



FY2018 Bureau of Finance Budget Presentation

October 23, 2017

Ammar M. Rizki – Cook County Chief Financial Officer

- **Revenue**
- **Risk Management**
- **Budget and Management Services**
- **County Comptroller**
- **Office of the Chief Financial Officer**
- **Contract Compliance**
- **Office of the Chief Procurement Officer**

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FY2018 Budget Framework

FY2018 Bureau of Finance Budget Presentation



Fiscal Responsibility

- Promote a long-term plan for fiscal sustainability to address legacy liabilities and preserve essential public safety and public health services
- Reduce County government's real estate footprint, sustain reductions in workforce and eliminate redundant programs

Innovative Leadership

- Foster a justice system that focuses on reducing recidivism and pretrial detention by investing in violence prevention programs, electronic monitoring, I-bonds, probationary and pretrial services
- Invest in transportation infrastructure to ensure the County maintains its competitiveness as the Midwest's key distribution and logistics hub

Transparency & Accountability

- Modernize delivery of County services by investing in technology infrastructure that will streamline operations across agencies and allow residents to interact via the internet with County government

Improved Services

- Improve public health outcomes by expanding Medicaid coverage and investing in outpatient services to ensure vital health care access for the most vulnerable residents of the County

Fiscal Responsibility Summary

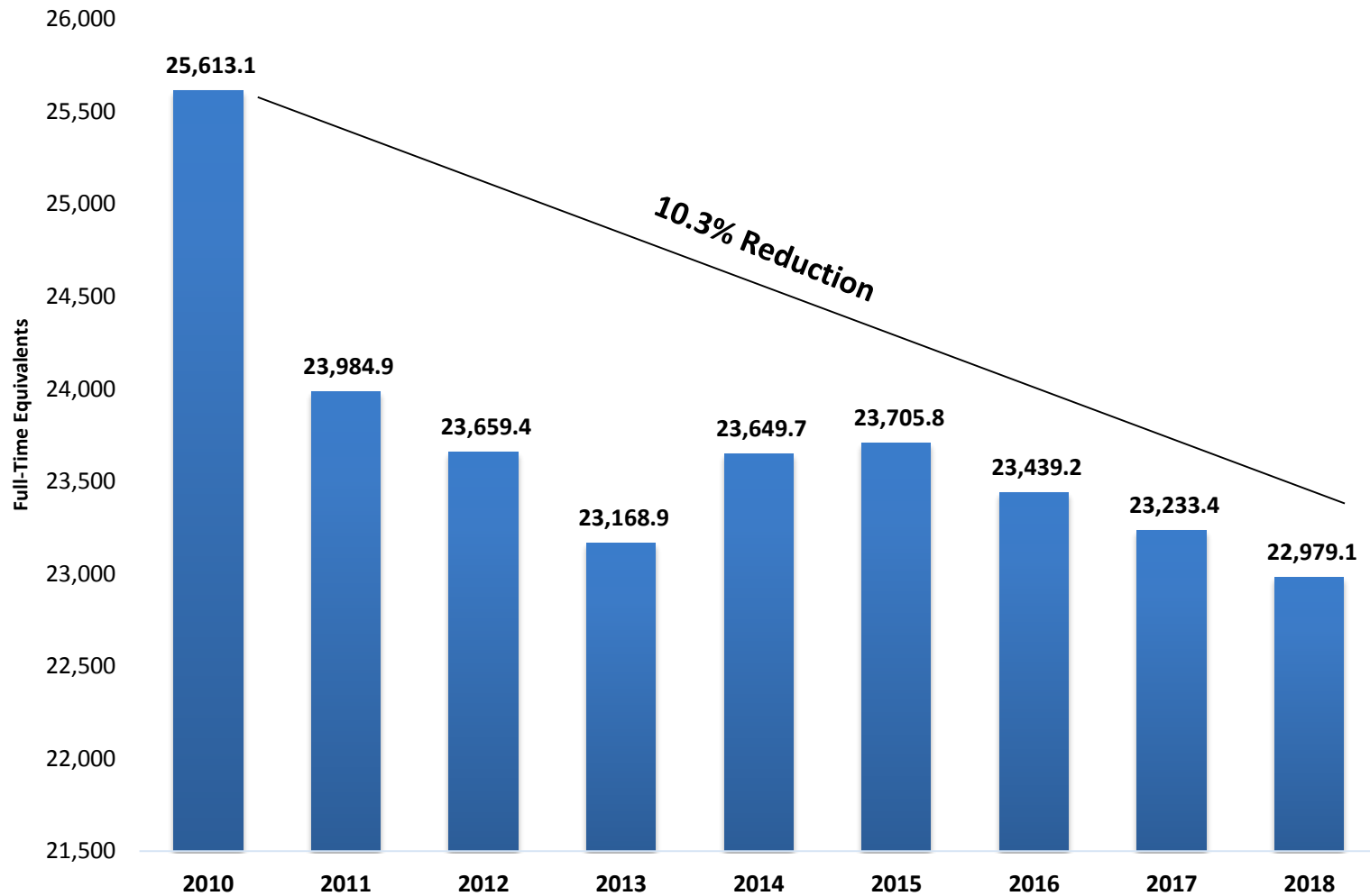
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- Since 2011, the County has solved for \$1.8 billion in budgetary gaps
- Reduced expenditures by \$657M
- Reduced the direct health care tax allocation from \$487 million in 2010 to \$110M in 2018
- Increased funds available to invest across the County for highway & transportation infrastructure by 103% since 2015
- On track to reduce 1 million square feet by 2018 through warehouse consolidation, unoccupied county jail division demolitions, clinical space consolidation at the health campus
- Increased grant revenues by 92% since 2013 to support public safety and economic development initiatives
- Developed and implemented a plan to prevent insolvency in the years ahead by providing increased contributions to the Pension Fund

Total FTE FY2010 - FY2018 (All Funds)

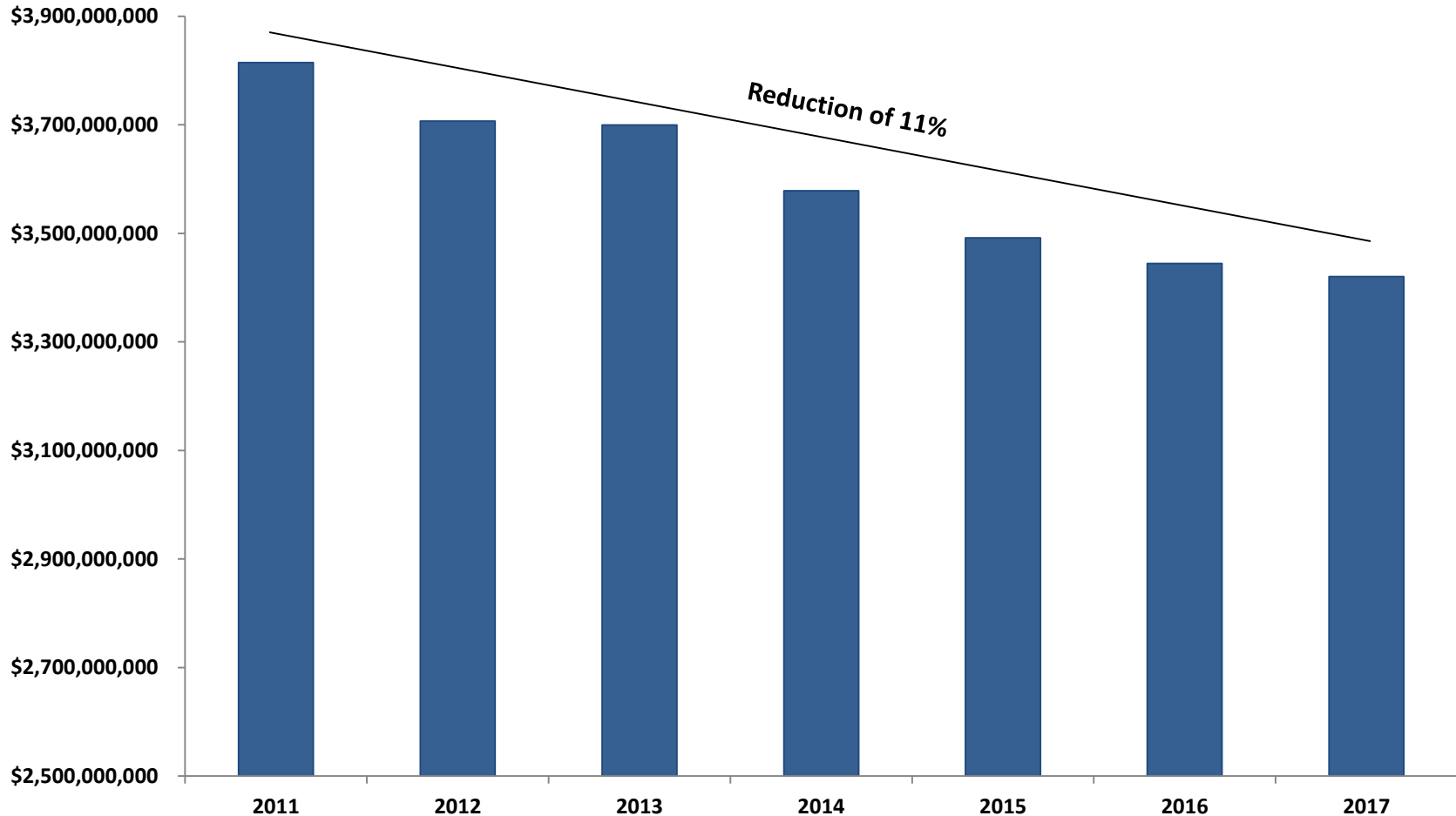
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Since 2010, there has been a 10% FTE reduction across all funds. In 2018, FTE count is reduced by another 254 positions (or 1%)

Legacy Debt Outstanding

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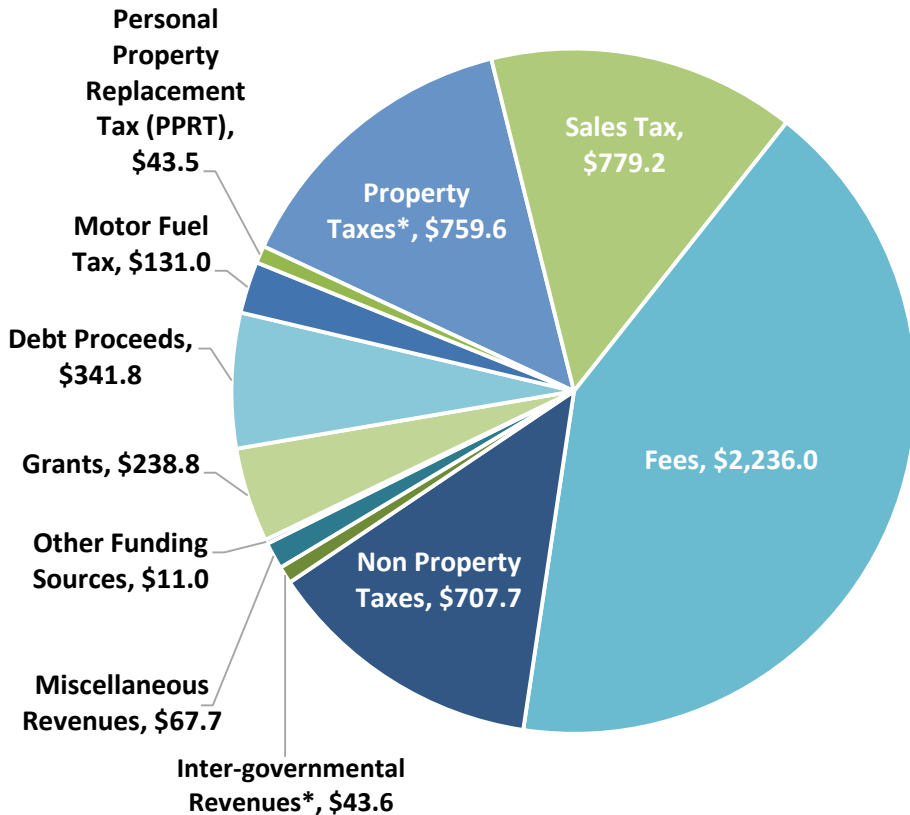
By the end of FY2017, total debt outstanding will be down 11% from 2011

