

Service Efforts and Accomplishments (SEA)

Background

The Public Accountability Project

Traditional governmental financial reporting and budgeting are designed to report to the public on how financial resources are acquired and used by governments and to ensure that resources made available to state agencies are used in accordance with the laws and policies enacted by the General Assembly and the Governor. How many people did we employ, and how much equipment did we purchase? How many more will we use this year than we did last year? Did expenditures fall within the amounts appropriated? These are the types of questions answered by these traditional financial practices.

Missing from the traditional financial practices, however, is a review of how well our state agencies use their resources to accomplish the assignments given them in the laws and policies set by elected officials. What, in the broad sense, did taxpayers get for the money they spent? Were resources used effectively? Are our children well schooled? Are our highways safe and efficient? Do we do a good job of keeping our air and water clean?

One of the priorities of my administration is to improve the accountability of state governmental agencies to the public they serve. That is, to make sure that state resources are spent for the proper purposes, but also to report on the efficiency, effectiveness, and outcomes of government programs. To this end, the Comptroller has launched the Public Accountability Project, which, in cooperation with the Governor's Office of Strategic Planning, has instituted a process by which state agencies annually report on their performance in carrying out their statutory missions. The effect of this type of performance reporting is two-fold. First, state agencies become more customer-oriented and therefore more effective. Second, the public will become more aware of the missions and accomplishments of state agencies.

The instrument for this process is Service Efforts and Accomplishments (SEA) Reporting as ordained by

the Governmental Accounting Standards Board (GASB), the agency designated to set standards for financial reporting by state and local governments. Recognizing the incompleteness of traditional financial reporting, the GASB has begun an initiative to stimulate SEA reporting by state and local governments. The goal of SEA reporting is to improve financial reports by linking information on the performance of government programs with the usual financial data. SEA reporting examines not only the financial resources allocated to programs, but their missions and goals - plus quantifiable measurements of how they have met those missions and goals. The GASB is promoting experimentation by governments under their purview before issuing standards on SEA reporting. Illinois has been designated by the GASB as an official "experimentation site" for SEA reporting.

Expanded SEA Reporting for Fiscal Year 1999

This year's SEA report is the third issued by the Illinois Office of the Comptroller, but it is the first done under a formalized reporting process initialized with the top state agencies in Illinois government. That, along with an effort to expand the range of information, makes for a larger, expanded report.

Formal reporting process. With the cooperation of the Governor's Office of Strategic Planning, the Comptroller initiated a process to incorporate nineteen of the largest departments and agencies in state government into the SEA reporting system. Together the budgets of these nineteen agencies represent over 85% of the state budget for fiscal year 1999.

The first SEA Reporting Conference in Illinois State government, conducted with the assistance of the Department of Accountancy at the University of Illinois at Springfield, began a process of preparing these selected agencies to compile their performance reports. With input and direction from the Office of the Comptroller and the Governor's Office of Strategic Planning, the agencies chose key programs

on which to report and identified the mission statements, goals, and key indicators that reflect their performance. These nineteen reports are the first compiled by the agencies themselves.

Survey of public opinion on state government services. One of the goals of SEA reporting (and performance reporting generally) is to make agencies more aware of their customers. Customer satisfaction, as gauged in customer satisfaction surveys, is recognized in SEA reporting as a key indicator of performance. For state government, the customer is the public.

A few state agencies do survey their direct consumers on a limited basis, and the results of those surveys are reflected in their individual SEA reports. This year's Public Accountability Report, however, contains the results of a statewide survey of public opinion on our state's performance in key programmatic areas. Carried out by the Center for Governmental Studies at Northern Illinois University, the survey gauges the general public's attitudes about the importance of certain programmatic areas as well as the their opinion on how well we as a state address those areas.

Mission statements, goals, and external benchmarks. Integrated into the SEA reporting format this year are mission statements, goals, and external benchmarks. This information supplies an overall context for the reported programs. Mission statements and goals set expectations about the outcomes programs strive to reach. External benchmarking (an aspect of reporting that will require development) looks at the performance of comparable programs in other states (or national norms) to determine where our programs rank.

Summaries of program areas. Like the Illinois State Budget, the Public Accountability Report is broken down into six program areas: Education, Human Services, Public Safety, Environment and Business Regulation, Economic Development and Infrastructure, and Government Services. All state agencies are assigned to one of these program areas. For the first time, the Public Accountability Report presents summary data on these program areas that convey basic inputs (expenditures) and key outcomes for these areas as a whole. This type of overall reporting links agencies within the same program area to common outcomes that, individually, they may only indirectly affect.

The Goals of Public Accountability

The Public Accountability Report for fiscal year 1999 realizes the goals set out in last year's CAFR. It expands the coverage of the report to nineteen of the largest agencies in state government. And the SEA reports submitted by these agencies are the product of a newly instituted reporting process. The report offers information beyond the typical financial data on the programs administered by these agencies and presents the opportunity to ask questions about what State government is and is not accomplishing.

In broader terms, the Public Accountability Project seeks to:

Make State government more result-oriented. State agencies should be judged on what they are accomplishing, rather than merely the volume of their activities. SEA reporting enables agencies to measure the effectiveness of the services they provide to taxpayers and to gauge how their outcomes and efficiency stack up against other entities offering the same services.

Increase public awareness of the efficacy of State government programs. Budget and financial information is generally available. Information about the success or failure of certain services or programs is made public from time to time on a piecemeal basis. The Public Accountability Report aims to make readily available, to the public and decision makers, comprehensive information - in a simple, understandable format - on the results state government attains through the programs it offers to the public.

Facilitate informed decision-making on the allocation of State resources. A comprehensive review of the results attained by state government programs can bring about an approach to budgeting that allows programs to be judged by the results they produce. SEA reporting reveals whether a program is performing up to expectations as laid out in its mission and goals. Also, by comparing its resources and results to similar programs in other states or a national average (external benchmarking), SEA reporting can provide guidance as to whether our programs are performing up to standard and whether additional resources are warranted or necessary.

Increase public accessibility to information on state government programs. Accountability is impossible unless the public receives lucid information on the activities of government and then can avail themselves of opportunities to have input into decision-making. This report and survey attempt to meet this need. Other avenues for both disseminating information and collecting input need to be explored. The Illinois Office of the Comptroller encourages all citizens to make suggestions for improving the report. The Public Accountability Report is available at the Comptroller's web site: <http://www.ioc.state.il.us>.

Explanatory Notes

Validity and reliability of SEA information. Except for specific instances that may have required clarification, no attempt has been made to verify or reconcile reported expenditures or performance data. None of the reported performance data has been audited, nor does it fall within the scope of the audit opinion. The information provided has been reported or submitted by each agency unless explicitly noted otherwise. The verifiability and reliability of reported performance data remain a long-term challenge for SEA reporting.

Reporting standards. SEA reporting is in its experimental stages. (Illinois has been re-designated as an "experimental site" by GASB.) Therefore, at present, no generally accepted standards have been set for this type of reporting. The evolutionary process of instituting performance reporting in Illinois is also the process for setting standards.

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EDUCATION

Inputs

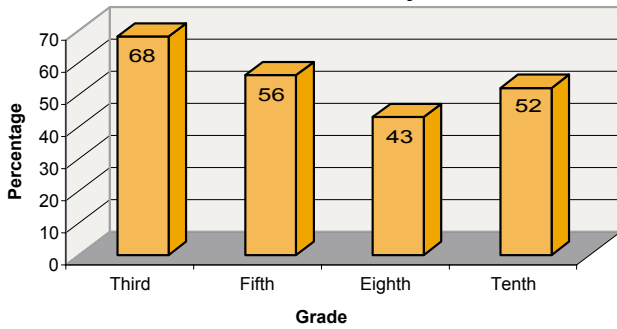


Agency	FY1998 Expenditures	FY1999 Expenditures	% Change
Elementary & Secondary	\$ 5,288,719,384.52	\$ 5,803,406,361.14	9.7%
Board of Higher Education	81,563,274.83	95,073,549.97	16.6%
Chicago State University	34,105,265.21	36,990,598.99	8.5%
Eastern Illinois University	41,870,385.97	45,987,482.07	9.8%
Governors State University	22,721,692.76	23,890,897.76	5.1%
Illinois Community College Board	284,526,016.02	304,974,150.98	7.2%
Illinois Math & Science Academy	14,289,845.91	15,735,632.37	10.1%
Illinois State University	75,799,126.36	81,022,202.19	6.9%
Illinois Student Assistance Commission	483,287,253.72	552,553,888.01	14.3%
Northeastern Illinois University	36,079,025.12	39,171,277.75	8.6%
Northern Illinois University	97,403,600.00	101,100,744.31	3.8%
Southern Illinois University	199,595,246.98	210,898,448.34	5.7%
State University Civil Service Merit Board	1,124,794.03	1,002,358.21	-10.9%
University of Illinois	659,160,526.69	686,348,979.28	4.1%
Western Illinois University	52,442,337.49	55,108,212.03	5.1%
Total:	\$ 7,372,687,775.61	\$ 8,053,264,783.40	

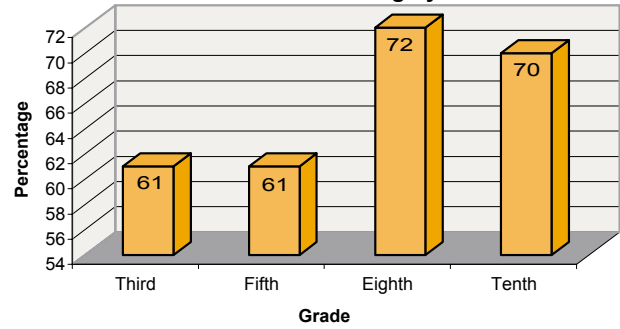
Outcomes



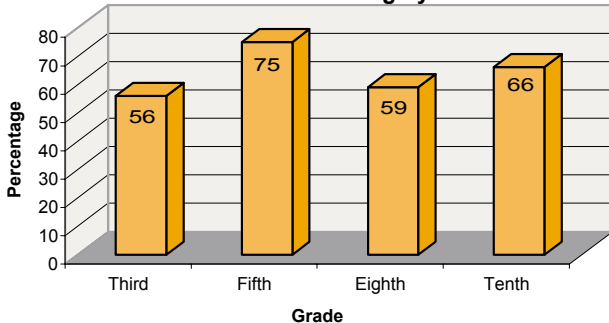
Percentage of Students Meeting or Exceeding State Standards in Math by Grade



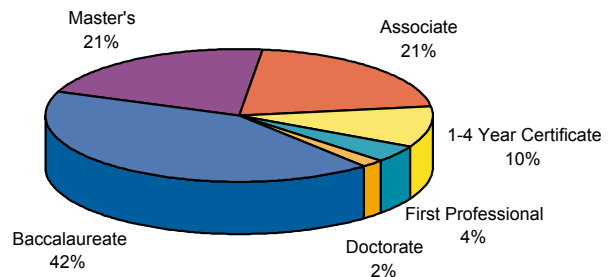
Percentage of Students Meeting or Exceeding State Standards in Reading by Grade



Percentage of Students Meeting or Exceeding State Standards in Writing by Grade



Fiscal Year 1998 Degrees Conferred at Illinois Colleges and Universities



EDUCATION: ELEMENTARY AND SECONDARY EDUCATION

Mission and Organization

In Illinois, the State Board of Education is charged with setting the guidelines for achieving academic success in public elementary and secondary classrooms. Numerous factors play a role in the ultimate goal of enabling children to achieve their fullest potential within the public education setting in Illinois. A review of many of these factors, be they inputs such as monetary and human resources, outputs such as dropout and attendance rates or outcomes such as test scores, may provide insight into the successes and failures of the public education delivery system.

Discussion of Indicators

The supply of basic resources (inputs) infused into the delivery system for public education include funding, student enrollment, school districts and the number of schools within districts, and human resources such as administrators and teachers.

Certainly the most basic of resources is funding which totaled \$15.559 billion from all sources for the school year 1998-99, an increase of \$1.240 billion or 8.7 percent over the prior year. This level of funding supports an education system inhabited by 1,962,026 students, an increase of 10,028 or 0.5 percent over the 1997-98 school year. Guidance for the nearly two million public school students in Illinois is provided by 7,537 administrators and 119,718 teachers throughout the 895 school districts with 3,879 schools.

Examples of outputs of the elementary and secondary education system include dropout rates, student attendance, chronic truancy, and graduation rates. The graduation rate of 81.9 percent is slightly above the 81.8 percent rate for the prior year. Both the dropout (from 6.2 percent to 5.9 percent) and attendance rates (from 93.9 percent to 93.6 percent) have declined while the chronic truancy rate remains unchanged at 2.3 percent.

Despite the substantial amount of resources dedicated to public education few indicators as to the impact (outcome) of this investment exist. Obviously, the most important outcome to measure would be the academic and social achievement levels of students - how

well has the educational system prepared students and how competitive are their achievement levels with other students. For the 1998-99 school year, student assessment in reading, writing and math was measured using the ISAT (Illinois Standards Achievement Test) test. The ISAT data are only available for one year as this test replaced the previously administered IGAP (Illinois Goals Assessment Program) test. ISAT reading tests showed that according to the new state standards 61 percent of third and fifth grade students along with 72 percent of eighth grade students and 70 percent of tenth grade students met or exceeded state standards. For math, 68 percent of third graders, 56 percent of fifth graders, 43 percent of eighth graders, and 52 percent of tenth graders met or exceeded state standards. In writing, 56 percent of third graders, 75 percent of fifth graders, 59 percent of eighth graders, and 66 percent of tenth graders met or exceeded standards.

Examples of efficiency measures for elementary and secondary education include instructional expenditures per pupil and operating expenditures per pupil. For the 1998-99 school year, an average of \$3,990 was expended for each student in Illinois on instruction while an average of \$6,682 was spent per pupil for operating expenditures. Average instructional expenditures per pupil were up \$243 or 6.5 percent while operating expenditures per student increased \$401 or 6.4 percent.

In addition to a comprehensive view of some of the performance indicators for elementary and secondary education, the Early Childhood and Reading Improvement Programs were analyzed. Sub-functions of the Early Childhood Program include Pre-Kindergarten, Parental Training, and Prevention Initiatives.

Expenditures for the pre-kindergarten sub-function were \$123.4 million in the 1997-98 school year, an increase of \$11.2 million or 10.0 percent. The number of students served by the program was 47,162 compared to 45,614 the prior year. One output identified for the program was that the teacher rated 90.0 percent of the children who participated as kindergarten ready compared to 81.0 percent for the prior year. As far as outcome indicators are concerned, 68.0 percent of students served by the program met or exceeded state goals for reading and 92.0 percent met or exceeded

state goals for math in third grade. An average of \$2,691 was spent per child for the 1997-98 school year compared to \$2,460 the prior year.

For parental training, \$5.9 million was expended in the 1997-98 school year, an increase of \$2.0 million or 51.3 percent. There were 139 programs funded in 1997-98 with 283 personnel paid by the grant money compared to 91 programs and 274 personnel paid the prior year. A total of 34,948 parents received direct services through 13,406.6 hours of instruction. On average, \$169 per parent was spent for direct services compared to \$158 the year before.

The Prevention Initiative Program had spending of \$4.3 million (an increase of \$2.3 million or 115.0%) to fund 31 programs. The number of children and family enrolled in 1997-98 totaled 2,184 and 1,840 respec-

tively while the number of non-enrolled families receiving services totaled 3,438. One outcome of the program is 126 parents acquired a high school diploma or GED in the 1997-98 school year compared to 75 the previous year. The program expended \$2,337 per family enrolled and \$1,969 per child enrolled for the most recent year data was available.

For the Reading Improvement Program \$47.4 million was spent, \$2.0 million or 4.4 percent more than the prior year. 566,815 students from 793 school districts received reading services from this program. Of the students who utilized this program, 72.0 percent met or exceeded state goals for reading and 87.0 percent met or exceeded state goals for writing in third grade. The average expenditure for each child in the program was \$84 in school year 1997-98, \$3 more than the prior year.

Comprehensive

Mission Statement To enable all Illinois students to become confident, self-sufficient and productive citizens. Establish policies that systematically support an everchanging, lifelong learning process. Furthermore, to act as an advocate, provider, and broker of community, family and state resources and services that ensure the accomplishment of the State's Goals for Learning.

- Program Goals**
- 1) Implement and institutionalize the Illinois Learning Standards as the foundation for educational excellence.
 - 2) Implement and improve the state's accountability systems.
 - 3) Restructure the professional development system for Illinois educators.
 - 4) Advocate school funding reform to ensure that all Illinois schools have the resources necessary to prepare students to meet the Learning Standards.
 - 5) Ensure that every Illinois student reads with understanding and proficiency.
 - 6) Support early childhood education so that all children develop a strong foundation for learning.
 - 7) Ensure that all students at risk of academic failure are able to meet the Learning Standards.
 - 8) Integrate learning technologies into the teaching/learning process in all Illinois Schools.
 - 9) Ensure that school infrastructure and the learning environment are safe and supportive of student learning.
 - 10) Implement the Education-to-Careers system as an integral part of educational reform and school improvement.
 - 11) Develop linkages with higher education to create an integrated system of educational opportunities.
 - 12) Explore the educational implications of the changing world, with particular attention to future learning environments.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
ACT Average Score (state public schools with Report Card Information)	21.5	21.0	21.5
Percent of students meeting or exceeding state goals for math on ISAT, 3rd grade	N/A	N/A	68.0 %
Percent of students meeting or exceeding state goals for math on ISAT, 5th grade	N/A	N/A	56.0 %
Percent of students meeting or exceeding state goals for math on ISAT, 8th grade	N/A	N/A	43.0 %
Percent of students meeting or exceeding state goals for math on ISAT, 10th grade	N/A	N/A	52.0 %
Percent of students meeting or exceeding state goals for reading on ISAT, 3rd grade	N/A	N/A	61.0 %
Percent of students meeting or exceeding state goals for reading on ISAT, 5th grade	N/A	N/A	61.0 %
Percent of students meeting or exceeding state goals for reading on ISAT, 8th grade	N/A	N/A	72.0 %
Percent of students meeting or exceeding state goals for reading on ISAT, 10th grade	N/A	N/A	70.0 %
Percent of students meeting or exceeding state goals for writing on ISAT, 3rd grade	N/A	N/A	56.0 %
Percent of students meeting or exceeding state goals for writing on ISAT, 5th grade	N/A	N/A	75.0 %
Percent of students meeting or exceeding state goals for writing on ISAT, 8th grade	N/A	N/A	59.0 %
Percent of students meeting or exceeding state goals for writing on ISAT, 10th grade	N/A	N/A	66.0 %
<u>Output Indicators</u>			
Graduation Rate	81.8 %	N/A	81.9 %
Dropout Rate	6.2 %	N/A	5.9 %
Attendance Rate	93.9 %	N/A	93.6 %
Chronic Truancy Rate	2.3 %	N/A	2.3 %
<u>Efficiency/Cost-Effectiveness</u>			
Instructional Expenditure per Pupil	\$3,747	N/A	\$3,990
Operating Expenditure per Pupil	\$6,281	N/A	\$6,682
<u>Input Indicators</u>			
Education Revenues - State (millions)	\$4,849.3	N/A	\$5,654.4
Education Revenues - Local (millions)	\$8,052.0	N/A	\$8,470.1
Education Revenues - Federal (millions)	\$1,417.9	N/A	\$1,434.3
Total Number of Districts	898	N/A	895
Number of Public Schools	3,864	N/A	3,879
Public School Enrollment	1,951,998	N/A	1,962,026
Public School Teachers	116,574	N/A	119,718
Public School Administrators	7,339	N/A	7,537
Low Income Enrollment	36.3 %	N/A	36.1 %
Limited English Proficient Enrollment	6.3 %	N/A	6.4 %
Mobility Rate	18.2 %	N/A	18.1 %
<u>Explanatory Information</u>			

N/A: There is no way to determine a target for some items. The total number of schools, for example, should be the number that offers high quality instruction to students, and supported by local communities.

Target is national average of composite score.

School Administrators - Numbers from teachers service analysis includes assistant principals and above.

The ISAT was not available in 1998.

Reading Improvement

Mission Statement Ensure that every Illinois student reads with understanding and proficiency.

Program Goals A significant annual increase in the percentage of students in Grades 3, 5, 8, and 10 who will meet or exceed state standards in reading so that by 2005, 80% of all students will meet and exceed state standards for reading.

	<i>Fiscal Year</i> 1997 Actual	<i>Fiscal Year</i> 1998 Target	<i>Fiscal Year</i> 1998 Actual
<u>Outcome Indicators</u>			
Percent of students meeting or exceeding state goals for learning for Reading, Grade 3	72.0 %	N/A	72.0 %
Percent of students meeting or exceeding state goals for learning for Reading, Grade 6	63.0 %	N/A	70.0 %
Percent of students meeting or exceeding state goals for learning for Writing, Grade 3	86.0 %	N/A	87.0 %
Percent of students meeting or exceeding state goals for learning for Writing, Grade 6	93.0 %	N/A	94.0 %
<u>Output Indicators</u>			
Number of teachers affected	575	N/A	600
<u>Efficiency/Cost-Effectiveness</u>			
Dollars per teacher affected	\$78,957	N/A	\$79,000
Dollars per student receiving service	\$81	N/A	\$84
<u>Input Indicators</u>			
Funds Expended (millions)	\$45.4	N/A	\$47.4
Number of grants to school districts	797	N/A	793
Number of students receiving services	560,504	N/A	566,815

Beginning in fiscal year 2001, districts receiving this grant will have to report evidence of student growth in reading. Thus, one indicator will be the percent of districts verifying achievement growth for students.

Early Childhood/Pre-Kindergarten

Mission Statement Support Early Childhood Education so that all children develop a strong foundation for learning.

Program Goals Build a system that enables all children to achieve Illinois Learning Standards by Grade 3.

	<i>Fiscal Year</i> 1997 Actual	<i>Fiscal Year</i> 1998 Target	<i>Fiscal Year</i> 1998 Actual
<u>Outcome Indicators</u>			
Percent of students served by program who meet or exceed state goals for Mathematics in Grade 3*	89.0 %	95.0 %	92.0 %
Percent of students served by program who meet or exceed state goals for Mathematics in Grade 6*	83.0 %	93.0 %	87.0 %
Percent of students served by program who meet or exceed state goals for Mathematics in Grade 8*	79.0 %	92.0 %	79.0 %
Percent of students served by program who meet or exceed state goals for Reading in Grade 3*	63.0 %	79.0 %	68.0 %
Percent of students served who meet or exceed state goals for Reading in Grade 6*	53.0 %	77.0 %	67.0 %
Percent of students served by program who meet or exceed state goals for Reading in Grade 8*	48.0 %	75.0 %	62.0 %
<u>Output Indicators</u>			
Teacher rating of children who participated as average or above for kindergarten readiness	81.0 %	N/A	90.0 %
<u>Efficiency/Cost-Effectiveness</u>			
Average amount spent per child	\$2,460	N/A	\$2,691
<u>Input Indicators</u>			
Funds Expended (millions)	\$112.2	N/A	\$123.4
Number of children served	45,614	N/A	47,162
Adult to child (teacher and aide) ratio	7.9	N/A	8.2

Numbers for the Adult to child ratio input indicator indicate a 1 to 7.9 ratio for fiscal year 1997 and a 1 to 8.2 ratio for fiscal year 1998.

NA: There is no way to determine a target for some items. For example, the program should serve all children who qualify for the program and need the program.

* Information is for downstate only; Chicago data are not available for fiscal year 1998. Targets are set by entire state percent who meet or exceed state goals. Data are from follow-up reports tracking a sample of students.

Early Childhood/Parental Training

Mission Statement Support Early Childhood Education so that all children develop a strong foundation for learning.

Program Goals Build a system that enables all children to achieve Illinois Learning Standards by Grade 3.

	<i>Fiscal Year 1997 Actual</i>	<i>Fiscal Year 1998 Target</i>	<i>Fiscal Year 1998 Actual</i>
<u>Outcome Indicators</u>			
Parents enrolled in an educational program or job training program	1,243	N/A	979
<u>Output Indicators</u>			
Parents receiving direct services	24,715	N/A	34,948
Hours of instruction	12,259.4	N/A	13,406.6
Parent-child teams receiving services in workshops	12,285	N/A	14,896
<u>Efficiency/Cost-Effectiveness</u>			
Dollars per parent for direct services	\$158	N/A	\$169
<u>Input Indicators</u>			
Funds Expended (millions)	\$3.9	N/A	\$5.9
Programs funded	91	N/A	139
Total personnel paid by grant	274	N/A	283

Early Childhood/Prevention Initiative

Mission Statement Support Early Childhood Education so that all children develop a strong foundation for learning.

Program Goals Build a system that enables all children to achieve Illinois Learning Standards by Grade 3.

	<i>Fiscal Year 1997 Actual</i>	<i>Fiscal Year 1998 Target</i>	<i>Fiscal Year 1998 Actual</i>
<u>Outcome Indicators</u>			
Number of parents enrolled in high school, GED class, or college	211	N/A	318
Number of parents who have acquired a high school diploma or GED	75	N/A	126
<u>Output Indicators</u>			
Children enrolled	1,361	N/A	2,184
Families enrolled	1,052	N/A	1,840
Non-enrolled families receiving services	2,418	N/A	3,438
<u>Efficiency/Cost-Effectiveness</u>			
Expenditures per family enrolled	\$1,901	N/A	\$2,337
Expenditures per child enrolled	\$1,470	N/A	\$1,969
<u>Input Indicators</u>			
Funds Expended (millions)	\$2.0	N/A	\$4.3
Programs Funded	16	N/A	31

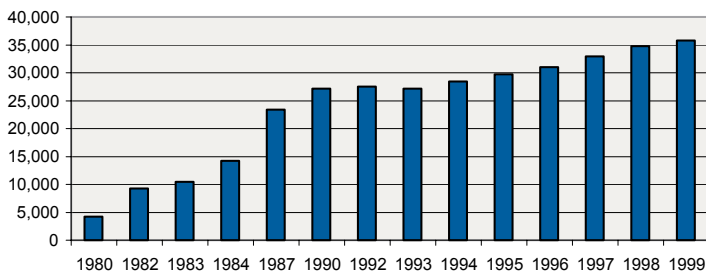
HUMAN SERVICES

Inputs

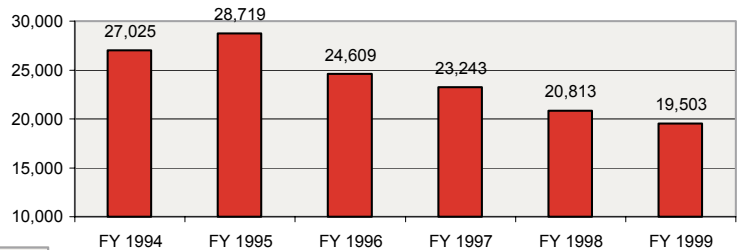
Agency	FY1998 Expenditures	FY1999 Expenditures	% Change
Department on Aging	\$ 215,028,318.69	\$ 236,281,462.99	9.9%
Department of Children & Family Services	1,300,315,063.13	1,345,548,813.41	3.5%
Comprehensive Health Insurance Plan	18,282,175.97	16,411,166.29	-10.2%
Guardianship & Advocacy Commission	6,506,075.36	7,234,039.57	11.2%
Department of Human Services	4,538,403,494.54	4,614,336,427.86	1.7%
IL Deaf & Hard of Hearing Commission	108,333.40	299,855.95	176.8%
IL Health Care Cost Containment Council	1,253,859.00	1,205,980.99	-3.8%
IL Planning Council on Develop. Disabilities	2,451,023.34	2,669,472.66	8.9%
Department of Public Aid	5,664,316,301.12	6,069,226,288.73	7.1%
Department of Public Health	161,347,406.25	169,569,318.11	5.1%
Department of Veterans' Affairs	56,783,350.99	59,100,781.84	4.1%
Total:	\$ 11,964,795,401.79	\$ 12,521,883,608.40	

Outcomes

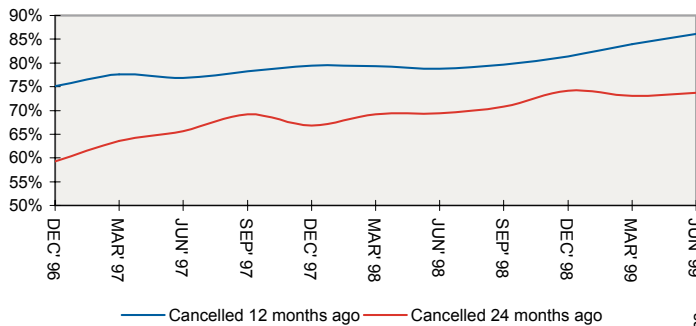
Aging: Community Care Program Average Monthly Caseload



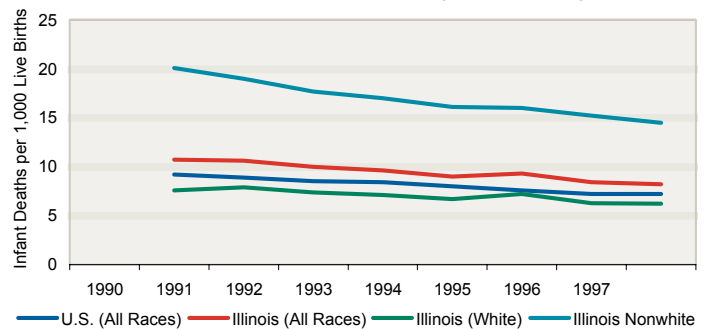
DCFS: Number of Child Abuse or Neglect Reports



Human Services: TANF Families Not Returning to Assistance After Cancellation Due to Employment



Public Health: Illinois Infant Mortality: 1990-1997 by Race



HUMAN SERVICES: DEPARTMENT ON AGING

Mission and Organization

The Community Care Program (CCP), which was established in 1979, provides in-home and community-based care to at-risk seniors. The CCP's mission is to prevent premature and unnecessary institutionalization of older adults in Illinois. This is accomplished through the delivery of Homemaker Services, Adult Day Services, Senior Companion Services, and numerous demonstration project services designed to maintain the independence of the older adult. Choices for Care, which is a component of the Community Care Program, is a statewide, universal pre-admission screening program. This program is specifically designed to help individuals 60 or older make informed choices about their need for care before entering a nursing home.

