

## FY2015 Bureau of Finance Budget Presentation

Ivan Samstein Chief Financial Officer, Cook County October 16, 2014

Revenue
Risk Management
Budget and Management Services
County Comptroller
Office of the Chief Financial Officer
Contract Compliance
Enterprise Resource Planning
Office of the Chief Procurement Officer

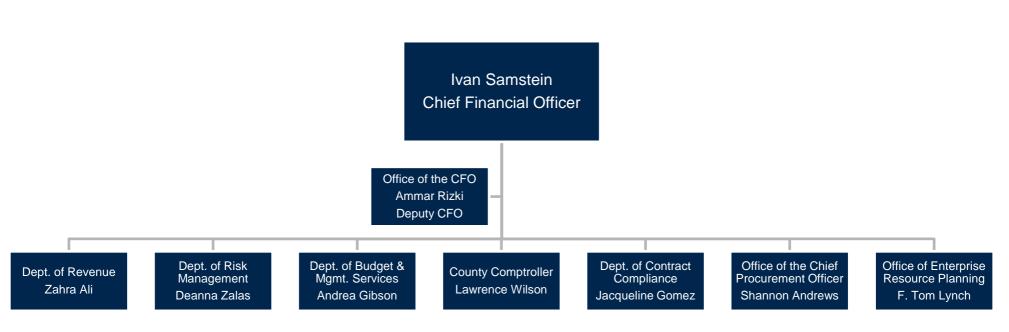


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## **Bureau of Finance Management Team**





## **2015 Budget Framework**



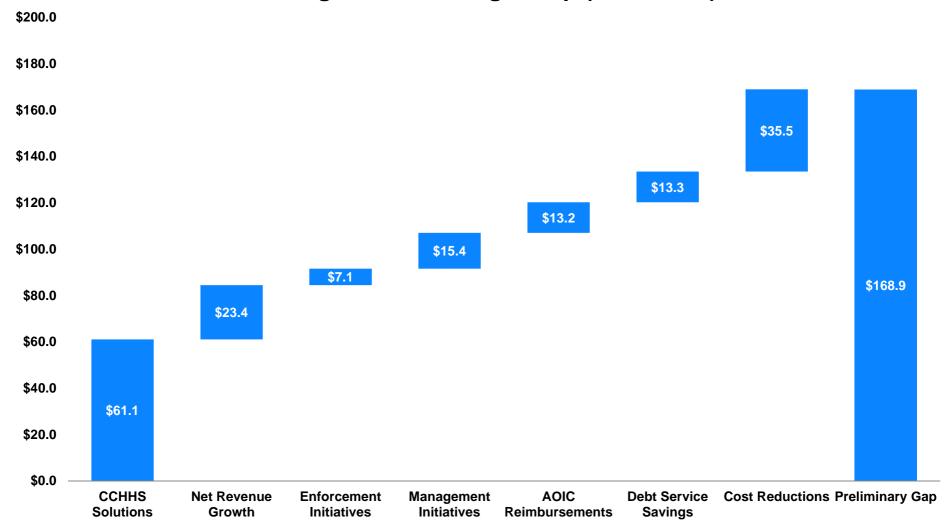
- No new taxes, fines or fees for the second straight year
- Holds the line on position count
- Greater self-sufficiency for the Health System
  - Reduces the operating tax allocation by \$11 million
- Incorporates long-range financial planning
  - Strategic approach to real estate management
  - Partial shift of capital equipment funding to the operating budget
- Aggressive pursuit of grants
- Working toward comprehensive pension reform

## **Closing the Gap**





#### **Closing the 2015 Budget Gap (In Millions)**



## Reducing the \$168.9 Million Gap from Preliminary Forecast

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#### **CCHHS Solutions - \$61.1 million**

- Net impact of CountyCare (\$56.3)
- CCHHS net expenditure solutions (\$4.8)

#### **Net Revenue Growth - \$23.4 million**

- Recapture of 2014 expiring TIF/New Property (\$9.2)
- TIF Surplus (\$3.6)
- Non-retailer Transaction Tax (\$2.6)
- Use Tax (\$2.5)
- Treasurer Revenue (\$2.0)
- Sales Tax (\$1.8)
- Other net changes (\$1.7)

#### **Enforcement Initiatives - \$7.1 million**

- Cigarette Tax (\$4.0)
- Gas/Diesel (\$1.0)
- Other Home Rule tax enforcement (\$2.1)

## Reducing the \$168.9 Million Gap from Preliminary Forecast

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#### **Management Initiatives - \$15.4 million**

- Settlements/reimbursements (\$9.1)
- State collection of non-retailer transactions (\$2.5)
- Delinquent traffic violations (\$1.0)
- Lease payments and energy efficiency rebates (\$0.8)
- Forest Preserve reimbursements (\$0.5)
- Other initiatives (\$1.5)

#### **AOIC Reimbursements - \$13.2 million**

- Increase reimbursement for Adult Probation (\$4.0)
- New reimbursement for JTDC (\$9.2)