FY2018 Total Budget Summary: \$5.36B

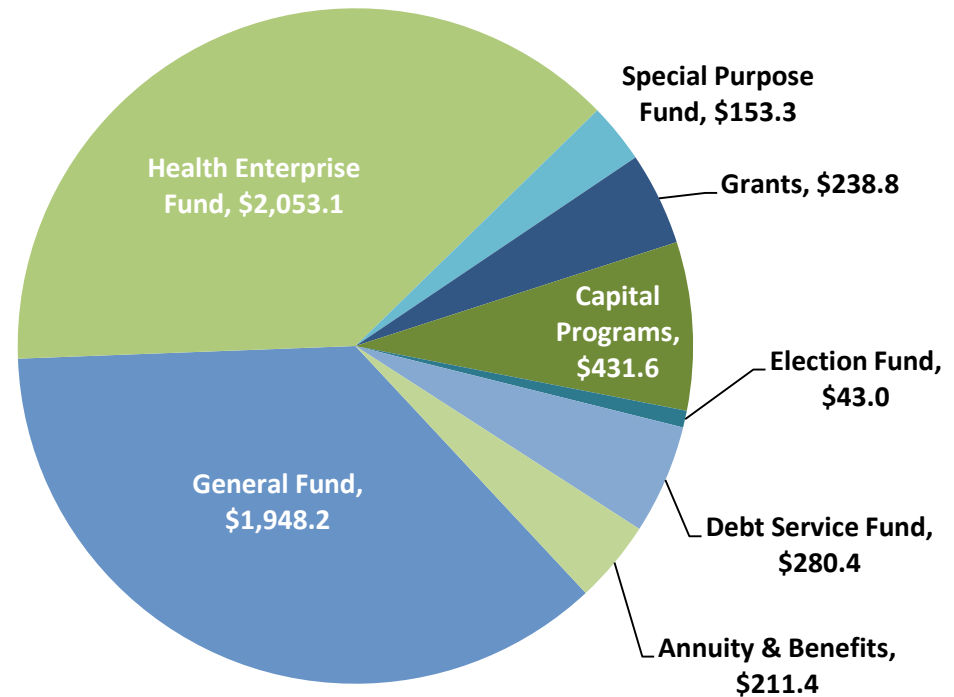
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Where The Dollars Come From



Where The Dollars Go



*Includes Tax Increment Financing Surplus

Public Health and Public Safety account for 89% of operations, excluding pensions & debt service

FY2018 Operating Budget Overview

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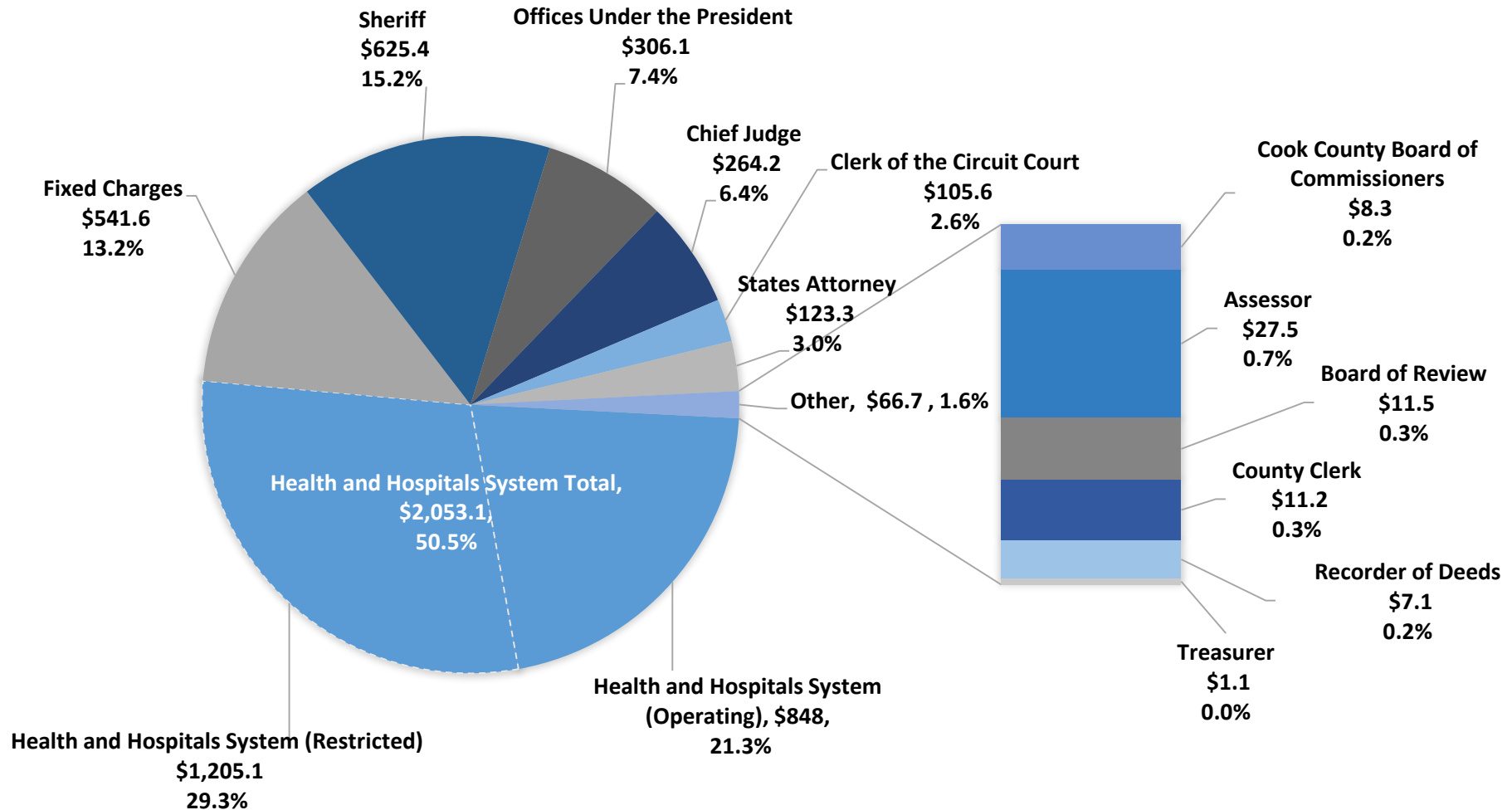


\$ in Millions	2017 Appropriation	2018	2018 President's	SBT repeal
		Preliminary Forecast (w/SBT)	Recommendation W/SBT	related impact 2018
General Fund Revenues	\$ 1,872.2	\$ 1,924.2	\$ 1,948.2	\$ 1,774.8
Total General Fund Expenditures	\$ 1,872.2	\$ 1,980.9	\$ 1,948.2	\$ 1,948.2
Health Fund Revenue	\$ 1,591.9	\$ 1,642.8	\$ 2,053.1	\$ 2,025.9
Health Fund Expenditures	\$ 1,591.9	\$ 1,701.4	\$ 2,053.1	\$ 2,053.1
Total Revenue	\$ 3,464.2	\$ 3,567.0	\$ 4,001.3	\$ 3,800.7
Total Expenditures	\$ 3,464.2	\$ 3,682.3	\$ 4,001.3	\$ 4,001.3
General Fund Gap	\$ -	\$ (56.7)	\$ -	\$ (173.4)
Health Fund Gap	\$ -	\$ (58.6)	\$ -	\$ (27.2)
Operating Funds Gap	\$ -	\$ (115.3)	\$ -	\$ (200.6)

**Total Gap to Close for
FY2018: \$315.9M**

FY2018 Operating Budget by Office

FY2018 Bureau of Finance Budget Presentation



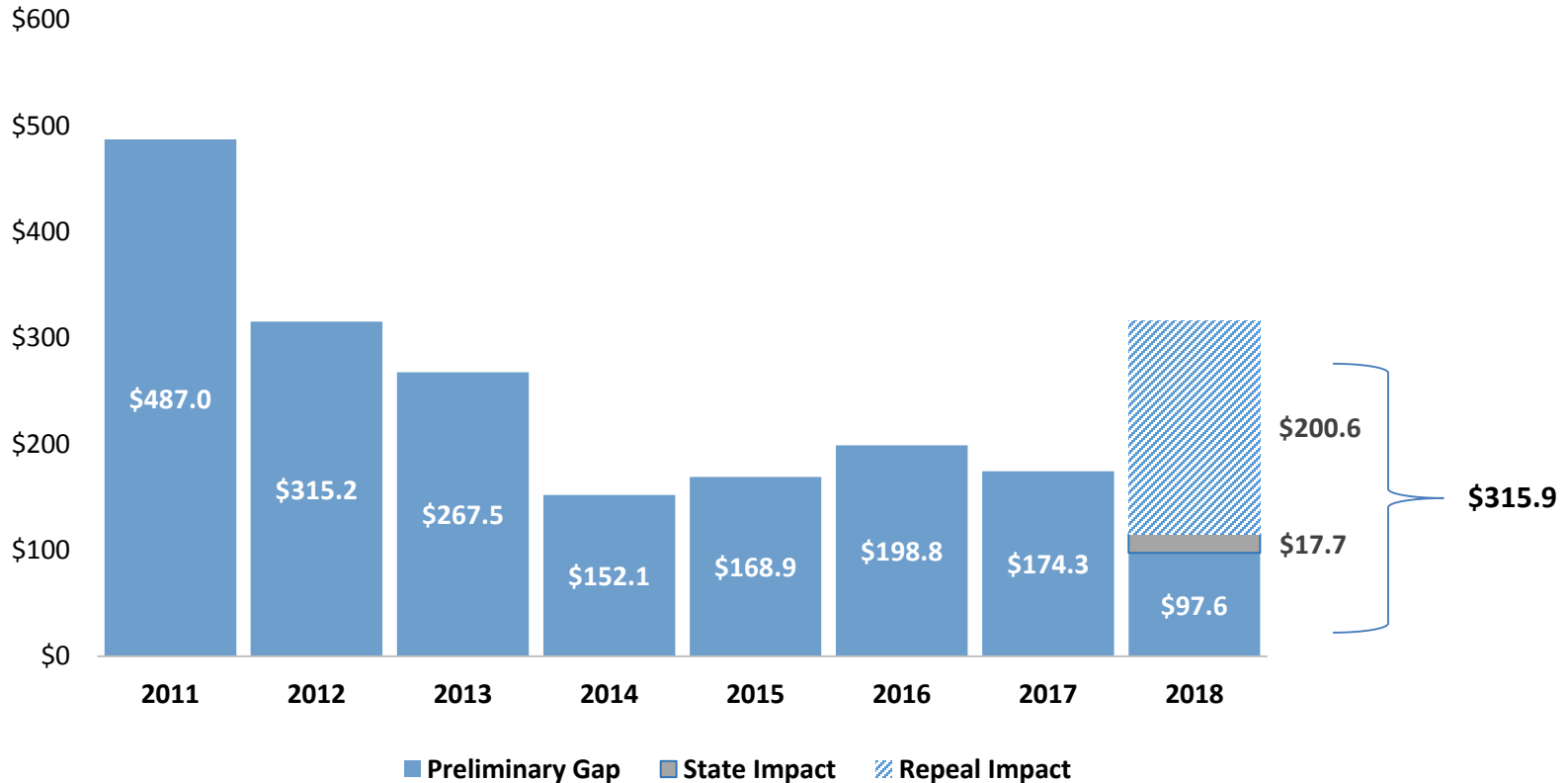
Closing the Budget Gap

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COOK COUNTY PRELIMINARY GAPS

(\$ in millions)



FY2018 Gap of \$115.3M was the lowest in 8 years

Closing the \$115.3M Preliminary Gap

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Expenditure Reductions - \$35.5M

▼ Personnel Reductions - \$30M

- Reduction of 254 vacant positions
- Health care benefit savings

▼ Various Management Initiatives - \$5.5M

- JTDC center closure
- Eliminate mortgage foreclosure
- Warehouse consolidation

Revenue Increases - \$79.8M

▲ Health Fund Revenue Increase - \$58.6M

- Anticipate CountyCare membership growth from 140,000 to 225,000 through strategic acquisitions and the realignment of State of Illinois' managed care program

▲ Organic Revenue Growth - \$12M

- Enforcement initiatives
- Growth in departmental fees

▲ Other Revenue Increases - \$9.2M

- AOIC revenue increase
- Anticipated one-time settlement



FY2018 Bureau of Finance Budget Presentation

FY2018 Bureau of Finance Budget Presentation Introduction



- The Bureau of Finance is a uniquely positioned agency in County Government that operates on a true enterprise level and interacts with all stakeholders:
 - The Board, other Elected Officials, Tax Payers, Employees, Vendors, Investors, Media, Bureau Chiefs, Department Heads etc.
- Operations span from shared services such as procurement, revenue collection, budget management and financial reporting to fundamental personnel related tasks such as, payroll and benefits delivery
- Our team of professionals have made a number of service delivery improvements over the years and continued to do so this year, which include:

Revenue – Compliance Program generated \$10M with over 600 tax cases completed year to date

Risk Management – Fully implemented a paperless Open Enrollment process

Budget and Management Services – Implemented a new budgeting system, Oracle Hyperion Planning, allowing adoption of program-based budgeting

Comptroller – Issued the FY16 CAFR within six months of year-end and received the GFOA Certificate of Achievement for Excellence in Financial Reporting

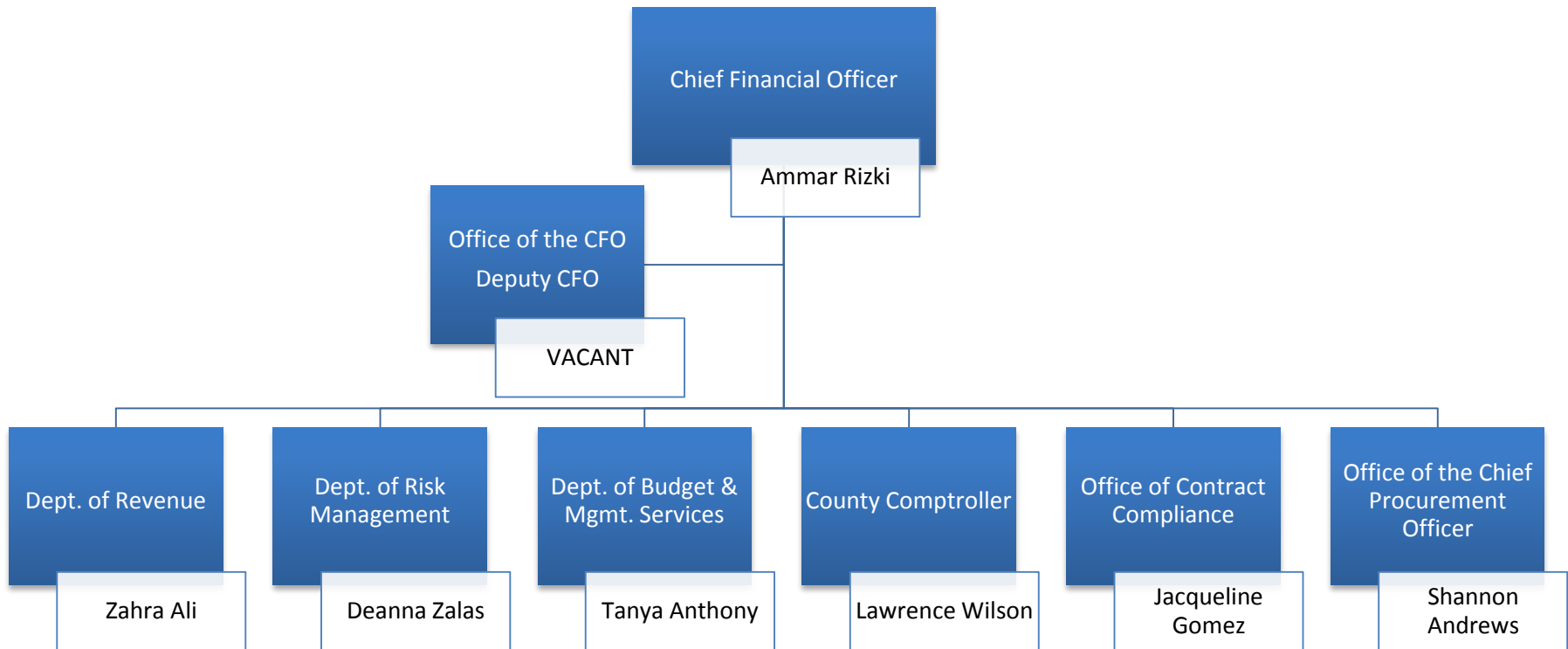
Chief Financial Officer – Produced timely and accurate cash flow forecasts for County funds using reporting from multiple County offices including the Comptroller and Treasurer's office

Contract Compliance – Reduced M/W/VBE certification application processing time by 20%

Chief Procurement Officer – Conducted 36 informational workshops for suppliers on procurement processes resulting in increased interest on County solicitations

Bureau of Finance Management Team

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Department of Revenue

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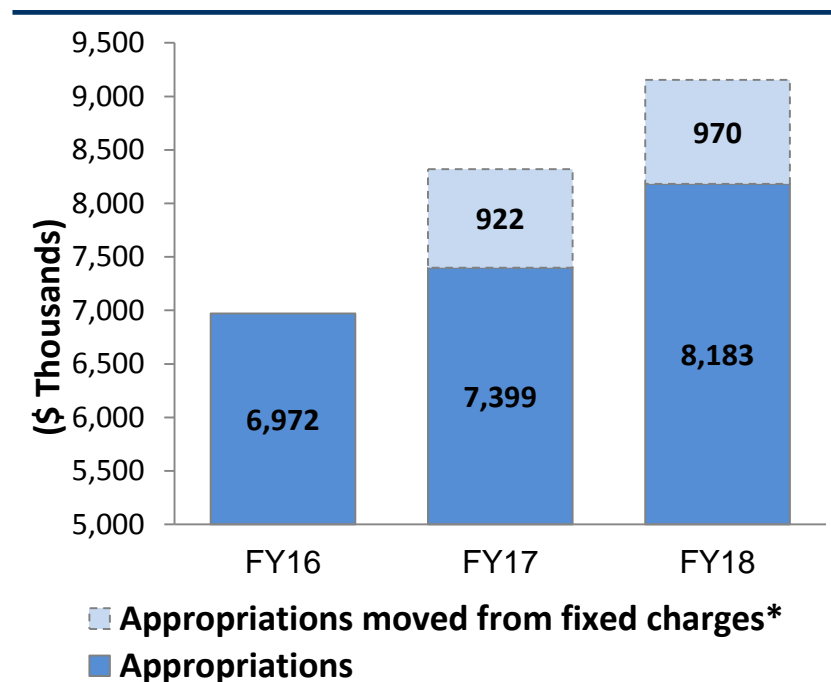
Department of Revenue

FY2018 Bureau of Finance Budget Presentation

Mission

To efficiently administer and equitably enforce compliance with Cook County Home Rule taxes while providing courteous and professional service to the public. To process Cook County fines, fees, and license applications in an accurate and timely manner.

Budget



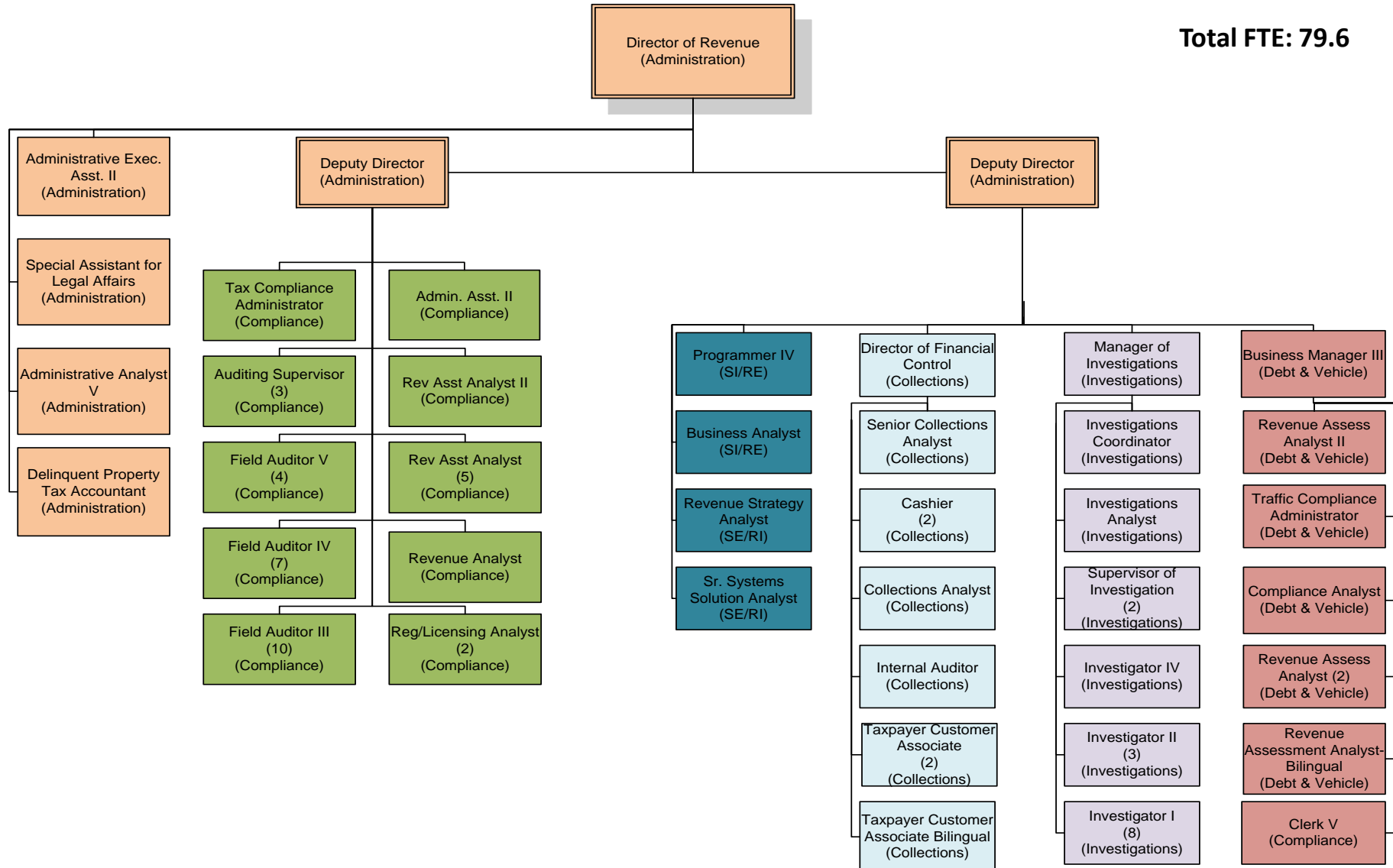
*Includes health benefits and other technology costs



Department of Revenue – Organization Chart

FY2018 Bureau of Finance Budget Presentation

Total FTE: 79.6





Department of Revenue – Program Inventory

FY2018 Bureau of Finance Budget Presentation

Administration (7 FTE)

Supervises departmental programs and manages administrative functions. Compiles and updates delinquent property master, scavenger sale list, maintains warrant book audit report, REDI file preparation and no bid program.

Compliance (35 FTE)

Enforces various Cook County ordinances and encourages tax compliance by conducting field and desk audits, reviewing tax documents and undertaking various collection activities.

Collections (9 FTE)

Directs collections via accounts receivable and receipting system for Home Rule Tax returns, payments, fees and charges, general fee collections, iNovah/JDE reconciliation, individual use tax processing, vehicle sticker accounting, cigarette stamp sales, daily cash/bank reconciliation and customer service.

Investigations (17 FTE)

Conducts field investigations.

Debt & Vehicle Compliance Division (7.6 FTE)

Manages the administration and collections of licenses and fees related to vehicle and traffic ordinance, and working with collection agencies to recover all amounts owed to the County.

Strategic Initiatives/Technology (4 FTE)

Leads revenue enhancement, strategic initiatives and administration through budget and purchasing process, internal audits, asset management, IT support, management reporting record retention, staff development, procurement activities, project management and ordinance review.