The CCP had expenditures of \$164,097,982 in fiscal year 1999, which is roughly two-thirds of the Department on Aging's total budget. The Division of Long Term Care, which administers and manages the CCP, consists of 24 individuals. However, there are a number of other Department personnel who support the CCP, but are classified in other divisions. On average, 84 percent of the CCP budget is allocated to Homemaker Services, 6 percent to Adult Day Services, and 10 percent to Case Coordination Units.

Discussion of Indicators

Outcome Indicators

The Department on Aging's screening program is administered via contracts with a network of 46 Case Coordination Units throughout Illinois. Case managers conduct the assessments and serve as a single point of entry for aging services. In addition, the Choices for Care Program seeks to inform individuals and their families of subsidized and private pay community care options that are available in lieu of nursing home services.

In the screening process, the Department has the option to conduct face-to-face or non-face-to-face screens. Even though face-to-face screens are more difficult to conduct for case managers, the client is far better served with having one-on-one interaction. Therefore, the CCP has established a target goal of 95 percent of

all screens be face-to-face, a goal which has been reached in fiscal year 1998 and fiscal year 1999. With the implementation of Choices for Care, the number of screenings conducted annually by the Department has more than tripled between fiscal year 1996 and fiscal year 1999.

The number of individuals deflected into Interim Service is a reflection of the difficult pressures that are placed on case managers to coordinate services to high-risk clients in a very limited amount of time. Some individuals that apply for community-based services are at imminent risk of nursing home or hospital placement. Imminent risk is defined as the likelihood of placement in a nursing facility or hospital within 72 hours. Case managers are responsible for coordinating/implementing services within this 72-hour window, and then must determine eligibility within 15 days following the provision of interim services.

To ensure that the CCP serves as an option to long-term care nursing home placement, the Department strives to maintain the ratio between the CCP caseload vs. the nursing facility caseload at a minimum of 33 percent. In addition, the Department tracks the relationship between the CCP caseload and the 85 plus population in Illinois. Individuals 85 and over constitute the majority of a geriatric nursing facility caseload, and are the fastest growing age segment in Illinois and the U.S.

Output Indicators

The total number of individuals served in the CCP increased from 417,418 in fiscal year 1998 to 429,635 in fiscal year 1999. The number of assessments and deinstitutionalizations conducted by case managers increased as well. Deinstitutionalization refers to the assessment process and the return of an individual to the community following institutionalization for more than 60 calendar days. The CCP tracks the number of units provided by Homemaker, Adult Day Service, and Case Coordination Units, which all increased over fiscal year 1998. Collectively, the CCP produced 17,211,044.9 units in fiscal year 1999. A unit is defined as 1 hour of service.

Efficiency Indicators

As mentioned before, the goal of the CCP is to prevent premature and unnecessary institutionalization of older adults in Illinois. Every client in the CCP represents a

person who is being deflected from unnecessary nursing home placement. The CCP average monthly caseload increased from 34,785 in fiscal year 1998 to 35,803 in fiscal year 1999. The CCP average monthly cost of care increased from \$349.45 in fiscal year 1998 to \$381.95 in fiscal year 1999. This increase in cost was due to a 9.4 percent homemaker rate increase and other cost of living adjustments effective July 1, 1998.

To determine the cost effectiveness of the CCP, the Department compares the cost of serving a client in the CCP vs. a nursing home. In fiscal year 1999, the average monthly cost of a Medicaid nursing home was \$1,814.40. The cost difference between a client in a nursing home vs. a client in the CCP is multiplied by the average CCP monthly caseload. In fiscal year 1999, the Department estimates Federal/State savings at \$51.3 million per month.

External Benchmarks

New to the SEA reporting process is the evaluation of External Benchmarks. The inclusion of external benchmarks has helped put into context some of the strengths and weaknesses of the CCP. The average monthly cost of the CCP is lower than the average cost of community-based services of other states. In addition, the CCP caseload has a higher ratio to nursing home caseloads when compared to the average of other states.

However, similar to benchmarking initiatives conducted by the private sector, there was some difficulty in obtaining comparable data that could be used for

analysis. The primary difficulty was addressing the diversity of long-term care services across the country. Budget and programmatic issues arose in terms of: 1) states classifying/offering different types of services, 2) states serving a wide spectrum of needs/clientele, and 3) states indicating that they have no formal system to report or gather data. A secondary problem arose in gathering current data that coincides with the SEA Report. Unfortunately, obtaining Medicaid nursing home data from other states was limited to resources that sample 1996 and 1997 data.

Despite these difficulties, the Department on Aging was extremely encouraged with its benchmarking efforts and the success of the CCP. The Department supports the inclusion of external benchmarks in future SEA reporting requirements.

Explanatory Indicators

The Department chose explanatory indicators that provided some context regarding the seniors served in Illinois. Everyone in the CCP is assessed with a Determination of Need Score (DON), which can range from 29 to 110. Roughly 31.5 percent to 33 percent of CCP clients are eligible for Medicaid. In general, Illinois' seniors are at or above national averages in terms of needing services. In Illinois, 29.5 percent of persons (65+) lived alone compared to an average of 28.2 percent for the U.S. The national average for person per thousand with difficulty in mobility or self-care for (65+) is 201.1 for the U.S. and 201.4 for Illinois.

Homemaker, Adult Day Service, Case Coordination Unit

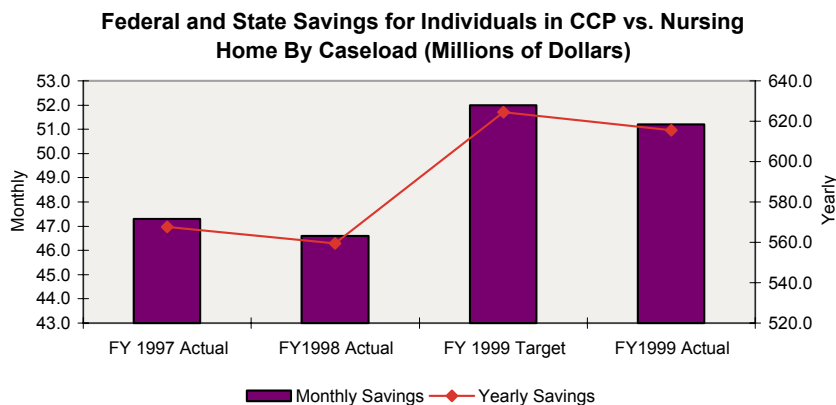
Mission Statement To prevent premature and unnecessary institutionalization of older adults in Illinois. This shall be accomplished through the delivery of homemaker, adult day service, case management, and services made available through special demonstration projects.

Program Goals

- 1) To provide community-based service options to vulnerable elderly and to support and promote independence in order for older adults to remain in the community rather than to enter a nursing facility.
- 2) To maintain a high quality of home and community-based services by assuring implementation of minimum quality standards emphasizing consumer satisfaction, processes and outcomes.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
CCP Caseload vs. 85+ Population	19.1 %	19.1 %	19.2 %
CCP Caseload vs. Nursing Home Caseload	41.1 %	33.0 %	42.3 %
Face-to-Face Screens	97.5 %	95.0 %	97.2 %
Non-Face-to-Face Screens	2.5 %	5.0 %	2.8 %
Number of Clients Deflected into Interim Service	6,612	6,612	6,195
<u>External Benchmarks</u>			
Average Percent of Home & Community Based Services vs. 85+ Population (5 States)	18.6 %	18.6 %	18.6 %
Average Percent of Home & Community Based Services vs. Nursing Home Caseload (5 States)	25.7 %	25.7 %	25.7 %
<u>Output Indicators</u>			
Total Clients Served (duplicated)	417,418.0	439,200.0	429,635.0
Total Assessments Conducted	154,001.0	154,001.0	154,884.0
Number of Deinstitutionalizations Conducted	356.0	356.0	385.0
Homemaker Units (hours)	13,800,683.4	15,207,736.0	14,488,837.4
Adult Day Service Units (hours)	2,034,040.0	2,236,752.0	2,131,016.0
Case Coordination Units (hours)	576,000.0	620,525.0	591,191.5
<u>Efficiency/Cost-Effectiveness</u>			
CCP Average Monthly Caseload	34,785.0	36,600.0	35,803.0
CCP Average Monthly Cost of Care	\$349.5	\$392.2	\$382.0
Average Monthly Cost of Medicaid Nursing Home	\$1,690.0	\$1,814.4	\$1,814.4
Monthly Savings (Federal/State)	\$46.6	\$52.1	\$51.3
Yearly Savings (Federal/State)	\$559.6	\$624.6	\$615.4
<u>Input Indicators</u>			
CCP Actual Expenditures (\$ millions)	\$145.9	\$172.2	\$164.1
Number of CCP Personnel	24.0	24.0	24.0
Homemaker Service (% allocated)	82.4 %	83.7 %	83.7 %
Adult Day Service (% allocated)	6.5 %	6.1 %	6.1 %
Case Coordination Unit (% allocated)	11.2 %	10.2 %	10.2 %
<u>Explanatory Information</u>			

- 1) IDoA Total Budget: \$215,030,600(fiscal year 1998) \$251,443,010(fiscal year 1999)
- 2) Average DoN Score: 47.25(fiscal year 1998) 47.12(fiscal year 1999)
- 3) Percent of Clients on Medicaid: Range from 31.5% to 33.0%
- 4) Percent of Persons Age 65+ Living Alone: 29.5%(Illinois) 28.2%(U.S.)
- 5) Persons Per Thousand with Difficulty in Mobility of Self Care 65+: 201.4(Illinois) 201.1(U.S.)



HUMAN SERVICES: DEPARTMENT OF CHILDREN AND FAMILY SERVICES

Mission and Organization

The Department of Children and Family Services' mission is to: 1) Protect children who are reported to be abused and neglected and to increase their families' capacity to safely care for them, 2) Provide for the well-being of children in its care, 3) Provide appropriate, permanent families as quickly as possible for those children who cannot safely return home, 4) Support early intervention and child abuse prevention activities, and 5) Work in partnership with communities to fulfill this mission. To achieve this mission the Department utilizes its 4,200 employees and a network of private service providers throughout the state. The primary care management of more than two-thirds of children in foster care and all of the children in residential placements is provided by private agencies.

Discussion of Indicators

In the first part of the 1990's the Department's caseloads and fiscal year budget increased dramatically. Spending increased from \$335 million in fiscal year 1989 to almost \$1.4 billion in fiscal year 1997. This 313 percent increase was almost four times the overall increase in state spending. The rapid growth in expenditures was fueled primarily by increases in the number of children who were wards of the Department. From the 17,619 children in care at the end of fiscal year 1989 the caseload grew to 50,727 at the end of fiscal year 1997, a 288 percent increase. However, a series of reforms was started in fiscal year 1996, and since fiscal year 1997 there has been a dramatic change. Since fiscal year 1997 the Department's spending has remained level and has fallen when accounting for inflation adjustments. More importantly, the number of children in substitute care placements was 25 percent lower at the end of fiscal year 1999 than it was at the end of fiscal year 1997.

Protective Services

The Department's protective responsibilities start with calls to the Child Abuse and Neglect Hotline. From its inception in fiscal year 1981 until fiscal year 1997 the number of calls received by the hotline increased every year. The largest increase was the 21 percent jump in fiscal year 1991, following the signing of the B.H. consent decree and the associated publicity about child

abuse and neglect. However, since reaching a peak of 377,467 calls in fiscal year 1995, the number of calls fell by 19 percent, to 304,945 in fiscal year 1999.

The Department has redesigned the tools the hotline uses to determine which reports warrant investigation, and it has also implemented new protocols to determine the risks children face in their home. The result has been a 35 percent decrease in children determined to be abused and neglected in fiscal year 1999 compared to fiscal year 1995, including the 7 percent decrease in fiscal year 1999, and a 52 percent decrease in children taken into custody. This would not be viewed as good news if measures of child safety had declined, but all measures of safety after Department involvement have improved over this period, some by as much as 60 percent.

Family Maintenance

Once the Department has investigated a report of abuse or neglect and determined that a threat to a child's health and safety is present, a decision must be made whether it is necessary to take a child into custody or if corrective actions can be taken without removing the child. If a child is not removed, the Department will normally open an intact family case and start providing follow-up and supports. It also tries to guard against keeping family cases open longer than is necessary to resolve the identified abuse and neglect problems.

For fiscal year 1999 the Department set its targets to produce no meaningful change in the intact family caseload. The Department did reduce the number of open intact family cases by 6.6 percent in fiscal year 1999, and it reduced the unduplicated number of cases served by 14.4 percent. However, since fiscal year 1995, the number of intact family cases has been reduced by 37.5 percent. Having achieved such a significant reduction in the caseload, the Department believes the number of cases now open is close to the appropriate level. The major focus at this point is on guarding against keeping cases open too long. In most cases the problems of intact families can and should be resolved in less than 12 months.

Two measures of service quality are also being watched. First, the Department measures the percentage of intact family cases with another substantiated report in the last 12 months. This measures the success

in modifying behavior. That measure was reduced from 12.8 percent to 12.2 percent in fiscal year 1999. Similarly, the Department strives to keep the proportion of cases that remained in an intact status for the entire fiscal year as high as possible. This measures the success of the Department in helping to resolve family issues without resorting to taking children into custody. The Department anticipated that keeping cases open only as long as necessary would result in a small increase in the proportion of children removed, but it was able to maintain 93.3 percent of cases in intact family placements in both fiscal year 1998 and fiscal year 1999.

Family Reunification and Substitute Care

In fiscal year 1999 almost 71 percent of the Department’s spending was identified as serving the goal of family reunification and substitute care. The Department set a target to decrease the total number of substitute care placements by 7.5 percent to 42,655, but the caseload was actually reduced to 37,910, a 17.8 percent reduction. This was achieved primarily by a sharp increase in the number of children moved to adoption and guardianship. In fiscal year 1998, 5,594 children were moved out of substitute care through these means. In fiscal year 1999, 9,714 children were moved to adoption and guardianship.

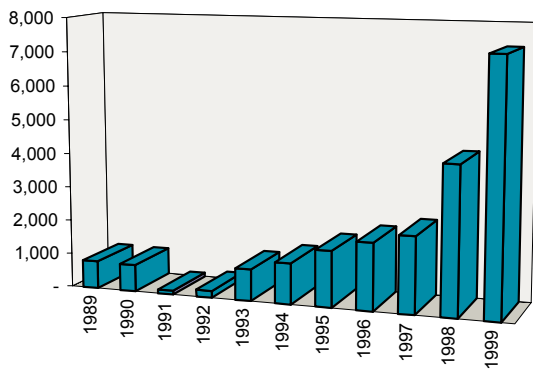
For fiscal year 1998 Illinois received national recognition for increasing adoptions by more than any other state. The 4,293 children who were adopted represented an increase of 2,064 over fiscal year 1997. The increase for fiscal year 1999 over fiscal year 1998 was 3,022 and the 7,315 adoptions completed is more than had been completed by any state in history. It should also be noted that the state was able to move 2,199 children to subsidized guardianship through a federal waiver. Only Illinois and California have approval to offer this option and receive federal reimbursement. Without this waiver, these children would still be in state custody because neither home return nor adoption were possible.

Adoption and Guardianship

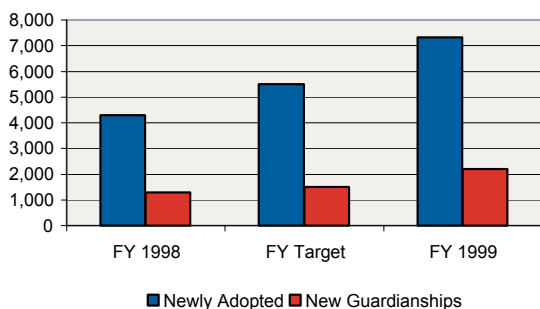
When a child has been adopted from state custody or has been transferred to private guardianship, it represents a successful outcome of substitute care services. Most of the funds expended under adoption and guardianship are used for maintenance payments to families. However, a small but important portion of funds are used to maintain a support system for adoptive and guardianship families and children. These preservation programs recognize that the problems that caused the state to take a child into custody in the first place may not be completely eliminated by providing them with a loving, permanent family relationship. Thus, once guardianship of a child has been transferred, the Department’s goal is to minimize the proportion of children whose adoptions or guardianships disrupt, meaning the family returns the child to state custody.

Only 0.3 percent of adoptions disrupted in fiscal year 1998 within the first 12 months after the adoption was finalized, and only 0.4 percent disrupted in fiscal year 1999. The disruption rate for guardianships was 1.0 percent in fiscal year 1998 and 0.9 percent in fiscal year 1999. When viewed in conjunction with the rate at which children are being moved to adoption and guardianship out of substitute care, this measure represents a delicate balancing act for the Department.

New Finalized Adoptions



Adoption and Guardianship



Protective Services

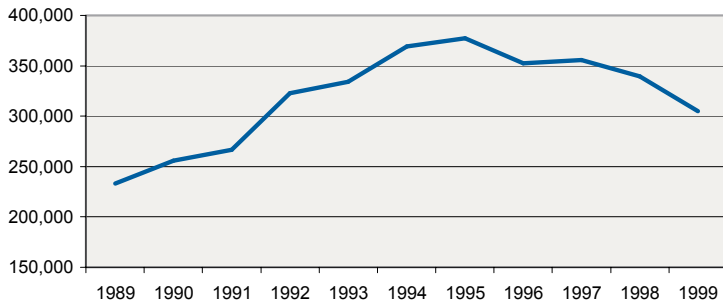
Mission Statement Protect children who are reported to be abused or neglected and to increase their families' capacity to safely care for them. To provide for the well-being of children in our care. To provide appropriate, permanent families as quickly as possible for those children who cannot return home. Support early intervention and child abuse prevention activities. Work in partnership with communities to fulfill this mission.

Program Goals Reports of abuse/neglect will be investigated promptly, safety insured and subsequent abuse prevented.

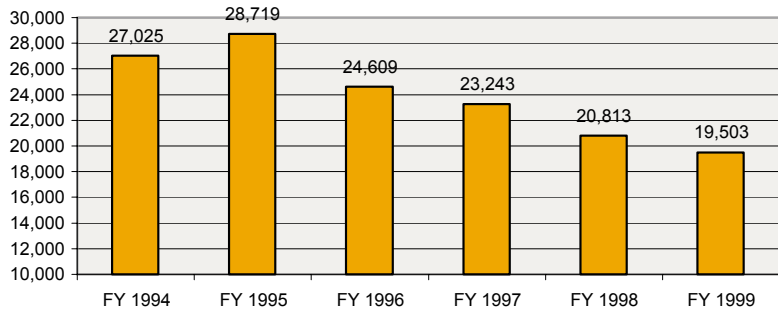
	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Calls Resulting in a Family Report of Abuse or Neglect	19.4 %	20.0 %	20.6 %
Children Removed per 1,000 state total child population	2.1	N/A	2.0
Indicated Reports ⁽¹⁾	20,813	20,050	19,503
Investigations Indicated	31.6 %	31.1 %	31.1 %
<u>External Benchmarks</u>			
National median-children removed per 1,000 state's child population (fiscal year 1996)	N/A	2.4	N/A
<u>Output Indicators</u>			
Hotline Calls ⁽²⁾	339,649	322,000	304,945
Family Reports ⁽³⁾	65,876	64,500	62,704
<u>Efficiency/Cost-Effectiveness</u>			
Investigations per Worker per Month	10.4	10.4	10.2
<u>External Benchmarks</u>			
Savings from being below National Removal Rate (1,247 children) ⁽⁴⁾	N/A	\$951,523	N/A
<u>Input Indicators</u>			
Budget Expenditures (\$ millions)	\$93.7	\$100.4	\$99.4
Average number of Investigators	541	524	508
<u>Explanatory Information</u>			

(1) Indicated reports are those investigations where a Child Protection Investigator determines abuse or neglect did take place.
 (2) Hotline calls are calls to the Statewide Child Abuse and Neglect Hotline.
 (3) Reports equal individual case calls that a hotline worker determines merit investigation by a Child Protection Investigator.
 (4) Savings determined by the number of children below National Average times monthly cost of service at \$763.05.
 No goal is set on Removal Rate. The state seeks to avoid being in the upper quartile (3.7) or lower quartile (1.6).

Statewide Child Abuse and Neglect Hotline Calls



Number of Child Abuse or Neglect Reports



Family Maintenance

Mission Statement Protect children who are reported to be abused or neglected and to increase their families' capacity to safely care for them. To provide for the well-being of children in our care. To provide appropriate, permanent families as quickly as possible for those children who cannot return home. Support early intervention and child abuse prevention activities. Work in partnership with communities to fulfill this mission.

- Program Goals**
- 1) Provide effective in-home services to maintain stable family environments and prevent subsequent abuse.
 - 2) Increase the number of intact cases that can be safely closed.
 - 3) Increase the number of victims with no further reports of abuse and neglect.
 - 4) Improve parenting skills and deter substance abuse.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Percent of all children in Intact Placements without an out-of-home placement in the fiscal year	93.3 %	93.0 %	93.3 %
Intact Families Closed	8,234	N/A	6,281
<u>Output Indicators</u>			
Intact Families Served (Total Unduplicated Annual)	17,980	18,000	15,384
Intact Families Served (End of Year)	9,746	10,000	9,103
Percent served with substantiated reports in the 12 month period	12.8 %	12.0 %	12.2 %
<u>Efficiency/Cost-Effectiveness</u>			
Intact Family Cases Opened over 12 Months	N/A	1,204	2,130
Families with no Paid Services for at least 12 Months	619	700	435
<u>Input Indicators</u>			
Budget Expenditures (\$ millions)	\$72.7	\$80.4	\$75.0
<u>Explanatory Information</u>			

Intact family cases are those where abuse or neglect has been indicated but the children remain in the home. Services are provided to help maintain the family and prevent further occurrences of abuse or neglect.

Family Reunification and Substitute Care

Mission Statement Protect children who are reported to be abused or neglected and to increase their families' capacity to safely care for them. To provide for the well-being of children in our care. To provide appropriate, permanent families as quickly as possible for those children who cannot return home. Support early intervention and child abuse prevention activities. Work in partnership with communities to fulfill this mission.

- Program Goals**
- 1) Children placed outside the home are protected from abuse and neglect.
 - 2) Ensure the licensure and regular monitoring of foster parent homes.
 - 3) Ensure that caseworkers regularly visit the child in the foster home.
 - 4) Conduct background checks on all adults in the home.
 - 5) Move children to permanent settings as quickly as it can be done safely and appropriately.

	Fiscal Year 1998 Actual	Fiscal Year 1999 Target	Fiscal Year 1999 Actual
<u>Outcome Indicators</u>			
Child Cases Closed	11,107.0	12,500.0	13,355.0
Children in Out-of-Home Care per 1,000 state child population	14.5	13.4	11.9
Children Moved from Residential to Less Intensive Settings	2,564.0	2,300.0	2,332.0
Children New Guardianships	1,301.0	1,500.0	2,199.0
Children Newly Adopted	4,293.0	5,500.0	7,315.0
Children Reunified	4,599.0	6,514.0	3,938.0
Children to Adoption or Guardianship per 1,000 in out-of-home care	108.8	151.8	206.4
Residential Out-of-State Population	189.0	150.0	147.0
<u>External Benchmarks</u>			
Based on fiscal year 1996 - most recent data available. Children in Out-of-Home Care per 1,000 state child population (average of all states - anticipate increase in subsequent yrs) (fiscal year 1996)	N/A	6.9 %	6.9 %
Goal to reach top 10% of states in adoptions per 1,000 out-of-home	N/A	91.6 %	N/A
<u>Output Indicators</u>			
Children with "Return Home" Goal	12,256	N/A	9,859
Children in Regular Foster Care	11,297	11,450	10,350
Children in Relative Care	34,090	21,320	17,739
Children in Residential Placements	2,901	2,700	2,698
Children in Independent Living	1,029	1,035	1,055
Children in Specialized Foster Care	6,768	6,150	6,068
<u>Efficiency/Cost-Effectiveness</u>			
Estimated reduction in Substitute Care Expenditures due to movement of children from residential to less intensive settings (\$ millions) ⁽¹⁾	\$125.6	\$122.5	\$124.2
Annualized savings from Reunification of Families (\$ millions) ⁽²⁾	\$40.9	\$59.6	\$36.1
Annualized savings from Newly Adopted Children (\$ millions) ⁽³⁾	\$19.1	\$24.9	\$33.1
Annualized savings from New Guardianships (\$ millions) ⁽⁴⁾	\$5.8	\$6.8	\$9.9
<u>External Benchmarks</u>			
Children in Out-of-Home Care per 1,000 state child population (avg. of all states - anticipate increase in subsequent years) (based on fiscal year 1996 data) ⁽¹⁾ (\$ millions)	N/A	\$184.7	N/A
Estimated savings of children moved to adoption & guardianship (fiscal year 1996 data) (\$ millions)	N/A	\$19.1	N/A
<u>Input Indicators</u>			
Budget Expenditures (\$ millions)	\$982.7	\$997.2	\$981.3
<u>Explanatory Information</u>			

⁽¹⁾ Savings assumes difference between average daily rate of \$218.24 for Residential Care and \$72.37 for Specialized Foster Care in FY 2000. \$203.41 and \$69.20 respectively for fiscal year 1999.

⁽²⁾ Savings assume average monthly cost of care of \$751.81 for fiscal year 1999 and \$763.05 for fiscal year 2000.

⁽³⁾ Amount reflects difference between the median state's placement costs and Illinois's due to higher placement population.

⁽⁴⁾ For additional savings factors see Adoption & Guardianship Program section.

Adoption and Guardianship

Mission Statement Protect children who are reported to be abused or neglected and to increase their families' capacity to safely care for them. To provide for the well-being of children in our care. To provide appropriate, permanent families as quickly as possible for those children who cannot return home. Support early intervention and child abuse prevention activities. Work in partnership with communities to fulfill this mission.

- Program Goals**
- 1) Support and maintain children in adoptive and guardianship homes.
 - 2) Provide timely access to support services to help families cope with their children.
 - 3) Ensure continuous subsidy payments for those eligible.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Adoptions stayed in custody for 12 mos. (did not disrupt)	99.7 %	99.5 %	99.6 %
Guardianships stayed in custody for 12 mos. (did not disrupt)	99.0 %	98.0 %	99.1 %
<u>Output Indicators</u>			
End of Year (EOY) Total Children in Subsidized Adoptions	15,715	19,840	22,282
EOY Total Children in Subsidized Guardianships	1,445	2,400	3,443
<u>Efficiency/Cost-Effectiveness</u> ⁽¹⁾			
Estimated savings from movement of children from Substitute Care to Adoption or Guardianship - EOY Total Children in Subsidized Adoptions (\$ millions)	\$70.1	\$70.3	\$100.8
Estimated savings from movement of children from Substitute Care to Adoption or Guardianship - EOY Total Children in Subsidized Guardianships (\$ millions)	\$6.4	\$10.9	\$15.6
<u>Input Indicators</u>			
Budget Expenditures (\$ millions)	\$87.4	\$124.0	\$123.6
<u>Explanatory Information</u>			

⁽¹⁾ Amounts are annual savings from all subsidized adoptions and guardianships.