#### **Debt Service Savings - \$13.3 million**

Savings from prior year favorable variable interest rates

#### Cost Reductions - \$35.5 million

- Reduction of vacant positions/timing of hiring (\$9.6)
- Health and pharmacy benefit savings (\$8.1)
- Contract and vendor savings (\$7.9)
- Professional services and special programs (\$1.7)
- Reserve for claims (\$1.5)
- Other savings (\$6.7)

### **Estimated Revenues FY2014 vs. FY2015**

COOK COUNTY

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All dollars in millions				
	FY2014	FY2015		
Revenue Type	Appropriation	Recommendation	\$ Change	% Change
Property Taxes (Excluding Uncollected Taxes)	\$720.0	\$734.7	\$14.7	2.0%
Non-Property Taxes	790.6	812.0	21.4	2.7%
General Fund Fees	274.1	260.8	-13.3	-4.9%
CCHHS Fees	950.7	1,371.5	420.8	44.3%
Intergovernmental Revenues	19.9	40.7	20.8	104.5%
Miscellaneous Revenues	23.9	46.4	22.5	94.1%
Other Financing Sources	89.9	79.2	-10.7	-11.9%
Special Purpose Fund Revenue	121.2	122.1	0.9	1.0%
Grants	162.5	221.2	58.7	36.1%
Personal Property Replacement Tax (PPRT)	55.4	58.7	3.3	6.0%
Total Operating Revenues	\$3,208.2	\$3,747.3	\$539.1	16.8%
Previously Issued Debt Proceeds	244.8	170.2	-74.6	-30.4%
Tax Exempt Revolver Borrowing	69.1	50.2	-18.9	-27.4%
Highway Improvement Funds	14.8	31.8	17	114.9%
Total Funding Sources	\$3,536.9	\$3,999.5	\$462.6	13.1%

#### Allocation of Revenue FY2014 vs. FY2015



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All dollars in millions

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Allocation Type	FY2014 Appropriation	FY2015 Recommendation	\$ Change	% Change
General Fund*	\$1,376.5	\$1,430.8	\$54.3	3.9%
Health Enterprise Fund	1,125.7	1,535.5	409.8	36.4%
Election Fund	40.2	19.9	-20.3	-50.5%
Annuity & Benefits Fund	194.7	192.8	-1.9	-1.0%
Bond and Interest Fund	187.4	225.0	37.6	20.1%
Other Special Purpose Funds	121.2	122.1	0.9	1.0%
Total Special Purpose Funds	545.7	542.8	-2.9	-0.5%
Grants	162.5	221.2	58.7	36.1%
Total Operating Budget	\$3,208.2	\$3,747.3	\$539.1	16.8%
Capital Budget**	328.7	252.2	-76.5	-23.3%
Total Budget	\$3,536.9	\$3,999.5	\$462.6	13.1%

<sup>\*</sup>Corporate and Public Safety Funds

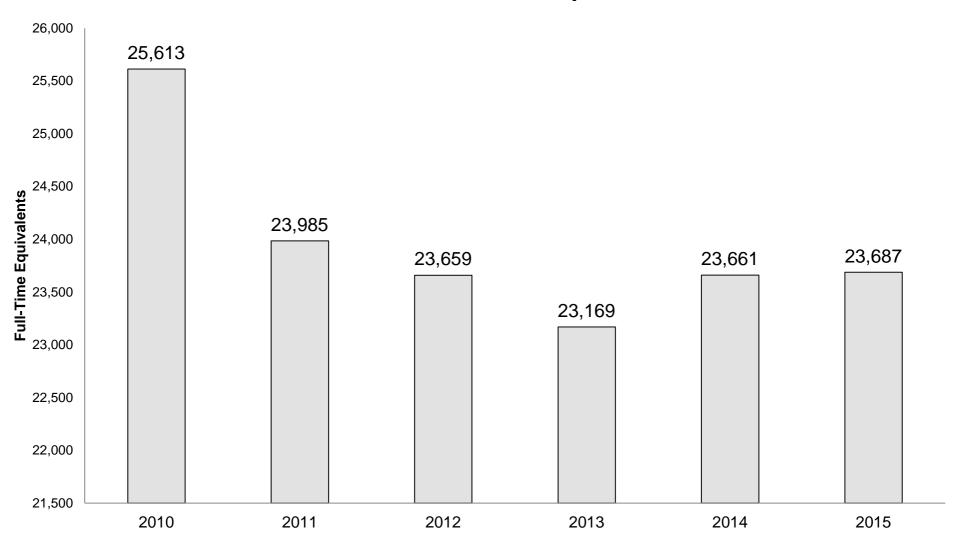
<sup>\*\*</sup>Does not include \$20.2M in capital projects funded with operating and grant dollars