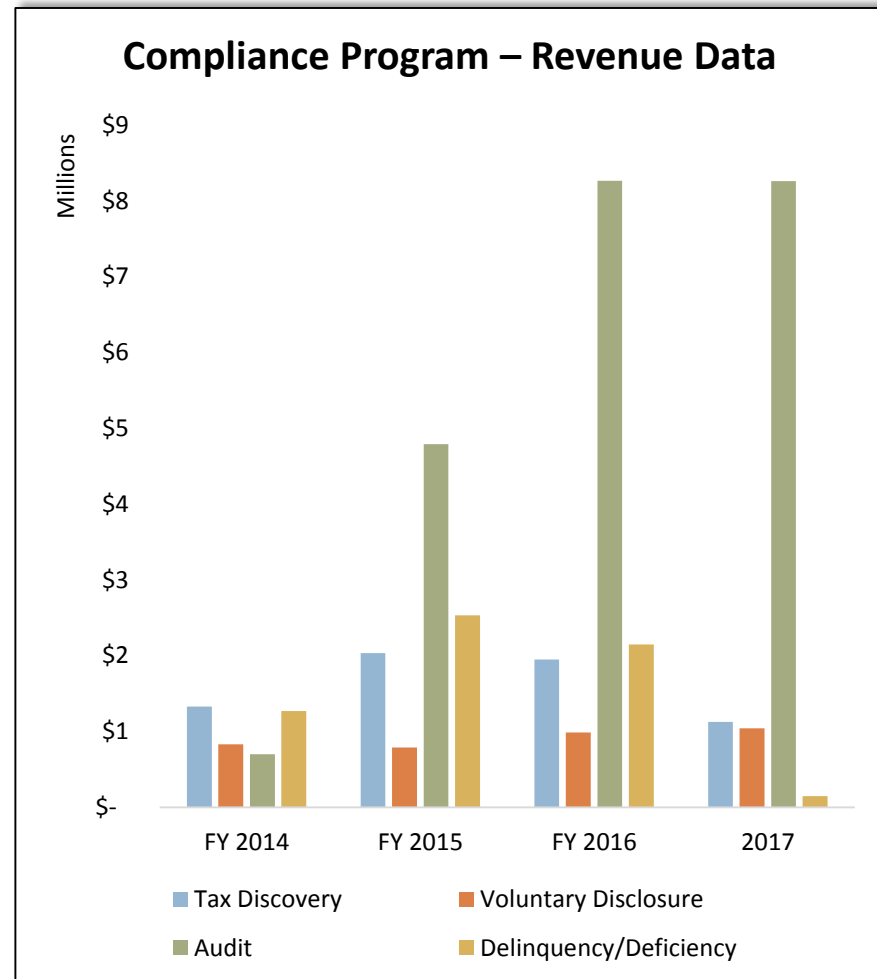
Department of Revenue

Discussion of 2017 Departmental and Program Outcomes
FY2018 Bureau of Finance Budget Presentation



- Implemented ITPS Release 1 (6 tax types) resulting in over 2,600 registered users, 15,000 monthly tax returns filed, processing of \$145M
- Compliance Program generated \$10M with over 600 tax cases completed
- Investigation Program has expanded into other Home Rule Taxes with over 5,700 inspections conducted, in addition to over 12,600 Tobacco inspections conducted

	FY2014 Actual	FY2015 Actual	FY2016 Actual	2017 Actual (Thru Sept. 2017)
TOTAL	\$4,133,985	\$10,145,703	\$13,355,110	\$10,576,518



Department of Revenue – 2018 Strategic Initiatives & Goals

FY2018 Bureau of Finance Budget Presentation



- Implement last phase of Integrated Tax Processing System with electronic filing, payment and tax administration by mid-2018 to capture additional revenue compliance dollars
- Re-engineer Wheel Tax Process to allow for an efficient process that eliminates the responsibility of sticker/tag inventory management through automated tax notifications
- Conduct in excess of 10,000 inspections of County businesses to ensure compliance with our various Home Rule Taxes
- Conduct 200 specific field audits to ensure compliance with our various Home Rule Taxes
- Conduct additional and focused enforcement and compliance activities in tax discovery, voluntary disclosure program, bulk sale review, pursuing delinquencies and deficiencies

Department of Revenue – FY2018 STAR Goals and Targets

FY2018 Bureau of Finance Budget Presentation



Performance Metric	FY2016 Actual	FY2017 Projected YE	FY2018 Target
Collection Program Output Metric			
Dollars collected from all home rule taxes excluding cigarettes (in millions)	\$370	\$421	\$371
Compliance Program Efficiency Metric			
Number of home rule tax audits completed	200	160	200
Compliance Program Outcome Metric			
Percent of audits that result in an assessment	99.5%	98.0%	92.0%
Zero Based Budget Metric			
Cost per Tobacco Investigation	\$268	\$220	\$240



Department of Risk Management

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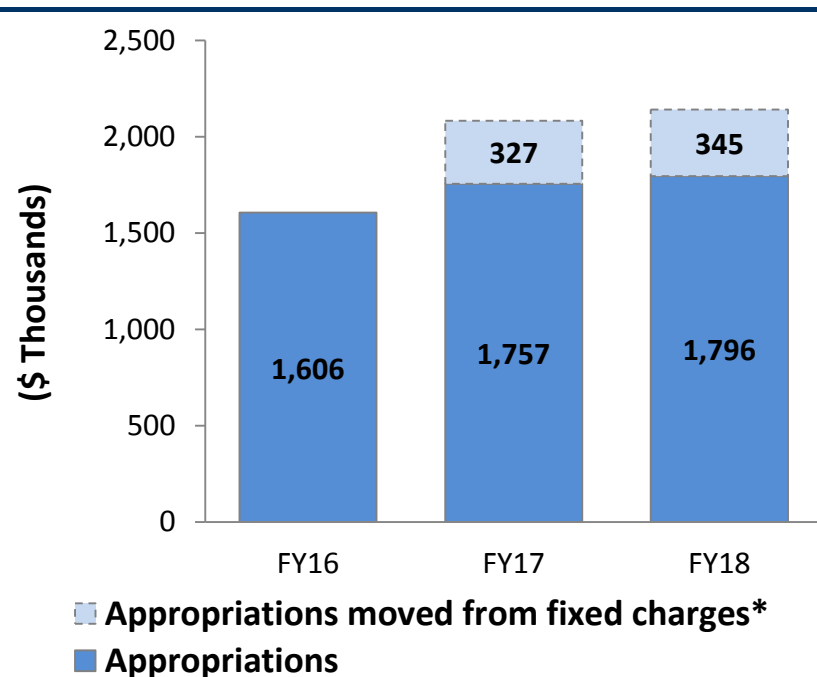
Department of Risk Management

FY2018 Bureau of Finance Budget Presentation

Mission

The Department of Risk Management is responsible for the customer-focused and cost-effective administration of employee benefits, workers' compensation and general liability programs. Risk Management will provide these essential services to all County and affiliated entities in accordance with local, state and federal requirements.

Budget



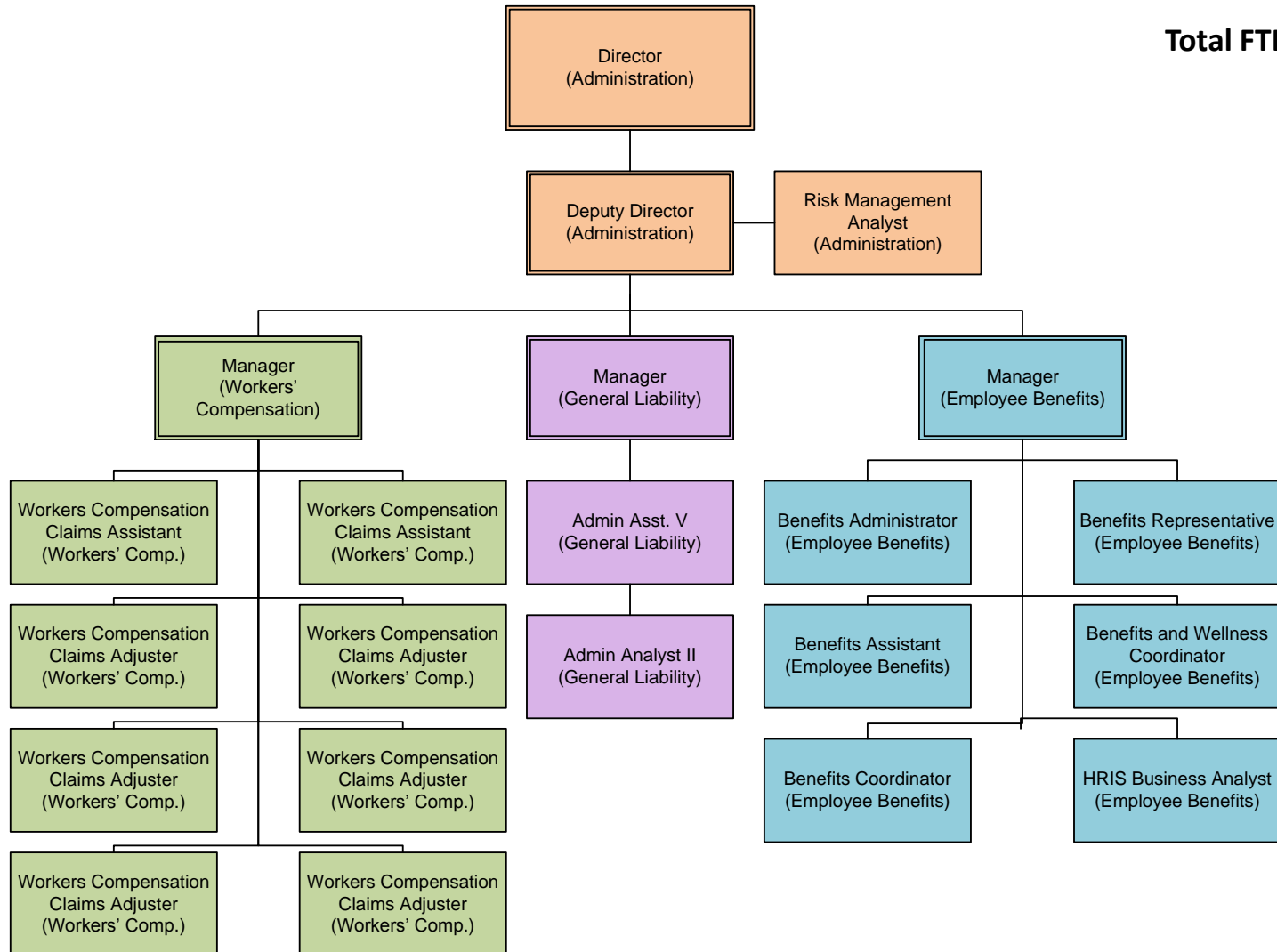
*Includes health benefits and other technology costs

Department of Risk Management – Organization Chart

FY2018 Bureau of Finance Budget Presentation



Total FTE: 22



Department of Risk Management – Program Inventory

FY2018 Bureau of Finance Budget Presentation



Administration (3 FTE)

Supervises departmental programs and manages administrative functions.

Employee Benefits (7 FTE)

Administers benefits including health, pharmacy, dental, vision, life, commuter and flexible spending for active Cook County employees and their dependents.

General Liability/Insurance (3 FTE)

Administers and reports on claims related to property, municipal and healthcare professional liabilities claims.

Workers' Compensation (9 FTE)

Processes and resolves claims which lead to the administration and payment of workers compensation benefits for injuries or illness sustained in the course of employment with Cook County.

Department of Risk Management

Discussion of 2017 Department and Program Outcomes
FY2018 Bureau of Finance Budget Presentation



Continued to offer market competitive health benefit plans and designs while implementing cost saving programs around benefits administration:

- Fully implemented a paperless Open Enrollment process
- Oversaw a competitive bid and award of contracts for employee vision care, flexible spending accounts and commuter programs
- Provided support for the EBS migration, in particular the Wave 3 activities surrounding Employee Self Service and development of new vendor system interfaces

Continued to monitor the County's workers' compensation, general liability and insurance costs by making improvements to the claims reporting process and utilizing data for improved analysis:

- Direct settlement and recovery acceptance authority allowed quicker resolution and a transition to reporting activity to the Board of Commissioners
- Pilot program to enable direct input of CCHHS liability claims information into Origami RMIS system streamlined reporting, review and payment process



Department of Risk Management – 2018 Strategic Initiatives & Goals

FY2018 Bureau of Finance Budget Presentation

In 2018, continue to offer market competitive health benefit plan designs while implementing cost saving programs around benefits administration:

- Complete transition to new benefits providers for vision, flexible spending and commuter programs
- Complete claim audits of both the health and pharmacy programs
- Transition to Employee Self Service and the EBS system which will require significant changes to Risk Management's processes surrounding the delivery of employee benefit services

In 2018, continue to monitor and contain the County's workers' compensation, general liability and insurance costs by improving the claims reporting processes and utilizing data for enhanced analysis:

- Utilize Origami RIMS to reflect industry practices surrounding reporting, reserves and adjuster activities
- Implement early intervention program for certain workers compensation claims
- Refine claims classification system and broaden utilization of uniform claims reporting categories