HUMAN SERVICES: DEPARTMENT OF HUMAN SERVICES

Mission and Organization

In July 1996, the Governor signed into law House Bill 2632, which merged most of the existing Illinois human services agencies into a new Department of Human Services (DHS) effective July 1, 1997. This legislation consolidated entirely the existing Departments of Alcoholism and Substance Abuse, Mental Health and Developmental Disabilities, and Rehabilitation Services into the new agency. In addition, certain programs from the Departments of Children and Family Services, Public Health, and Public Aid were transferred to DHS. The existing Illinois human services system had been made up of legislatively established departments operating as independent state agencies. Over time, the service delivery system became fragmented, leading to inefficiencies both in the delivery of services to clients and the use of public resources.

The new Department of Human Services integrated these functions and programs into broad programmatic divisions, Community Health and Prevention Services, Transitional Services, Community Operations, and Mental Health and Developmental Disability Services.

The development of the Department of Human Services mission set the overarching objective for DHS, to assist Illinois residents to achieve self-sufficiency, independence and health to the maximum extent possible by providing integrated family-oriented services, promoting prevention, and establishing measurable outcomes, in partnership with communities.

To that end, the mission establishes a focus on self-sufficiency, and recognizes that maximizing independence is the desired outcome. Finally, the mission affirms the importance of performance management in the core functions of the organization.

Discussion of Indicators

The Illinois Department of Human Services assumed responsibility on July 1, 1997, for administering the State's implementation of the federal Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) or welfare reform. The Division of Community Operations Welfare-to-Work program is

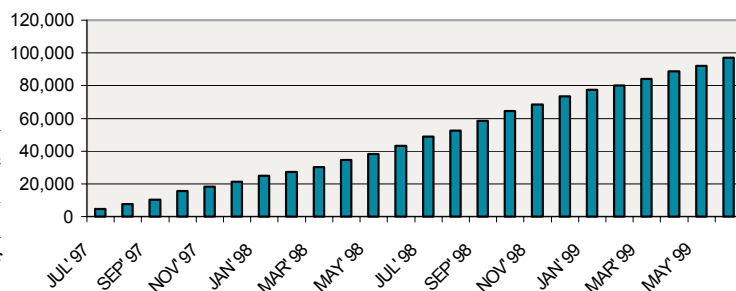
responsible for the direct delivery of the Temporary Assistance for Needy Families (TANF) program as well as Food Stamps; Aid to the Aged, Blind and Disabled (AABD); and Medicaid.

Meeting or exceeding the federal requirements under the PRWORA has been a principal focus of this Division. One of Welfare-to-Work's greatest challenges has been catalyzing and sustaining the kind of changes needed to shift the organization's culture from a strictly income maintenance environment to one that promotes self-sufficiency and maximum independence for clients. With the creation of an integrated, comprehensive network of services and implementation of the One Stop Service Delivery Model, DHS local offices are not just "welfare" offices anymore. The Division's outcome-focused performance management system has helped the Division achieve the following welfare-to-work goals:

- In fiscal year 1999, the average percentage of TANF families working statewide was at an all-time high of 40.6 percent as compared to 28.7 percent in fiscal year 1998, with an unprecedented 35.1 percent of TANF clients working in Cook County as compared to 21.3 percent in fiscal year 1998. Working TANF clients initiate a first step toward self-support and self-sufficiency. This indicator measures and supports activity that allows the state to exceed the federal work participation rate.

- As of June 1999, a total of 96,985 TANF families had worked their way off welfare since the start of welfare reform. The highest and best outcome is a TANF case canceled due to earnings. When a case is canceled due to earnings that family is earning at least three times the amount of the TANF benefit level. For the

**TANF Cases Cancelled Due to Earnings
Since July 1997 (Cumulative Total)**



average TANF case, (2 children and 1 adult) the family's yearly income will increase from \$4,524 to \$13,572 before the case is canceled. The family will continue to be eligible for Food Stamps and for medical benefits for up to 12 months.

■ As of June 1999, 86.1 percent of TANF cases canceled due to earnings 12 months earlier had not returned to assistance, with 73.7 percent of the cases not returning to assistance for 24 months. This indicator displays the ultimate success of Welfare Reform, i.e., self-support. This measure has shown steady improvement in the proportion of clients who do not return to TANF assistance.

■ As of June 30, 1999, Illinois' total TANF caseload of 115,683 was at its lowest point since November 1970.

■ Illinois' "available to work" caseload has dropped to 82,057 in June 1999 - a 41.8 percent reduction since the beginning of welfare reform in 1997.

Building on the success of this performance-oriented approach, DHS is continuing to work with staff across the agency to cascade agency-wide goals and objectives throughout the agency, set targets for the key business processes that drive performance, measure the progress and build a high-performing organization through performance management. Examples of future performance outcomes to be reported in the SEA process are:

■ Improved coordination/cooperation between local offices and job contractors to identify, follow-up with, and engage additional clients into jobs paying at least \$6.50 per hour.

■ Improved follow-up and supportive case management to ensure that clients engaged in work activities receive necessary training and supports, and obtain employment.

■ Assessments of the level of satisfaction parents have with DHS' subsidized childcare program to help the state target areas of the state in which improved program services are needed.

■ Measurement of the percentage of families receiving childcare within 45 days from date of application.

■ Pre-admission screenings (adults) made by community provider agencies to ensure that alternative community-based mental health services are considered before referring an individual to the more restrictive and expensive forms of mental health services.

■ Increased percentage of positive discharges for substance abuse clients.

■ Reduction in infant morbidity by increasing the percentage of pregnant women receiving care in their first trimester.

■ Increased independent living opportunities or alternatives to residential settings.

■ Increased percentage of persons with AIDS receiving needed in-home services

Welfare to Work

Mission Statement To help families and individuals achieve self-sufficiency.

Program Goals 1) Help families and individuals help themselves by increasing their responsibilities and consequently achieve self-sufficiency.
2) Meet the Federal work participation rate requirements.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Average % of Temporary Assistance to Needy Families (TANF) Available to Work (ATW) Caseload (Cslsd). Entering Employment (each mo.)	6.8 %	13.2 %	9.5 %
Average % of TANF Families not Returning to Assistance Within 12 Months of Cancellation Due to Earnings	78.5 %	N/A	86.1 %
Average % of TANF Families Not Returning to Assistance Within 24 Months of Cancellation Due to Earnings	68.0 %	N/A	73.7 %
Average % of the TANF ATW Canceled Due to Earnings (each mo.)	2.6 %	5.7 %	4.3 %
Average % of the TANF ATW Cslsd. Meeting the Fed. Work Requirement for 2-Parent Families	77.7 %	90.0 %	93.3 %
Average % of the TANF ATW Cslsd. Meeting the Fed. Work Requirement for Families with One Adult	37.7 %	35.0 %	60.0 %
Average % of the TANF ATW Cslsd. Working	28.7 %	46.0 %	40.6 %
<u>Output Indicators</u>			
Average Number of Clients Working Each Month	39,480	40,267	41,950
Total Number of Clients Canceled Due to Earnings	43,056	54,600	53,929
Total Number of Clients Who Obtained Employment	112,560	128,000	118,285
Average Number of One-Adult Families Engaged (each mo.)	60,500	N/A	76,371
Average Number of 2-parent Families Engaged (each mo.)	3,984	N/A	1,832
<u>Efficiency/Cost-Effectiveness</u>			
Cost per TANF Client Who Entered Employment (Estimate of 80% of total number of clients who obtained employment as a result of Local Office influence and intervention)	\$575	\$636	\$636
Time Expended on Clients Who Entered Employment (in hours)	11.1	11.8	12.8
2 Year Projected TANF grant Savings Ratio (\$) ⁽¹⁾	\$3.98:1	\$4.20:1	\$4.20:1
<u>Input Indicators</u>			
Budget Expenditures (\$ millions)	\$51.8	\$60.1	\$60.1
Number of Direct Service TANF Personnel (excluding intake)	1,242	1,401	1,401
Hours Expended on Interaction with Clients	1,251,936	1,513,080	1,513,080

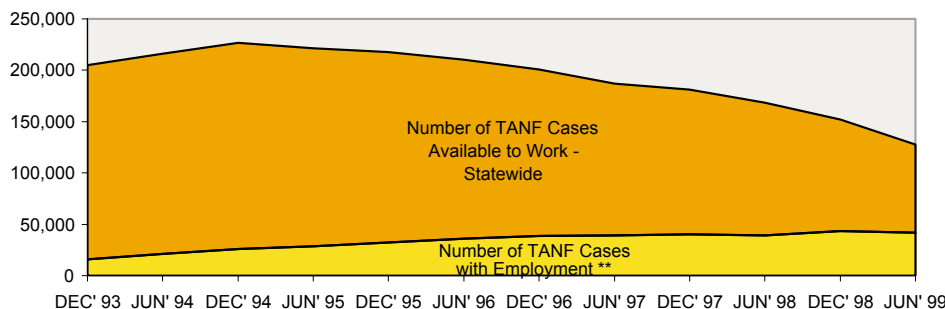
Explanatory Information

⁽¹⁾ For fiscal year 1998, this represents the 2-year projected TANF grant savings of cases canceled due to earnings for the fiscal year who do not return to TANF assistance (Note: 68 percent did not return in fiscal year 1998 and 73.7 percent did not return in fiscal year 1999). Fiscal year 1998 projected TANF savings is \$205,883,480. The annual staff cost to place clients in jobs that resulted in cancellation due to earnings is \$51,760,000. The cost/benefit ratio results in \$3.98 saved for every \$1.00 spent on welfare to work personnel.

Fiscal year 1999 Actual: Projected savings are \$252,784,560 and labor costs are \$60,138,000; the ratio is \$4.20:1.

Assumption: 80 percent of clients who entered employment were a result of Local Office Intervention.

Proportion of Earned Income to TANF Available-to-Work (ATW)* Caseload



* ATW --excludes child only and pregnant women cases.

** NOTE: APPROXIMATELY 54.4% OF THE CASES EMPLOYED ARE WORKING AT LEAST 30 HOURS PER WEEK.

Child Care

Mission Statement The Bureau of Child Care and Development is dedicated to enhancing the quality, affordability and supply of child care available to families in Illinois.

Program Goals

- 1) To provide low income families access to affordable, quality childcare while they are working or participating in approved education/training activity.
- 2) To ensure that children are cared for in a safe and healthy environment that supports overall development.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Percent of families seeking child care services served	100 %	100 %	100 %
Percent of customer satisfaction	N/A	N/A	(1)
<u>Output Indicators</u>			
Number of cases/families served - avg. month	57,500	76,000	76,000
Number of children served - avg. month	115,000	152,000	152,000
<u>Efficiency/Cost-Effectiveness</u>			
Average cost per case/family - avg. month	\$394	\$434	\$434
Average cost per child - avg. month	\$197	\$217	\$217
<u>Input Indicators</u>			
Program Spending (\$ millions)	\$307.0	\$448.1	\$448.1
Number of DHS Staff	61	61	61

Explanatory Information

Exact number of families in state needing child care is unknown.

Child care subsidies provided to low income working families whose annual income is not greater than 50 percent of the state median income. Parent co-pay based on sliding scale.

(1) A survey has been developed and will be sent to clients.

Addiction Treatment and Related Services

Mission Statement The treatment delivery system offers a broad range of treatment alternatives to address the needs of alcohol and substance abusers and to afford opportunities for individuals to take ownership and contribute to their own recovery.

- Program Goals**
- 1) Research: Increase the awareness and involvement of policymakers, funding sources and the general public as new insights into the dynamics of addictions and treatment are derived from continuing research and integrate these findings into planning for the statewide system.
 - 2) Treatment Services: To develop, support and provide the highest quality, most effective clinical treatment and continuing care services to persons affected by, or at risk for abuse of, or dependence on alcohol and other drugs.
 - 3) Outcomes: Increase the effectiveness of clinical management through the collection of outcome data.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Percentage of discharges classified as "positive" (transfers, completions, etc.)	47.0 %	47.5 %	N/A
Unduplicated clients served as a percent of the desired capacity ⁽¹⁾ (client service data)	80.9 %	82.6 %	N/A
<u>External Benchmarks</u>			
Treatment Outcome and Performance Pilot Studies Enhancement (TOPPS) treatment outcome studies		(In Progress)	
<u>Output Indicators</u>			
Number of discharges classified as "positive" (transfers, completions, etc.)	31,152	31,739	N/A
Number of Unduplicated Clients Served (client service data)	68,985	70,364	N/A
<u>Efficiency/Cost-Effectiveness</u>			
There is a \$7.00 savings to the State of Illinois for every \$1.00 dollar spent on treatment. ⁽²⁾ (\$ millions)	\$1,049.2	N/A	\$1,096.4
<u>Input Indicators</u>			
Number of State Employees	47	70	56
Total Grant Spending (\$ millions)	\$149.9	N/A	\$156.6
State Fund Spending (\$ millions)	\$99.3	N/A	\$111.8
Federal Fund Spending (\$ millions)	\$50.5	N/A	\$44.8
Estimated number of individuals in prevalence population ⁽³⁾	852,581	852,581	852,581
Desired individual treatment capacity	85,237	85,237	85,237

Explanatory Information

Alcohol, Tobacco & Other Drug (ATOD) abuse and dependence costs our nation \$246 billion each year or \$965 for every person in the U.S.. The costs include alcohol-related crimes, health care, government services, criminal justice costs, and lost productivity.

Illinois costs are conservatively estimated at \$6 billion per year. Currently, client records are being reviewed, looking specifically at demographic information, time open in system and the efficacy of client closure codes. This review with appropriate resources will eventually enable us to provide a higher quality of client data which can be used to look at recidivism by sub-population.

⁽¹⁾ The desired annual capacity is 15 percent of the lifetime prevalence population receiving adequate and appropriate treatment to meet their needs.

⁽²⁾ California Department of Alcohol and Drug Programs, Evaluating Recovery Service: the California Drug and Alcohol Treatment Assessment, Sacramento, California, 1994.

⁽³⁾ Prevalence studies undercount some populations. This estimate will be revised during fiscal year 2000.

Community-Based Mental Health (MH) Services

Mission Statement Through an organization of regional, Comprehensive Community Mental Health Service Offices, administer state funds to private (primarily not for profit), community-based mental health service provider agencies in support of the delivery of community-based mental health services to those most in need due to the severity of their illnesses and the poverty of their economic situation.

- Program Goals**
- 1) Foster the development of an array of community-based mental health services across the state.
 - 2) Promote the appropriate use of inpatient psychiatric services.
 - 3) Promote quality mental health care and treatment.
 - 4) Enhance the accountability of the public mental health system.
 - 5) Promote a unified system of care through organized networks at the local level.
 - 6) Focus public resources on persons with the greatest need for mental health services.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Percent of "bed day" reduction	12.0 %	N/A	1.0 %
Preadmission screenings (adults). Management Information Systems (MIS Report)	84.9 %	88.0 %	91.5 %
<u>Output Indicators</u>			
Reduction in patient "bed days" in state facilities	90,591	N/A	4,994
Number of individuals served in DHS/OMH (Office of Mental Health) funded community-based mental health programs (MIS Report)	136,569	137,000	136,168
Percentage of programs with deviation (variance) from expected service levels (from OMH Instrument Panel ⁽¹⁾)	17.9 %	15.0 %	37.6 ⁽²⁾ %
<u>Efficiency/Cost-Effectiveness</u>			
DHS/OMH price (cost) per individual served (General Revenue/Number individuals served)	\$1,921	\$2,039	\$2,039
Cost savings resulting from "bed day" reductions (\$ millions)	\$30.3	N/A	\$1.8 ⁽³⁾
<u>Input Indicators</u>			
Number of permanent, full-time regional Network staff to administer program (from OMH Personnel)	41	42	42
General Revenue Spending (\$ millions)	\$262.4	\$277.4	\$277.4
Federal Mental Health Block Grant Spending (\$ millions)	\$11.0	\$11.0	\$11.0
<u>Explanatory Information</u>			

Due to the considerable variability across states in the policies and structure of their community mental health services delivery system, meaningful external benchmarks are not available. Illinois is participating in a federal project aimed at establishing such benchmarks for sub-programs and populations.

⁽¹⁾ Does not include the mental health portion of the Family Assistance Program and Home-Based Support Services.

⁽²⁾ New system developed in fiscal year 1999, old system undercounted the extent of deviations.

⁽³⁾ These "bed day" reductions have been drastically declining over the past several years, and we are now at the "leveling out" point where further reductions will be small and more difficult to achieve.

State Hospital Inpatient Services

Mission Statement Provide clinically appropriate inpatient mental health services for individuals with mental illnesses who cannot be adequately served through existing community-based services or community psychiatric hospitalization.

- Program Goals**
- 1) Promote the appropriate use of inpatient psychiatric service
 - 2) Promote quality mental health care and treatment.
 - 3) Enhance the accountability of the public mental health system.
 - 4) Promote a unified system of care through organized networks at the local level.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Hours of restraint and seclusion per 1,000 patient days (from OMH Instrument Panel)	1.46	1.4	1.72
Re-admissions within 30 days (from OMH Instrument Panel)	11.03 %	11.0 %	12.3 %
<u>Output Indicators</u>			
Number of patient day in state hospitals, all diagnoses (unduplicated w/ hospital, from MIS Annual Report)	663,748	N/A	658,754
<u>Efficiency/Cost-Effectiveness</u>			
Per diem cost (General Revenue/number budgeted beds) (from fiscal year 1999 & fiscal year 2000 Budget Briefing Books)	\$335	\$380	\$373
<u>Input Indicators</u>			
Total permanent, full-time state hospital personnel (from OMH Personnel)	4,524	4,500	4,495
General revenue spending (\$ millions)	\$235.9	\$250.5	\$239.6

Explanatory Information

Illinois is participating with the National Association of State Mental Health Program Directors (NASMHPD) National Research Institute (NRI) in the development of meaningful benchmarks that accommodate the significant differences across states in the nature of the populations and programs served in state hospitals.

Developmental Disability (DD) Community

Mission Statement Provide necessary residential, habilitation, and support services for individuals with DD in order that they might reside in their own homes and communities as independently as possible.

Program Goals

- 1) Develop appropriate community support services in order for children & adults residing in State Operated Developmental Centers (SODCs), nursing facilities, or other residential settings to locate and secure alternative residential opportunities in their own communities.
- 2) Maintain federal matching dollars and enhance quality.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Percent of monitoring visits with acceptable outcomes ⁽¹⁾	N/A	N/A	N/A
Percent of substantiated cases of abuse or neglect ⁽¹⁾	N/A	N/A	N/A
Percent of resident day reduction	4.6 %	N/A	2.8 %
<u>External Benchmarks</u>			
Agencies accredited by a national body	N/A	N/A	N/A
<u>Output Indicators</u>			
Reduction in number of Resident Days in Facilities	60,364	N/A	34,279
Number of individuals enrolled in Family Assistance/Home-Based Support Programs	1,155	N/A	1,664
Number of individuals enrolled in Community Integrated Living Arrangements (CILA) Programs	4,126	N/A	4,562
Number of CILA reimbursement rates and rate reviews processed	4,575	N/A	5,175
<u>Efficiency/Cost-Effectiveness</u>			
Cost effectiveness comparison with Intermediate Care Facility/Mental Retardation (ICFs/MR) ⁽²⁾	N/A	N/A	N/A
Cost savings resulting from resident day reduction (\$ millions) ⁽³⁾	\$17.0	N/A	\$10.0
<u>Input Indicators</u>			
DD Grants - GRF Spending (\$ millions)	\$665.2	N/A	\$706.6
DD Grants - All Funds Spending (\$ millions)	\$706.5	N/A	\$747.6
Personnel	86	N/A	86
<u>Explanatory Information</u>			

⁽¹⁾ Not tracked centrally prior to fiscal year 2000.

⁽²⁾ Average per capita cost for ICFs/MR was \$43,845 in fiscal year 1998. The average for community settings funded by the Health Care Financing Administration (HCFA) Waiver was \$22,464. Fiscal year 1999 data is not yet available. These statistics are monitored by the (HCFA).

⁽³⁾ These cost savings are allowing the facilities to increase the staffing ratio and provide higher quality care.

Monitoring visits and substantiated cases of abuse or neglect were not tracked centrally prior to fiscal year 2000. This practice was changed as a result of the HCFA Waiver audit in late 1998. Changes were planned during the Spring of 1999, in accordance with negotiations with HCFA, and implemented with the approval of the new waiver effective July 1, 1999.

Due to the recent adoption of a rule governing the reporting to OIG, and subsequent training on this issue, we expect to see a rise in the number of known cases of abuse and neglect.

Developmental Disability (DD) Facilities

Mission Statement Provide necessary services for individuals with developmental disabilities (DD) who have intense medical, behavioral, and active treatment needs.

Program Goals
 1) Maximize independent living for persons with disabilities.
 2) Enhance the quality of services provided in State Operated Developmental Centers.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Percent of closed Office of Inspector General investigations that ended in substantiated cases of abuse or neglect	8.0 %	N/A	14.5 %
Percent of individuals discharged in less than 45 days	45.2 %	N/A	42.3 %
<u>External Benchmarks</u>			
Retain accreditation by national body	100.0 %	N/A	100.0 %
<u>Output Indicators</u>			
Total Census	3,352	N/A	3,300
Number of individuals receiving short term assistance services	84.0 %	N/A	78.0 %
<u>Efficiency/Cost-Effectiveness</u>			
Medicaid Claiming Rate	282.2	N/A	292.7
Staff to resident ratio	1.8	N/A	1.8
<u>Input Indicators</u>			
DD Facility Spending (\$ millions)	\$271.8	\$280.5	\$274.3
Personnel	5,853	N/A	5,966
<u>Explanatory Information</u>			

It is the goal to improve the quality of services by increasing the staff to resident ratio; therefore, the per diem cost and staff ratio listed under "efficiency" above should be expected to rise.

A new law now mandates follow up of abuse/neglect. While follow up did occur prior to the mandate, the activity was not tracked centrally; therefore, fiscal year 1998 data is not available. New baseline data is now being collected.

Office of Rehabilitation Services

Mission Statement The Office of Rehabilitation Services provides professional vocational counseling, job placement and rehabilitation technology services to help persons with significant disabilities get jobs and careers.

Program Goals

- 1) Increase the number of persons achieving employment outcomes by 15 percent over the number for fiscal year 1999.
- 2) Increase the number of persons in supported employment placements by 25 percent over the number for fiscal year 1999.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Persons in supported employment	801	1,285	1,285
Persons successfully employed	6,292	6,400	6,296
Rehabilitation Rate (Success Rate)	60.7 %	65.0 %	65.9 %
<u>Output Indicators</u>			
New Applications Taken	15,573	15,941	15,941
New Service Plans Developed	8,816	10,912	10,912
<u>Efficiency/Cost-Effectiveness</u>			
Average lifetime cost per rehabilitation	\$3,486	\$3,573	\$3,573
<u>Input Indicators</u>			
General Revenue Fund Grants Spending (\$ millions)	\$14.3	\$11.5	\$14.5
Personnel	684	666	666
Vocational Rehabilitation Fund Spending (\$ millions)	\$44.6	\$45.3	\$45.3
Illinois Veteran's Rehabilitation Fund (\$ millions)	\$2.4	\$2.4	\$2.4
Operations Spending - All Funds (\$ millions)	\$40.5	\$40.1	\$40.1

Sexually Violent Persons Program

Mission Statement Provide appropriate treatment consistent with current standards of practice to persons committed to the program through the "Sexually Violent Persons Commitment Act."

Program Goals

- 1) To provide appropriate treatment to persons committed to the Sexually Violent Persons (SVP) Program consistent with current standards of practice.
- 2) To provide a range of quality programs and services to meet conditionally released SVP's case management, sex-offender specific treatment and behavioral monitoring needs consistent with survivor, potential victim and public safety requirements.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Number of SVP clients placed in the community (from 9/1/99 SVP Report)	N/A	N/A	1
Progress in therapy ⁽¹⁾	N/A	N/A	N/A
<u>Output Indicators</u>			
Number of persons in SVP program (from September 1, 1999 SVP Report)	30	85	79
Average hours of treatment or therapy provider per client per week (from September 1, 1999 SVP Report)	20	20	20
<u>Efficiency/Cost-Effectiveness</u>			
Per diem cost (General Revenue/85 budgeted beds) ⁽²⁾	\$164	\$200	\$157
<u>Input Indicators</u>			
Total number permanent, full-time of SVP Program personnel (from OMH Personnel)	12	91	91
General Revenue Spending (\$ millions)	\$0.9	\$5.0	\$4.5
<u>Explanatory Information</u>			

⁽¹⁾ Data collection and reporting procedures are still being established for this new program.

⁽²⁾ From fiscal year 2000 Budget Briefing Book.

This new program began operation on January 1, 1998. Similar programs have recently been implemented in other states, but additional work is needed to evaluate their equivalency relative to the application of meaningful benchmarks.

HUMAN SERVICES: DEPARTMENT OF PUBLIC AID

Mission and Organization

The Department of Public Aid is committed to improving the health of Illinois' families by providing access to quality health care and enforcing child support payment obligations for Illinois' most vulnerable children. The agency provides medical assistance to low income, elderly and disabled individuals and ensures that children receive the financial support they are entitled to from absent parents. The two primary program areas within the Department are Medical Assistance and Child Support Enforcement. The Office of Inspector General also resides within the agency, but functions as a separate, independent entity, reporting directly to the Governor's office.

The fiscal year 1999 all funds appropriation was \$6.17 billion, 95 percent is Medical, 2.5 percent Child Support and .3 percent for the Office of Inspector General. The total increase from fiscal year 1998 to fiscal year 1999 was \$446 million, of which \$421.5 million can be attributed to the Medical Assistance Program. Growth in the KidCare Program and provider rate increases account for the majority of this change. The Department earned over \$3.7 billion in federal funds for fiscal year 1999.

Discussion of Indicators

Medical Assistance

The Medical Assistance Program provided essential medical care to a monthly average of 1.4 million Medicaid and KidCare eligible recipients in fiscal year 1999. Recipients included young, pregnant women; infants needing immunizations; children and teenagers needing school check-ups; adults working at low-paying jobs that do not provide medical insurance coverage; senior citizens living in nursing homes; and people struggling with one-time catastrophic medical bills. Licensed practitioners, facilities, and other non-institutional providers enrolled in the Medical Assistance Program provide these medical services. Eligible clients received medical services from 44,716 providers, including 28,599 physicians. As of June 30, 1999 over 47,670 children were enrolled in the KidCare Program, and the number is projected to increase to approximately 99,000 by the end of fiscal year 2000.

Outcome indicators selected to reflect the goals of improving the health status of Illinois children relate to well-child visits, percent of low birth weight babies and incidence of lead poisoning. Outcome indicators suggest that mothers who receive case management in the Illinois Medicaid program have better birth outcomes than those who do not, although even with case management, Medicaid very low birth weight babies fall short of the national average. The prevalence rate for Medicaid children in high-risk areas of childhood lead poisoning exceeding 25 mcg/dl remains below the Illinois average for the general population.

Two indicators were chosen to measure the Department's accountability - paying bills on time and preventing unnecessary expenditures. Paying bills in less than 30 days is a generally accepted standard in both the private and public sector. In fiscal year 1999, Public Aid's length of time to adjudicate and pay bills received was 17.5 days. Cost avoidance is a strategy devised to keep Medicaid the payor of last resort. Cost avoided dollars are Medicaid savings, recognized because of the discovery of a private payor responsible for the medical bills of Medicaid recipients (usually private insurance companies). The Department saved the taxpayers of Illinois over \$69 million in fiscal year 1999 through this discovery process.

Inspector General

The mission of the Office of Inspector General (OIG) is to prevent, detect, and eliminate fraud, waste, abuse, misconduct, and mismanagement in the programs administered by the Department of Public Aid (DPA).