## Total FTE FY2010 – FY 2015 (All Funds)



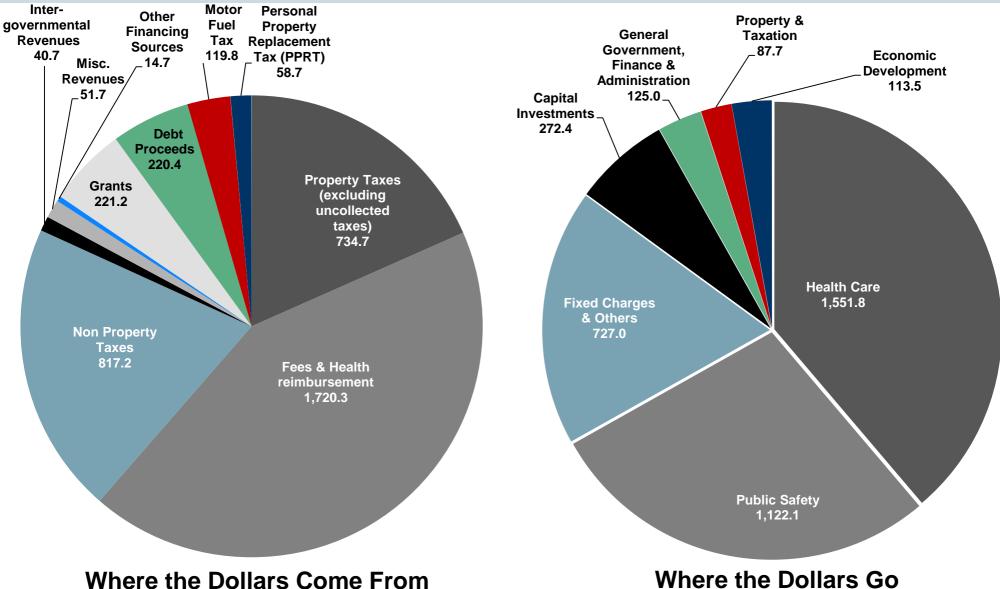


#### All Funds Total Full-Time Equivalents Since 2010



## **FY2015 Budget Summary**



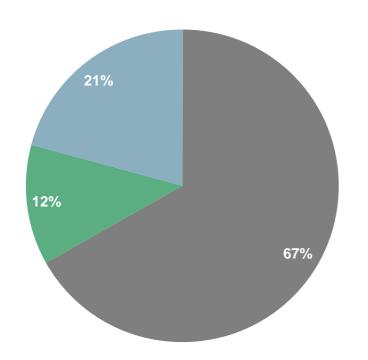


## **2015 Capital Budget Summary**

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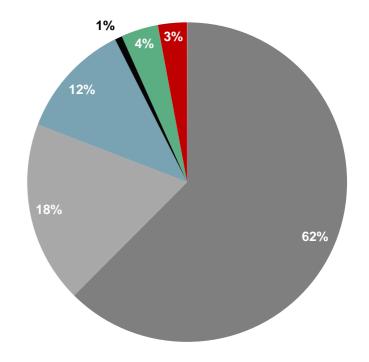


#### **FY 2015 Capital Investment Plan**



- Capital Improvement Projects
- Highway & Transportation Projects
- Capital Equipment Projects

#### **FY 2015 Capital Funding Sources**



- Previously Issued Debt Proceeds
- Tax Exempt Revolver Borrowing
- Highway Improvement Funds
- Transportation Grants
- Pay-as-you-go General Fund Revenues
- Special Revenue Funds & Other Grants

## 2015 Bureau of Finance Budget Initiatives

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- Comptroller initiating Electronic Payment process
- Risk Management initiating a number of health insurance related initiatives:
  - Dependent Audit process
  - Specialty prescription condition management program
  - Improved pricing and rebates anticipated via new Pharmacy Benefit contract
  - Enhancing medical subrogation recovery
- ERP pilot of new Time and Attendance system in FY 2015
- CFO office to conduct a bank audit, asset marketing
- DBMS working with departments to increase Grant funds by \$58M
- Procurement Office implementing public auction to sell obsolete equipment and supplies; increase the use of reverse auction to garner additional savings
- Department of Revenue implementing numerous enforcement initiatives to maximize revenue collection
  - Also increasing the ability for taxpayers to use credit cards and other payment measures to improve their customer experience



# **Department of Revenue**

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### **Department of Revenue**

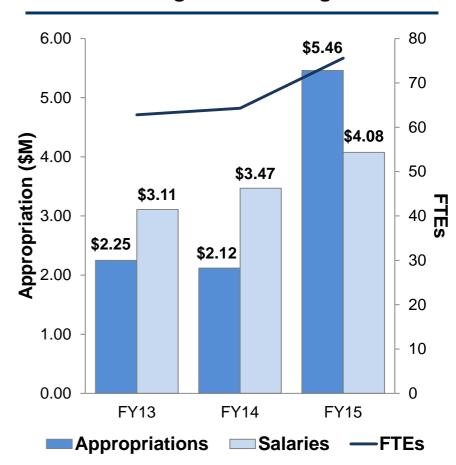




#### **Mission**

The Department of Revenue (DOR) works to efficiently administer and enforce the collection of Cook County Home Rule Taxes, fees and fines. Through professional service, DOR fairly and equitably enforces tax compliance and accurately processes revenue collections.

