily due to vacancies in the Health and Hospital System (\$9.7 million) and the Sheriff's Office (\$1 million).</p> <p>3. Payment for bond interest appears high due to timing of both payments due and planned restructuring.</p> <p>4. The year to date actual for grants appears low, but due to differing fiscal years from granting agencies, there are many grants that will come in later in the year.</p> <p>NOTE: 2011 Year To Date is through May 21 for Personnel and May 31 for Non-Personnel</p>						

Healthcare



“We should track the waiting times; the impression of the Cook County hospital system is you wait for 6 hours to be seen. As taxpayers we should have a system that is fast and swift in helping its community.”

– Carmine R., resident providing feedback on an online poll asking for information on what we should track (dates 5/6-5/9)

CCHHS Goals and Selected Measures

1. Improve access to healthcare services	2. Improve quality, service excellence, & cultural competence	3. Develop leadership and stewardship	4. Improve public health
<ul style="list-style-type: none"> • # of inpatient admissions • # of outpatient admissions • # of emergency department visits • # of ambulatory provider visits • % patients who left Emergency Department without being seen • # days to 3rd next available appt for new primary care patients 	<ul style="list-style-type: none"> • Pneumonia inpatient mortality rate • # minutes average wait time at Emergency Department • % patients satisfied with service 	<ul style="list-style-type: none"> • # full time equivalent medical residents • # medical students • # full time equivalent personnel per adjusted occupied bed • # full time equivalent personnel per adjusted occupied bed • \$ million cash collected 	<ul style="list-style-type: none"> • # of Environmental Health Service Inspections performed in suburban Cook County • # client clinic visits • # reported cases of STDs

Public Safety

As a County, we will work to...

1. Reduce jail population & cost
2. Increase public safety
3. Promote reintegration
4. Ensure fair & equitable access to justice



Examples of some measures

Pres. Office / Public Defender	Sheriff	State's Atty.	Clerk of the Circuit Court	Chief Judge
<ul style="list-style-type: none"> # requests for electronic monitoring # enrolled in workforce programs % closure rate 	<ul style="list-style-type: none"> # of slots available in alt. programming # of electronic monitoring / day Average daily open beds # of cases assigned # of violent crimes # of new admissions to boot camp, pre-release, day reporting # of detainees 	<ul style="list-style-type: none"> % of diversion requests offered and agreed to # of participants in alt. sentencing programs % of deferred prosecutions # of motion states requested 	<ul style="list-style-type: none"> # of people bonded out via credit card # of criminal misdemeanor case filings # of criminal felony case filings 	<p><u>No Submission</u> – recommended metrics:</p> <ul style="list-style-type: none"> # of orders to EM, I-Bond, Pre-Trial Svcs # of probation violations # of cases disposed # of average days sentenced # of orders to diversion # avg days to trial

Property and Taxation

Goal	Selected measures
1. Ensure fair & accurate property valuation & appeals process	<ul style="list-style-type: none"> # appeals filed with Assessor and Board of Review % appeals upheld by Assessor review % parcels appealed to Assessor % of BoR appeals receiving relief
2. Ensure efficient and timely assessment and billing	<ul style="list-style-type: none"> # of days to complete tax cycle \$ cost per parcel # parcels per full-time employee # days to complete assessment # of days to hear and close all appeals
3. Collect property taxes in a timely manner	<ul style="list-style-type: none"> % of tax dollars collected by due date (not provided) % of property tax parcels paid electronically
4. Minimize duplicate property tax payments & process refunds quickly	<ul style="list-style-type: none"> # of refund payments (not provided) # weeks on average to process refunds
5. Increase taxpayer self-service transactions & access to information	<ul style="list-style-type: none"> % appeals filed online % property tax payments made online # of minutes on average for phone wait times (peak) # of taxpayers that apply for taxpayer exemption online # of tax appeals applied for online # of minutes on average to respond to taxpayer emails

Agencies submitting measures

- Board of Review
- Assessor
- County Clerk
- Treasurer (Incomplete)