The number of provider post-payment audits conducted during fiscal year 1999 increased over 45 percent compared to fiscal year 1998. The OIG conducted 406 audits during fiscal year 1999, exceeding the targeted goal of 395 audits. These audits allowed the OIG to recover \$12.3 million in overpayments. This dollar amount is slightly lower than the \$13.1 million that was recovered during fiscal year 1998, but this level of variance can be expected due to the unpredictability of audit results.

The number of Quality of Care reviews conducted by the OIG during fiscal year 1999 also exceeded the targeted number of 408 reviews. A total of 432 reviews were conducted during fiscal year 1999. This number

also exceeds the 427 reviews completed during fiscal year 1998. The Quality of Care Peer reviews help ensure that Medicaid recipients receive an acceptable level of healthcare.

One effective measurement tool utilized by the OIG during fiscal year 1999 was the Medicaid Client Satisfaction Survey. This survey measured client satisfaction in the following areas: satisfaction with healthcare provider services, quality of services received, physician's interest in the client's care, and accessibility to care. A random sample of Medicaid recipients was selected and out of 2,376 surveys completed, 83.37 percent indicated they were satisfied with the overall healthcare they received. This compares to a national survey of the top HMO's in the nation which rates patient satisfaction at 62.6 percent. Although this benchmark is not ideal, it is an acceptable indicator for comparison purposes. The Medicaid satisfaction survey also revealed that quality of services and physician's interest in care scored 94.65 percent satisfaction rate, and accessibility received a 79.33 percent satisfaction rate.

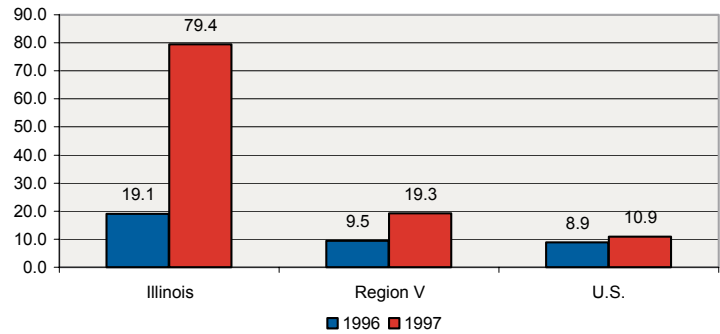
Child Support

The Division of Child Support Enforcement (DCSE) serves all Temporary Assistance for Needy Families (TANF) clients and any other Illinois citizens requesting assistance, helping single parents secure legally mandated child support awards. These cases are known as Title IV-D. The division locates non-custodial parents, establishes paternity, obtains child support orders, and collects support due under those orders.

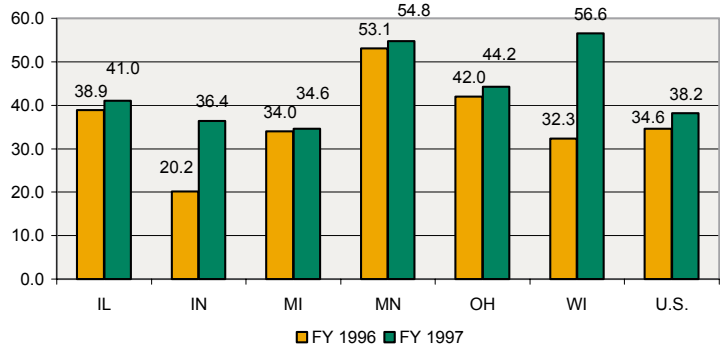
Total collections continued to increase, although collections did not meet the target for fiscal year 1999. Staff resources were spent on the Federal mandate requiring all states to develop a Statewide Disbursement Unit and the Federal mandate to develop and implement a Statewide Automated System for Child Support Enforcement.

Illinois fared quite well in the percent of child support cases with orders receiving payment, 2.8 percent above the national average in fiscal year 1997. Illinois significantly out-performed other states both at a regional and national level in fiscal year 1997 in the percent of increase in Title IV-D paternity's established, reflecting a 79.4 percent increase, as compared to the national average of 10.9 percent and the regional average of

% Change from Prior FY: IV-D Paternities Established



% of Child Support Cases with an Order Receiving a Payment



19.3 percent. Although this reflects improvement, the actual percent of cases with paternity established continues to drop below the national average.

Of particular importance to the Department are those families who were able to leave TANF due to receipt of child support payments. Over 13,500 families were able to leave TANF in fiscal year 1999 due to collection of child support by the Department.

Efficiency/cost-effectiveness indicators tracked at a national level include collections per dollar of administrative expenditure, collections and cases per full-time equivalent employee. Although Illinois does not appear to perform well in comparison to the U.S. in collections per full-time equivalent, it is important to note that Illinois does not include statistics about Child Support cases that are not enforced by the Title IV-D agency. Many states include statistics about both Title IV-D and non-Title IV-D cases; others have universalized the Title IV-D program to all Child Support cases. Illinois reports only those cases where the custodial parent receives Child Support services as recipients of assistance or through a non-assistance request for services. Title IV-D cases historically tend to be more difficult to collect, and thus are associated with higher costs per case.

Division of Medical Programs

Mission Statement The Division of Medical Programs in the Department of Public Aid is committed to improving the health of Illinois' children and families by providing access to quality medical care.

Program Goals
 1) Improve the Health Status of Medicaid and KidCare participants.
 2) Improve Efficiency and Cost Effectiveness

	<i>Fiscal Year 1998 Actual⁽¹⁾</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Percent of Medicaid births with low birth weight babies ⁽²⁾ 1997 (Most recent data available)	N/A	N/A	N/A
Medicaid Case Management (CM)	8.8 %	N/A	N/A
Medicaid non CM	12.6 %	N/A	N/A
Percent of Medicaid very low birth weight babies ⁽²⁾ 1997 (Most recent data available)	N/A	N/A	N/A
Medicaid CM	1.6 %	N/A	N/A
Medicaid non Cm	2.7 %	N/A	N/A
Prevalence rate for Medicaid children in high-risk areas of childhood lead poisoning exceeding 25mcg/dL ⁽³⁾⁽⁴⁾ 1998		N/A	N/A
High risk zip codes ages 1-2	3.0 %	N/A	N/A
High risk zip codes ages 3-5	2.5 %	N/A	N/A
Proportion of Medicaid enrolled children who receive a well- child/comprehensive health screening annually. ⁽⁵⁾	73.7 %	73.7 %	N/A
<u>External Benchmarks</u>			
Illinois low birth weight babies (general population) 1997	7.9 %	N/A	N/A
Illinois prevalence for general population in high-risk areas of childhood lead poisoning exceeding 25mcg/dL. ⁽⁶⁾ 1998		N/A	N/A
High risk zip codes ages 1-2	3.0 %	N/A	N/A
High risk zip codes ages 3-5	2.5 %	N/A	N/A
Illinois very low birth weight babies (general population) 1997	1.6 %	N/A	N/A
US low birth weight babies (general population) ⁽⁷⁾ 1997	7.5 %	N/A	N/A
US very low birth weight babies (general population) ⁽⁷⁾ 1997	1.4 %	N/A	N/A
<u>Output Indicators</u>			
Number of KidCare Assist, Share, Premium & Rebate	N/A	N/A	47,676
Number of children enrolled in KidCare Share, Premium & Rebate	N/A	N/A	7,010
Number of pregnant women covered by Medicaid expansion, KidCare moms & babies	814	N/A	1,466
Number of actively enrolled Medicaid & KidCare physicians billing over 100 claims per year	12,194	N/A	12,512
Medicaid & KidCare eligible recipients as of June 30, 1999 (including retroactive caseload)	1,438,899	N/A	1,428,284
65+ Medicaid eligible recipients as of June 30, 1999.	136,121	N/A	136,272
IDPA liability (including KidCare) (\$ millions)	\$4.3	N/A	\$4.5
KidCare liability (\$ millions)	\$7.9	N/A	\$36.5
<u>Efficiency/Cost-Effectiveness</u>			
Average length of time required to adjudicate and pay bills received will be 25 days or less.	17.4	17.5	17.5
Federally approved Third Party Liability (TPL) cost avoidance numbers. (\$ millions)	N/A	\$70	\$69.5
<u>External Benchmarks</u>			
Private sector standard for timely payment of bills is generally considered 30 days.			
<u>Input Indicators</u>			
Total Program Expenditures (\$ millions)	\$5.3	\$5.7	\$5.6 ⁽⁸⁾
Personnel Full-time	537	728	710
Personnel Non-Approp Headcount	87	N/A	N/A
<u>Explanatory Information</u>			

⁽¹⁾ Public Assistance Recoveries were not appropriated prior to fiscal year 1999. Source for fiscal year 1998: SAMS expenditure reports from the Bureau of the Budget.

⁽²⁾ Case management performed by the Dept. of Human Services (DHS). Data source, match Medicaid births with Illinois birth file. Collaborative effort with DPH and DHS.

⁽³⁾ Data source, Illinois Dept. of Public Health (DPH), Childhood Lead Screening Program. Medicaid Lead Screening Program is a joint effort between DPH and DPA.

⁽⁴⁾ Estimated percentage of Medicaid children under age 6 receiving lead screening - 23 percent; all Illinois children under age 6 receiving lead screening - 20 percent.

⁽⁵⁾ Reporting period is Federal Fiscal Year. Federal fiscal year 1998 is October 1, 1997 through September 30, 1998. Federal

⁽⁶⁾ Data source, DPH, Childhood Lead Screening Program.

⁽⁷⁾ US birth related information derived from Center for Disease Control (CDC) linked file.

⁽⁸⁾ Public Aid Accounting System (PAAS) actual through September 1999.

Office of Inspector General

Mission Statement The Office of Inspector General in the Department of Public Aid is committed to preventing, detecting, and eliminating fraud, waste, abuse, misconduct and mismanagement in programs administered by DPA.

Program Goals
 1) To support and strengthen the integrity of DPA programs.
 2) To improve access and quality of services received by Medical Assistance and Child Support clients.

	<i>Fiscal Year</i> 1998 Actual ⁽¹⁾	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
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Outcome Indicators

Percent of positive responses on returned satisfaction surveys in the following areas: Survey period: April 1996 through March 1998; 2,376 surveys completed⁽²⁾

Satisfaction with adequate accessibility.	79.33 %	N/A	N/A
Satisfaction with healthcare provider & services.	83.37 %	N/A	N/A
Satisfaction with quality of services received and doctors interest in care.	94.65 %	N/A	N/A

External Benchmarks

National Committee for Quality Assurance (NCQA) State of Managed Care Quality Report July 28, 1999 For HMO'S in the top 25% of HEDIS (Health Plan Employer Data & Information Set) "Effectiveness of Care" category: 62.6% of the customers were satisfied with the HMO.

Output Indicators

Number of Provider Audits	279	395	406
Number of Quality Care Peer Reviews	427	408	432
Number of Client Satisfaction Surveys Returned to the Dept. (random sampling)	1,201	1,752	1,752
Referrals to Medical Fraud Control Unit	N/A	N/A	49
Recoveries (\$ collected in millions)	\$13.1	N/A	\$12.3

Input Indicators

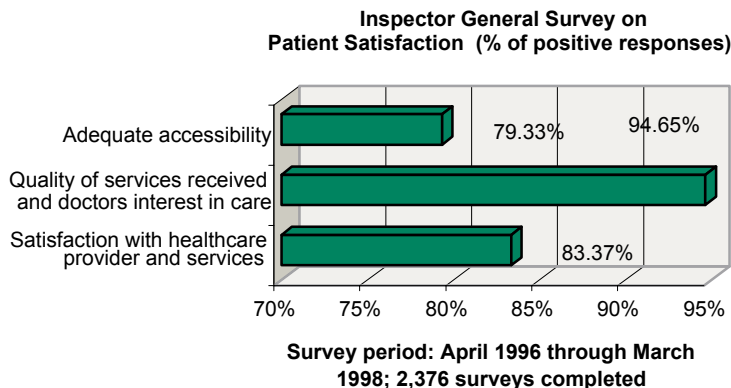
Total Program Expenditures (\$ millions)	\$16.1	\$18.4	\$17.7 ⁽³⁾
Personnel Full-Time Headcount	297	311	290

Explanatory Information

⁽¹⁾ Funds for the Office of Inspector General were not appropriated separately until fiscal year 1999. Expenditures for fiscal year 1998 are estimates from the Illinois State Budget.

⁽²⁾ Percentage based on a federally required two-year period. Fiscal year 1998 and fiscal year 1999 data has not been analyzed. Number of client satisfaction surveys returned to the Department in fiscal year 1998 were 1,201.

⁽³⁾ Public Aid Accounting System (PAAS) actual through August 1999.



Division of Child Support Enforcement

Mission Statement The Division of Child Support Enforcement (DCSE) in the Department of Public Aid is committed to enforcing child support obligations for Illinois' most vulnerable children.

Program Goals Reduce the poverty level of families being served by DPA/DCSE.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Percent of cases with paternity established. (Federal fiscal year 1997 & Federal fiscal year 1998)	45.6 %	N/A	44.4 %
Percent of child support cases with orders receiving payment (Federal fiscal year 1997 & Federal fiscal year 1998)	41.0 %	N/A	39.2 %
<u>External Benchmarks</u>			
US percent of cases with paternity established. (Federal fiscal year 1996 & Federal fiscal year 1997)	55.0 %	N/A	61.0 %
US percent of child support cases with orders receiving payment. (Federal fiscal year 1996 & Federal fiscal year 1997)	34.6 %	N/A	38.2 %
<u>Output Indicators</u>			
Amount of total Child Support Collections in millions (includes all Title IV-D: TANF & Non-TANF) ^{(1) (2)}	\$321.0	\$339.9	\$336.0
Number of total cases with orders established. ⁽¹⁾	31,770	32,074	29,013
Number of total cases with paternity established.	50,259	51,258	N/A ⁽³⁾
Average monthly child support cases - TANF	391,670	N/A	316,523
Average monthly child support cases - Non-assistance	353,858	N/A	493,411
Families removed from TANF due to receipt of Child Support. (Fiscal year 1997 & Fiscal year 1998)	11,265	N/A	13,669
<u>Efficiency/Cost-Effectiveness</u>			
Collections per dollar administrative expenditure ⁽⁴⁾	\$2.80	\$2.52	\$2.86
Collections per full-time equivalent staff	\$278,257	\$257,305	\$259,259
Cases per full-time equivalent staff	614	N/A	625
<u>External Benchmarks</u>			
US Collections per dollar administrative expenditure. (Federal fiscal year 1996 & Federal fiscal year 1997) ⁽⁵⁾	\$3.93	N/A	\$3.89
US Collections per full-time equivalent. (Federal fiscal year 1996 & Federal fiscal year 1997) ⁽⁵⁾	\$236,918	N/A	\$259,152
Region V cases per full-time equivalent. (Federal fiscal year 1996 & Federal fiscal year 1997) ⁽⁵⁾	387	N/A	400
US Cases per full-time equivalent. (Federal fiscal year 1996 & Federal fiscal year 1997) ⁽⁵⁾	381	N/A	370
<u>Input Indicators</u>			
Personnel Full-Time Headcount	947	1,007	948
Personnel Part-Time Headcount	268	314	348
Total Program Expenditures ⁽⁶⁾ (\$ millions)	\$114.5	\$135.0	\$117.6 ⁽⁷⁾

⁽¹⁾ Title IV-D only. Many states count non-Title IV-D.

⁽²⁾ Title IV-D represents the State's Child Support Enforcement Program that establishes and enforces support obligations owed by non-custodial parents to their children. The program was created under Title IV-D of the Social Security Act. Services are available automatically for families receiving assistance under Temporary Assistance for Needy Families (TANF) program or to families not receiving TANF if they apply for the service.

⁽³⁾ Conversion to new data system - numbers unknown.

⁽⁴⁾ Some states include all cases, but Illinois counts only Title IV-D cases. Title IV-D cases are usually more costly as they are more difficult collections.

⁽⁵⁾ Illinois State Fiscal Year 1998 and fiscal year 1999 data are not directly comparable to Federal Fiscal Year 1996 and 1997 data because the numbers are calculated differently. Illinois headcount data does not include contractual staff, although the agency is hopeful it can run this report for future reporting requirements. State collections include both collections coming in from other states and what Illinois has collected on behalf of other states. Whereas, the Federal Government does not include collections Illinois makes for other states in their data.

⁽⁶⁾ Program costs reflect administrative expenses from Child Support Trust Fund (CSTF) only. Does not include expenditures from General Revenue Fund or refunds/redirects.

⁽⁷⁾ Public Aid Accounting System (PAAS) actual through September 1999.

Other:

Collections include collections made on behalf of other states. The Federal Government does not count collections Illinois makes for other states in their data.

HUMAN SERVICES: DEPARTMENT OF PUBLIC HEALTH

Mission and Organization

The mission of the Illinois Department of Public Health is to promote the health of the people of Illinois through the prevention and control of disease and injury. The Department, in partnership with local health departments and other agencies, employs population-based approaches in its prevention programs.

Discussion of Indicators

Health Assessment and Screening

The mission of the Health Assessment and Screening Program is to prevent or reduce the adverse effects of certain conditions in children through early detection and follow-up. Chief among these conditions are the following three: 1) genetic, metabolic and hearing disorders in newborns, 2) blood lead poisoning in children and 3) vision and hearing impairments in children. In fiscal year 1999, the Department conducted 185,000 screenings of newborns for genetic, metabolic and hearing disorders and 2,250,000 vision and hearing screenings, through local health departments that order grants with the Department.

Law mandates universal screening of newborns for six metabolic/genetic conditions. Hospitals submit blood samples for each newborn to the State Public Health Laboratory, which conducts tests to screen for indicators of these conditions. The Laboratory reports the results back to the hospitals and to the Health Assessment and Screening Program. If any of the six conditions is indicated, the Program provides follow-up to link children with available services and/or treatment. The outcome of this program was that 260 infants were confirmed to need treatment for a genetic/metabolic disorder.

Physicians and other health providers screen children to determine risk of blood lead poisoning and when a risk is indicated, blood samples are sent for laboratory testing. The laboratory test results are then reported to the Health Assessment and Screening Program, and when the results indicate lead poisoning, the Program provides follow-up services.

Long-Term Care Licensing and Certification

The mission of the Long-Term Care Licensing and Certification Program is to ensure the quality of care for residents in nursing home facilities. The Long-Term Care Program conducts annual surveys of long-term care facilities, which are licensed under State law and/or certified under federal Medicare/Medicaid programs, to determine compliance with required standards. Facilities found to be out of compliance are required to correct the deficiencies, and follow-up inspections are conducted by the Department to determine that the corrections have been made. Depending upon the severity of the deficiency, a facility may be fined and ultimately its state license or federal certification may be revoked. The Long-Term Care Program also operates a 24-hour, seven-day-week hotline and conducts investigations of all complaints received against Long-Term Care Facilities. In fiscal year 1999, the number of complaints received against Long-Term Care Facilities was 4,708, reflecting a 13.1 percent increase from fiscal year 1998. The fiscal year 1999 outcome was that 46 facilities were cited with an "A Violation". An "A Violation" of State Licensure Standards is defined as "a substantial probability of death or serious physical or mental harm to resident(s)".

Infectious Disease Prevention and Control

The mission of the Infectious Disease Program is to reduce the spread of infectious diseases and subsequent morbidity and mortality. Immunizations at an early age for vaccine-preventable diseases protect children against certain serious illnesses, including polio, diphtheria, tetanus, pertussis and measles. These illnesses can result in hospitalization, disability or death. The Program provides vaccines to public and private health care providers, monitors and investigates related childhood and adult illnesses, assesses vaccine protection levels of children, and provides educational resources to health care providers, day care facilities, schools and the general public. 1,599,384 doses of vaccine were distributed (excluding the City of Chicago) in fiscal year 1999, reflecting a decrease of 3 percent from fiscal year 1998.

The Infectious Disease Program also operates the AIDS Prevention and the AIDS Drug Assistance programs. The AIDS Drug Assistance program provides prescription drugs for the treatment of AIDS to persons

with incomes below 400 percent of the federal poverty level. These drugs slow the progression of the disease and extend the years of productive life for persons with AIDS. The number of prescriptions filled through the AIDS Drug Assistance Program increased 26 percent from fiscal year 1998.

Public Health Laboratories

The mission of the Public Health Laboratories is to provide accurate, reliable and timely laboratory services for public health programs. The Public Health

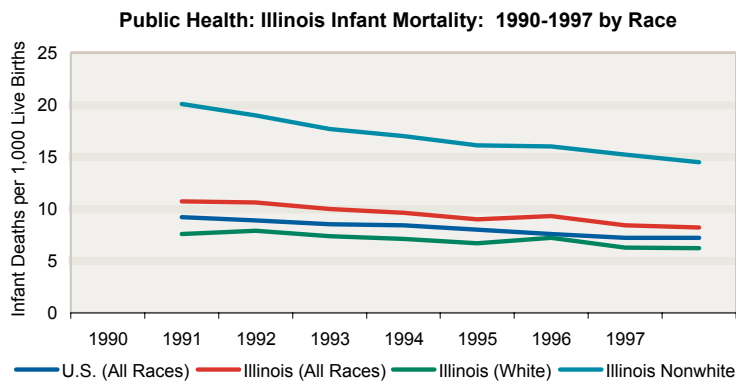
Laboratories have three facilities in the state (Chicago, Springfield, and Carbondale) and perform over 2 million laboratory tests each year. Approximately two-thirds of these tests are newborn screening tests for genetic and metabolic disorders. The timeliness of newborn screening tests is important because of both the perishableness of the blood samples and the need for prompt detection and treatment of the disorders. The Department's laboratories performed 1,442,872 newborn screening tests. 1,127,244 newborn screening tests were reported which resulted in 408 positive test results, indicating the potential for severe harm or fatality to the patient, if the condition is left untreated.

Health Assessment and Screening

Mission Statement To promote the reduction and prevention of adverse effects which result from genetic disorders, elevated blood lead levels and vision or hearing impairments.

Program Goals
 1) To assure that all children born in Illinois are tested for seven (six genetic/metabolic disorders and one hearing disorder) disorders at birth and that appropriate medical intervention occurs.
 2) To reduce the prevalence of blood lead poisoning in Illinois children through education, screening and medical and environment interventions.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Number of Infants Confirmed Needing Treatment for Genetic/Metabolic Disorders	251	N/A	260
<u>Output Indicators</u>			
Number of Newborns Screened for Genetic, Metabolic and Hearing Disorders	177,108	N/A	185,000
Number of Vision and Hearing Screenings	2,131,083	N/A	2,250,000
<u>Efficiency/Cost-Effectiveness</u>			
Percentage of Newborns Screened for Six Key Genetic/Metabolic Disorders and One Hearing Disorder	99.4 %	N/A	99.4 %
Percentage of Homes Needing Lead Inspections Where Inspection Completed	69.6 %	N/A	71.9 %
<u>Input Indicators</u>			
Total Expenditures (\$ millions)	\$8.5	N/A	\$7.6
Number of Staff (June 30, 1999)	25	N/A	35



Long-Term Care Licensing and Certification

Mission Statement To ensure the quality of care for residents in nursing home facilities.

- Program Goals**
- 1) Conduct all required annual inspections and follow-ups in appropriate time frames.
 - 2) Ensure that all complaint allegations are documented and investigated within required time frames.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Number of Facilities Cited with an "A Violation" ⁽¹⁾	35	N/A	46
<u>Output Indicators</u>			
Number of Long Term Care Licensure/ Certification Annual Inspections	1,273	N/A	1,274
Number of Long Term Care Licensure/ Certification Follow-up Inspections	2,751	N/A	3,518
<u>Efficiency/Cost-Effectiveness</u>			
Percentage of Complaints Investigated	100 %	100 %	100 %
<u>Input Indicators</u>			
Total Expenditures (\$ millions)	\$18.1	N/A	\$19.4
Number of Staff (June 30, 1999)	293	N/A	303
Number of Complaints Received Against Long Term Care Facilities	4,162	N/A	4,708

Explanatory Information

⁽¹⁾ "A Violation" of State Licensure Standards defined as "a substantial probability of death or serious physical or mental harm to resident(s).

Infectious Disease Prevention and Control

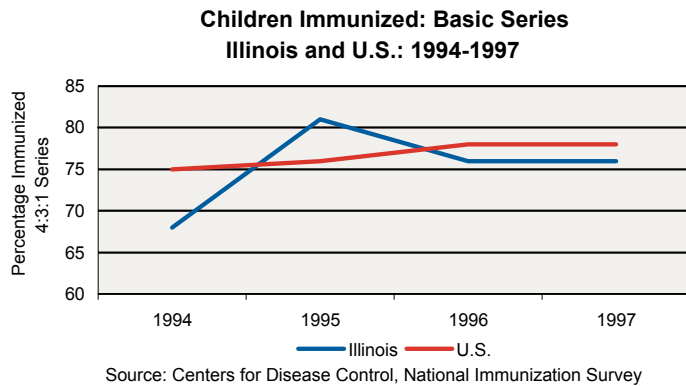
Mission Statement To protect the citizens of Illinois from infectious disease.

- Program Goals**
- 1) Maintain immunization rates for children under two years of age to 78%.
 - 2) Ensure that AIDS Drug Assistance Program clients have access to medications in order to improve the quality of life of people living with HIV.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Immunization Rate for Children under Two Years of Age	76 %	78 %	76 %
<u>Output Indicators</u>			
Number of Doses of Vaccine Distributed (Excludes City of Chicago, which administers its own program)	1,650,383	1,599,384	1,599,384
Number of Prescriptions Filled through AIDS Drug Assistance Program (ADAP)	57,817	72,679	72,679
<u>Efficiency/Cost-Effectiveness</u>			
Savings to IDPA for Medicaid Eligible Children ⁽¹⁾ (\$ millions)	\$532.2	\$336.8	\$336.8
<u>Input Indicators</u>			
Total Expenditures (\$ millions)	\$41.3	\$43.9	\$43.9
Number of Staff (June 30, 1999)	95	99	91

Explanatory Information

⁽¹⁾ An Interagency Agreement between the Illinois Department of Public Health and the Illinois Department of Public Aid (IDPA) provides annual savings to the IDPA for administration of immunization services to Medicaid eligible children. The following vaccines are provided: DtaP, Td, IPV, MMR, HBVAX, Varicella and Hib and range in price under federal contracts from \$6.99/dose to \$35.41/dose. Under catalog prices, the same vaccines range from \$17.05/dose to \$44.26/dose.



Public Health Laboratories

Mission Statement To provide accurate, reliable and timely state laboratory services.

- Program Goals**
- 1) Ensure timely turnaround for laboratory services.
 - 2) Ensure that 100% of laboratory testing procedures pass proficiency testing protocols.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Total Newborn Screening (NBS) Test Results Reported	1,380,000	1,200,000	1,127,244
Total Positive NBS Test Results Reported ⁽¹⁾	626	500	408
<u>Output Indicators</u>			
Total NBS tests performed	1,418,898	2,141,800	1,442,872
All Other Tests Performed	955,500	955,600	955,622
<u>Efficiency/Cost-Effectiveness</u>			
Turn-around time for NBS (calendar days)	11 days	11 days	11 days
Turn-around time for positive NBS results (working days) ⁽²⁾	6 days	6 days	6 days
<u>Input Indicators</u>			
Total Expenditures (\$ millions)	\$14.5	\$14.1	\$14.1
Number of Staff (June 30, 1999)	165	180	166
<u>Explanatory Information</u>			

⁽¹⁾ Positive NBS tests - results that fall outside of the normal ranges, indicating the potential for severe harm or fatality to the patient.

⁽²⁾ Turn-around-time - time elapsed (either calendar or working days) from the time the specimen arrives in the laboratory until the time the corresponding results are sent to the provider.