#### **Budget and staffing**



## **Department of Revenue – FY2014 Accomplishments**



- Registered 164 new business across all Home Rule Taxes as a result of tax discovery initiatives that yielded \$1.1M in revenue
- Sent over 8800 notices to delinquent and deficient tax payers and collected \$1.1M through in house collection process
- Increased audits by 58% from FY2013 with over \$73.7 in audit dollars assessed
- Piloted Tobacco K9 program in partnership with Altria that yielded in over \$105,000 in fines assessed

## **Department of Revenue – FY2015 Highlights**

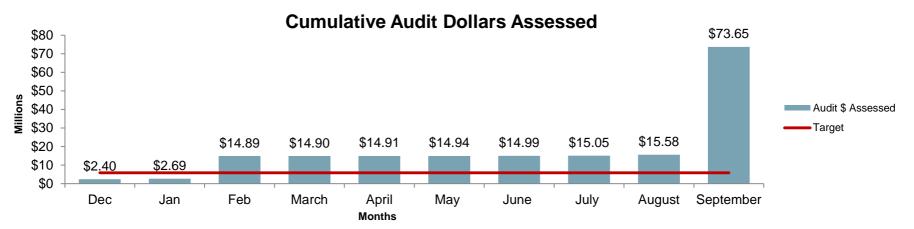


- Launch additional Tobacco enforcement activities with Tobacco Dog and Cigarette Mobile App and Public Outreach Initiatives
- Completion of Lockbox Collection processing for all Department of Revenue collection transactions
- Continue to work towards a modernized Integrated Tax Processing Solution
- Creation of a new Countywide Citation Management System
- Enhancement of the General Business License and Tobacco Tax Investigation systems
- Work with various stakeholders to develop and provide a Taxpayer Bill of Rights

## **Department of Revenue – 2015 STAR Goals and Targets**



Performance Metric	FY2013 Actual	FY2014 Projected YE	FY2015 Target
Dollar amount assessed for audits of Home Rule Taxes	\$2.9M	\$76M	\$25M
Dollars received through the Voluntary Disclosure Program	\$362,000	\$800,000	\$650,000
# of Cigarette & OTP Tax investigation of Tobacco Retailers	4,833	7,500	7,500
# of Other Home Rule Tax Enforcement Inspections (Alcohol, Gaming, Firearm)	0	300	1,000
% of payments received electronically (via lockbox and e-payment)	51%	80%	85%





# **Department of Risk Management**

**FY2015 Bureau of Finance Budget Presentation** 

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### **Department of Risk Management**

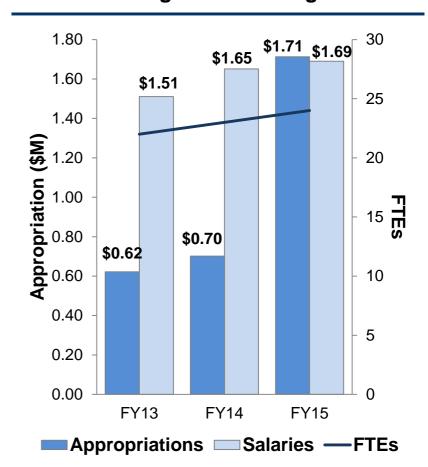




#### **Mission**

The Department of Risk Management is responsible for the administration of employee benefits, workers' compensation claims, general liability coverage and safety/loss prevention programs.

#### **Budget and staffing**



# Department of Risk Management – FY2014 Accomplishments



- Focused on managing employee eligibility and served as a resource to employees impacted by the 2014 Budget Resolution requirements regarding eligibility
- Standardized data fields for General Liability and Workers Compensation claims to allow for data integration and improved claims management and eliminate discrepancies
- Focused on addressing audit finding related to workers compensation claims reporting
- All staff trained in HIPAA during 2014 and completed physical improvements to address access
- Fully documented and received final payment for the general liability notices of determination related to the Reliance Liquidation from the 2002 Stroger Hospital construction
- Supported the new payroll system upgrade

## **Department of Risk Management – FY2015 Highlights**



- Proactively manage eligibility for employee benefits and perform a dependent verification eligibility audit in 2015
- Track the efficacy of pharmacy and medical management programs; implement improvements in accordance with strategic planning efforts; focus on implementing ACA reporting capabilities
- Increase the efficiency of workers compensation claims processing in partnership with a new administration vendor
- Improve data management efforts and analysis for workers compensation and general liability,
   by procuring a Risk Management Information Systems vendor with assistance from BOT
- Continue safety training in collaboration with the Department of Highways and Transportation along with required fire and evacuation drills

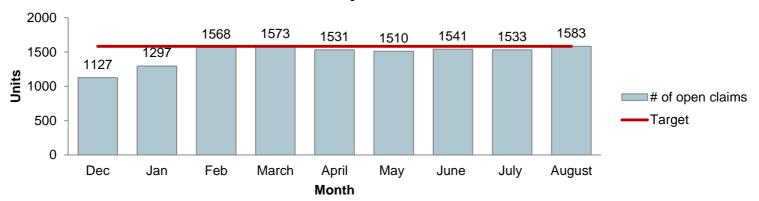
# Department of Risk Management – 2015 STAR Goals and Targets