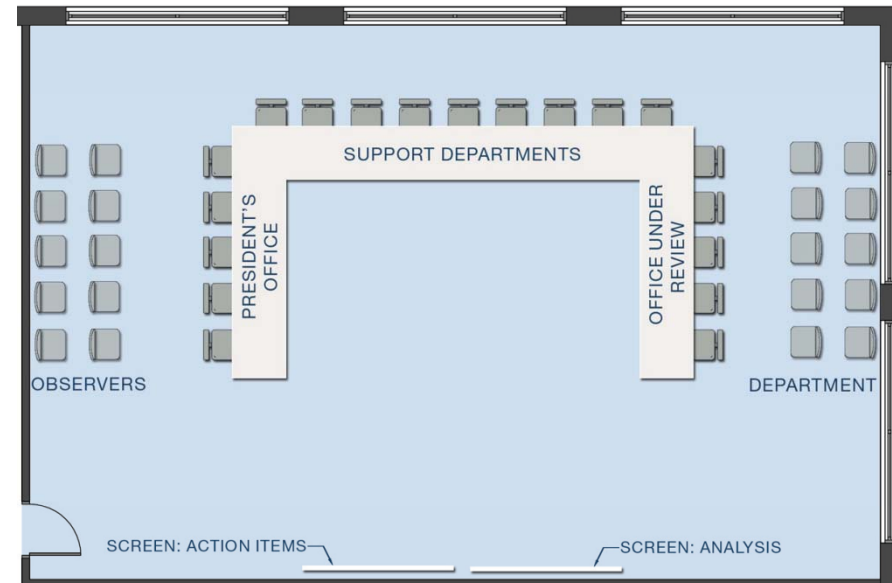
Economic Development

Goal	Recommended measures
1. Pursue regional economic development	<ul style="list-style-type: none">• # of green collaborations with the City• # businesses assisted through incentive programs• # of businesses assisted through participation in Government Partnership for Economic Development Committee
2. Improve workforce readiness	<ul style="list-style-type: none">• # of adults trained in job skills• # adults trained in career and soft skills• # adults using job placement resources• # youth trained• # clients placed in full-time employment
3. Increase access to living wage jobs	<ul style="list-style-type: none">• # jobs added through deploying federal grants on projects• # jobs created through tax incentives• # jobs created through tax delinquent properties programs
4. Minimize tax burden	<ul style="list-style-type: none">• Cook County consumer spending tax rate (sales tax)

The President's Office is professionalizing management by using STAR to make decisions

Some decisions we've made in STAR Review Sessions

- Purchasing: Uncovered unnecessary red tape in how invoices are paid – reduced time it takes to pay vendors
- Revenue: Identified shortfall in projected revenue in Q2 rather than at end of year – able to adjust with assistance from HR/Procurement to get back on track
- Budget: Discovered lack of understanding on how to run budget reports Countywide – established training sessions for all County leaders and established policies on when to pull reports

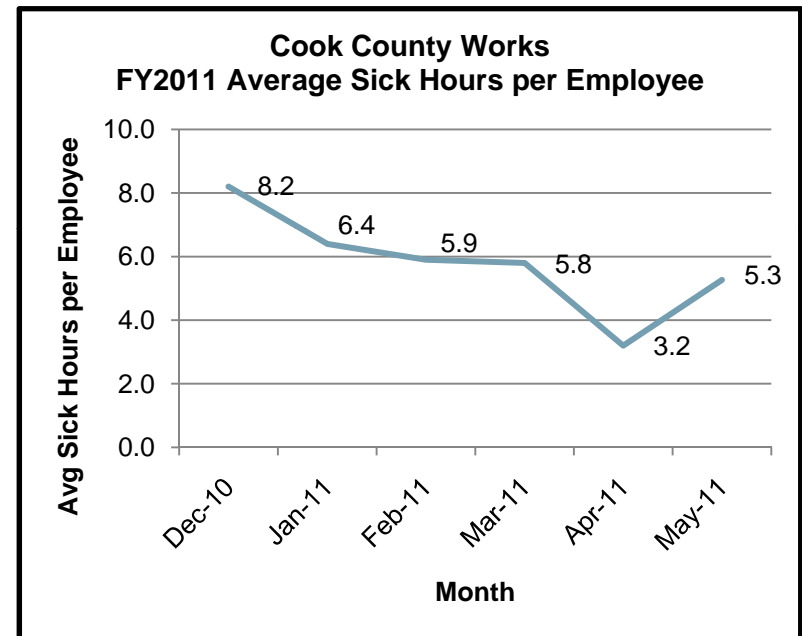


Standing attendees include:
Chief of Staff; Chiefs of Finance, HR, Technology,
Economic Development, Administration; Budget
Director; Purchasing Agent