PUBLIC SAFETY

Inputs

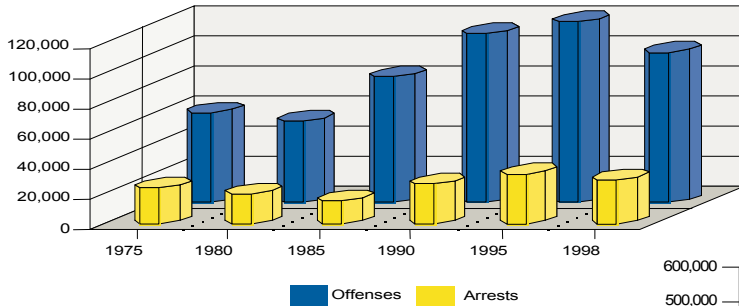


Agency	FY1998 Expenditures	FY1999 Expenditures	% Change
Department of Corrections	\$ 989,769,569.40	\$ 1,103,879,178.43	11.5%
IL Criminal Justice Information Authority	45,147,811.20	47,053,626.90	4.2%
IL Emergency Management Agency	47,656,802.71	51,235,734.09	7.5%
IL Violence Prevention Authority	516,629.06	2,092,740.86	305.1%
Law Enforcement Training Standards Board	10,995,260.14	11,347,269.90	3.2%
Liquor Control Commission	3,556,433.79	3,782,316.22	6.4%
Department of Military Affairs	22,873,544.52	24,565,881.92	7.4%
Department of Nuclear Safety	23,010,338.50	22,844,474.03	-0.7%
Prisoner Review Board	1,081,504.76	1,131,011.62	4.6%
Office of the State Fire Marshall	12,033,366.84	14,803,151.61	23.0%
Department of State Police	273,331,064.58	291,446,024.18	6.6%
State Police Merit Board	691,759.36	784,231.78	13.4%
Total:	\$ 1,430,664,084.86	\$ 1,574,965,641.54	

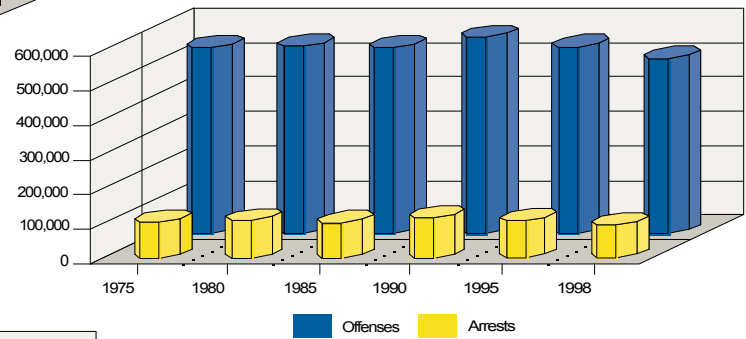
Outcomes



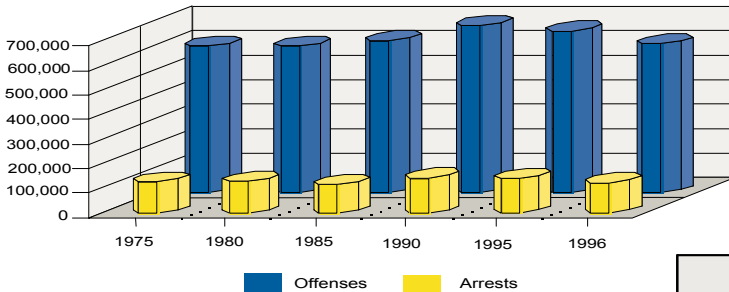
Violent Crime Total



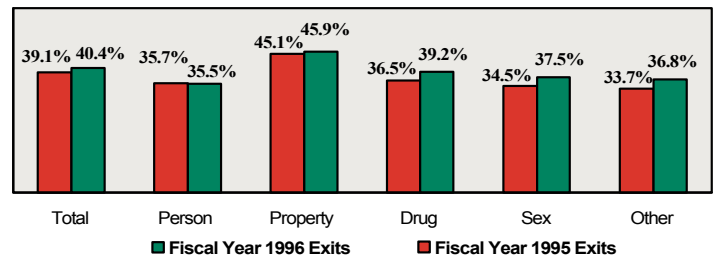
Property Crime Total



Crime Index Total



Recidivism By Type of Crime



PUBLIC SAFETY: DEPARTMENT OF CORRECTIONS

Mission and Organization

The Department of Corrections (DOC) incarcerates all inmates and juveniles sentenced to it by local courts. The Department's mission is to protect the public from criminal offenders through a system of incarceration and supervision which securely segregates offenders from society. Corrections must also assure offenders of their constitutional rights and maintain programs to enhance the success of the offender's re-entry into society.

Service Efforts and Accomplishments (SEA) measurements and reporting are intended to help government agencies think more clearly about their business - their specific products or services, what they are trying to accomplish and their results. Given the Department's role in public safety, the citizens of Illinois and the Department's employees are the primary concern. Inmates, juveniles, and parolees can also be considered customers in that they rely on the Department to provide program opportunities in a safe environment.

SEA reporting seeks to inform taxpayers how tax dollars are spent and about the benefits derived from that spending. Currently, the DOC spends over \$1 billion a year. In order to ensure the necessary accountability and continuity in meeting the Department's mission, it is important that the Department report on indicators that provide a complete picture of its service to society. Such indicators can then be used to provide comparison between or among other state or federal correctional agencies.

Discussion of Indicators

The major problem confronting the safe and orderly operation of the prison system is the continued growth in adult and juvenile populations resulting in major levels of overcrowding. Ninety percent of inmates in adult institutions and eighty-one percent of youth in juvenile facilities are double or multi-celled. Such levels of crowding place staff and inmates/youth at risk.

Efficiency - The indicator "escapes from adult institutions/juvenile facilities per 100 inmates/youth" is a valid indication of how successful the Department is in protecting the general public from criminal offenders.

In both fiscal years 1998 and 1999, the rate per 100 inmates/youth was 0.

Per capita costs per inmate/youth are efficiency/cost-effectiveness indicators that point out the relative cost of incarcerating inmates and youth. For adult inmates, the per capita cost increased 6 percent from \$17,483 in fiscal year 1998 to \$18,500 in fiscal year 1999. For juveniles, the per capita cost increased 12 percent from \$32,237 in fiscal year 1998 to \$36,031 in fiscal year 1999.

Staff Assaults - "Staff assaults per 100 inmates/youth" is one outcome indicator measuring the threat to staff in working in adult institutions/juvenile facilities. For adult institutions, the rate per 100 inmates decreased from 1.8 in fiscal year 1998 to 1.7 in fiscal year 1999. This drop in staff assaults per 100 inmates may reflect changes in institutional practices that increased the number of segregation beds used to isolate inmates from disruptive inmates and the March 1998 opening of the Department's first supermax prison (Tamms Correctional Center). For juvenile facilities, the rate per 100 youth increased from 5.5 percent in fiscal year 1998 to 6.4 percent in fiscal year 1999.

Staff Workload - To measure the workload of staff, rates for "Staff per 100 inmates/youth at adult institutions/juvenile facilities" are compiled. For adult institutions, the rate per 100 for total staff increased from 30.4 in fiscal year 1998 to 30.5 in fiscal year 1999. For juvenile facilities, the rate per total staff increased from 59.8 in fiscal year 1998 to 61.9 in fiscal year 1999.

Staff Security - The indicator "security/custody staff per 100 inmates/youth" is an outcome indicator that measures workload by security/custody staff. For adult institutions security staff, the rate per 100 inmates increased from 21.9 in fiscal year 1998 to 22.2 in fiscal year 1999. For juvenile custody staff, the rate per 100 youth increased from 37.6 in fiscal year 1998 to 39.1 in fiscal year 1999.

Drug Testing - Strengthening interdiction and detection efforts to stem the flow of drugs into and within the prison system is a major deterrence policy. Random drug testing is one means of measuring the level of reported drug/alcohol use by adult institutions staff and inmates. For adult institutions staff, the per-

centage of positive drug tests reported dropped from 3.3 percent in fiscal year 1998 to 2.4 percent in fiscal year 1999. For adult inmates, the percentage of positive drug tests reported dropped from 5.3 percent in fiscal year 1998 to 3.6 percent in fiscal year 1999.

Accreditation - Compliance with nationally recognized American Correctional Association (ACA) accreditation standards serve as a means to compare institutional operations against a standard and with other correctional agencies. In fiscal year 1999, only the newly opened Tamms Correctional Center and the Pinckneyville Correctional Center have yet to be accredited. Accreditation whether based on national standards or internal Department audits are key to maintaining a safe and secure prison system.

Education Efforts - The cost per enrollee for students in educational programs increased from \$917 in fiscal year 1998 to \$1,149 in fiscal year 1999. The cost per enrollee for students in vocational programs increased from \$1,111 in fiscal year 1998 to \$1,277 in fiscal year 1999.

The number of GED certificates earned and the number of vocational certificates earned provide a base workload of student achievement. The number of GED certificates earned increased from 2,221 in fiscal year 1998 to 2,236 in fiscal year 1999. The number of vocational certificates earned decreased from 3,362 in fiscal year 1998 to 2,923 in fiscal year 1999.

Other Indicators - The Boot Camp (IIP) graduation rate for adult inmates dropped from 71.8 percent in fiscal year 1998 to 70.3 percent in fiscal year 1999.

Recidivism rate - This rate measures the percent of the total number of adult or youth for a specific year that was returned to DOC custody within a three-year period. For adult inmates, the recidivism rate increased from 39.1 percent for fiscal year 1995 exits to 40.4 percent for fiscal year 1996 exits. For youth, the recidivism rate for the last data available was 42.7 percent for fiscal year 1995 exits.

Adult: Institutions/Supervision

Mission Statement To protect the public from criminal offenders, through a system of incarceration and supervision which securely segregates offenders from society, assures offenders of their constitutional rights, and maintains programs to enhance the success of the offender's reentry into society.

- Program Goals**
- 1) To protect the general public by incarcerating those persons sentenced as adult offenders.
 - 2) To maintain a secure and safe working and living environment for staff and inmates.
 - 3) To provide basic services that meet the needs of the inmate population.
 - 4) To ensure public safety through a continuum of services from prison to release that effectively monitors and supervises released offenders.

	Fiscal Year 1998 Actual	Fiscal Year 1999 Target	Fiscal Year 1999 Actual
<u>Outcome Indicators</u>			
Boot Camp (IIP) graduation rate	71.8 %	N/A	70.3 %
Escapes from adult institutions per 100 inmates	0	0	0
Positive drug tests: adult inmates	5.3 %	N/A	3.6 %
Positive drug tests: adult staff	3.3 %	N/A	2.4 %
Staff per 100 inmates at adult institutions	30.4	N/A	30.5
Three year rate of recidivism ⁽¹⁾	39.1 %	N/A	40.4 %
<u>External Benchmarks</u>			
Compliance with ACA national accreditation standards: # facilities not accredited ⁽²⁾	1	N/A	2
Compliance with ACA national accreditation standards: # facilities accredited	25	N/A	25
<u>Output Indicators</u>			
Annual Adult Population Change	1,715	N/A	2,215
% double or multi-celled	89 %	N/A	90 %
Annual MSR (Mandatory Supervised Release) supervision population change	504	N/A	81
Random drug tests: adult staff	2,019	N/A	2,902
Random drug tests: adult inmates	14,764	N/A	30,993
Total adult court admissions	19,446	N/A	19,762
Total adult violator admissions (violator on supervision)	6,393	N/A	7,076
Total adult visits	24,106	N/A	24,591
Number of meals served in adult institutions	39,770,400	N/A	42,113,700
Boot Camp (IIP) graduates	1,625	N/A	1,639
<u>Efficiency/Cost-Effectiveness</u>			
Per capita cost per inmate	\$17,483	N/A	\$18,500
Per capita cost per inmate per day	\$47.9	N/A	\$50.68
<u>External Benchmarks</u>			
National per capita cost per inmate - annual ⁽³⁾	\$20,261	N/A	N/A
National per capita cost per inmate per day	\$55.51	N/A	N/A
<u>Input Indicators</u>			
Budget Expenditures (thousands)	\$720,066.2	N/A	\$810,145.2
Number of Personnel - Total end of year staff	12,063	N/A	12,875
Number of Personnel - Total end of year security staff	8,690	N/A	9,299
Number of Personnel - Total end of year supervision staff	163	N/A	199
Total end of year adult population	42,140	N/A	44,355
Total end of year MSR (Mandatory Supervised Release) supervision population	30,610	N/A	30,691
Boot Camp (IIP) participants	2,264	N/A	2,332
Security staff per 100 inmates at adult institutions	21.9	N/A	22.2
Staff assaults per 100 inmates	1.8	N/A	1.7
<u>Explanatory Information</u>			

(1) Recidivism is defined as the total number of adult exits returned to an adult institution with either a new sentence or as a technical violator within a three year period; therefore limitations of recidivism analysis as outcome measure should be understood.

(2) New opened facilities not accredited in fiscal year 1998 (Tamms); not accredited in fiscal year 1999 (Tamms and Pinckneyville).

(3) National per capita costs come from page 91 of the Corrections Yearbook 1998. Figures are not available for fiscal year 1999.

Juvenile: Facilities/Supervision

Mission Statement To provide secure custody, rehabilitative programs, and aftercare services for youth committed to the Juvenile Division by the court. These services will be provided consistent with consideration for public safety and the welfare of youth.

- Program Goals**
- 1) To protect the general public by incarcerating and supervising juvenile offenders.
 - 2) To maintain a secure and safe working and living environment for staff and youth.
 - 3) To provide basic services that meet the needs of the youth population.
 - 4) To ensure public safety through a continuum of services from incarceration to release that effectively monitors and supervises released offenders.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Custody staff per 100 youth at juvenile facilities	37.6	N/A	39.1
Escapes from juvenile facilities per 100 youth	0	0	0
Staff assaults per 100 youth	5.5	N/A	6.4
Staff per 100 youth at juvenile facilities	59.8	N/A	61.9
Three year rate of recidivism ⁽¹⁾	42.7 %	N/A	N/A
<u>External Benchmarks</u>			
Compliance with ACA national accreditation standards: # facilities accredited	6	N/A	7
Compliance with ACA national accreditation standards: # facilities not accredited ⁽²⁾	1	N/A	1
<u>Output Indicators</u>			
Total juvenile violator admissions	692	N/A	705
Juvenile facilities releases	2,748	N/A	2,708
Juvenile felons transferred to adult institutions	88	N/A	87
Annual juvenile facility population change	33	N/A	45
% double or multi-celled	82 %	N/A	81 %
Annual juvenile field services population change	136	N/A	113
Total juvenile admissions	2,848	N/A	2,891
<u>Efficiency/Cost-Effectiveness</u>			
Per capita cost per youth - annual ⁽³⁾	\$32,237	N/A	\$36,031
Per capita cost per youth per day	\$88.32	N/A	\$98.72
<u>Input Indicators</u>			
Budget Expenditures (thousands)	\$73,383.3	N/A	\$94,945.4
Number of Personnel: Total end of year juvenile facilities staff	1,318	N/A	1,338
Number of Personnel: Total end of year custody staff	818	N/A	846
Number of Personnel: Total end of year juvenile field services	65	N/A	82
Total juvenile facility population	2,154	N/A	2,199
Total juvenile field services (ie. parole) population	1,490	N/A	1,603
"Secure Care" population	2	N/A	2
Annual number of court evaluations	488	N/A	458

Explanatory Information

(1) Recidivism defined as the percent of the total number of juvenile exits returned to a juvenile institution or admitted to an adult institution within a three-year period; therefore limitations of recidivism analysis as outcome measure should be understood. Juvenile recidivism figure for fiscal year 1999 has not been finalized and will be made available at a later date.

(2) Newly opened facility (IYC-Murphysboro) has not been accredited.

(3) National per capita cost per youth for fiscal year 1998 and fiscal year 1999 have not been finalized.

Educational Programs: Adult Basic Education (ABE), Special Education, GE

Mission Statement To enhance the quality and scope of education for inmates and wards within the Department of Corrections so that they will be better motivated and better equipped to restore themselves to constructive law-abiding lives in the community.

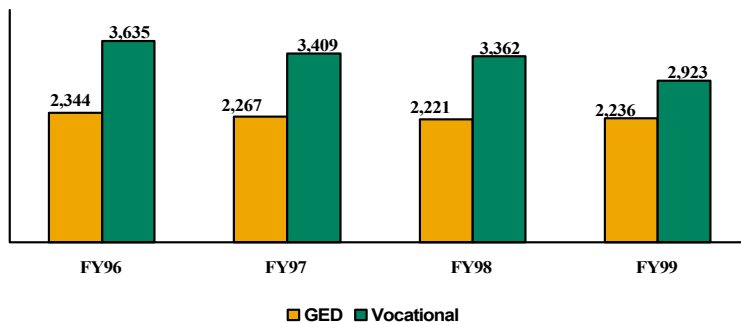
Program Goals To meet the educational needs of the inmate population by providing a means to improve literacy level through Adult Basic Education instruction, providing an enriched and enhanced curriculum targeting students functioning below grade level, providing Special Education services and providing the educational opportunity to achieve a GED certificate.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Number of GED Certificates Earned, inmate population 44,554	2,221	2,221	2,236
Number of Students Served in Adult Basic Education Programs	15,895	15,895	15,074
<u>External Benchmarks</u>			
Number of GED Certificates Earned in Indiana DOC, inmate population 19,055	N/A	N/A	1,026
Number of GED Certificates Earned in Michigan DOC, inmate population 44,210	2,147	N/A	N/A
Number of GED Certificates Earned in Pennsylvania DOC, inmate population 36,000	1,416	N/A	N/A
Number of GED Certificates Earned Ohio DOC, inmate population 47,200	2,186	N/A	2,105
<u>Output Indicators</u>			
Number of Students Enrolled	26,491	26,491	25,124
<u>Efficiency/Cost-Effectiveness</u>			
Annual Cost Per Enrollee ⁽¹⁾	\$917	N/A	\$1,149
<u>Input Indicators</u>			
Actual Expenditures (thousands)	\$22,822.1	\$25,369.6	\$25,369.6
Number of State Employees	357	368	368
Number of Contractual Employees	107	107	107
Equipment and Educational Software Purchased (thousands)	\$317.2	\$317.2	\$1,704.2

Explanatory Information

(1) Federal grants supplement the General Revenue effort to provide Adult Basic Education, Special Education and GED programs. Title 1 funds are received in both the Adult and Juvenile Divisions. In addition, Federal Adult Education funds are received in the Adult Division. The majority of these funds are used to pay teachers' salaries; however, in fiscal year 1999 Title 1 Funds were made available to purchase Literacy Laboratories (computers and educational software) for each of the 12 institutions with a Title 1 Program. Most Special Education programs are provided through a contract with an Educational Service Region.

GED/Vocational Certificates FY1996-FY1999



Educational Programs: Vocational Programs

Mission Statement To enhance the quality and scope of education for inmates and wards within the Department of Corrections so that they will be better motivated and better equipped to restore themselves to constructive law-abiding lives in the community.

Program Goals To provide the opportunity for inmates to master occupational skills while incarcerated.

	Fiscal Year 1998 Actual	Fiscal Year 1999 Target	Fiscal Year 1999 Actual
<u>Outcome Indicators</u>			
Number of Vocational Certificates Earned, inmate population 44,554	3,362	3,362	2,923
<u>External Benchmarks</u>			
Number of Vocational Certificates Earned in Indiana DOC, inmate population 19,055	N/A	N/A	497
Number of Vocational Certificates Earned in Ohio, inmate population 47,200	1,187	N/A	1,138
Number of Vocational Certificates Earned in Pennsylvania DOC, inmate population 36,000	2,500	N/A	N/A
<u>Output Indicators</u>			
Number of Students Enrolled	8,409	8,409	8,810
<u>Efficiency/Cost-Effectiveness</u>			
Annual Cost Per Enrollee	\$1,111	N/A	\$1,277
<u>Input Indicators</u>			
Actual Expenditures (thousands)	\$9,338.6	\$11,246.5	\$11,246.5
Number of State Employees	37	37	37
Number of Contractual Employees	228	236	236

Explanatory Information

Grant funds are used to supplement the General Revenue Fund effort in providing vocational programs and transition services. Most vocational programs are provided through contracts with community colleges. Grants which support vocational education include Vocational Administrative, Education to Careers, Vocational Improvement, Vocational Formula and, new in fiscal year 1999, Youthful Offender.

PUBLIC SAFETY: DEPARTMENT OF STATE POLICE

Mission and Organization

The Illinois State Police (ISP) is a code department in the executive branch of state government, consisting of operational divisions (Administration, Forensic Services, Human Resource, Internal Investigation and Operations), direct accountability of which is assigned through eight programs. Three programs (Forensics, Investigation and Patrol) are included in this year's SEA report.

Discussion of Indicators

Patrol

The primary goal of the Patrol program is to safeguard the public by reducing the number and severity of traffic crashes and by reducing crime and the fear of crime. The 1,569 men and women who support the patrol program are charged with protecting the public in communities and on the roadways. Patrol program personnel assist motorists and enforce traffic laws, speak to the public on matters of safety and security, and work with local police and communities to combat crime as a team. The agency relies on two principal strategies, strategic patrol and public education, to accomplish its goals of safe streets and communities, both of which are developed from a philosophy of problem-oriented policing.

The agency employs strategic patrol to most effectively impact crime and crashes. Officers in 21 districts, throughout the state, work with local officials to identify crime and traffic concerns. Using mapping technology, command personnel can assign officers and address local concerns. During fiscal year 1999, there was a 4.3 percent decline in the fatal crash rate for non-commercial vehicles and commercial vehicle fatal crash rates dropped by 2 percent. Patrol efforts do not solely target traffic safety. Illinois highways are also a transportation route for guns, drugs, and money. Focused drug interdiction efforts have resulted in a 55 percent

increase in drug money seized - from \$3.5 million in FY1998 to \$5.5 million in FY1999.

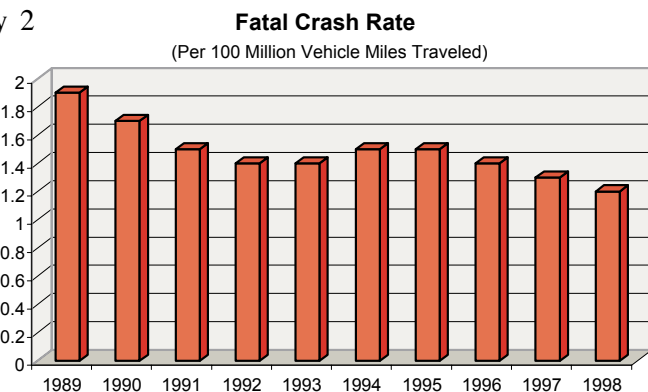
The Illinois State Police has committed to a strong public information effort to get the word out about safety issues. From ads and interviews on local media to officers talking with students and distributing printed materials, the public safety education effort includes seat belt use, aggressive driving, drug abuse, and peer pressure. Using such "interactive" tools as *fatal vision* goggles which simulate the effects of alcohol on perception and a rollover simulator which demonstrates the effects of a crash on unrestrained occupants, officers stress traffic safety. Fiscal year 1999 saw a 19.7 percent increase in the number of public safety education programs presented, and a 2.7 percent increase in the seatbelt compliance rate. Increased seatbelt compliance saves lives and reduces injuries.

Investigation

The primary goal of the Investigation program is to solve crimes reported directly to ISP and to assist other police agencies in solving crime by providing impartial evidence to assist in successfully prosecuting offenders. The 767 employees investigate violent crimes, property crimes and public integrity crimes throughout Illinois.

ISP investigators are involved in major crime task forces with local agencies and provide investigative resources for local jurisdictions without investigative resources. In fiscal year 1999, ISP investigators opened 8,781 cases. Arrests for criminal offenses rose to 26,334 (increase of 2.9 percent over fiscal year 1998) 979 illegal firearms were seized (up 1.1 percent from the previous year), and arrests for drug offenses rose by 9.4 percent to 2,387.

The Investigation program also facilitates successful investigations across the state by sharing intelligence information, providing crime analysts through locally based resource support centers, and maintaining databases containing criminal histories and sex offender registration. Aggressive enforcement of sex offender registration laws brought about a reduction of 56 per-



cent in the percentage of offenders failing to register as required - from 23 percent in fiscal year 1998 to 10 percent in fiscal year 1999.

Forensics

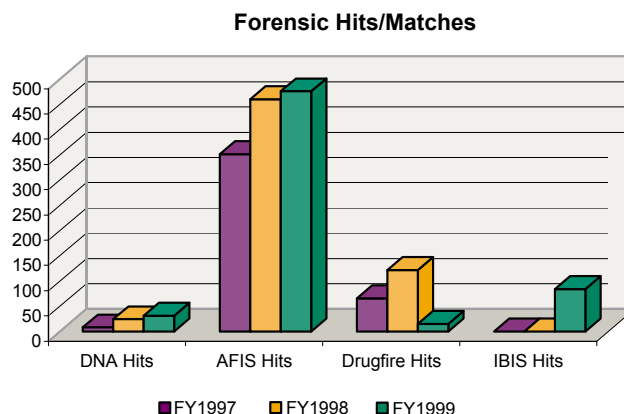
The primary goal of the Forensics program is the timely and effective delivery of scientific analysis to contribute to the reduction of crime. The criminal justice system relies heavily on forensic sciences as an integral part of the investigative and judicial process. In recent years, crime laboratories throughout the country have experienced a 23 percent caseload increase. During fiscal year 1998, ISP's eight laboratories (Chicago, Westchester, Joliet, Rockford, Morton, Springfield, Metro-East, and Carbondale) analyzed over 118,000 cases, up 6 percent from the 112,000 cases analyzed during the previous year. Despite the increase in cases, more than 98 percent of forensic analyses were completed within 60 days of submission, ensuring the availability of evidence crucial for successful criminal prosecutions.

While the demand for ISP's laboratories to perform evidence analysis has increased, so too has the demand to deliver crime scene services (evidence collection). During fiscal year 1999, crime scene staff responded to 4,722 requests for crime scene processing, up from the 4,641 requests in fiscal year 1998. Even though these investigators process state police crime scenes, almost 98 percent of their cases are requests from county and municipal police agencies who rely on the state police to collect and preserve physical evidence at crime scenes. Recent technological advances in evidence collection techniques enable ISP crime scene investigators to reconstruct a crime scene and identify evidence which at one time may have been overlooked - increasing the likelihood that this evidence will produce a "hit" and may lead to the arrest of a suspect.

During fiscal year 1999, ISP's laboratory system made major strides in upgrading its DNA analytical services, including the transition to the most current DNA technology, short tandem repeats (STR). This new technology combined the advantages of the two DNA technologies currently used - Restriction Fragment Lengths Polymorphism (RFLP) and Polymerase Chain Reaction (PCR). STR analysis is a simple procedure which provides the same, or better, discrimination between individuals; can be used on very small or

degraded DNA samples taken from a crime scene; and can be used on mixtures. STR can also be automated, shortening the analysis time for some cases to one week. STRs have also been standardized for use in the national DNA database (CODIS). In fact, the robotic equipment used to automate STR analysis resulted in a 30 percent increase in DNA hits in fiscal year 1999 (31), compared to 24 in fiscal year 1998.

In early fiscal year 1999, ISP began using the Integrated Ballistic Identification System (IBIS). A network of state and local laboratories was established to implement IBIS technology and provide weapons tracking and linking to all policing agencies in the northern Illinois area. In addition, Drugfire, another computerized firearms identification system capable of matching fired evidence from crime scenes to suspects' weapons, continued to prove its value as a forensic tool.



The Illinois State Police consists of other programs not included in this report, but crucial to the agency's mission: ***Information Service*** provides data processing applications which enhance the safety of law enforcement personnel; ***Human Resource*** recruits and trains personnel to execute the responsibilities of the Illinois State Police; ***Communication*** provides the design, operation and maintenance of a statewide voice radio dispatching and call-taking service for the Illinois State Police and other state and local agencies; ***Integrity*** conducts investigations of all allegations of employee misconduct in the executive branch; and ***Agency Support*** maintains an infrastructure and work environment that promotes the accomplishment of ISP goals.

Patrol

Mission Statement Safeguard the public by reducing the number of traffic crashes and the fatality of those crashes and by reducing crime and the fear of crime through diligent operations which address the specific needs of the communities served.