Department of Risk Management – 2018 STAR Goals and Targets

FY2018 Bureau of Finance Budget Presentation



Performance Metric	FY2016 Actual	FY2017 Projected YE	FY2018 Target
Workers Compensation Program Output Metric			
Number of open Workers Compensation claims	1,888	2,100	2,000
Benefits Program Efficiency Metric			
Average time to review and implement COBRA coverage	N/A	4	5
Workers Compensation Program Outcome Metric			
Workers Compensation Claim Closing Ratio	112%	85%	105%
Zero Based Budget Metric			
Cost per Subrogation dollars recovered	\$0.35	\$0.28	\$0.35



Department of Budget and Management Services FY2018 Budget Presentation

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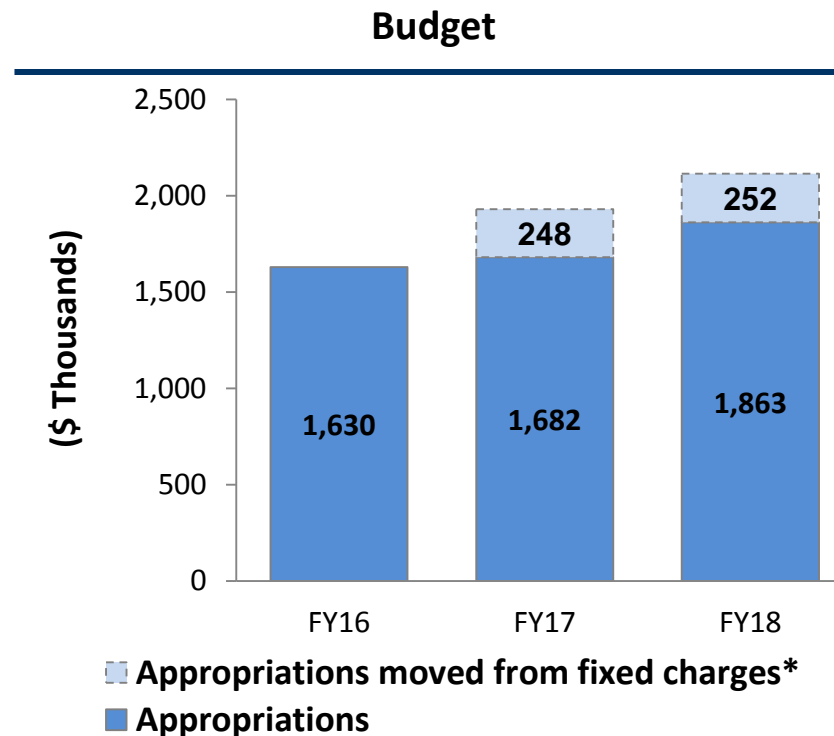


Department of Budget and Management Services

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Mission

The Department of Budget and Management Services prepares, manages and executes the County budget. To increase efficiency and budget savings, it also evaluates and analyzes performance data to recommend potential improvements. Additionally, the department prepares budgets for federal, state, and private grants.



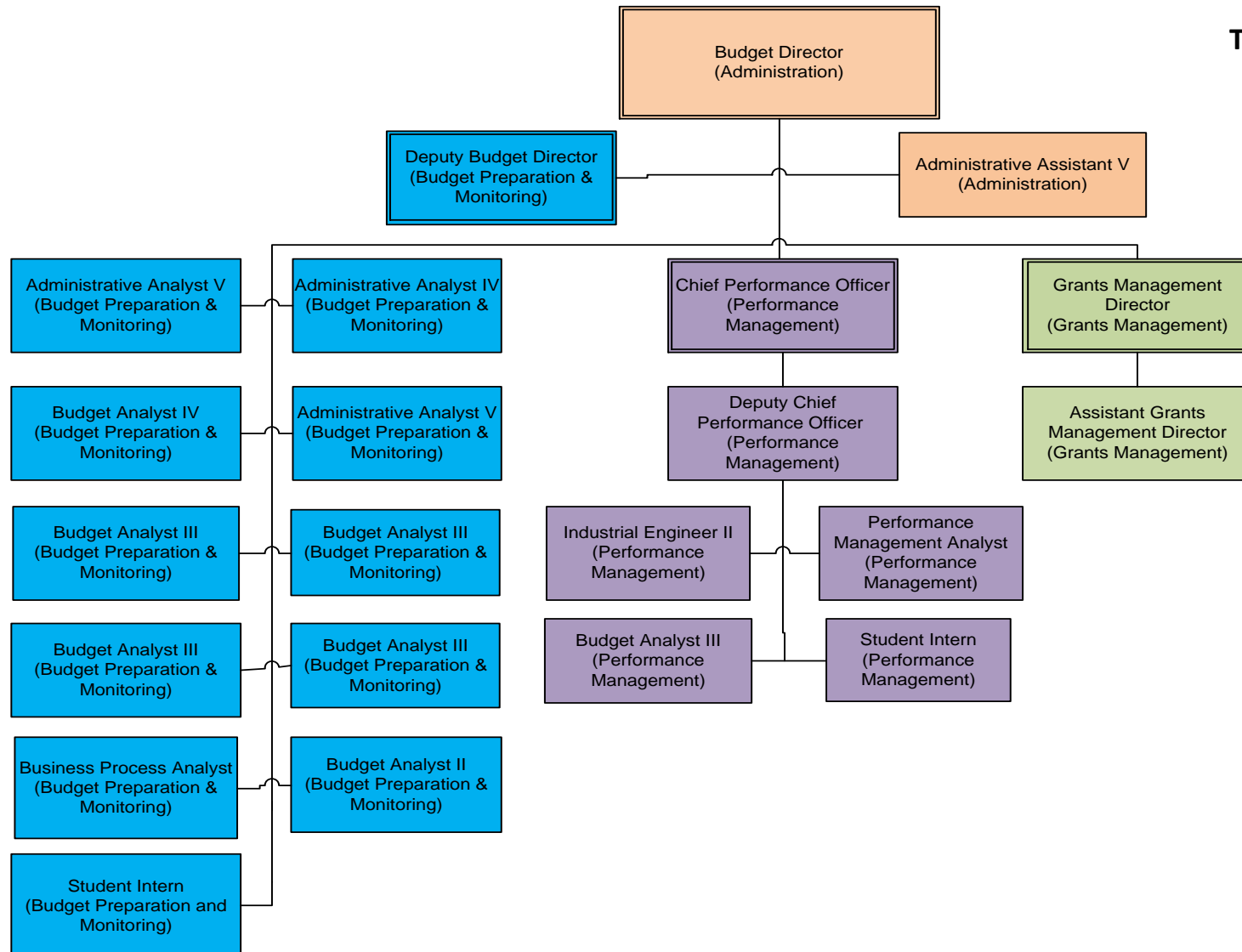
*Includes health benefits and other technology costs



Department of Budget and Management Services - Organization Chart

FY2018 Bureau of Finance Budget Presentation

Total FTE: 20





Department of Budget and Management Services - Program Inventory

FY2018 Bureau of Finance Budget Presentation

Administration (2 FTE)

Supervises departmental programs and manages administrative functions.

Budget Preparation & Monitoring (11 FTE)

Prepares and submits annual budget for all operating funds, including grants. Manages departmental expenditure activity. Provides fiscal analysis, forecasting and reporting for the management of countywide resources and for the preparation of fiscal budget documents.

Grants Management (2 FTE)

Prepares and integrates grant budgets into the Annual Appropriation Book. Supports grant departments with updates on grant opportunities and trainings, as needed. Monitors grant spending levels in addition to developing financial policies.

Performance Management (5 FTE)

Executes the performance management program including conducting review sessions, managing data and other duties as ordained in Chapter II, Article X of the Cook County Code.

Department of Budget and Management Services

Discussion of 2017 Department and Program Outcomes

FY2018 Bureau of Finance Budget Presentation



Department of Budget and Management Services:

- Implemented a new budgeting system, Oracle Hyperion Planning, allowing adoption of program-based budgeting
- Involved in the execution of a new chart of accounts
- Assisted in creating the new business intelligence/analytic reports
- Key stakeholder in the implementation process for Wave 3 (Human Resources, Payroll, and Benefits Management) of the ERP system

Performance Management Office (PMO):

- Retooled the STAR review performance management process to emphasize data based discussions and recorded action items
- Enhanced use of Quick Score, for the management of performance data, scoring all programs and having every department score goals
- Published the first Performance Based Management and Budgeting Annual Report tracking efficiency, output, and outcome metrics for every program in County government

Department of Budget and Management Services

2018 Strategic Initiatives & Goals

FY2018 Bureau of Finance Budget Presentation



Reporting and Data Analysis:

- Fully utilize the reporting and data analysis tools
- Better insight into our expenditures and highlight areas for consolidation, increased efficiency, and new cost savings

Improved Budget Workflow:

- Expand the workflow and approver process to increase department level participation
- Reduce the administrative burden of the budget process

Program Based Budgeting:

- Expand the departments using program based budgets
- Applying uniform program numbers to similar functions across departments

Department of Budget and Management Services – 2018 STAR Goals and Targets

FY2018 Bureau of Finance Budget Presentation



Performance Metric	FY2016 Actual	FY2017 Projected YE	FY2018 Target
Budget Preparation and Monitoring Output Metric			
Number of discretionary grants awarded	48	28	24
Performance Management Efficiency Metric			
Number of STAR sessions per performance analyst	15	15	15
Performance Management Outcome Metric			
Percent of departments that had STAR session on scheduled date	96%	98%	100%
Zero Based Budget Metric			
Cost per STAR review session	\$407	\$450	\$490



Office of the Comptroller

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Office of the Comptroller

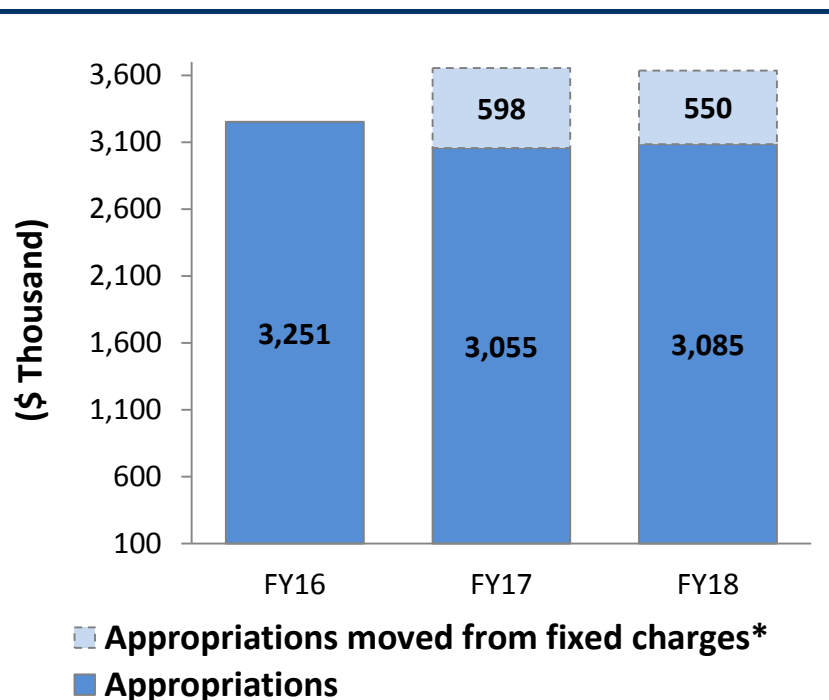
FY2018 Bureau of Finance Budget Presentation



Mission

The Comptroller supervises the fiscal affairs of Cook County by maintaining the accounting records, general ledger, financial reporting, accounts payable, payroll, and garnishments. Also, the Comptroller is responsible for the external audit function and timely completion of the Comprehensive Annual Financial Report (CAFR) and Single Audit Report.