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Performance Metric	FY2013 Actual	FY2014 Projected YE	FY2015 Target
Workers' Compensation - # of Open Claims	997	1,583	1,350
Workers' Compensation - Claims Cycle Time	497	876	850
General Liability - Average Days to Process Subrogation	141	118	120
Employee Benefits - % Generic Drug Utilization	76.93%	79.03%	80.00%
Safety - # of Employees Participating in a Safety Training Program Per Month	59	147	140

#### # of Open Claims





# Office of Budget and Management Services

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### Office of Budget and Management Services

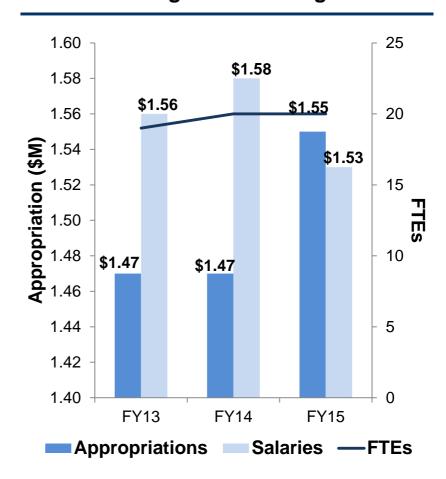




#### **Mission**

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.

#### **Budget and staffing**



# Office of Budget and Management Services – FY2014 & FY2015

# Highlights



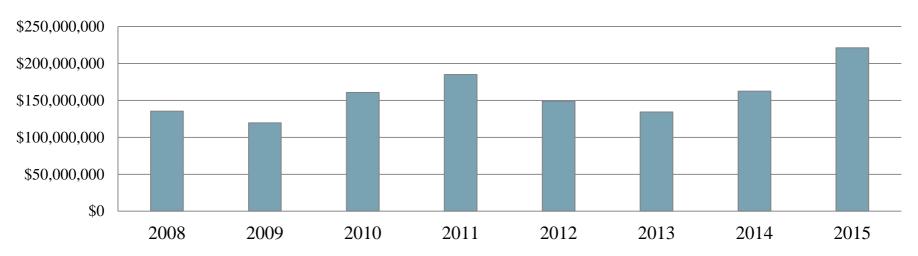
- Awarded the Government Finance Officers Award of Distinguished Budget Presentation for the FY2014 budget
- Continued to improve the execution of the budget process by implementing more robust internal data reviews and beginning preliminary projections earlier in the year
- Focusing on implementing best practices in grants management through publication of a grants administration manual
  - Proposing increase to threshold for Board approval to \$150,000 to ensure full expenditure of grants
- Supporting departments to increase grant awards, with a \$58 million increase expected in 2015
- Refining process improvements for capital projects, specifically focusing on utilizing a new database to track and approve capital requests, allow for faster payment processing to vendors
- Implementing and monitoring objectives in the FY2015 budget and initiating mid-year corrections as necessary

# Office of Budget and Management Services – 2015 STAR Goals and Targets

FY2015 Bureau of Finance Budget Presentation

Performance Metric	FY2013 Actual	FY2014 Projected YE	FY2015 Target
Days before the end of the fiscal year that the President's Recommendation is submitted	51	52	50
New Discretionary Grants Awarded	5	7	10
Increase Grant Awards (millions)	\$132	\$162	\$221

#### **Grant Funding History\***



<sup>\*</sup> Excludes American Recovery Reinvestment Act (ARRA) Funds



# **County Comptroller**

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## **County Comptroller**

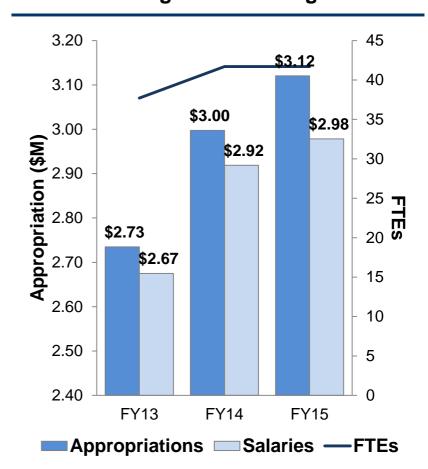




#### **Mission**

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

#### **Budget and staffing**



## **County Comptroller – FY2014 Accomplishments**



- FY 2013 CAFR and A-133 Single Audit Report were issued within six months of year-end;
   applied for the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Reduced CAFR audit findings to four in FY 2013 from 10 in FY 2012 and reduced A-133
   Single Audit findings to seven in FY 2013 from 21 in FY 2012
- Supported the payroll system upgrade and continue to support the implementation of new countywide time and attendance and ERP systems
- On average completed the Revenue Report within 35 days of the month end and the Trial Balance within the 33 days of month end, exceeding 45 day goal
- Implemented ACH quick payment to pay vendors more timely and generate budget savings through discounts