Early successes already appearing in President's Offices

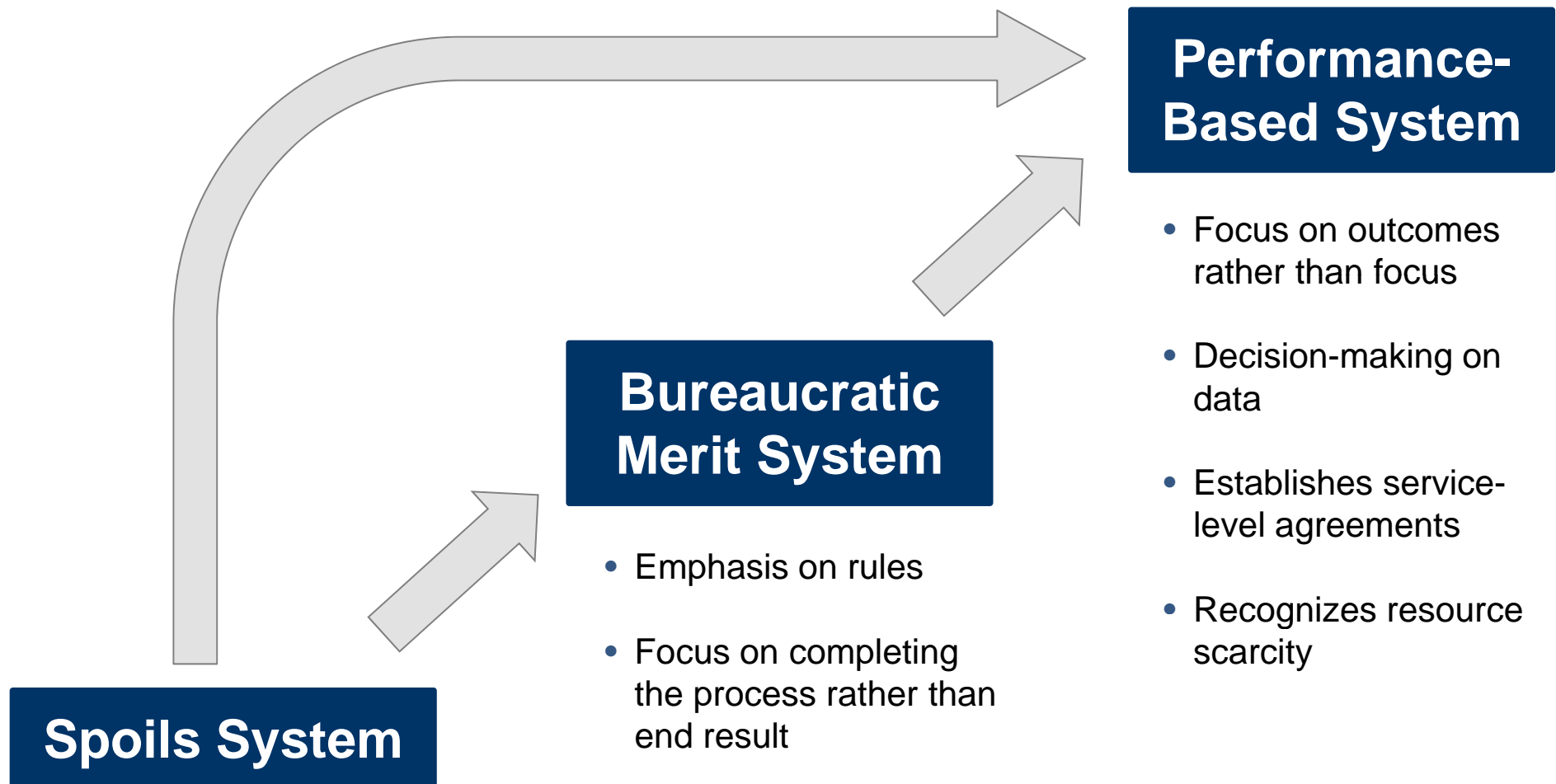
Some early successes

- Reducing lost labor hours and overtime spend
- Quarterly financial reports and quarterly allocations
- Public feedback mechanism (<http://www.cookcountyil.gov/STAR>)
- Public Defender revenue targets
- New reports on Worker's Comp costs
- Greater focus on customers



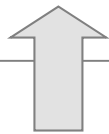
Sick time down in CCW over 35% since taking Office

Evolution of Government Budgeting and Management



The STAR Program will evolve to play an even larger role in future budgets

June 2011 Getting started	December 2011 Getting stronger	2012-13 Accountability	2013-14 Maturity
Train departments	Conduct initial agency and department performance reviews	Manage operational decisions through robust performance reviews	Use performance management for operational decision making across County
Select measures & targets	Address weaker areas of performance	Share success stories	Evaluate performance at team and individual level
Collect initial data	Collect additional data and improve reports	Identify and implement corrective actions	Automate key processes
Produce first public performance report	Use data to inform budgeting	Use data to drive planning and budgeting processes	Improve experience that residents have with County government



Where we are today

Key 2011 Budget Deadlines

- July 31: Preliminary budget produced
- September 1: Last date for additional public hearings on budget priorities
- October 31: Submission of executive budget recommendation

STAR is key to making our vision a reality

“Accountable to its citizens, Cook County will be transformed into the best-run County in the country – a County led by its Board President with an unwavering commitment to open, honest and efficient government that provides higher quality services at lower costs.”

FOR HIRE: CPO

Open Position: Chief Performance Officer



Please contact me if you have interested candidates