Budget



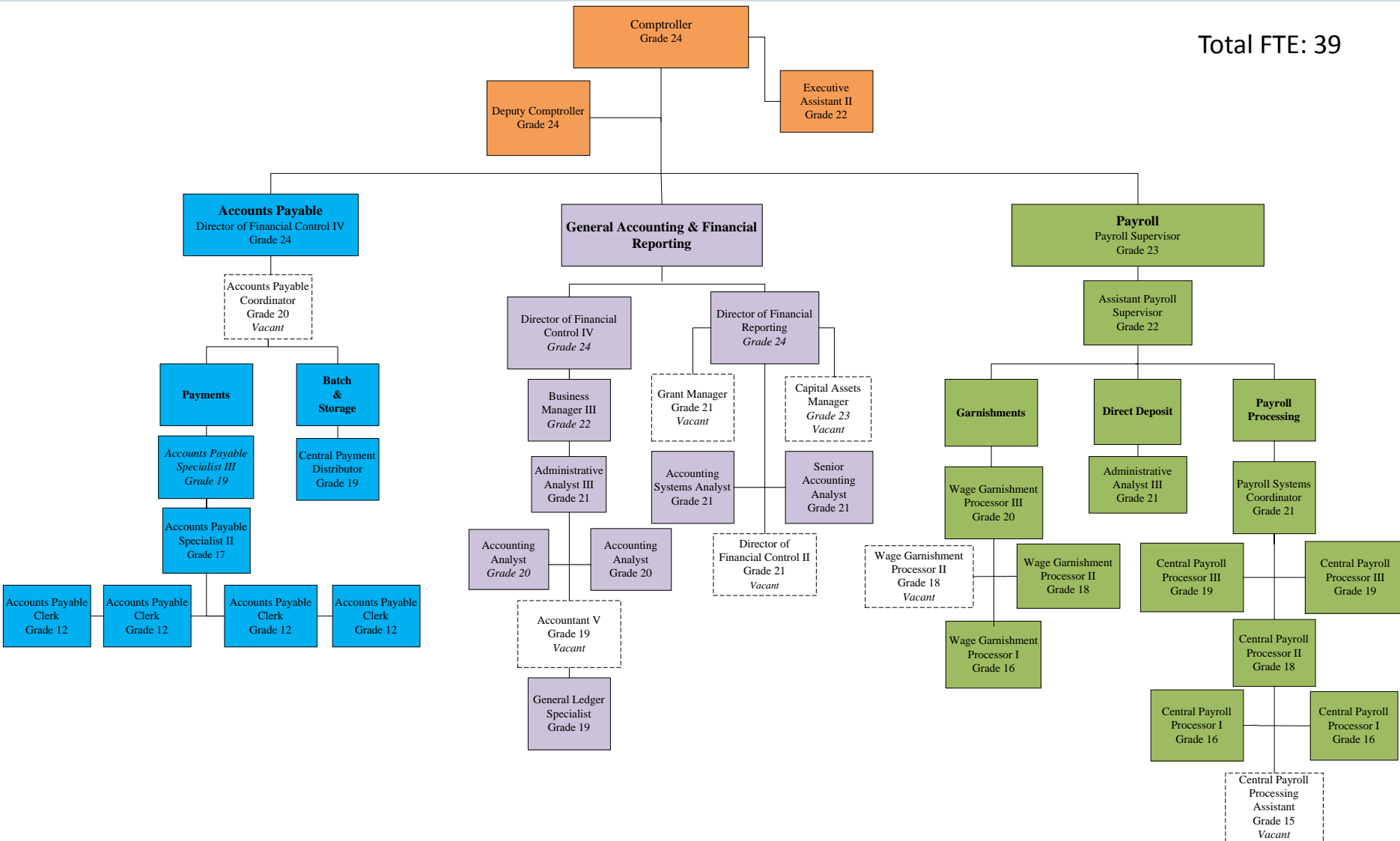
*Includes health benefits and other technology costs



Office of the Comptroller – Organization Chart

FY2018 Bureau of Finance Budget Presentation

Total FTE: 39





Office of the Comptroller – Program Inventory

FY2018 Bureau of Finance Budget Presentation

Administration (3 FTE)

Supervises the fiscal affairs of the County: Accounts Payable, General Accounting, Financial Reporting, Payroll and Garnishments.

Accounts Payable (9 FTE)

Execute payments to County-wide vendors and maintain the necessary support documentation for these payments.

General Ledger, General Accounting, Financial Reporting (13 FTE)

Maintain the County's general ledger, issuance of monthly and annual financial reports, coordinate and heavily participate in the County's annual external audit function.

Payroll & Garnishments (14 FTE)

Execute the County wide bi-weekly payroll process, payroll tax reporting and maintain the necessary support documentation for the payroll process.

Office of the Comptroller

Discussion of 2017 Department and Program Outcomes
FY2018 Bureau of Finance Budget Presentation



- Processed Financial/General Ledger Services more timely and accurately
- Issued the FY16 CAFR within six months of year-end and received the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Payroll team supported Cook County Time system (CCT) issue resolution to ensure the payroll process is timely and efficient as possible and will continue to promote and help sustain process efficiencies
- Accounts Payable Section is enforced procedures to process payments within 10 working days of receipt and enhanced its payment capabilities through the processing of ACH payments and e-payables
- Accounts payable, general ledger, financial reporting, payroll and administration team support various post implementation issues with EBS wave 1 and wave 2 while working on the implementation of waves 3 and 4



Office of the Comptroller – 2018 Strategic Initiatives & Goals

FY2018 Bureau of Finance Budget Presentation

- **Disburse, reconcile, and report approximately \$280 million of County-wide payments, timely and accurately, to vendors and employees each month.**
- **Issuance of 2017 CAFR by May 31, 2018**
 - Completion of tasks required issue 2017 CAFR
 - Implement best practices to reduce audit findings
- **Continue to promote capital asset inventory compliance (Performance Based Management and Budgeting Ordinance # 16-3977)**

Office of the Comptroller – 2018 STAR Goals and Targets

FY2018 Bureau of Finance Budget Presentation



Performance Metric	FY2016 Actual	FY2017 Projected YE	FY2018 Target
General Ledger Output Metric			
# of days required to complete appropriation trial balance from month end	44	47	30
Accounts Payable Efficiency Metric			
Average # of days to process invoices	57	57	30
Accounts Payable Outcome Metric			
% of payments made electronically	44%	45%	50%
Zero Based Budget Metric			
Cost per check/direct deposit	\$2.06	\$1.90	\$2.00



Office of the Chief Financial Officer

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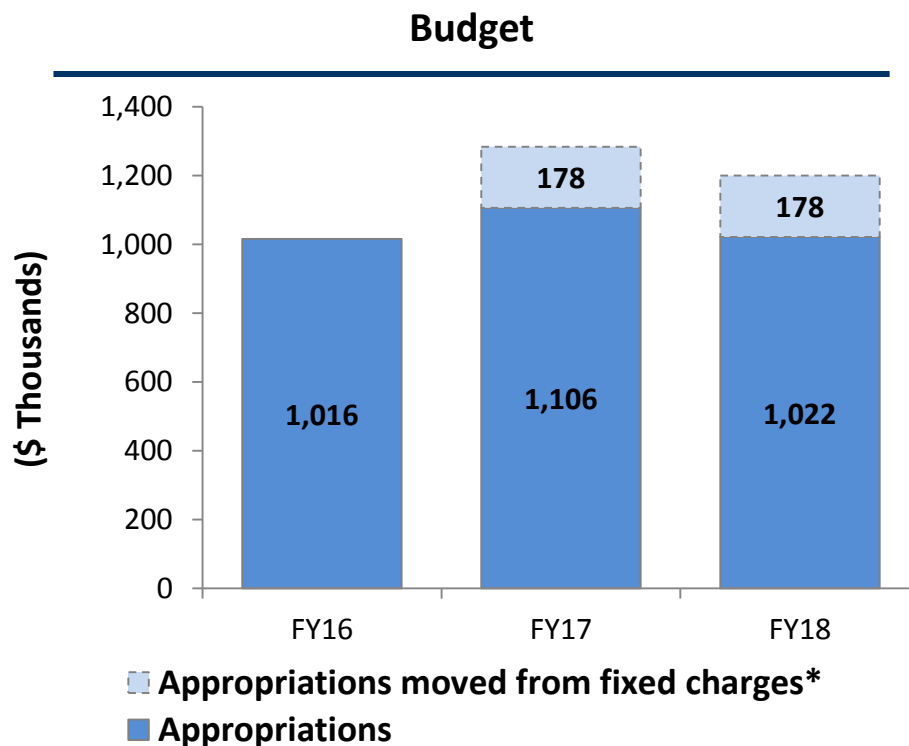
Office of the Chief Financial Officer

FY2018 Bureau of Finance Budget Presentation



Mission

The Chief Financial Officer ensures the fiscal affairs of the County are managed using best in class public finance practices with an eye toward long term fiscal stability. The Office of the Chief Financial Officer will use quantitative expertise and principles of project management to support all departments under the Bureau of Finance.

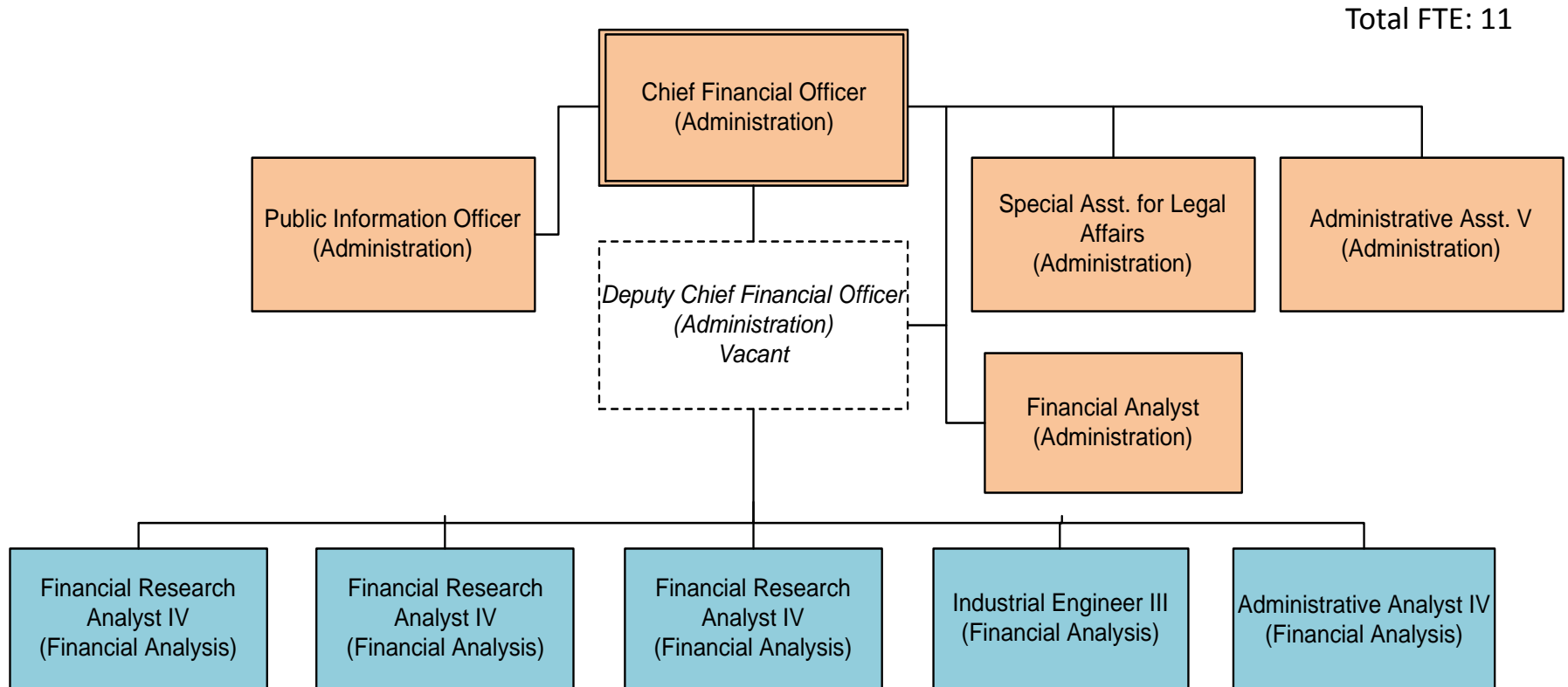


*Includes health benefits and other technology costs



Office of the Chief Financial Officer – Organization Chart

FY2018 Bureau of Finance Budget Presentation



Office of the Chief Financial Officer – Program Inventory

FY2018 Bureau of Finance Budget Presentation



Administration (6 FTE)

Responsible for managing the financial risks of Cook County government. Supervises departmental programs and provides legal counsel and administrative functions including performance management and asset marketing.

Financial Analysis (5 FTE)

Manages debt and investment of County funds. Provides financial research, analysis, and forecasting.

Office of the Chief Financial Officer

Discussion of 2017 Department and Program Outcomes FY2018 Bureau of Finance Budget Presentation



- Produced timely and accurate cash flow forecasts for County funds using reporting from multiple County offices including the Comptroller and Treasurer's office
- Produced long-term fiscal forecasts based on accurate and detailed projections using historical information on property taxes, fees, home rule taxes, intergovernmental revenues, special purpose funds, grants, capital project reimbursements, debt administration, and sales tax revenue bonds reimbursements.
- Maximized investment return of all eligible funds through debt administration and performance management.
- Efficiently administered the Countywide Asset Marketing program in which the County derives additional revenue from assets that are under the authority and control of the County.