## **County Comptroller – FY2015 Highlights**

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- Issue the CAFR & A-133 Single Audit Report within 6 months of fiscal year end
- Issue the analysis of Revenues and Expenses Report within 45 days of the month-end
- Accounts Payable will work with departments to ensure invoices are submitted in a timely manner to enable the Comptroller's office to make timely payments and maximize discounts/rebates as a result
- Support Implementation of Payroll Self-Service Online access will allow County employees to access their payroll information at anytime (e.g. W-2's /pay stubs)
- Support the implementation of Time and Attendance and ERP systems to improve the efficiencies of county-wide operational and financial processes

## **County Comptroller – 2015 STAR Goals and Targets**



Performance Metric	FY2013 Actual	FY2014 Projected YE	FY2015 Target
Average # of days to process invoices (e.g. invoice date to payment date)	49.5 days	48.5 days	30 days
Average # of months required to complete CAFR	6 months	6 months	6 months
# of department time keeper payroll errors - per month	54.5	49.4	50
Rebate revenues / cost savings through e-payables / ACH quick pay discounts.	\$300,000	\$415,000	\$532,500
# of days required to complete Analysis of Revenue and Expenses from month end.	N/A	N/A	45



## Office of the Chief Financial Officer

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#### Office of the Chief Financial Officer

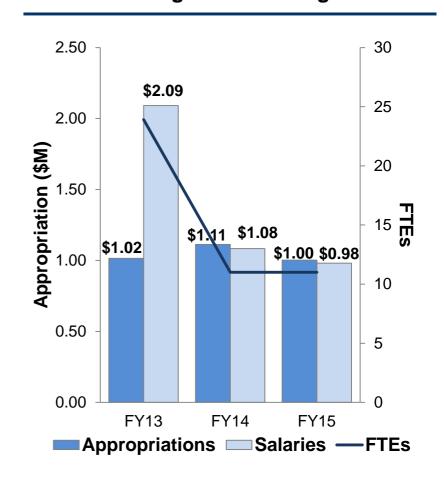




#### **Mission**

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.

#### **Budget and staffing**



# Office of the Chief Financial Officer – FY2014 Accomplishments



- Executed two debt transactions totaling \$215M, through which bonds were refinanced at lower interest rates to generate roughly \$21 million in net present value savings for County taxpayers
- Established an intermediary capital financing program to provide a \$125 million tax exempt revolving line of credit to fund the County's capital improvement and capital equipment needs
- Worked with Department of Capital Planning and Department of Highways and Transportation to help improve their cash flow forecasting process for capital needs
- Led the Bureau-wide performance evaluation initiative; all BOF employees defined goals for performance evaluations that directly tied to department, bureau and County-wide objectives
- Achieved investment returns on short term investments of roughly 0.64% by investing bond proceeds, significantly in excess of the 0.03% benchmark yield for the six month T-Bill

# Office of the Chief Financial Officer – FY2015 Highlights



- Work with various stakeholders across the County to establish an initial Asset Marketing program (subject to board approval); to leverage eligible assets for revenue generation
- Conduct an RFP for a firm to conduct an audit of County bank agreements to garner potential savings
- Work with all BOF departments to enhance the performance evaluation process
- Assist County Auditor to conduct risk assessments across the Bureau of Finance and work with respective departments to implement risk mitigation strategies and action plans
- Enhance the long-term forecasting model to include detailed projections for all major expense categories and fine tune the assumptions used to forecast them over a five year period

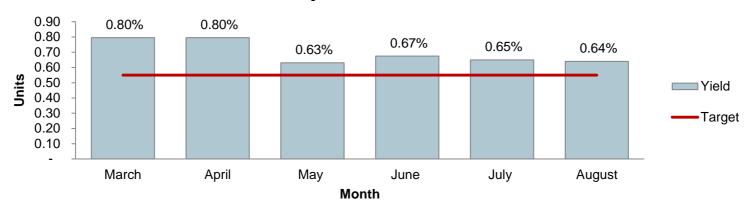
# Office of the Chief Financial Officer – 2015 STAR Goals and Targets



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Performance Metric	FY2013 Actual	FY2014 Projected YE	FY2015 Target
Investment spread from 6 month T-bill	0.45%	0.55%	0.50%
% of BOF Employees with year end review completed within 30 days of Year End	N/A	90%	100%
Avg # of days to complete Cash Flow Analysis at month end	N/A	20	20
Monthly Variance of Cash Flow Report to actual month end cash balance	9%	4%	5%
Monthly variance of sales tax revenue	0.37%	-0.77%	1%

