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February 10, 2020

To the Cook County Finance Committee Members via email  
Re: Item 20-1076, Proposed Ordinance Amendment to Performance Based  
Management and Budgeting

Dear Chairman Daley and Commissioners:

In 2015 the League completed a study of the original version of the Performance Management System (STAR) and ordinance that was enacted by this Board in 2011. We found that the system adopted by the County showed great promise, but was clearly a work in progress. At that time and since, we have favored the use of performance management system(s) by all elected and appointed officials in Cook County in order to improve the workings of the County for its citizens. The system(s) should set goals reflecting the core missions and duties of the department and should adopt results-oriented measures and targets of achievement. Further, the results of the system should be reported at least yearly and should be made available to the public in an easily readable format.

In 2016, the original ordinance was amended. At that time the League expressed some reservations about the changes, but stated that it would wait and observe how the changes were implemented. In particular, we have had concerns about the measures and targets chosen, particularly by the departments that do not report to the President.

The League recently met with Tanya Anthony, the Chief Administrative Officer, and Jerry Pray, the Director of Research, Operations, and Innovation (ROI), who will now be directing the new performance management system as reflected in the Proposed Amendment. Ms. Anthony and Mr. Pray were generous with their time, providing us with an overview of the new program and answering our questions about the program and the ordinance changes.

We were pleased to learn that the "key performance indicators" (i.e., the measures) are to be tied to the department's mission and will emphasize quality/outcome to a far greater extent than in the past. We look forward to seeing these key performance indicators and the results in the future, and we hope that you will find them useful as you serve in your budgetary and oversight roles.

We understand that much of the implementation of the new program will be with the offices under the President initially. It makes sense that the program starts on a smaller level so the program itself can be assessed and improved upon before expanding. However, the County and its residents will not reap all the possible benefits unless departments outside of those reporting to the President adopt this or some other effective performance management systems. We hope that you will encourage them to do so.

Sincerely,

Karin Hribar, Vice President

cc: Ammar Rizki, Chief Financial Officer  
Tanya Anthony, Chief Administrative Officer  
Jerry Pray, Director of Research, Operations, & Innovation