Office of the Chief Financial Officer – 2018 Strategic Initiatives & Goals

FY2018 Bureau of Finance Budget Presentation

- Continue to manage the County's long-term debt in a fiscally responsible manner
 - The CFO's office plans to take advantage of any refinancing opportunities that may present themselves throughout the year to ensure the County's debt service rises by no more than 2% annually including all anticipated new issuances
- Efficiently administer the County's Asset Marketing Program.
 - The office plans to bring forth before the County's Asset Marketing Committee and the County Board Digital Marketing and Naming Rights opportunities for consideration and approval
- Successfully oversee and the Accounts Payable (AP) audit across all County offices and departments.
 - The audit will be reviewing all AP transactions between 2014 and 2016 and will be conducted to recover duplicate, overpayments, payments to the wrong vendor, and improve internal control processes.



Office of the Chief Financial Officer– 2018 STAR Goals and Targets

FY2018 Bureau of Finance Budget Presentation

Performance Metric	FY2016 Actual	FY2017 Projected YE	FY2018 Target
Administration Output Metric			
Number of print media impressions	53	273	50
Financial Analysis Program Efficiency Metric			
Average number of days to complete cash flow analysis at month end	12	20	20
Financial Analysis Program Outcome Metric			
Percent of required documents posted to EMMA/DAC within 5 days	100%	100%	100%



Office of Contract Compliance

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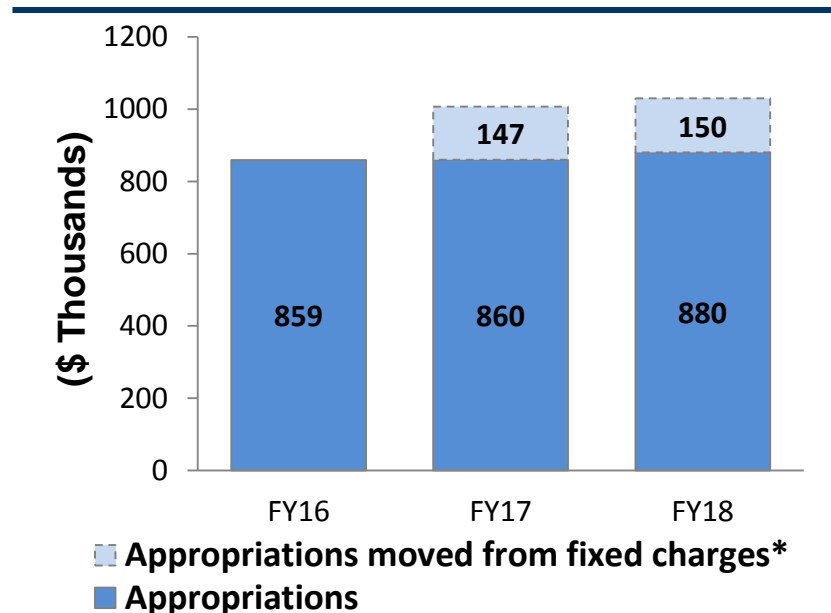
Office of Contract Compliance

FY2018 Bureau of Finance Budget Presentation

Mission

The mission of the Office of Contract Compliance (OCC) is to ensure the full and equitable participation of minority, women and veteran-owned businesses (MBE/WBE/VBE) in the procurement process as both prime and sub-contractors for Cook County and Cook County Health and Hospitals Systems (CCHHS). The OCC seeks greater inclusion of MBE/WBE and VBEs on County and CCHHS contracts by conducting outreach activities to the business community about the County's Program. We strive to certify bona-fide Minority, Women, Veteran, and Service-Disabled Veteran-owned Business Enterprises and to ensure that all contracts comply with the Cook County MBE/WBE Ordinance (the Program).

Budget

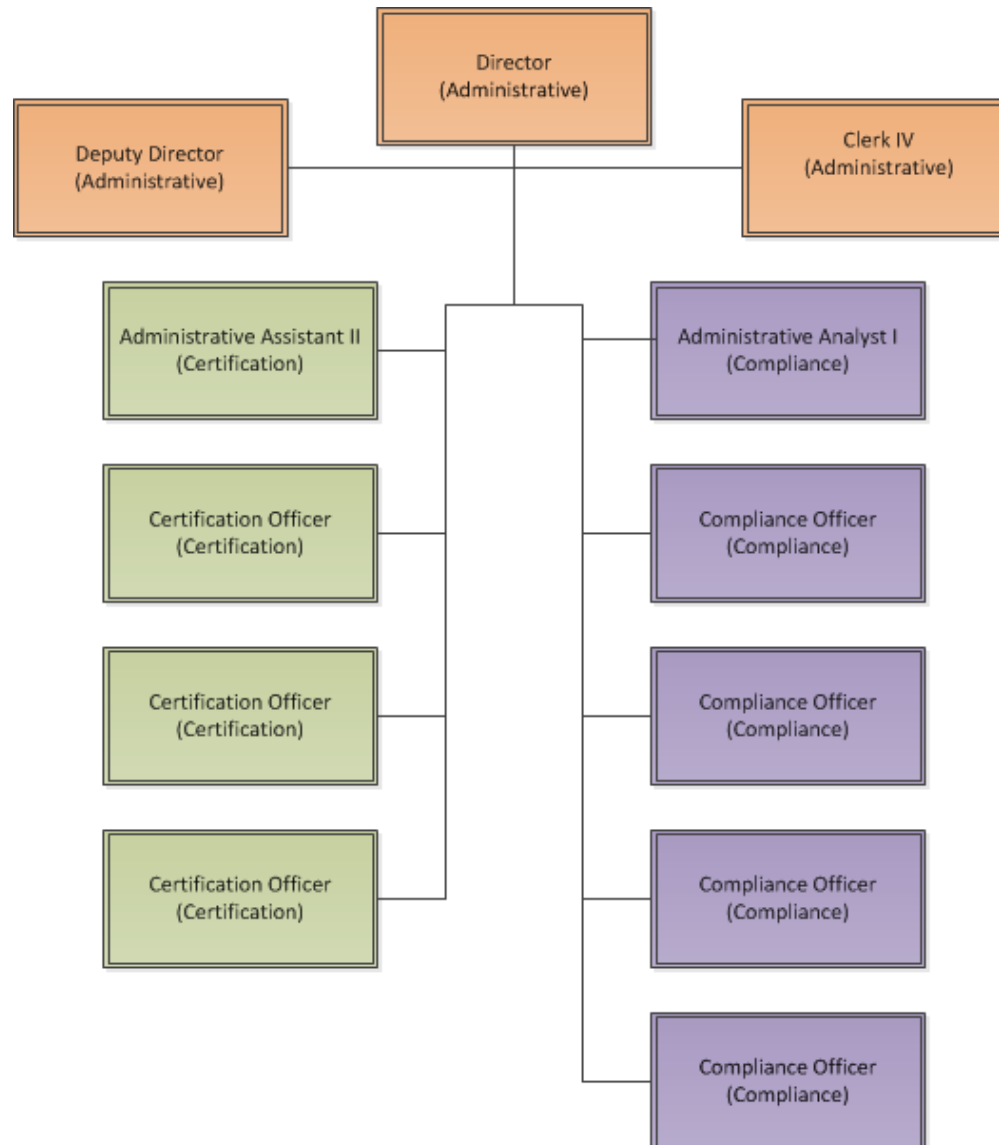


*Includes health benefits and other technology costs



Office of Contract Compliance – Organization Chart

FY2018 Bureau of Finance Budget Presentation



Total FTE: 12

Office of Contract Compliance – Program Inventory

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Administration (3 FTE)

Supervises departmental programs and manages administrative functions.

Certification Unit (4 FTE)

Reviews and processes applications for MBE/WBE/VBE/SDVBE status with Cook County Government.

Contract Compliance (5 FTE)

Reviews and monitors contracts pre-award and post-award to ensure vendors adhere to the M/WBE Program in accordance to the County Code and the Rules and Regulations promulgated thereunder.

Office of Contract Compliance

Discussion of 2017 Department and Program Outcomes
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- Continue to improve the processing time for M/W/VBE certification applications.
 - In FY 2016, our average processing time was 130 days.
 - As of June of 2017, we averaged 104 days, 20% decrease in processing time.
 - In FY 2018, will strive to continue processing applications more efficiently and under 100 days.
- On an annual basis, our office reports actual and awarded M/WBE contract participation.
 - MBE/WBE participation has steadily increased over the past three fiscal years.
 - In the most recent Business Diversity Report for FY16, M/WBE participation represented 30% of contract payments and 24% of contracts awarded that same year presented M/WBE participation. CCHHS awarded 12% of contracts to M/WBEs and 9% of contract payments were made to M/WBEs.

Office of Contract Compliance – 2018 Strategic Initiatives & Goals

FY2018 Bureau of Finance Budget Presentation



- Implement contract-specific goal setting module
 - Setting contract-specific goals was a recommendation from our disparity study presented in June, 2016. Data obtained from the study will be used to set contract-specific goals
- Go green for process improvements and efficiencies
 - By the end of FY2018, we plan to receive and process all M/W/VBE certification applications electronically
- Increase outreach to M/W/VBEs and other small businesses
 - Provide information about contracting opportunities with Cook County and CCHHS
 - Educate potential vendors about our certification process and its benefits
- Continue our collaborative efforts with OCPO and User Agencies to increase the inclusion of M/W/VBEs on County and CCHHS contracts

Office of Contract Compliance – 2018 STAR Goals and Targets

FY2018 Bureau of Finance Budget Presentation



Performance Metric	FY2016 Actual	FY2017 Projected YE	FY2018 Target
Certification Program Output Metric			
Number of Certified MBEs and WBEs	1,001	840	882
Certification Program Efficiency Metric			
Average number of days to process a recertification application	135	93	88
Certification Program Outcome Metric			
Percentage of recertification applications processed within 90 days	43%	80%	85%
Zero Based Budget Metric			
Cost per certification application	\$1,114	\$1,150	\$1,250



Office of the Chief Procurement Officer

FY2018 Bureau of Finance Budget Presentation

October 23, 2017

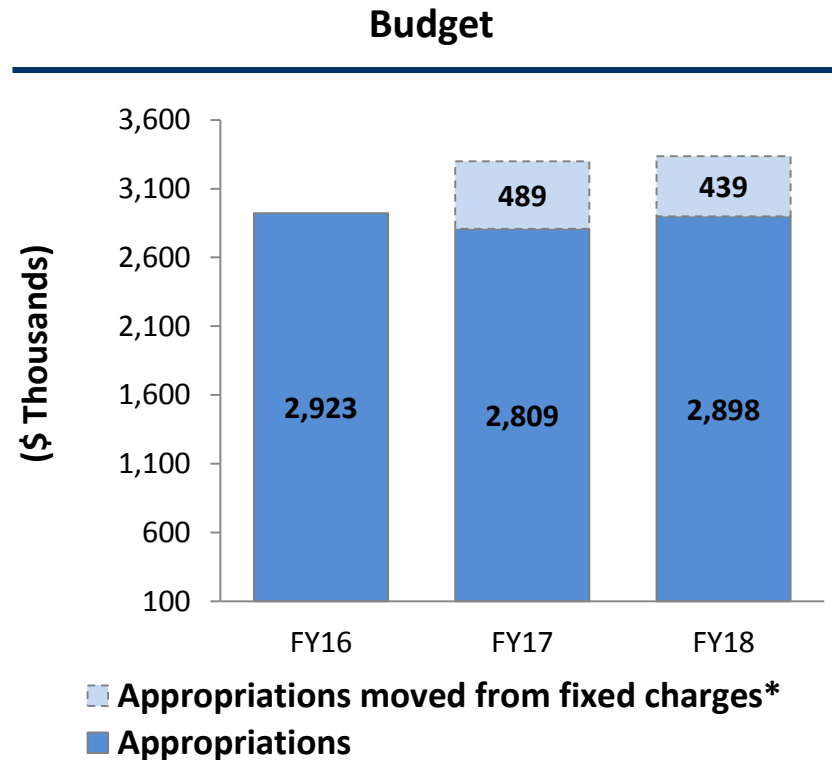


Office of Chief Procurement Officer

FY2018 Bureau of Finance Budget Presentation

Mission

The Office of the Chief Procurement Officer (“OCPO”) is committed to open and transparent procurement methods to promote maximum vendor participation while leveraging overall County volume to lower costs.