- Program Goals**
- 1) Enhance the safety of the motoring public on Illinois roadways.
 - 2) Interdict and reduce the availability of illegal drugs entering Illinois.
 - 3) Enhance the safety of commercial vehicles traveling throughout the state.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u> ⁽¹⁾			
Percent of Motor-Carrier Inspections Resulting in Drivers Taken Out-of-Service	5 %	N/A	5 %
Percent of Motor-Carrier Inspections Resulting in Vehicles Taken Out-of-Service	17 %	N/A	16 %
Percent of Statewide Fatal Crashes in which Alcohol Was a Contributing Factor	35 %	N/A	35 %
Percent of Statewide Fatal Crashes in which Speed Was a Contributing Factor	12 %	N/A	21 %
Percent of Statewide Fatal Crashes Involving Victims Not Using Seatbelts (Only Those Crashes For Which Seatbelt Use Could Be Determined)	66 %	N/A	64 %
Percent of Vehicles Exceeding 55 MPH - Urban Interstates ⁽²⁾	41.2 %	N/A	44.1 %
Percent of Vehicles Exceeding 65 MPH - Rural Interstates ⁽²⁾	39.5 %	N/A	42.3 %
Seatbelt Compliance Rate	64.2	N/A	67
Statewide Reported Commercial Vehicle Fatal Crash Rate - Interstate Highways (per 100,000,000 vehicle miles traveled)	0.05	N/A	0.05
Statewide Reported Commercial Vehicle Fatal Crash Rate - US Routes (per 100,000,000 vehicle miles traveled)	0.02	N/A	0.02
Statewide Reported Non-Commercial Vehicle Fatal Crash Rate - Interstate Highways (per 100,000,000 vehicle miles traveled)	0.13	N/A	0.12
Statewide Reported Non-Commercial Vehicle Fatal Crash Rate - US Routes (per 100,000,000 vehicle miles traveled)	0.08	N/A	0.06
<u>External Benchmarks</u>			
National Total Fatal Crash Rate (per 100,000,000 vehicle miles traveled)	1.4	N/A	1.4
<u>Output Indicators</u>			
Illinois Vehicle Code Written Warnings	573,155	N/A	609,809
Motor Carrier Level One Inspections	20,256	N/A	21,276
Drug Arrests	2,733	N/A	2,741
Guns Seized through Interdiction Efforts	992	N/A	968
Currency Seized through Interdiction Efforts (thousands)	\$3,552.4	N/A	\$5,521.3
Public Safety Education Presentations	3,299	N/A	3,950
Motorist Assists	133,611	N/A	122,781
Illinois Vehicle Code Citations	394,827	N/A	409,262
<u>Efficiency/Cost-Effectiveness</u>			
Patrol Time per Motorist Assist (hours)	16	N/A	16
Patrol Time per Citation Issued (hours)	23	N/A	19
Patrol Time per Written Warning issued (hours)	16	N/A	13
<u>Input Indicators</u>			
Budget Expenditures (thousands)	\$110,314.6	N/A	\$119,297.8
Number of Personnel	1,551	N/A	1,569
Report of Calls (initial contact with ISP)	128,737	N/A	124,570

Explanatory Information

(1) Non-fiscal information is reported on a calendar year basis - calendar year 1997 and calendar year 1998 respectively. The agency is developing the framework to report patrol outcome information by fiscal year. Money seized includes only those seizures of \$10,000 or more.

(2) Average speed data are obtained from Illinois Department of Transportation automated speed monitoring locations (10 on rural interstates, 2 on urban interstates), and are reported by calendar year (1997 and calendar year 1998 are included in this report).

Investigation

Mission Statement To solve crimes reported directly to the Illinois State Police and assist other agencies in solving crime where requested, providing impartial evidence to assist in the successful prosecution of identified suspects.

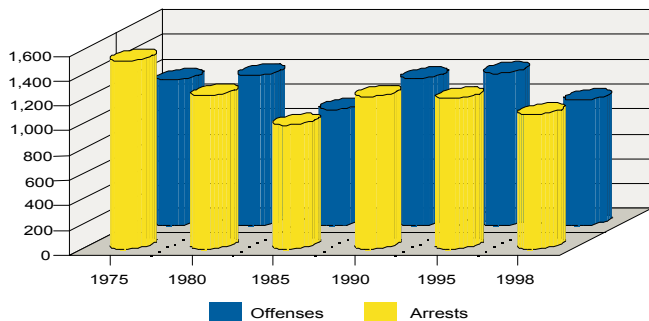
- Program Goals**
- 1) Develop a statewide drug strategy.
 - 2) Reduce the impact of crime or the fear of crime for citizens in their communities.
 - 3) Encourage and assist communities to become self-reliant through community policing.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Percent of ISP District 11 Murder Cases Cleared ⁽¹⁾	68.2 %	N/A	53.1 %
Percent of ISP District 11 Rape Cases Cleared	83.3 %	N/A	48.2 %
Percent of Sex Offenders Failing to Comply with Registration Laws	23 %	N/A	10 %
Statewide Murder Rate (per 100,000 population)	9.3	N/A	8.4
Statewide Rape Rate (per 100,000 population)	55.6	N/A	51.3
<u>External Benchmarks</u>			
Percent of Murder Cases Cleared by Arrest Nationally	66.1 %	N/A	68.7 %
<u>Output Indicators</u>			
Number of Cases Opened	7,799	N/A	8,781
Number of Arrests for Criminal Offenses	25,582	N/A	26,334
Number of Sex Offenders Registered	8,863	N/A	9,840
Number of Illegal Firearms Seized	968	N/A	979
Number of Arrests for Drug Related Offenses	2,181	N/A	2,387
<u>Efficiency/Cost-Effectiveness</u>			
Average Time to Clear Homicide Case	N/A	N/A	N/A
<u>Input Indicators</u>			
Budget Expenditures (thousands)	\$65,273.0	N/A	\$71,839.3
Number of Personnel	783	N/A	767
<u>Explanatory Information</u>			

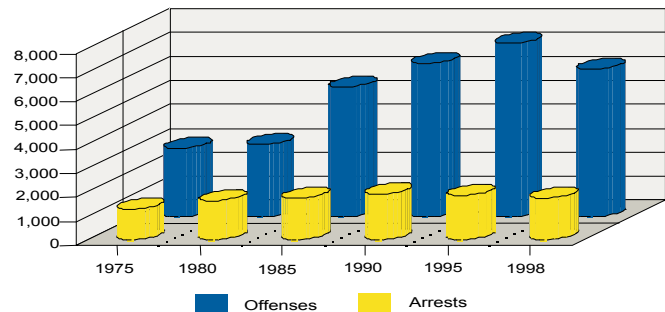
(1) The agency is piloting a project to develop case clearance rates by crime type. The numbers for murder and rape cases reflect the investigative efforts of the pilot district, District 11 in Collinsville. Cases are counted as cleared when a suspect is identified and arrested, or for reasons beyond the agency's control an arrest cannot be made. The clearance rates for crimes in more recent fiscal years are understandably lower than cases from previous fiscal years which have had the benefit of additional investigative time. Many of the cases from the most recent fiscal year are only a few months old. Statewide crime rates, as well as external benchmarks are reported on a calendar year basis (calendar year 1997 and calendar year 1998, respectively). The agency is currently developing the data infrastructure to report on firearm related homicide, as well as the capacity to report requests for Resource Support Center service and time to clear cases by crime type.

(2) The agency is currently developing the data infrastructure to report on firearm related homicide, as well as the capacity to report requests for Resource Support Center service and time to clear cases by crime type.

Murder



Criminal Sexual Assault



Forensic Services

Mission Statement To deliver effective and timely scientific analysis in order to contribute to the reduction of crime by increasing the number of offenders and repeat offenders successfully prosecuted.

Program Goals 1) Provide effective scientific analysis in a timely manner.
2) Develop techniques and introduce new technology to enhance forensic analysis.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
AFIS Hits/Matches (Automated Fingerprint Identification System)	460	N/A	476
DNA Hits/Matches	24	N/A	31
Drugfire Hits/Matches	122	N/A	15
Hits/Matches Generated w/Evidence Collected by Crime Scene Investigators	205	N/A	202
IBIS (Integrated Ballistics Identification System) Hits/Matches ⁽¹⁾	N/A	N/A	84
Percent of Users "very satisfied" on Customer/User Survey ⁽²⁾	97.1 %	N/A	N/A
<u>External Benchmarks</u>			
Percent of ISP Laboratories Accredited by the American Society of Crime Laboratory Directors ⁽³⁾	100 %	N/A	100 %
<u>Output Indicators</u>			
Cases Worked Systemwide (ISP)	119,488	N/A	119,557
Crime Scenes Processed Statewide	4,641	N/A	4,722
<u>Efficiency/Cost-Effectiveness</u>			
Percent of Cases Processed Within Established Turnaround Standards ⁽⁴⁾	N/A	N/A	71.1
<u>External Benchmarks</u>			
Impact of New Technology and/or Techniques in Terms of Increased Effectiveness, Efficiency, etc. ⁽⁵⁾	N/A	N/A	N/A
<u>Input Indicators</u>			
Budget Expenditures (thousands) ⁽⁶⁾	\$36,247.6	N/A	\$36,196.4
Number of Personnel	480	N/A	474
Cases Received for Scientific Analysis	117,243	N/A	121,279
Requests for Crime Scene Services	4,641	N/A	4,722

Explanatory Information

(1) IBIS was brought on-line in late 1998 (fiscal year 1999); no statistics regarding system use are available prior to that date.

(2) The Laboratory User Survey is conducted bi-annually; another survey will be administered during fiscal year 2000.

(3) Every laboratory in ISP's system is subject to inspection by ASCLD every 5 years. The most recent inspection was conducted during FY1998 at which time ISP's entire system was reaccredited.

(4) The standards were established during fiscal year 1999, so fiscal year 1998 data is not available.

(5) Beginning in fiscal year 1999 and continuing through the current fiscal year, training is being delivered to several hundred Chicago Police Department detectives in forensic analysis offered by ISP's labs and the services available to assist in improving CPD case management and productivity and to enhance the investigative value of evidence collected by CPD officers and submitted to ISP labs for analysis.

(6) Fiscal year 1998 actual expenditures include \$34,928.5 thousand in GRF and \$1,319.1 thousand in Special Funds [e.g., Federal project funds, State Police Services Fund (State Crime Lab Fund, State Crime Lab DUI Fund)].

Fiscal year 1999 actual expenditures include \$34,806.6 thousand in GRF and \$1,389.8 thousand in Special Funds [e.g., federal project funds, State Police Services Fund (State Crime Lab Fund, State Crime Lab DUI Fund)].

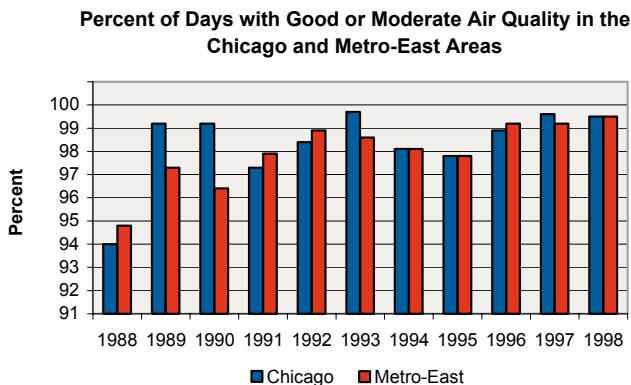
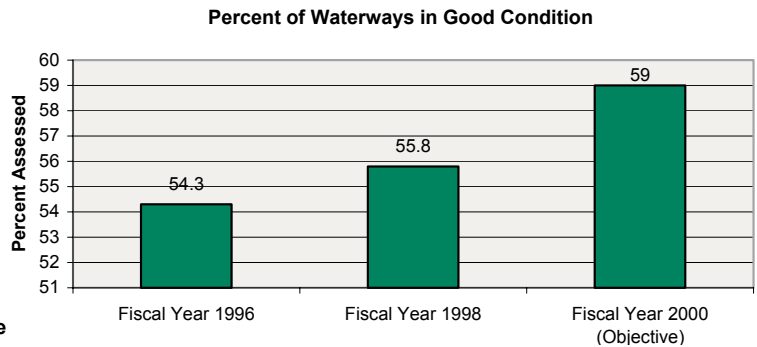
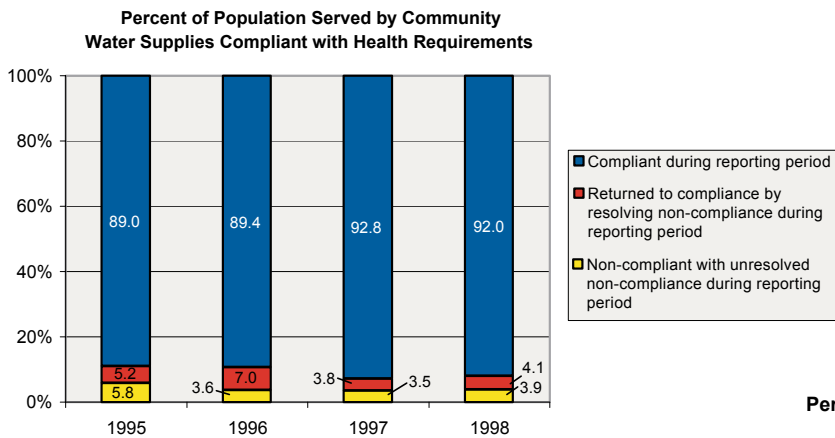
ENVIRONMENT AND BUSINESS REGULATION

Inputs

Agency	FY 1998 Expenditures	FY 1999 Expenditures	% Change
Environmental Protection Agency*	\$ 322,173,981.66	\$ 342,988,760.10	6.5%
Department of Financial Institutions	40,045,587.06	45,382,699.87	13.3%
Department of Human Rights	8,731,049.48	8,408,676.12	-3.7%
Human Rights Commission	1,916,581.93	1,750,920.70	-8.6%
Illinois Commerce Commission	28,436,172.50	31,105,847.33	9.4%
Illinois Racing Board	11,318,920.65	11,215,262.90	-0.9%
Industrial Commission	21,071,960.46	23,014,951.02	9.2%
Department of Insurance	23,058,408.43	23,927,327.51	3.8%
Department of Natural Resources	204,186,597.44	242,470,734.85	18.7%
Office of Banks and Real Estate	22,871,438.52	24,158,435.75	5.6%
Pollution Control Board	2,481,398.27	2,624,193.78	5.8%
Department of Professional Regulation	20,935,734.48	22,039,124.66	5.3%
Total:	\$ 707,227,830.88	\$ 779,086,934.59	

* Includes expenditures for the Environmental Protection Trust Fund Commission

Outcomes



ENVIRONMENT AND BUSINESS REGULATION: ENVIRONMENTAL PROTECTION AGENCY

Mission and Organization

The Illinois Environmental Protection Agency (IEPA) was created as part of the Environmental Protection Act of 1970. The IEPA's mission is to "safeguard environmental quality consistent with the social and economic needs of the state, so as to protect health, welfare, property and the quality of life." In fiscal year 1999 the General Assembly appropriated \$834 million to fund the activities of the agency, which includes administering state and federal programs to protect and improve air, land and water resources. The IEPA employs approximately 1,300 people, including engineers, biologists, attorneys and other professionals with the skills necessary to carry out the functions of the agency.

Activities of the agency include issuing permits for air, land and water to restrict emissions into the environment from industrial and commercial sources; regulating pollution control facilities and solid waste disposal sites; testing the quality of water processing procedures for operators of sewage treatment plants and public supplies; training operators of wastewater treatment plants; and testing of gasoline powered vehicles in ozone nonattainment areas. The IEPA also administers grants and loans to local governments for wastewater and water treatment facilities and certifies requests by industries for tax incentives for pollution control facilities.

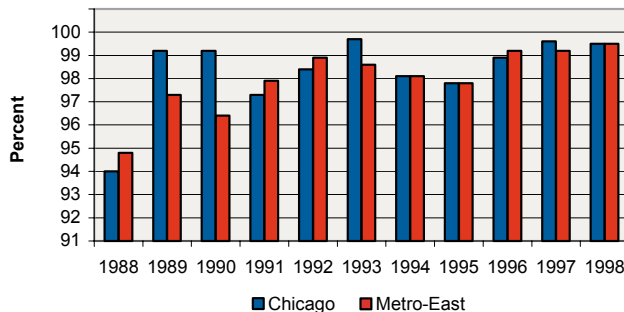
Discussion of Indicators

The mission of the Clean Air program is that Illinois should be free of air pollutants at levels that cause significant risk of cancer, respiratory or other health problems. In fiscal year 1999, the Clean Air program received appropriations of \$100 million and had an authorized headcount of 431 employees. Output indicators include permits issued, facilities inspected and vehicles tested.

The IEPA operates a network of air quality monitors across the state. These monitors continuously test the air to determine the levels of various pollutants. USEPA has established national air quality standards for six criteria pollutants: carbon monoxide, lead, sulfur dioxide, nitrogen dioxide, particulate matter and

ozone. The state has two ozone nonattainment areas: the Chicago area and the Metro-East/St. Louis area.

Percent of Days with Good or Moderate Air Quality in the Chicago and Metro-East Areas



The agency's Clean Air program goals are to maintain 98 percent "good" or "moderate" air quality outside of the Chicago and Metro-East ozone nonattainment areas and maintain 95 percent "good" or "moderate" air quality in the Chicago and Metro-East ozone nonattainment areas. The Pollutant Standards Index is the means for determining the air quality in a region. In 1998, areas of the state outside of the Chicago and Metro-East ozone nonattainment areas experienced good to moderate air quality 100 percent of the time. For the same period, the ozone nonattainment areas experienced good to moderate air quality more than 99 percent of the time. The fact that IEPA's ozone nonattainment areas still experience good to moderate air quality more than 99 percent of the time demonstrates the progress that has been made toward improving air quality for the citizens of Illinois.

The mission of the Clean Land program is that waste will be managed in an environmentally correct manner to protect human health and the environment and that contaminated sites will be remediated to reduce or control risk to human health and the environment. In fiscal year 1999, the Clean Land program received \$154 million in appropriations and had an authorized headcount of 467 employees. Output indicators include permits issued, facilities inspected, acres remediated and cleanup projects completed. A goal of the Clean Land program is to increase the acres of land remediated at federal superfund and state hazardous waste sites and at Leaking Underground Storage Tank (LUST) sites. Remediated sites are defined as properties at which health risks are successfully reduced or controlled. At the end of fiscal year 1999, 3,024 acres

of land have been remediated. The Clean Land program also ensures that facilities engaging in hazardous waste management processes (e.g., disposal, treatment and storage) meet safe waste management standards. In fiscal year 1999, 44.8 million cubic yards of waste were properly disposed of in Illinois. Pollution prevention, waste reduction and recycling are also goals of the Clean Land program. In fiscal year 1999, 13.3 million cubic yards of materials were diverted or recovered from the waste stream.

The mission of the Clean Water program is that Illinois rivers, streams and lakes will support all designated uses, including protection of aquatic life, recreation and drinking water supplies. In fiscal year 1999, the Clean Water program received \$579 million in appropriations and had an authorized headcount of 482 employees. Output indicators include permits issued, facilities inspected and the number of financial agreements awarded.

Waterways are an important gauge in the indication of overall environmental quality. Waterways throughout the state have been classified as either good, fair or poor depending upon whether they can attain the standards necessary for their designated uses. The quality

of Illinois' rivers and streams has dramatically improved over the last twenty-five years. In fiscal year 1999, the IEPA met the goal of 59 percent of the river miles in Illinois being in good condition by the year 2000. Inland lakes are a vital component of the economic and social well being of Illinois. Some 90 million visitor days of general lake recreation generates an estimated \$1.8 billion annually to the state's economy. Similar to the way rivers and streams have been evaluated, Illinois lakes have been judged to be in good, fair or poor condition based upon whether they satisfy the standards necessary for fish consumption, swimming, boating and drinking water as well as the ability to support fish and wildlife. In fiscal year 1999, 90 percent of Illinois' lakes were rated in good or fair condition. Another goal of the Clean Water program is for drinking water to be free of contaminants that have the potential to cause either short term or long term health effects. In fiscal year 1999, the percentage of persons served by Illinois community water supplies that were compliant with all health requirements was 92 percent.

Clean Air

- Mission Statement** The air should be free of pollutants that cause significant risk of cancer or respiratory or other health problems.
- Program Goals**
1. Maintain "good" or "moderate" air quality outside of the Chicago and Metro-East ozone nonattainment areas 98% of the time.
 2. Maintain "good" or "moderate" air quality in the Chicago and Metro-East ozone nonattainment areas 95% of the time.
 3. Maintain attainment status for pollutants other than ozone, particularly in urban areas.
 4. Attain the 1-hour ozone standard by 2007.

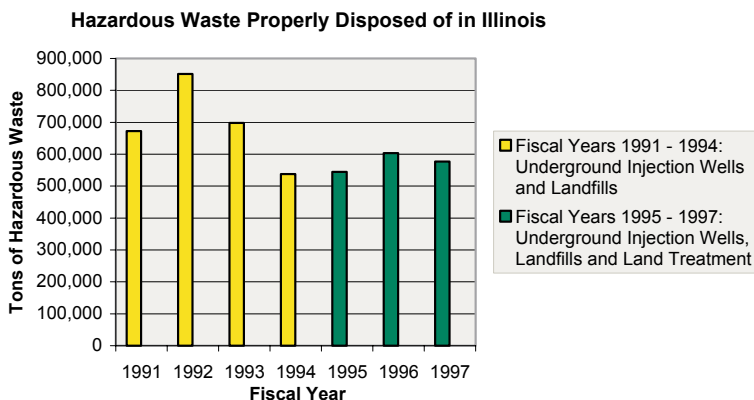
	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
"Good" or "moderate" air quality levels as measured through the Pollutant Standards Index (PSI) in the nonattainment areas (1a, 1b, 1c)	100 %	95 %	N/A
Levels of ozone measured at air quality monitors (national standard: 120 parts per billion) (2a, 2b)	107	N/A	N/A
Levels of emissions of other criteria pollutants (carbon monoxide, lead, particulate matter, nitrogen dioxide, sulfur dioxide) (3)	see below	N/A	N/A
Levels of emissions of volatile organic compounds (VOC) in the nonattainment areas for the ozone season (4a, 4b)	N/A	18,297	N/A
<u>Output Indicators:</u>			
Number of permits issued to large pollutant emitting facilities (Title V) for the operation of such facilities	530	600	582
Number of facilities inspected (non-Title V and Title V) to ensure compliance with state and federal regulations	3,699	6,784	7,000
Number of vehicles tested in the nonattainment Chicago metropolitan and Metro-East areas to ensure compliance with state and federal air quality standards (5)	1,752	2,193	1,575
<u>Efficiency/Cost-Effectiveness</u>			
Cost of inspecting and permitting each small (non-Title V) pollutant-emitting facility (6)	N/A	N/A	\$87.00
Cost of inspecting and permitting each large (Title V) pollutant-emitting facility (7)	N/A	N/A	\$1,946
Cost per vehicle tested in the Chicagoland and Metro-East areas to ensure compliance with state and federal air quality standards (8)	N/A	N/A	\$22.00
<u>Input Indicators</u>			
Amount Expended	\$62,272,200	\$99,815,700	\$80,353,200
Headcount (June 30th)	385	431	384
<u>Explanatory Information</u>			

- (1a) A nonattainment area is a portion of the state where the ambient air quality does not meet the national standard.
- (1b) Fiscal year 1998 actual amount: 99.5 percent
- (1c) Fiscal year 1999 actual measurements are done on a seasonal basis and the season has not ended.
- (2a) Ambient levels of ozone expressed in parts per billion "ppb" in the nonattainment areas. Ambient levels are those levels of ozone measured at air quality monitors and are actual measured levels. There were 107 parts per billion of ozone measured at a spot. The national standard of ozone is 120 parts per billion.
- (2b) Fiscal year 1999 target cannot be estimated and fiscal year 1999 actual data is not available because the ozone season has not ended.
- (3) Calendar year 1998 actual measurements are consistent with the form of national standards. Fiscal year 1999 target data cannot be estimated. Fiscal year 1999 actual data is not available because the measurements are done on a calendar-year basis.
- (4a) In the nonattainment area, there will be 18,297 tons of volatile organic compounds, a precursor to ozone, emitted between May 1st and October 30th, the ozone season.
- (4b) Fiscal year 1998 data is still being quality assured. Fiscal year 1999 actual data is not available because the ozone season has not ended.
- (5) The Fiscal year 1999 target was based on 5 months of basic testing and 7 months of enhanced testing. Actual vehicles tested reflect 7 months of basic testing and 5 months of enhanced testing.
- (6) Non-Title V facilities are those facilities to whom the Department issues permits or certifications for operation or who register with the Agency. Fiscal year 1998 and fiscal year 1999 target data is not available.
- (7) Title V facilities include major facilities subject to Title V of the Clean Air Act and the construction permits associated with those facilities.

Clean Land

- Mission Statement**
1. Waste will be managed in an environmentally correct manner to protect human health and the environment.
 2. Contaminated sites will be remediated to reduce or control risk to human health and the environment.
 3. Groundwater will be protected.
- Program Goals**
1. Prevent releases from waste management facilities that harm groundwater, human health and the environment.
 2. Reduce the volume of hazardous waste generated, focusing on long-lasting toxic substances.
 3. Encourage pollution prevention, waste reduction and recycling.
 4. On an annual average basis, increase the acres of land remediated at Superfund and [state] Site Remediation Program sites.
 5. On an annual average basis, increase the acres of land remediated at LUST (Leaking Underground Storage Tank) sites.
 6. Demonstrate a decreasing trend in significant releases to shallow groundwater at regulated non-LUST facilities over the next five years.
 7. Ensure that all injected contaminants are contained in designated injection zones.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Acres of land where human health risk is reduced or controlled	2,983	4,321	3,024
Volume of recyclable materials diverted or recovered from the waste stream (millions of cubic yards of waste)	13	12.9	13.3
Waste properly disposed of in Illinois (millions of cubic yards of waste)	41.9	41.9	44.8
<u>Output Indicators</u>			
Number of permits issued for non-hazardous, hazardous and potentially infectious medical waste facilities	829	835	829
Number of hazardous, non-hazardous, potentially infectious medical waste and tire generator facilities inspected	5,800	5,800	4,720
Number of solid waste administrative citations issued for open dumping of waste in violation of landfill regulations	18	50	42
Number of acres remediated	2,983	4,321	3,024
Number of federal superfund cleanups	0	2	1
Number of state cleanup projects completed	8	5	6
Number of LUST (Leaking Underground Storage Tank) incidents reported	1,626	2,000	1,935
Number of household hazardous waste collections	26	7	7
<u>Efficiency/Cost-Effectiveness</u>			
Cost per facility permitted	N/A	N/A	\$5,300
Cost per household hazardous waste collection	N/A	N/A	\$55,600
<u>Input Indicators</u>			
Amount Expended	\$66,259,300	\$154,391,700	\$73,348,200
Actual Headcount (June 30th)	426	467	427

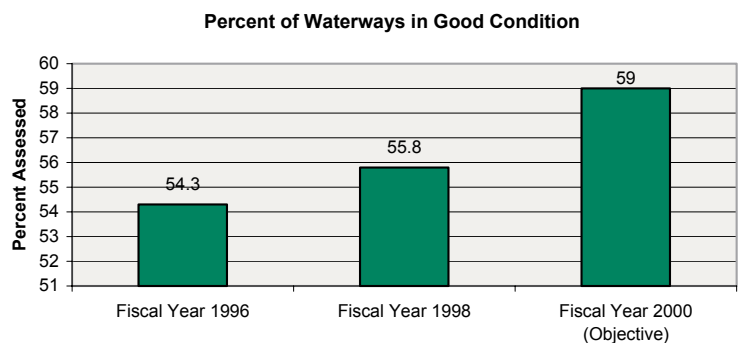
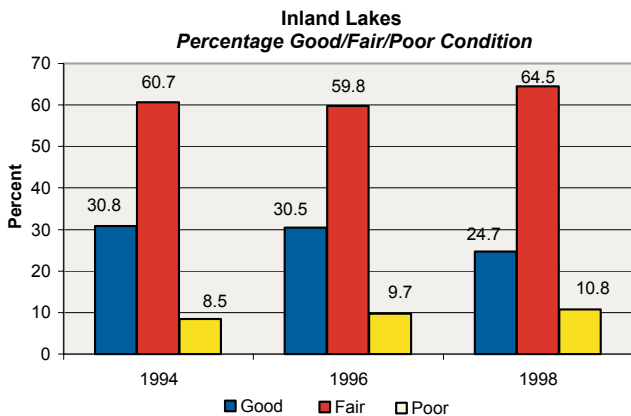


Clean Water

- Mission Statement**
1. Illinois rivers, streams and lakes will support all designated uses.
 2. Every public water supply will provide water that is consistently safe to drink and resource groundwater will be protected.
- Program Goals**
1. Waterways with good water quality conditions will increase 10% from 1996 to 2000.
 2. The percentage of lakes in good or fair condition will remain constant from 1995 to 2000.
 3. The percentage of Lake Michigan open shoreline miles in good condition will remain constant from 1995 to 2000.
 4. The percentage of the population served by community water supplies receiving drinking water with no short-term or long-term adverse health effects will increase to over 95% by 2005.
 5. Fifty percent of the community water systems in the state will have source water protection programs in place by 2005.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
Outcome Indicators			
Percent of community water supplies with source water protection programs in place	34.0 %	36.0 %	36.2 %
Percent of Illinois waterways with good water quality conditions	55.8 %	59.0 %	59.3 %
Percent of inland lakes in good or fair condition	89.2 %	90.0 %	90.1 %
Percent of population served by community water supplies compliant with health requirements	92.0 %	92.0 %	92.0 %
Percentage of pollutant load discharged that is compliant with discharge limits (1)	99.2 %	99.5 %	99.2 %
Output Indicators			
Number of permits issued for the construction of waste water and drinking water mains (2)	13,984	8,800	8,421
Number of facilities inspected	1,815	1,700	1,585
Number of wastewater grants administered to local municipalities to construct and improve wastewater treatment facilities	37	76	86
Number of wastewater loans administered to local municipalities to construct and improve wastewater facilities	27	30	35
Number of drinking water loans administered to local municipalities to construct and improve drinking water facilities	5	30	28
Number of nonpoint source projects (3)	16	19	10
Number of lake grants administered	11	10	10
Efficiency/Cost-Effectiveness			
Cost per facility permitted (4)	N/A	N/A	\$758.00
Input Indicators			
Budget Appropriations (5)	\$189,256,300	\$579,883,500	\$185,860,900
Actual Headcount (June 30th)	415	482	425
Explanatory Information			

- (1) Represents 2005 goal.
- (2) Includes re-issuance of stormwater permits on a five-year cycle.
- (3) Fiscal year 1999 federal funds for projects reduced by \$900,000 to fund Total Maximum Daily Load contracts.
- (4) Fiscal year 1998 and fiscal year 1999 target data not available.
- (5) Fiscal year 1999 target appropriations reflect reappropriations of wastewater loans issued in prior years.