#### **Investment spread from 6 month T-bill**





### **Office of Contract Compliance**

**FY2015 Budget Presentation** 

### **Office of Contract Compliance**

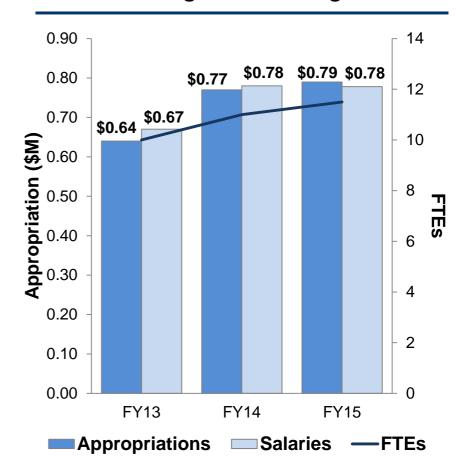




#### **Mission**

The Office of Contract Compliance (OCC) is charged with ensuring that all County purchases comply with the Cook County Minority and Women Owned Business Enterprise Ordinance. OCC certifies Minority, Women and Veteran Owned Business Enterprises (MBE/WBE/VBEs). OCC also educates County user departments and vendors on the importance of complying with the Ordinance and building the capacity of MBE/WBE/VBEs.

#### **Budget and staffing**





- Increased transparency and accountability through a new web-based Diversity Management System (DMS) for contract compliance and certifications
  - Allows prime vendors to report M/WBE participation and subcontractors to verify reported information
- Reported actual payments on all contracts for the first time during FY2014
- Worked with the Board to amend the Procurement Code to add enforcement measure for noncompliance with M/WBE utilization plans; specifically added penalties for underutilization
- Reduced certification backlog by approximately 60%
- Streamlined certification process by establishing policies and procedures

### **Office of Contract Compliance – FY2015 Highlights**

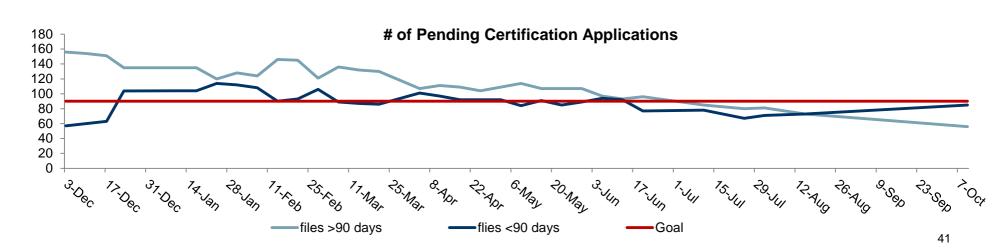


- Complete disparity study during early FY2015 based on reliable data
- Improve MBE/WBE program as per the recommendations of the Disparity Study
- In late FY2014 and continuing through FY2015, OCC will begin conducting on-site visits and performing contract compliance audits to monitor and ensure MBE/WBE commitments are met
- Working with the Office of the Chief Procurement Officer to implement the target market initiatives during 2015

## Office of Contract Compliance – 2015 STAR Goals and Targets

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Performance Metric	FY2013 Actual	FY2014 Target YE	FY2015 Target
Cycle time to process and finalize certification applications (#of days)	133 days	110 days	90 days
Actual % of MBE Participation on Goods and Services Contracts	27%	25%	25%
Actual % of WBE Participation on Goods and Services Contracts	4%	10%	10%
Actual % of MBE Participation on Construction Contracts	9%	24%	24%
Actual % of WBE Participation on Construction Contracts	3%	10%	10%
Actual % of MBE/WBE Participation on Professional Services	9%	35%	35%





## Office of Enterprise Resource Planning (ERP)

**FY2015 Bureau of Finance Budget Presentation** 

### Office of Enterprise Resource Planning (ERP)

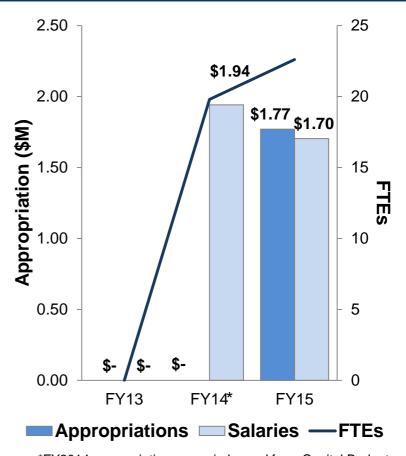
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#### **Mission**

Enterprise Resource Planning (ERP) is charged with implementing and supporting Countywide financial system projects to improve business operations. ERP serves as a Bureau of Finance and County resource for the development and maintenance of new efficiency and accountability technologies

#### **Budget and Staffing**



\*FY2014 appropriation was reimbursed from Capital Budget

## Office of Enterprise Resource Planning (ERP) – FY2014 Accomplishments



- Implemented a major upgrade of the County's Human Resource, Payroll and Benefits Systems throughout FY 2014
- Began implementation of a Countywide Time and Attendance System with projected initial launch dates in the first quarter of FY 2016
- Issued an RFP to select software for the Countywide Enterprise Resource Planning in the third quarter of FY 2013 with proposals received and evaluated in FY 2014
- Preparing to issue a solicitation for the implementation and managed services to support a Countywide ERP System

## Office of Enterprise Resource Planning (ERP) – FY2015 Highlights



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#### Time and Attendance Implementation