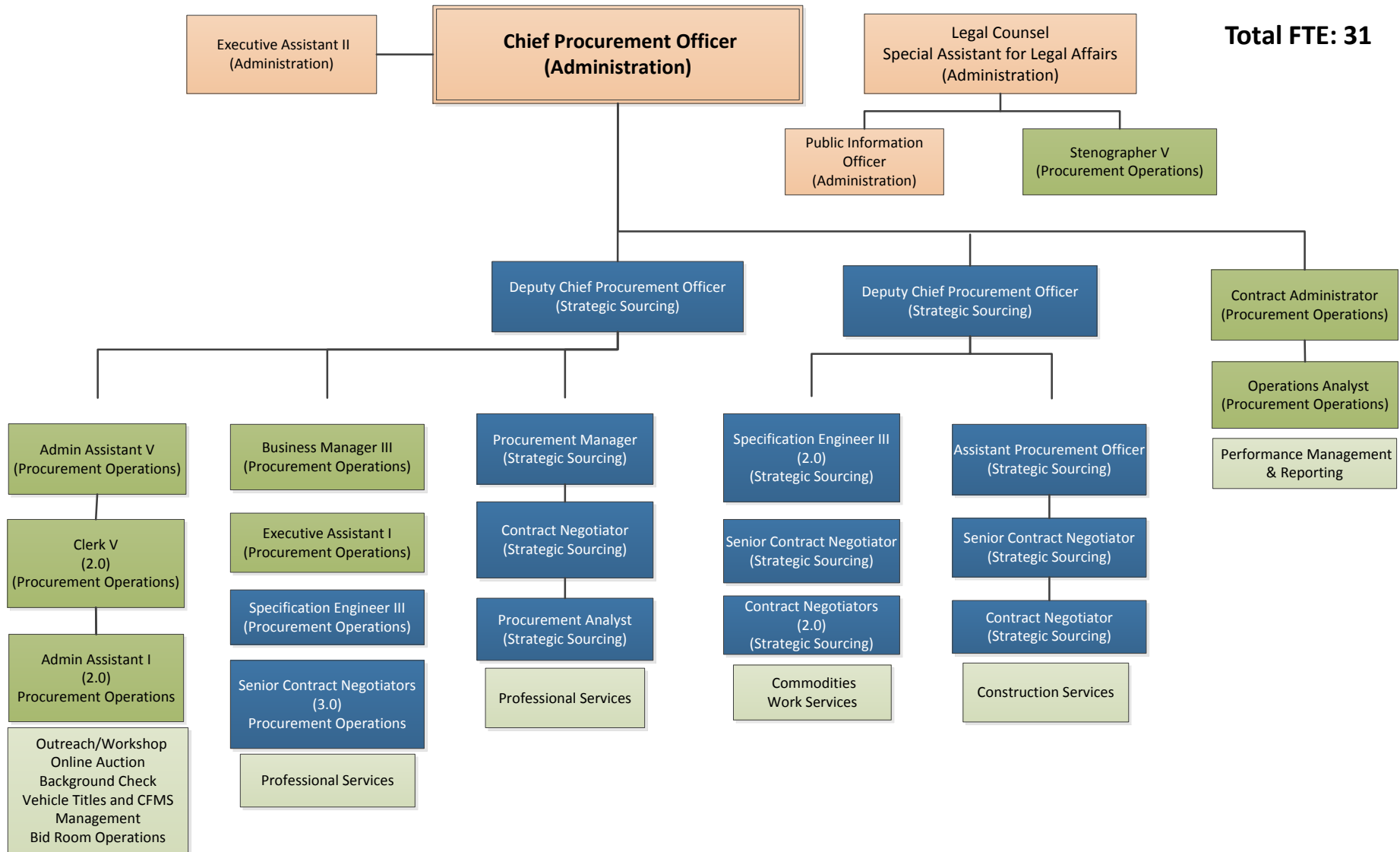


*Includes health benefits and other technology costs



Office of the Chief Procurement Officer – Organization Chart

FY2018 Bureau of Finance Budget Presentation



Office of the Chief Procurement Officer – Program Inventory

FY2018 Bureau of Finance Budget Presentation



Administration (4 FTE)

Manage internal and external legislative and programmatic affairs; identify and provide resources needed to ensure provision of services through innovative leadership in public procurement; promote transparency and accountability by adhering to procurement codes/regulations and performance management.

Procurement Operations (10 FTE)

Provide operational support to the Department, as well as User Departments/Agencies by maintaining contract related documents, implementing and documenting processes, while incorporating technologies to improve services to internal customers and external vendor community; implement standard policies and procedures for each facet of procurement life cycle, from Requisition creation to Contract completion; plan and conduct procurement workshops and outreach activities to increase vendor participation and knowledge in doing business with the County.

Strategic Sourcing (17 FTE)

Provide professional expertise in procuring goods and services through various sourcing methods outlined in the Cook County Procurement Code and best practices in public procurement; assist Using Departments and Agencies in identifying collaborative opportunities and market information; conduct spend analysis and develop specification; assist in contract negotiations to ensure best cost for the goods and services provided to the County by its vendors.

Office of the Chief Procurement Officer

Discussion of 2017 Department and Program Outcomes FY2018 Bureau of Finance Budget Presentation



Transparency and Improved Services:

- Conducted 36 informational workshops for suppliers on procurement processes
- Held nine (9) monthly Procurement Liaisons meetings for Using Agencies
- Continued to increase suppliers' interest in doing business with County – on average 4 to 5 suppliers bidding on County solicitations
- Continued to be an active partner in the Government Procurement Compliance Forum with other local, state and federal procurement agencies

Improved Operating Efficiency

- Implemented a collaborative SharePoint tool to automate distribution of M/WBE compliance documents and transmit utilization plan review notes leading to better management and tracking and cost-savings from decreased printing needs
- In conjunction with ERP and BOT, OCPO successfully implemented the procurement module of the County's new Oracle EBS ERP system, which significantly benefited the day to day work of all Cook County Procurement Stakeholders
- OCPO continues to train and share how to use the procurement module through our monthly procurement liaisons meetings and individual one-on-one departmental training sessions



Office of the Chief Procurement Officer – 2018 Strategic Initiatives & Goals

FY2018 Bureau of Finance Budget Presentation

- Work with ERP to implement the procurement module for small order purchases
 - This effort will also introduce continuity and consistency in the procurement process from requisition submission to contract/purchase order completion
- Publish revised/updated Procurement Manual for both internal stakeholders and create external Procurement Manual for vendors interested in doing business with Cook County
- Work with BOT to build web-based tool for County vendors to complete Economic Disclosure Statements (EDS) and update information such as business ownership as needed for new and amended contracts
 - This tool will also allow vendors to upload Certificate of Insurance and Identification of Subcontractor/Supplier/Subconsultant documents and allow vendors to toggle back and forth between the new iProcurement site and EDS system
- Utilize and create OCPO policies for the Countywide Policy Library to mirror the OCPO Procurement Liaison SharePoint site.
 - The new policy library will enable Using Agencies to proactively obtain information about the procurement process and help reduce common errors in the procurement process that increase cycle times.

Office of the Chief Procurement Officer – 2018 STAR Goals and Targets

FY2018 Bureau of Finance Budget Presentation



Performance Metric	FY2016 Actual	FY2017 Projected YE	FY2018 Target
Strategic Sourcing Program Output Metric			
Number of modifications completed	375	346	300
Strategic Sourcing Program Efficiency Metric			
Median cycle time for contract modifications	98	90	90
Procurement Operations Outcome Metric			
% of modifications meeting target cycle-time	45%	54%	70%
Zero Based Budget Metric			
Cost to process economic disclosure statement (EDS)	\$0.00	\$162	\$163



Fixed Charges and Self Insurance Fund

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October 23, 2017

Fixed Charges and Self Insurance Fund

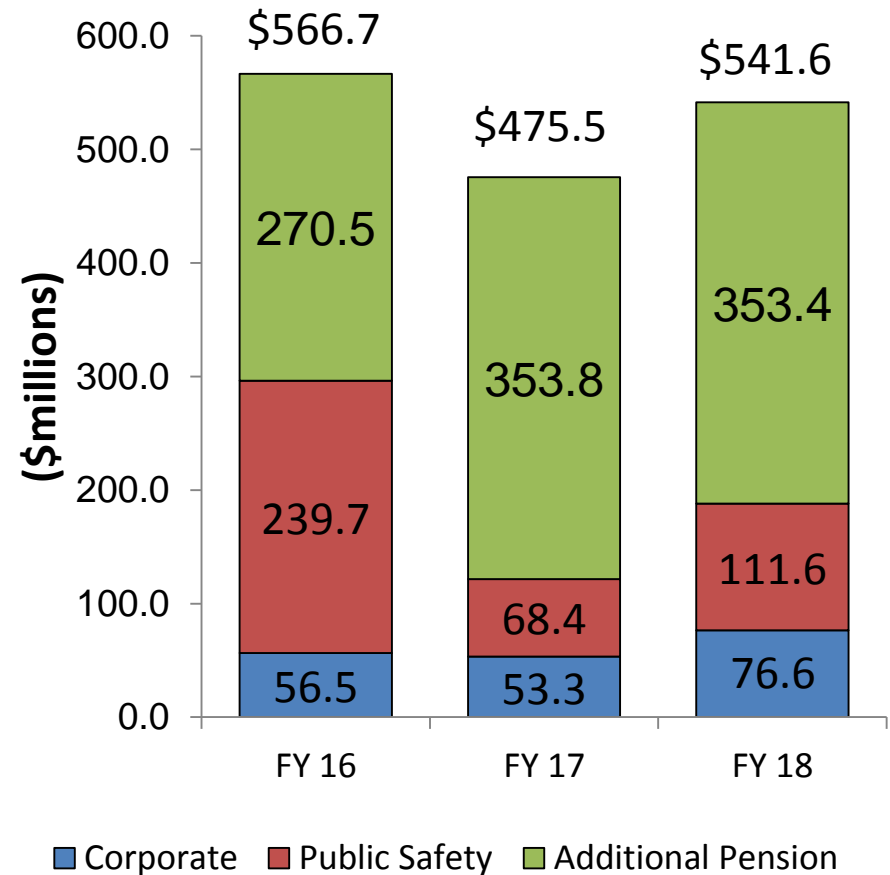
FY2018 Bureau of Finance Budget Presentation



Highlights

- Moves technology licensing, maintenance and support costs to individual departments
- Shifts capital equipment funding from debt to operating funds
- Increase in Reserve for claims due to anticipated increased settlement costs
- Continue to perform chargebacks for Health Benefits and Real Estate costs
- Further transfers can be expected in the FY2019 budget to increase transparency

Budget



Offices Under the President – 10% Reduction



A 10% reduction from the FY2018 Executive Budget Recommendation for the Offices Under the President totals **\$14,588,732** and covers the following Bureaus/Departments/Offices:

- Office of the President/Justice Advisory Council
- Bureau of Administration
- Bureau of Economic Development
- Bureau of Finance
- Bureau of Human Resources
- Bureau of Technology
- Bureau of Asset Management
- County Auditor
- Administrative Hearing Board
- Office of the Independent Inspector General
- Department of Human Rights and Ethics
- Secretary to the Board of Commissioners

- **Additional Reduction needed:** \$ 14,588, 732
- **Personnel:**
 - 34 Layoffs @ \$6.7 million
 - 14 vacancies to be eliminated @ \$2.7 million
- **Non Personnel:**
 - \$0.4 non-personnel public safety related grants
 - \$4.7 million in revenue increases from additional enforcement efforts, investment income and sale of salvage medical equipment

Offices Under the President – 10% Reduction



Justice Advisory Council:

- Reduces critical resources needed to address unmet public safety needs and jeopardize the progress made on justice reform efforts

Medical Examiner:

- Accreditation at high risk due to potential Phase II deficiencies stemming from cuts and delays in hiring
- Resources for minor and indigent burials will not be appropriately budgeted

Environmental Control:

- Reduction in solid waste grants funding reimbursements as a result of not enough people to complete related projects to be eligible for the reimbursement
- Risks effort to right size Asbestos/Demo (greatest health impacts), as department will be unable to complete full federally regulated project workload with existing staff

Veteran Affairs:

- Reduction of outreach and support services providing educational, health and other benefits for veterans

Bureau of Finance:

- Procurement cycle times will be impacted along with reduced outreach to vendors to provide county business opportunities
- Increased risks of audit findings associated with accurate financial reporting

Bureau of Technology:

- Reduction of countywide contracts for maintenance and support for critical technology infrastructure resulting in risk to operations from system breakdowns and cyber threats

Economic Development

- Special Program Fund reduction will limit regional economic development efforts