ENVIRONMENT AND BUSINESS REGULATION: DEPARTMENT OF NATURAL RESOURCES

Mission and Organization

The overall mission of the Department of Natural Resources is to promote an understanding and appreciation of the state's natural resources and work with the people of Illinois to protect and manage those resources to ensure a high quality of life for present and future generations.

The Department of Natural Resources currently manages over 260 sites of publicly owned and leased land. Additionally, the Department manages a variety of other public sites such as museums, boat access areas, marinas, trails and concessions that are leased to or operated by private concessionaires or local communities.

The Department also coordinates the operations of the Illinois State Museum in Springfield, the Lockport Art Gallery in Lockport, the Illinois Art Gallery in Chicago, the Dickson Mounds Museum in Fulton County and the Southern Illinois Arts and Crafts Marketplace in Franklin County.

In order to provide an efficient administrative structure, the Department is organized into 10 main operating offices. The fiscal year 1999 submission for the Service, Efforts and Accomplishments (S.E.A.) Report examines indicators for two of the Department's major program areas: Outdoor Recreation and Resource Protection.

Discussion of Indicators

Outdoor Recreation

The mission of the Outdoor Recreation program is to provide safe, accessible, high quality and resource compatible recreation opportunities to the public so they can enjoy the state's natural and cultural resources.

In fiscal year 1999, the Department expended \$69,777,800 for the Outdoor Recreation program with an authorized headcount of 795.

Over 40,000 people visited state sites owned and/or operated by the Department in fiscal year 1999. It cost the Department \$88.31 to manage each acre of sites or \$.88 per visitor. On a scale of 1-5, visitors to the sites ranked their satisfaction at an average of 4.5.

Resource Protection

The mission of the Resource Protection program is to protect, manage, enhance and restore Illinois' natural resources and to preserve the state's natural resources for present and future generations.

In fiscal year 1999, the Department expended \$80,133,900 for the Resource Protection program with an authorized headcount of 587.5

Over six million tree seedlings were produced for reforestation in fiscal year 1999. This output indicator illustrates the efforts by the Department to facilitate tree planting throughout the state by producing tree seedlings at their two tree nurseries and then distributing them to both private and public entities to be planted.

Another objective of the Department's Resource Protection program is to increase the amount of carbon dioxide absorbed from the environment through tree planting. Otherwise known as CO₂ sequestering by reforestation, this effort involves both the private and public sector, through which the Department facilitates tree planting across the state. The results of the program have resulted in the absorption of over 105,074 tons of carbon dioxide annually.

The Conservation Reserve Enhancement program is the latest program instituted by the Department that involves working with private entities to protect the Illinois watershed and its tributaries. By working with landowners to protect and restore the Illinois watershed, the Department's goal is to eventually reduce pollution in these areas by having easements along the watershed, which includes excluding current farming practices in the suitable areas.

The Department owns or manages less than 5 percent of the state's vast natural resources. To protect, enhance and restore natural resources not under its direct control, the Department offers a number of programs to assist landowners regarding natural resource management and preservation. To this end, 246,800 acres have been brought under forest management, a 2.5 per cent increase over the prior year; protected natural area acreage has increased from 45,764 acres to 58,550 acres, a 28 per cent increase.

Resource Protection

Mission Statement The purpose of the Resource Protection Program is to protect, manage, enhance and restore Illinois' natural resources and to preserve the state's natural resources for present and future generations.

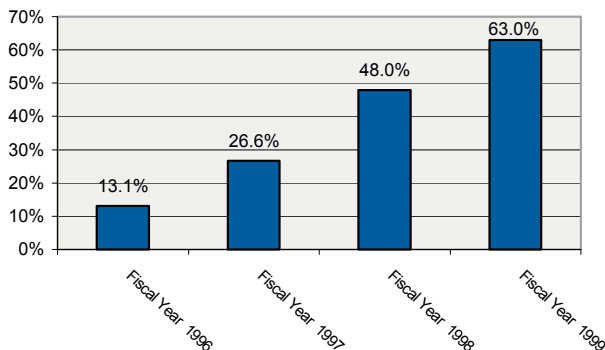
- Program Goals**
1. Preserve, manage and enhance natural and cultural resources on Department of Natural Resources managed properties.
 2. Acquire land for natural resources protection and restoration.
 3. Preserve, manage and enhance natural resources on properties not under ownership or direct management by DNR.
 4. Manage water resources and improve flood control.
 5. Manage wildlife and fish populations and habitats for their ecological, sociological and economic values.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Percent of the state covered by Ecosystem Partnerships (1)	48 %	63 %	63 %
Number of acres brought under forest management (2)	240,822	230,000	246,800
Tons of Carbon Dioxide (CO ₂) removed from the atmosphere by reforestation (3)	29,185	105,074	105,074
Conservation reserve enhancement program enrollment	N/A	7.0	7.0
Number of deer harvested	133,274	136,000	136,000
Amount saved from flood damage reduction benefits of completed projects to prevent future flooding (4)	N/A	\$1,608,000	\$1,608,000
Protected natural area acreage	45,764.00	58,097.00	58,550.00
<u>Output Indicators</u>			
Amount of seedlings produced for reforestation	5,544,000	6,000,000	6,877,000
Forest landowners receiving management assistance	8,836	9,230	8,141
Number of protected natural areas	412	439	436
Number of deer permits issued	483,240	523,000	523,000
Number of ecosystem partnerships designated	22	30	29
Acquired land (acres)	1,297	2,818	2,818
Number of acres reforested	8,836	14,140	14,140
<u>Efficiency/Cost-Effectiveness</u>			
Completed flood control projects cost efficiency ratio (4)	0	3.7	3.7
<u>Input Indicators</u>			
Amount Expended	\$62,146,400	\$80,133,900	\$80,133,900
Estimated Headcount	588.6	587.5	587.5

Explanatory Information

- (1) Ecosystem Partnerships provide financial and technical support for maintaining and enhancing ecological and economic conditions in watersheds.
- (2) The Department provides forest management assistance to public and private landowners.
- (3) The Department facilitates a tree planting program available to private and public entities interested in planting and maintaining trees that consequently remove harmful carbon dioxide elements from the atmosphere.
- (4) The cost-efficiency figures represent a 3.7: \$435,000 ratio for the flood reduction benefit, which exceeded the cost of any post-flood figures by 3.7 times.

Percent of State Covered by Ecosystem Partnerships*



* The Ecosystems Program provides financial and technical support for sustaining the state's key watersheds through state/local partnerships.

Recreation

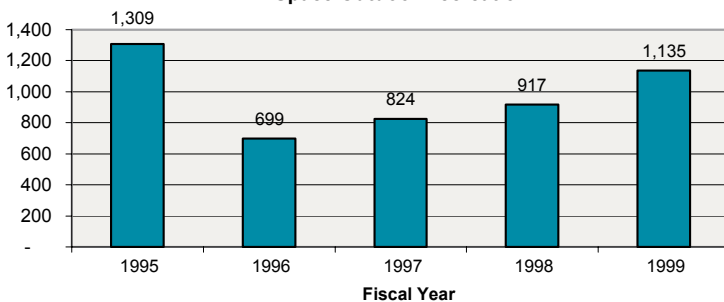
Mission Statement The purpose of the Outdoor Recreation Program is to provide safe, accessible, high quality and resource compatible outdoor recreation opportunities to the public so they can enjoy the state's natural and cultural resources.

- Program Goals**
1. Provide high quality resource compatible recreation opportunities to site visitors at Department managed properties.
 2. Acquire additional Department lands to enhance opportunities for outdoor recreation activities.
 3. Efficiently and effectively plan and execute the development of recreation facilities and opportunities at Department sites.
 4. Provide grants and partner with local units of government to preserve open space and provide enhanced outdoor recreation opportunities.
 5. Provide compatible public use of wildlife resources and their habitats.
 6. Provide quality sport fishing opportunities.

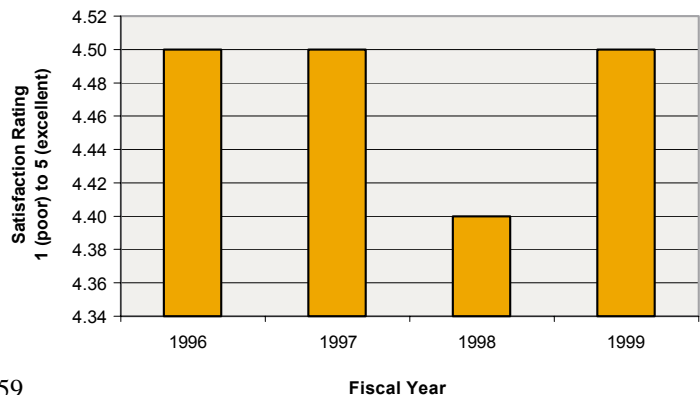
	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Miles of bike trails acquired/developed through grants	46.0	117.9	117.9
Amount of grantee acquired acreage	917.0	1,135.0	1,135.0
Visitor Survey (overall satisfaction scale of 1-5)	4.4	4.5	4.5
<u>Output Indicators</u>			
Acreage owned and managed (1)	403,303	404,500	406,100
Site attendance	40,250	40,450	40,450
Number of camper days	1,220	1,250	1,250
Number of grants awarded	129	147	147
Total amount of grants awarded	\$18,563,000	\$23,498,000	\$23,498,000
Number of hunting licenses issued	314,074	318,500	310,275
Number of fishing licenses issued	787,843	778,250	795,000
<u>Efficiency/Cost-Effectiveness</u>			
Cost per acre managed	\$81.60	\$88.31	\$88.31
Cost per visitor	\$0.82	\$0.88	\$0.88
<u>Input Indicators</u>			
Amount Expended	\$58,431,900	\$69,777,800	\$69,777,800
Estimated Headcount	795	795	795
<u>Explanatory Information</u>			

(1) The Department facilitates land acquisition by local governments with grant assistance provided under the state's Open Land Acquisition and Development Program. The land must be used in perpetuity for open space and outdoor recreation activities.

Acres of Land Acquired by Local Governments for Open Space/Outdoor Recreation



Customer Satisfaction Rating for Site Visits

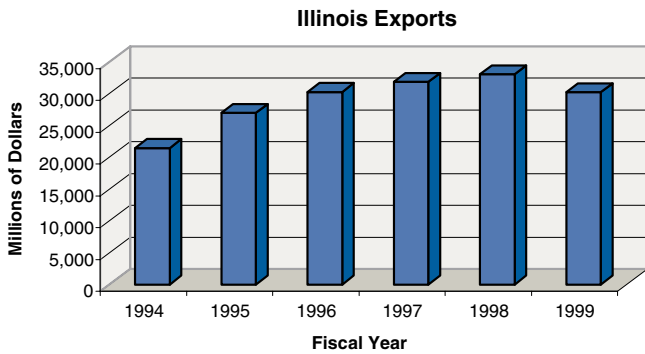


ECONOMIC DEVELOPMENT AND INFRASTRUCTURE

Inputs

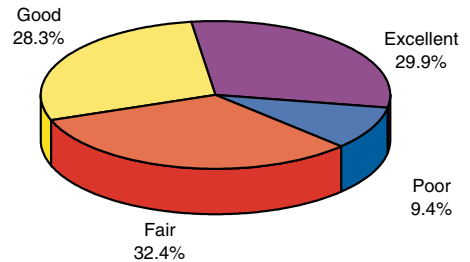
Agency	FY1998 Expenditures	FY1999 Expenditures	% Change
Dept. of Agriculture	\$ 91,388,164.63	\$ 113,507,533.01	24.2%
Dept. of Commerce & Community Affairs	479,912,710.33	539,941,099.78	12.5%
East St. Louis Financial Advisory Authority	266,680.31	232,305.84	-12.9%
Dept. of Employment Security	196,912,586.42	213,592,824.28	8.5%
Historic Preservation Agency	14,713,309.04	18,760,966.49	27.5%
IL Arts Council	14,096,638.25	17,370,950.88	23.2%
IL Farm Development Authority	636,890.30	1,370,418.90	115.2%
IL Medical District Comm.	5,718,901.04	8,740,577.16	52.8%
IL Rural Bond Bank	337,019.64	581,705.47	72.6%
IL Sports Facilities Authority	18,000,000.00	1,800,000.00	-90.0%
Dept. Of Labor	5,823,560.37	6,480,532.84	11.3%
Metropolitan Pier & Exposition Authority	102,130,718.15	103,063,816.32	0.9%
Prairie State 2000 Authority	3,110,024.74	2,596,486.38	-16.5%
Southwestern IL Devel. Authority	-	546,684.00	
Dept. of Transportation	2,660,519,595.65	2,605,280,398.69	-2.1%
IL State Toll Highway Authority	367,420,329.26	461,112,229.88	25.5%
Total:	\$3,960,987,128.13	\$ 4,094,978,529.92	

Outcomes



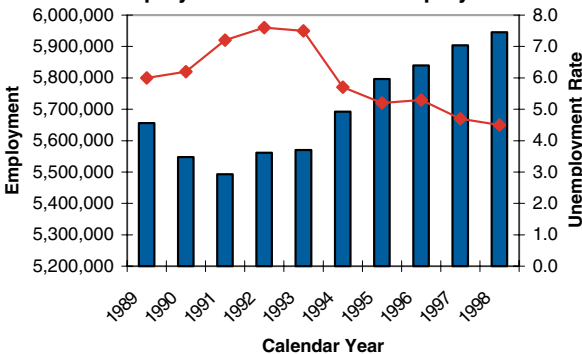
Source: U.S. Census Bureau.

Pavement Condition Ratings
Fiscal Year 1999



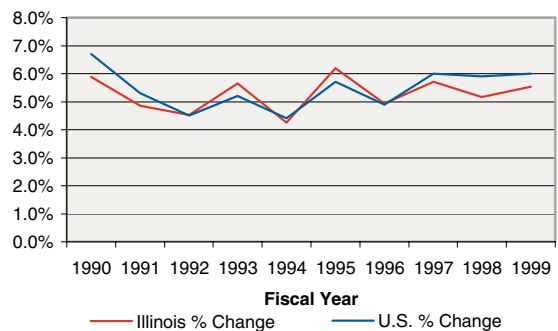
Source: Illinois Department of Transportation.

Illinois Employment Level and Unemployment Rate



Source: Illinois Department of Employment Security.

Personal Income Growth



Source: Bureau of Economic Analysis.

ECONOMIC DEVELOPMENT AND INFRASTRUCTURE: DEPARTMENT OF AGRICULTURE

Mission and Organization

The mission of the Illinois Department of Agriculture is to be an advocate for Illinois' agriculture industry and provide necessary regulations and programs in support of agricultural growth, and consumer and environmental protection. The major responsibilities of the Department include regulating Illinois' agribusiness entities to protect both producers and consumers of raw and processed agriculture products from mislabeled, contaminated or diseased agriculture commodities. In addition, the Department protects Illinois' soil and water resources from erosion, sedimentation and contamination through regulatory activities and financial incentives. Finally, the Department promotes the agricultural industry by marketing Illinois agricultural products in both foreign and domestic markets, conducting state fairs, and by providing grant assistance to county fairs and 4-H Clubs.

Discussion of Indicators

Meat & Poultry Inspection

The federal government early in this century instituted the inspection of meat and poultry slaughter and processing plants. The federal government licenses and inspects plants throughout the country, but states may also operate inspection programs with the approval and oversight of the U.S. Department of Agriculture's Food Safety Inspection Service (FSIS). State programs are required to maintain standards that are equal to or stricter than federal standards. To ensure that states maintain an "equal to" status, FSIS conducts regular, comprehensive reviews of each state program.

Illinois contains both federal and state licensed plants. Federal law gives federally licensed plants the privilege of shipping product across state borders, while state-licensed plants are restricted to intrastate shipment only. With over 300 licensed establishments, Illinois' meat and poultry inspection program is the third largest in the country.

As the outcome measures indicate, Illinois establishments have a 98 percent compliance rate with meat and poultry handling laws and rules. Those facilities with deficiencies are quickly identified and must make immediate corrections. Food safety in State inspected

facilities is further evidenced by the extremely low percentage of unsafe meat detected relative to the large number of samples taken.

Environmental Programs

The Department's Bureau of Environmental Programs administers many statutes and associated rules intended to protect and enhance the State's natural resources while ensuring agriculture producers have the tools needed to remain economically viable. The bureau's primary responsibilities range from pesticide applicator/operator training, certification and licensing, economic poison registration, agrichemical and lawncare facility containment, pesticide container recycling and unwanted pesticide collection/disposal, to nursery inspection and livestock facilities management.

The outcome indicators demonstrate a high degree of industry compliance thereby requiring relatively little enforcement action. The bureau strives to ensure that its regulations are clear, consistently enforced, and communicated to the regulated community through many outreach initiatives. In addition, the bureau has had no enforcement actions overturned by the courts for the reporting period, which indicates that strong documentary evidence is obtained before bringing such actions. The final outcome indicator, the average time to issue a regulatory license in days, is a new measure the bureau will report in fiscal year 2000. This measure is an important gauge as to how quickly the bureau can provide an approval to do business for those entities that meet the rules and regulations of the State of Illinois.

Meat and Poultry Inspection

Mission Statement Inspect meat and poultry processing operations in order to protect public health and ensure consumer confidence in Illinois meat products.

- Program Goals**
- 1) Provide safe and high quality meat in Illinois.
 - 2) Ensure regulatory compliant meat and poultry slaughter and processing industry.
 - 3) Provide professional, consistent, efficient and fair implementation of requirements.
 - 4) Provide comprehensive, consistent and clear requirements, policies and procedures.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Instances of Unsafe Meat Products from State Licensed Plants as a Percentage of Samples Taken	0.1 %	0.1 %	0.1 %
Percent of meat and poultry operations initially rated compliant with standards.	96.8 %	98.0 %	98.0 %
<u>Output Indicators</u>			
Number of Planned Compliance Reviews	1,400	1,500	1,500
Number of Inspector Training Classroom Hours	2,528	8,800	8,800
Number of Inspected Plants	330	330	330
Number of Inspection Tasks Performed	265,555	201,526	201,526
Number of Critical Deficiencies Found	1,126	479	479
<u>Efficiency/Cost-Effectiveness</u>			
Average Number of Plants Covered by Each Inspector	2.3	2.3	2.3
Average Number of Dollars Expended per Plant	\$19,729	\$20,018	\$20,018
<u>Input Indicators</u>			
Number of Personnel	141	141	141
Expenditures	\$6,510,700	\$6,606,000	\$6,606,000

Explanatory Information

Twenty-three states have intrastate meat and poultry inspection programs that meet federal program requirements and receive federal funding. Illinois has the third largest number of inspected plants (330), after Texas (415) and Wisconsin (355).

Environmental Programs

Mission Statement To license, register and inspect agri-business and producers in order to protect the public and the State's natural resources.

- Program Goals**
- 1) Improve environmental health. Maintain regulatory compliant agri-business and production industry.
 - 2) Provide comprehensive, consistent and clear requirements, policies and procedures.
 - 3) Provide compliance assistance and timely issuance of licenses.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Average time in days to issue a regulatory license	N/A	N/A	N/A
Percentage of enforcement actions overturned by the courts	0.0 %	0.0 %	0.0 %
Percentage of lawncare and agrichemical sites subject to enforcement actions	0.8 %	0.9 %	0.9 %
<u>Output Indicators</u>			
Acres of nursery inspected	38,148	38,300	38,300
Pesticide licenses issued	25,846	21,789	21,789
Pesticide products registered	11,100	11,280	11,280
Number of lawncare and agrichemical sites regulated	1,682	1,980	1,980
<u>Efficiency/Cost-Effectiveness</u>			
Number of inspections per inspector	387	401	401
Average number of dollars expended per inspection	\$350	\$372	\$372
<u>Input Indicators</u>			
Expenditures	\$3,390,300	\$3,371,600	\$3,371,600
Number of Personnel	53	53	53

Explanatory Information

Information regarding the average number of days to issue a regulatory license is not available as that information will be documented beginning in fiscal year 2000.

Agrichemical and lawncare facilities refer to retail, bulk, pesticide, and fertilizer storage and handling facilities.

ECONOMIC DEVELOPMENT AND INFRASTRUCTURE: DEPARTMENT OF COMMERCE AND COMMUNITY AFFAIRS

Mission and Organization

The Illinois Department of Commerce and Community Affairs is the lead state agency responsible for improving the competitiveness of Illinois in the global economy resulting in prosperous, growing industries, rising real incomes, and high quality jobs. The Department provides information, assistance and advocacy to facilitate and advance the economic development process in partnership with Illinois' communities, businesses and our network of public and private service providers.

DCCA assists in enhancing Illinois' economic competitiveness by providing technical and financial assistance to help attract and retain businesses and jobs, increase efficiency of local governments, and improve the quality of life enjoyed by workers and families.

To accomplish this task, DCCA underscores Illinois' position as the nation's transportation hub, manufacturing center and fourth-largest technology economy; actively promotes the state's healthy business climate, highly productive workforce and entrepreneurial spirit; and accentuates its appeal to travelers from around the globe. To bolster the economy, DCCA assists local governments with their management and infrastructure needs, encourages the use of coal and alternative energy resources, promotes recycling, and coordinates state and federal programs to provide economic opportunities to low-income residents.

Discussion of Indicators

Market Development

Market Development activities are a major focus for DCCA's Bureau of Business Development. Specialists work directly with businesses, site selection consultants, corporate and industrial real estate brokers and others to assist existing Illinois businesses in expanding and attracting new business and jobs to the state. In particular, these staff focus on attracting and retaining businesses that support or augment industries already doing business in Illinois. During fiscal year 1999, DCCA's Market Development staff fielded 483 requests for information on communities and available sites and buildings, handled 887 requests for information about business location, and provided technical

assistance to 2,906 clients seeking information on programs and services that might enhance their business opportunities in Illinois. These contacts, in part, helped 28 businesses decide to expand their operations in Illinois, resulted in four businesses choosing to retain existing Illinois operations, and induced 76 businesses to locate their business operations in Illinois. In total, these businesses created 6,069 new jobs, retained 12,186 jobs, and invested \$1.176 billion in Illinois — a return of \$41 in investment for each public dollar spent.

Job Training Partnership Act

Skilled workers are one of Illinois' most important assets when businesses seek to locate or expand operations. Among its programs designed to enhance the quality of the Illinois workforce, DCCA administers the federally funded Job Training Partnership Act (JTPA), which assists disadvantaged workers, youths and dislocated workers in finding new jobs and/or training for productive careers. During fiscal year 1999, 10,960 adults, 3,778 adult welfare recipients, 3,755 youths, and 17,958 dislocated workers enrolled in Illinois' JTPA programs. A survey taken 13 weeks after their termination from the program found that of the 6,350 adults who terminated from the program, 4,311 (67.9 percent) secured employment at an average weekly wage of \$339; of the 2,580 welfare recipients terminating from the program, 1,705 secured employment earning an average weekly wage of \$300; and of the 7,366 dislocated workers terminating from the program, 5,861 (80.8 percent) secured employment in positions earning an average of \$12.14 per hour. Of the 2,106 youths terminating from the program, 1,038 secured employment, and 986 gained skills that will enhance their employability.

Small Business Development Center Network

Ninety-nine percent of all firms in Illinois are small businesses. DCCA is committed to helping entrepreneurs start new small businesses and grow existing businesses. The First-Stop Business Information Center is the starting point, providing entrepreneurs with basic information ranging from a business start-up guide to licensing and regulation information. During fiscal year 1999, First-Stop staff handled 11,628 inquiries, with 87 percent of customers who returned surveys reporting savings in time and/or dollars. DCCA helps small businesses comply with the

federal Clean Air Act Amendments through its Office of Environmental Assistance, which provided information to 5,590 clients during fiscal year 1999. The Illinois Small Business Development Center Network (ISBDCN) offers access to business support services, including Small Business Development Centers (SBDCs), providing management, marketing and financial counseling; and Procurement Technical Assistance Centers (PTACs), helping entrepreneurs successfully enter the government contracting marketplace. During fiscal year 1999, the SBDC Network counseled 10,170 clients, assisting them to access \$86.5 million in capital, start 356 businesses, expand 303 businesses and create or retain 4,842 jobs. PTAC clients secured \$286.8 million in contracts, enabling them to create or retain 1,752 jobs.

Tourism and Films

DCCA manages programs designed to expand the Tourism and Film industries in Illinois. The Bureau of Tourism administers an extensive advertising and marketing campaign to promote Illinois destinations that during calendar year 1998 helped attract 1.7 million foreign visitors who spent \$1.6 billion in the state. In fiscal year 1999, tourism information was provided to 889,884 inquirers who wrote, called DCCA's tourism hotline or visited its Web site, with 58 percent of those inquiring during the peak travel months choosing to travel in Illinois. Approximately 1.43 million travelers consulted travel counselors at Illinois Welcome Centers, with 12,380 making reservations to stay in Illinois. The Bureau also funds local tourism marketing and promotional activities and tourism development efforts in a partnership aimed at attracting more visitors to their areas of Illinois. During fiscal year 1999, DCCA provided 213 loans and grants to local tourism organizations and others to market their areas and enhance tourism opportunities. DCCA's Illinois Film Office works to attract television and film production to Illinois. The Office provided information to 263 film and/or television projects during fiscal year 1999. Fifty-one projects were actually shot in Illinois, pumping \$127.9 million into the state's economy and creating 17,769 part-time jobs for Illinois workers.

Low Income Home Energy Assistance Program

DCCA works to better the quality of life for low-income Illinoisans through programs such as the Low-Income Home Energy Assistance Program (LIHEAP), which helps qualified residents pay a portion of winter energy costs. During fiscal year 1999, local administering agencies took in 260,996 applications for assistance. Of those, 227,296 benefited from payments offsetting a portion of their winter heating costs, 14,074 received payments enabling them to reconnect to previously disconnected energy resources, and 1,957 received assistance in repairing or replacing heating systems. The average household received \$379 in benefits, reducing its average winter energy burden by about 50 percent and helping ensure that these citizens can afford to live in decent, safe, housing.