- Collect time and attendance requirements from all County agencies
- Install biometric timekeeping devices at County sites
- Complete configuration of time and attendance software

#### **ERP Implementation**

- Complete software evaluation proposal
- Select software vendor
- Select implementation and managed services vendor
- Award software contract
- Award services contract and commence integration activities
- Begin implementation of the ERP system

## Office of Enterprise Resource Planning (ERP) – 2015 STAR Goals and Targets



	FY2013	FY2014	FY2015
Performance Metric	Actual	Projected YE	Target
Time and Attendance devices installed at County Sites	0	0	400
Award Countywide ERP Contracts	N/A	N/A	1 <sup>st</sup> Qtr.
Implement Upgrade of Countywide Human Resources, Payroll and Benefits System	N/A	Completed	N/A



### Office of the Chief Procurement Officer

**FY2015 Bureau of Finance Budget Presentation** 

### Office of the Chief Procurement Officer

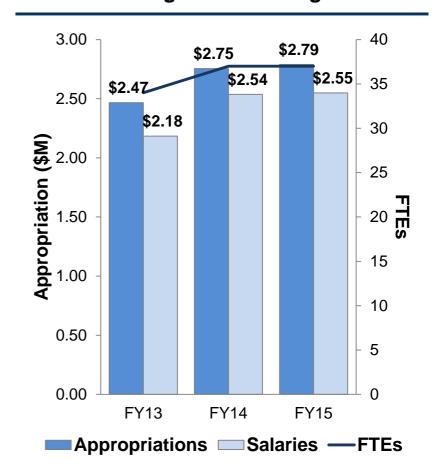




#### **Mission**

The Office of the Chief Procurement
Officer adds value through the
implementation of quality and costeffective contracts, creates partnerships
with County departments to foster a team
environment while implementing best
practices in public procurement, and
improves efficiency through the timely
execution of the procurement process in
accordance with County ordinances.

#### **Budget and staffing**



## Office of the Chief Procurement Officer – FY2014 Accomplishments



- Created materials to educate stakeholders on contracting opportunities and procurement best practices; conducted 23 vendor workshops and 11 procurement liaison training sessions
- Enhanced Marketplace to make procuring goods more efficient by adding another 5 vendors
- Processed 1,352 manual purchase orders, and oversaw 4,391 purchase orders through Marketplace year-to-date
- Implemented online auction program that allows the County to sell obsolete and underutilized assets to a national and international marketplace, 24 hours a day, seven days a week
  - Posted and closed ninety auction items, which netted the County over \$79,000 since August 2014

## Office of the Chief Procurement Officer – FY2015 Highlights

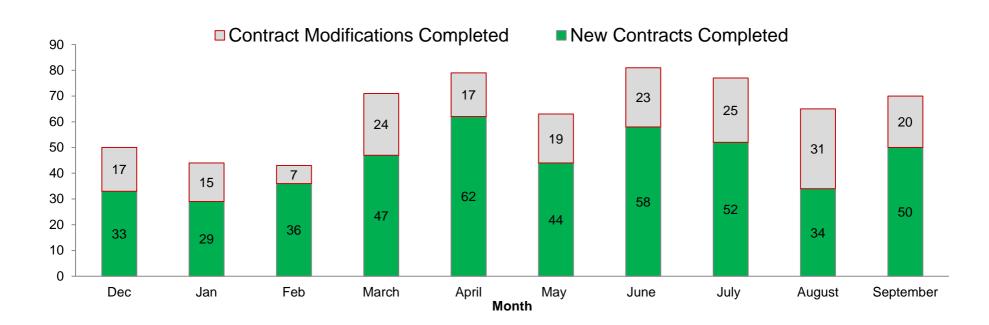


- Create County Sister Agency Council to identify opportunities that remove barriers for vendors doing business with all municipal agencies within Cook County
- Develop further strategic sourcing opportunities, including reverse auction opportunities for certain commodity categories to achieve contract cost savings
- Increase the use of Online Auction program to market obsolete equipment and supplies by expanding the program to all County agencies and Departments
- Continue work with the Administrative Hearings to finalize administrative rules for vendor disqualification
- Improve Economic Disclosure Statement (EDS) process for vendors by updating various provisions, streamlining signature process, and evaluating joint EDS with other agencies

## Office of the Chief Procurement Officer– 2015 STAR Goals and Targets



Performance Metric	FY2013 Actual	FY2014 Projected YE	FY2015 Target
Number of contracts completed	694	520	500
Number of contract modifications completed	N/A	235	200
Number of purchase orders completed	1,762	1,500	1,500





## Fixed Charges and Self Insurance Fund

**FY2015 Bureau of Budget Presentation** 

### **Fixed Charges and Self Insurance Fund**





#### **Highlights**

- Reduced fixed charges budget by \$24 million
- Reflected process improvement for reimbursements
  - Mandatory Medicare (FICA tax)
  - Other reimbursements eliminated with costs in department specific budgets
- Streamlining self-insurance payment process

### **Budget**