Job Training Partnership Act

- Mission Statement** To develop a skilled and adaptive workforce.
- Program Goals**
- 1) Increase the skills of the existing workforce.
 - 2) Assist disadvantaged youths and adults in entering the workforce.
 - 3) Assist dislocated workers in re-entering the workforce.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Adults Employed at Follow-up	3,973	4,311	4,311
Adult Weekly Earnings at Follow-up - Total	\$1,278,984	\$1,461,429	\$1,461,429
Adult Welfare Employed at Follow-up	1,353	1,705	1,705
Adult Welfare Weekly Earnings at Follow-up - Total	\$405,900	\$511,500	\$511,500
Youth Employability Enhanced	1,222	986	986
Youth Employed at Follow-up	1,457	1,038	1,038
Dislocated Workers Entered Employment	6,479	5,861	5,861
<u>Output Indicators</u>			
Adult Participants	12,113	10,960	10,960
Adult Welfare Participants	4,598	3,778	3,778
Youth Participants	4,601	3,755	3,755
Dislocated Worker Participants	20,920	17,958	17,958
Adult Terminees	5,991	6,350	6,350
Adult Welfare Terminees	2,158	2,580	2,580
Youth Terminees	2,969	2,106	2,106
Dislocated Worker Terminees	8,026	7,366	7,366
<u>Efficiency/Cost-Effectiveness</u>			
Adult Average Weekly Earnings at Follow-up	\$322	\$339	\$339
Adult Employment Rate at Follow-up	66.3 %	67.9 %	67.9 %
Adult Welfare Average Weekly Earnings at Follow-up	\$300	\$300	\$300
Adult Welfare Employment Rate at Follow-up	62.7 %	66.2 %	66.2 %
Youth Entered Employment Rate	57.8 %	56.8 %	56.8 %
Dislocated Worker Average Hourly Wage at Placement	\$11.03	\$12.14	\$12.14
Dislocated Workers Entered Employment Rate	82.3 %	80.8 %	80.8 %
<u>Input Indicators</u>			
Funding (thousands)	\$132,126.4	\$114,122.7	\$114,122.7
Headcount	79	78	78
<u>Explanatory Information</u>			

Participant - An individual determined eligible to participate in and who is receiving services under a program authorized by the Job Training Partnership Act (JTPA).

Terminee - A participant who has been separated from and no longer receives services under a program authorized by JTPA.

Dislocated Worker - An individual determined eligible to receive services under JTPA because of termination/layoff or notice of such action or is experiencing long term unemployment or unemployment resulting from general economic conditions and has limited opportunity for employment.

Small Business Development: Small Business Network

Mission Statement Provide advocacy, business assistance, training and information resources to help entrepreneurs, small companies, and our partners enhance their competitiveness in a global economy.

- Program Goals**
- 1) Increase the number of Illinois producers and suppliers taking advantage of commercial and public markets for Illinois products
 - 2) Facilitate access to capital for business starts, growth and expansion.
 - 3) Retain current producers and suppliers in Illinois.
 - 4) Fill strategic gaps among the state's producers and suppliers base.
 - 5) Facilitate the creation of new jobs and retain existing jobs in the producer and supplier base.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
PTAC Contracts Secured (millions)	\$241.2	\$250.0	\$286.8
PTAC Jobs Created/Retained	2,602	2,300	1,752
SBDC Business Expansions Assisted	286	400	303
SBDC Capital Accessed/Financing Secured (millions)	\$54.0	\$62.0	\$86.5
SBDC Jobs Created/Retained	5,074	3,902	4,842
SBDC New Business Starts Assisted	438	425	356
<u>Output Indicators</u>			
SBDC Number of Clients Trained	13,573	13,750	13,108
PTAC Businesses (Clients) Counseled	1,174	1,200	1,189
SBDC Businesses (Clients) Counseled	8,995	9,250	8,981
Environmental Asst. Inquiries Handled	3,249	4,500	5,590
First Stop Inquiries Handled	11,442	12,500	11,628
<u>Efficiency/Cost-Effectiveness</u>			
Percent of businesses assisted by First Stop Business Center which reported Time/Dollar Savings	93.0 %	90.0 %	87.0 %
<u>Input Indicators</u>			
Funding (thousands)	\$4,970.2	\$5,801.5	\$5,801.5
Headcount	32.0	37.5	37.5

Explanatory Information

The Small Business Development Center Network includes: The Small Business Development Centers - SBDC; The Procurement Technical Assistance Centers - PTAC; The First Stop Business Information Center; and The Office of Environmental Assistance.

Market Development

Mission Statement To assist existing Illinois businesses in expanding their markets and to fill strategic gaps in core producers and linkages between producers and suppliers in Illinois.

- Program Goals**
- 1) Increase the number of commercial and public markets for Illinois products.
 - 2) Increase the number of core producers linked to Illinois suppliers.
 - 3) Retain current producers and suppliers in Illinois.
 - 4) Fill strategic gaps in the states current producer and supplier base.
 - 5) Fill strategic gaps with industries that support current producers and suppliers in Illinois.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Jobs Created	11,075	6,069	6,069
Jobs Retained	19,010	12,186	12,186
Private Investment Stimulated (millions)	\$1,657	\$1,176	\$1,176
Public Investment (millions)	\$107	\$29	\$29
<u>Output Indicators</u>			
Technical Assistance Consultations	5,271	2,906	2,906
Sites and Building Inquiries	631	483	483
Information Inquiries Handled (Business Requests)	1,556	887	887
Business Retentions Assisted	14	4	4
Business Expansions Assisted	51	28	28
Qualified Prospects Locating In Illinois	155	76	76
<u>Efficiency/Cost-Effectiveness</u>			
Win Rate (Conversion Ratio)	31 %	17 %	17 %
Private Investment Leveraged for Each Public Dollar Invested	\$15	\$41	\$41
<u>Input Indicators</u>			
Funding (thousands)	\$2,007.7	\$2,391.3	\$2,391.3
Headcount	33	31.5	31.5
<u>Explanatory Information</u>			

Business Expansions are Illinois companies which increased their production or service capacity as a result of department assistance. Business Retentions are Illinois companies which stayed in business and/or were saved from moving their business out of Illinois. Private Investment Stimulated reflects the private investment made by companies in projects assisted by the department.

Tourism Programs: Film Office

Mission Statement To leverage revenues and jobs for the benefit of the travel and film industry, state and local government, the state economy and the citizens of Illinois.

- Program Goals**
- 1) Increase the number of persons visiting the state.
 - 2) Increase the amount of private sector dollars leveraged for tourism growth and expansion.
 - 3) Increase the dollars generated from international travelers visiting Illinois.
 - 4) Maintain or expand the number of jobs directly related to film and television production in Illinois.
 - 5) Increase the amount of revenue generated from film and television productions shot in the state.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Cash expenditures made in Illinois by Film/Television Production Companies (millions)	\$92.7	\$127.9	\$127.9
Film/Television Jobs Created/Retained	17,714.0	17,714.0	17,769.0
Film/Television Productions Shot	62.0	40.0	51.0
International Travel Expenditures (millions)	\$1,581.9	\$1,613.5	N/A
Leisure Travel Expenditures/Local Purchases (millions)	\$152.0	\$161.1	N/A
Private Investment Stimulated (millions)	\$19.6	\$21.0	\$23.0
<u>Output Indicators</u>			
Presentations/Speeches Given	482	735	735
Heritage Training Contacts/Individuals Trained	956	430	430
Tourism Loans/Grants Awarded	202	210	213
International Arrivals Visiting Illinois (millions)	2	2	N/A
Tourist/Traveler Inquiry Fulfillment	657,493	800,000	889,884
Volume at Welcome Centers (millions)	1	1	1
Reservations Made at Welcome Centers	9,449	10,500	12,380
Number of Film/Television Projects Consulted	292	300	263
<u>Efficiency/Cost-Effectiveness</u>			
Percent of Callers Traveling in Illinois	51.5 %	58.0 %	58.0 %
Film Conversion Rate	21.2 %	13.3 %	19.4 %
<u>Input Indicators</u>			
Funding (thousands)	\$35,091.5	\$39,284.5	\$39,284.5
Headcount	28	28	28

Explanatory Information

Calendar 1999 data for International Arrivals Visiting Illinois (in millions), Leisure Travel Expenditures/Local Purchases (in millions) and International Travelers Expenditures (in millions), will not be available until January 2000.

Low Income Home Energy Assistance Program (LIHEAP)

Mission Statement To assist the local social infrastructure in addressing the basic health and safety needs of residents by providing timely access to resources to assist low-income households to meet the high cost of home energy.

- Program Goals** Assist the local social infrastructure to: (1) reconnect households to energy supply; (2) provide direct payment of energy costs, or (3) repair/replace heating systems.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Reduction in Average Winter Energy Burden (percent)	40.0 %	50.0 %	50.0 %
<u>Output Indicators</u>			
Applications Taken	244,993	275,000	260,996
Households Receiving Cash/Vendor Payment	210,303	244,000	227,296
Households Reconnected (Emergency Service Payments)	16,898	17,000	14,074
Households Heating Systems Repaired/Replaced	777	2,000	1,957
Households Assisted (Unduplicated Count)	210,303	249,000	227,468
<u>Efficiency/Cost-Effectiveness</u>			
Average Benefit per Household	\$283	\$375	\$379
Average Cost per Household Assisted	\$338	\$460	\$462
<u>Input Indicators</u>			
Funding (thousands)	\$71,189.9	\$114,501.1	\$105,170.1
Headcount	30	30	30

Explanatory Information

The energy assistance program is geared to households that have incomes up to 125 percent of the federal poverty guidelines. Benefits are provided directly to the household gas or electric utility or delivered fuel dealer for households that heat with fuel oil or propane.

ECONOMIC DEVELOPMENT AND INFRASTRUCTURE: DEPARTMENT OF EMPLOYMENT SECURITY

Mission and Organization

The mission of the Illinois Department of Employment Security (IDES) is to support economic stability in Illinois by administering the Unemployment Insurance (UI), Employment Service (ES) and Labor Market Information (LMI) Programs. IDES provides temporary income in the form of benefit payments to eligible workers; collects taxes from covered employers to finance these benefits; operates a labor exchange service that matches employers' job openings with qualified job seekers; and collects, analyzes and disseminates labor market information. In fiscal year 1999, the Department collected \$1.16 billion in employer taxes and paid \$1.15 billion in benefits to unemployed workers, including former Federal employees and ex-military personnel.

The Department's staff of 2,000 are located in a Central Office (Chicago), six regional offices, and in 55 offices situated throughout the state. Funding for IDES is provided by the U.S. Department of Labor.

Discussion of Indicators

Since the Unemployment Insurance program is intended to be an income stabilizer, the alacrity in which payments are made is crucial. The processing of a claim can be complex, and includes the resolution of issues affecting eligibility. In fiscal year 1999, the percentage of first payments effected within 21 days increased to over 95 percent (under Illinois law, the first week of unemployment is considered a "waiting week", for which benefits are not payable).

The promptness of payments on a continuing basis is similarly critical to providing economic stability. IDES recently implemented a system which enables UI claimants to file biweekly certifications by telephone, and the percentage of continued payments made within 14 days rose to 96.6 percent.

The costs associated with processing major activities continue to decline, in part attributable to efficiencies dictated by constantly declining federal resources.

The Employment Service (ES) program is IDES' labor exchange system which serves both employers

and job seekers by filling employers' job vacancies with qualified workers and decreasing the length of unemployment for job seekers. Through cooperation with other state agencies and community organizations, ES assists clients in accessing training, employability development services and other needed supportive services to realize their employment goals. The development of a soon-to-be implemented Skills Based Matching system is intended to better match individuals with specific employer needs. IDES expects the system to better accommodate the needs of more technical and professional clientele, and make significant outreach into higher paying jobs.

Labor Market Information (LMI) is collected, analyzed and distributed by IDES for use by employers and public and private sector organizations in planning and training and economic development programs. LMI is also developed into products that can be used by students and job seekers in choosing careers and vocational training. LMI will be expected to play a pivotal role in the federally legislated Workforce Investment Act, scheduled for mandatory implementation on July 1, 2000.

Unemployment Insurance

Mission Statement To support economic stability in Illinois by administering the Unemployment Insurance (UI), Employment Service (ES) and Labor Market Information (LMI) Programs.

Program Goals 1) Ensure at least 87 percent of first payments are made within 14/21 days of date of claim (Secretary of Labor Standard)
2) Ensure minimum 92 percent of continued payments are made within 14 days.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
% 1st Payments within 14/21 days	94.6 %	N/A	95.1 %
% Continued Payments within 14 days	95.8 %	N/A	96.6 %
<u>External Benchmarks</u>			
National % 1st Payments within 14/21 days	93.5 %	N/A	93.5 %
National Continued Payments within 14 days	93.0 %	N/A	93.0 %
<u>Output Indicators</u>			
Initial (First) Claims Filed	412,365	N/A	410,468
Continued Weeks Claimed	5,843,717	N/A	5,595,874
Employer Reports Received	986,325	N/A	1,024,533
<u>Efficiency/Cost-Effectiveness</u>			
Cost per Claim Processed	\$254.17	N/A	\$253.37
Cost per Employer Report Processed	\$106.26	N/A	\$101.51
<u>Input Indicators</u>			
Expenditures	\$104,811,678	N/A	\$103,549,488
Headcount	1,347	N/A	1,353

Explanatory Information

Unemployment Insurance includes state (UI), Ex-servicemembers (UCX), Federal Employees (UCFE) and Interstate Liable.

Labor Market Information

Mission Statement To support economic stability in Illinois by administering the Unemployment Insurance (UI), Employment Service (ES) and Labor Market Information (LMI) Programs.

Program Goals Increase awareness of Labor Market Information (LMI) and how LMI can assist individuals in making informed career decisions and obtaining meaningful employment.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Number of users (career and job counselors) receiving LMI orientation	1,200	N/A	1,500
<u>Output Indicators</u>			
Provide LMI training/orientation to Ill. Organizations (groups)	39	N/A	50
<u>Efficiency/Cost-Effectiveness</u>			
Cost of individual trained	\$15.60	N/A	\$15.17
<u>Input Indicators</u>			
Expenditures	\$2,782,500	N/A	\$2,986,000
Headcount	36	N/A	35

Explanatory Information

Funding sources include Wagner-Peyser, Bureau of Labor Statistics, Education-to-Careers and others. Cost effectiveness influenced by mileage and space rental.

Employment Service

Mission Statement To support economic stability in Illinois by administering the Unemployment Insurance (UI), Employment Service (ES) and Labor Market Information (LMI) Programs.

- Program Goals**
- 1) Increase job orders and openings received.
 - 2) Increase number of individuals who find employment.
 - 3) Increase average wage for workers entering employment.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
% Applicants Entering Employment	19.4 %	N/A	24.8 %
Average Hourly Wage of Openings Filled	\$7.15	N/A	\$7.56
<u>External Benchmarks</u>			
National % Applicants Entering Employment	18.4 %	N/A	N/A
<u>Output Indicators</u>			
Job Orders Received	54,284	N/A	52,706
Job Openings Received	140,632	N/A	126,189
Entered Employments	121,476	N/A	144,356
Total Applicants	627,320	N/A	581,290
<u>Efficiency/Cost-Effectiveness</u>			
Average Cost of Entered Employment	\$316.77	N/A	\$262.36
<u>Input Indicators</u>			
Expenditures	\$38,479,900	N/A	\$37,873,058
Headcount	610	N/A	619
<u>Explanatory Information</u>			

Funding sources include Wagner-Peyser, Trade Adjustment Assistance and Veteran's grants.
Output Indicators are influenced by the economy.

ECONOMIC DEVELOPMENT AND INFRASTRUCTURE: DEPARTMENT OF TRANSPORTATION

Mission and Organization

The Department of Transportation's mission is to manage a professional work force in support of the best transportation system within available resources to meet the needs of the public, to protect the environment, and to sustain and enhance the Illinois economy.

More than 80 percent of the state's transportation-related resources are directed to maintenance and improvement of the Illinois state highway system, among the most extensive in the nation. The Department is responsible for nearly 17,000 highway miles, including more than 2,000 miles of Interstate highways and nearly 8,000 bridges.

The Department's primary goals for the state's highway program include:

Preservation and improvement of the highway system to make it the safest and most efficient for motorists.

Professional and courteous, service-oriented performance by Department workers.

Respect for concerns about the environment and quality of life throughout Illinois in planning constructing and maintaining the highway system.

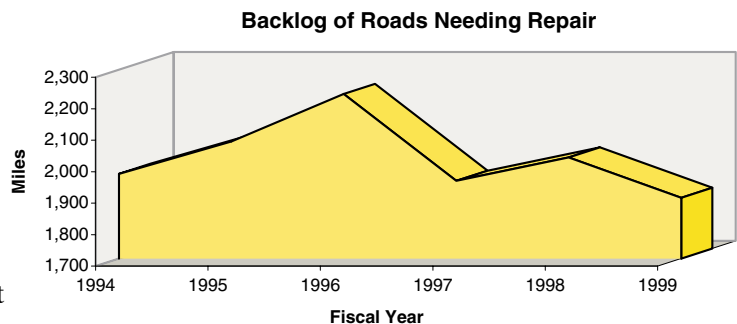
The use of innovative procedures and technologies to provide for high-quality facilities while reducing long-term costs to users.

In fiscal year 1999, the Department employed about 6,500 full-time workers, reflecting a reduction since fiscal year 1991 of about 1,000 workers, a 13 percent decrease. The Department's last major revenue increase in 1989 funded a transportation improvement program that kept pace with repair needs through 1996. The Department through the 1990s implemented numerous cost-cutting measures to make best use of available revenues, including the attrition of workers and a variety of technical and procedural efficiencies. These changes enabled the Department to stretch existing revenues to meet repair needs and provide for a number of new construction projects after 1996.

Discussion of Indicators

The Department's outcome indicators for its highway construction and maintenance activities focus on utilization of available resources to improve and maintain the state's highways and bridges. IDOT accomplished 88 percent of the state system share of its fiscal year 1998 program primarily because a significant amount of federal funding was delayed to fiscal year 1999 following passage of a new federal highway reauthorization act. The Department accomplished 102 percent of the state share of the fiscal year 1999 program.

The Department's success in improving state roads and bridges, despite the budget pressures of the late 1990s, is indicated by the miles of roads and the number of bridges rated in satisfactory condition (and, conversely, the roads and bridges in need of repair). In fiscal year 1999, 14,582 road miles and 7,008 bridges were rated satisfactory, leaving a repair backlog of 1,893 road miles and 881 bridges. The Department's historical goal has been to hold backlogs to no more than 2,400 road miles and 850 bridges.



Source: Illinois Department of Transportation.

The Department's utilization of highway construction funds can be measured against national averages by comparing Illinois' capital highway investment per vehicle mile traveled (VMT), investment per gallon of fuel consumed, and investment per registered vehicle to the comparable U.S. figures. In fiscal year 1999, Illinois invested 0.9 cents per VMT compared to the national average of 1.2 cents in fiscal year 1997, the latest U.S. figure available. The state invested 15.7 cents per gallon of fuel consumed in Illinois in fiscal year 1999 compared to 19.6 cents nationally in 1997. And, Illinois invested \$107 per registered vehicle in fiscal year 1999, compared to \$130 nationally in 1997.

The Department's roadway maintenance outcome indicators focus on lane miles maintained and the percentage of Illinois roads rated fair, good or excellent through use of the state's Condition Rating Survey and a computer model estimate of deterioration. This rating system, unique in the United States, takes into account factors such as pavement roughness, rutting and faulting, and incorporates predominant pavement distresses. The computer model takes into account the surface type, geographical area, presence of cracking, and the type of last resurfacing. The weighted rating average for all state highways in fiscal year 1998 was 6.4 on a scale of 9.0, placing the overall system in the "good" descriptive category. The weighted average for Illinois' Interstate highways alone was 6.9.

The Department's maintenance operations include such services as pothole patching, snow removal, mowing and rest area maintenance. The Department maintained 42,328 lane miles of highways in fiscal year 1999. The overall cost of state maintenance per lane mile was \$2,879 in fiscal year 1999 compared to the most recent fifteen-year average in Illinois, \$3,070. Cost differences from year to year are due in large part to changing weather conditions.

In addition to keeping highways in good repair, the Department promotes highway safety through programs which provide extra enforcement, awareness

and educational activities to encourage safe driving and the use of seat belts and child safety seats, and to discourage driving under the influence of alcohol and drugs. The Department tabulates hundreds of thousands of reports each year from state and local law enforcement agencies to analyze and report on overall traffic safety in Illinois. Three key indicators are the fatal crash rate per 100 million vehicle miles traveled (VMT), the overall fatality rate, and the alcohol-related fatality rate. The Illinois fatal crash rate for CY1998 was 1.2, compared to the U.S. rate of 1.46 in 1997, the latest national figure available. The Illinois fatality rate for calendar year 1998 was 1.4, compared to 1.64 nationally. The Illinois alcohol-related fatality rate in calendar year 1998 was 0.47, compared to 0.63 nationally.

These statistics and the numbers of fatal crashes and fatalities in each category generally indicate a trend of improved traffic safety in Illinois through the 1990s, and fatal crash and fatality rates generally lower than the U.S. average. This trend of improved safety is even more remarkable considering the 20.7 percent increase in Illinois vehicle miles traveled from 1990 through 1998, the 7.1 percent increase in Illinois licensed drivers and the 9.7 percent increase in Illinois registered vehicles for the same period.

Highway Construction Program

Mission Statement To provide and manage a professional work force in support of the best highway system within available resources to meet the needs of the public and to sustain and enhance the environment and economic climate of Illinois.

- Program Goals**
- 1) Preservation and improvement of the highway system to make it the safest and most efficient in the nation.
 - 2) To provide professional, courteous and service-oriented performance.
 - 3) To respect concerns for the environment and quality of life throughout Illinois in planning, constructing and maintaining the highway system.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Average life in years -- 1st paving overlay (1996 U of I study, most recent available)	13.80	N/A	N/A
Average life in years -- 2nd paving overlay (based on 1996 U of I study, most recent available)	11.80	N/A	N/A
Average life in years -- new pavement (based on 1996 U of I study most recent available)	23.50	N/A	N/A
Miles of roads in satisfactory condition	14,454	14,237	14,582
Miles of roads needing repair (backlog)	2,021	2,238	1,893
Number of bridges in satisfactory condition	6,802	6,898	7,008
Number of bridges needing repair (backlog)	1,067	991	881
Percentage of annual program accomplished	88 %	100 %	102 %
<u>Output Indicators:</u>			
Private sector construction jobs created/retained	17,760	22,176	22,704
Miles of pavement maintained/improved	701	807	1128
Number of bridges maintained/improved	315	313	380
Highway safety improvements accomplished	152	174	145
<u>Efficiency/Cost-Effectiveness</u>			
Construction investment per Illinois vehicle mile traveled (VMT)	0.75 ¢	0.9 ¢	0.9 ¢
Construction investment per lane mile of state highway (Ill.)	\$17,535	\$21,895	\$22,417
Construction investment per gallon of fuel consumed in Illinois	12.4 ¢	15.3 ¢	15.7 ¢
Construction investment per registered Illinois vehicle	\$86	\$106	\$107
<u>External Benchmarks</u>			
Construction investment per VMT (U.S. 1997, most recent available)	1.2 ¢	N/A	N/A
Construction investment per state-controlled lane mile (U.S. 1997)	\$22,500	N/A	N/A
Construction investment per gallon of fuel consumed (U.S. 1997)	19.6 ¢	N/A	N/A
Construction investment per registered vehicle (U.S. 1997)	\$130	N/A	N/A
Average life in years -- pavement overlays in Illinois (based on 1989 U of I study)	11.9	N/A	N/A
<u>Input Indicators</u>			
Overall expenditures (thousands)	\$935,194	\$1,028,713	\$1,035,326
State construction program (thousands)	\$740,000	\$924,000	\$946,000
Numbers of personnel	2,971	3,189	3,123
Funds allotted to preservation/modernization	96 %	98 %	98 %
Funds allotted to new construction/add lanes	4 %	2 %	2 %
<u>Explanatory Information</u>			

U.S. road construction capital funds (state/fed. projects, total, 1997) \$27 billion.

U.S. vehicle miles traveled (VMT)(1997) 2,240 billion. U.S. lane miles, state-controlled (1997) 1.2 million. Motor fuel used in U.S. (1997) 137.2 billion gallons. Registered vehicles in U.S. (1997) 207.7 million.

Illinois vehicle miles traveled, 98.73 billion (1998); 100.97 billion (1999). Illinois-controlled lane miles, 42,200. Motor fuel used in Illinois, 5.93 billion (1998); 6.02 billion (1999). Registered vehicles in Illinois, 8.6 million (1998); 8.86 million (1999). Illinois-controlled bridges, 7,889 (1999).

Roadway Maintenance/Repair

Mission Statement To provide and manage a professional work force in support of the best highway system within available resources to meet the needs of the public and to sustain and enhance the environment and in support of the Illinois economy.

- Program Goals**
- 1) To use innovative procedures and technologies to provide for high-quality facilities while reducing long-term costs to taxpayers.
 - 2) To preserve and improve the highway system to make it the safest and most efficient in the nation for motorists.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Number of lane miles of pavement maintained (FY99 target represents 5-year average)	42,070	42,090	42,328
Percent of bridges rated "fair to excellent"	86 %	87 %	89 %
Percent of roads rated "fair to excellent"	90 %	91 %	91 %
<u>Output Indicators:</u>			
Tons of asphalt applied for pavement repair (FY99 target represents 5-year average)	28,034	29,321	29,145
Tons of road salt applied (snow removal) (FY99 target represents 5-year average)	376,300	434,000	426,200
Acres mowed (FY99 target represents 5-year average)	187,930	194,120	210,330
<u>Efficiency/Cost-Effectiveness</u>			
Roadway maintenance cost per lane mile (FY99 target represents 15-year average)	\$2,538	\$3,070	\$2,879
Total snow removal cost per labor hour (FY99 target represent most recent 5-year average)	\$52.62	\$56.12	\$54.46
Mowing cost per labor hour (FY99 target represents 5-year average)	\$29.41	\$30.61	\$30.02
Full-time permanent / total snow removal workers	53.3 %	53.0 %	53.1 %
<u>Input Indicators</u>			
Total repair/maintenance expenditures (thousands) (FY99 target represents 5-year average)	\$275,554	\$289,331	\$287,262
Roadway maintenance expenditures (thousands)(FY99 target represents 5-year average)	\$106,773	\$129,216	\$121,852
Snow removal expenditures (thousands)(FY99 target represents 5-year average)	\$26,736	\$32,680	\$34,231
Mowing expenditures (thousands)(FY99 target represents 5-year average)	\$8,045	\$7,620	\$9,041
Overall personnel	3,075	3,247	3,072
Full-time snow removal personnel	1,792	1,800	1,804
Overall snow removal personnel	3,365	3,396	3,395
Labor hours (pavement repair) (FY99 target represents 5-year average)	895,943	888,834	855,094
Labor hours (snow removal)(FY99 target represents 5-year average)	508,000	582,300	628,500
Labor hours (mowing) (FY99 target represents 5-year average)	273,513	247,600	301,121

Explanatory Information

Labor cost per total cost for pavement repair: FY98, 58.58%; FY99, 58.45%; 5-year avg., 58.36%. Labor cost per total cost for snow removal: FY98, 37.33%; FY99, 40.91%; 5-year avg., 42.7%. Labor cost per total cost for mowing: FY98, 64.78%; FY99, 63.67%; 5-year average, 69.04%.

Traffic Safety

Mission Statement To provide Illinois motorists the safest possible highway environment by concentrating available resources to promote the reduction of traffic fatalities, injuries and crashes.

- Program Goals**
- 1) To analyze traffic safety data to help ensure awareness and enhanced safety to motorists in the future.
 - 2) Professional, courteous and service-oriented performance.
 - 3) Coordination with industry and professional associations to develop standards, specifications and policies to provide safe and cost-effective transportation facilities for users across Illinois.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Alcohol-related fatalities (CY97,CY98)	457	N/A	474
Alcohol-related fatality rate per 100 million VMT (CY97,CY98)	0.46	N/A	0.47
Fatal crash rate per 100 million vehicle miles traveled (VMT)(CY97,CY9)	1.30	N/A	1.20
Fatal crashes (CY97,CY98)	1,261	N/A	1,241
Fatalities (CY97,CY98)	1,397	N/A	1,393
Overall fatality rate per 100 million VMT (CY97,CY98)	1.40	N/A	1.40
<u>External Benchmarks</u>			
Alcohol-related fatality rate per 100 million VMT (U.S. 1997, latest year available)	0.63	N/A	N/A
Fatal crash rate per 100 million VMT (U.S. 1997, latest available)	1.46	N/A	N/A
Fatality rate per 100 million VMT (U.S. 1997, latest year available)	1.64	N/A	N/A
<u>Output Indicators:</u>			
Safety awareness activities accomplished	200	230	250
DUI awareness/educational activities accomplished	125	135	140
Traffic safety reports analyzed/processed (thousands)	1,300	1,350	1,360
<u>Efficiency/Cost-Effectiveness</u>			
10-year decrease in annual fatal crashes (CY97,CY98)	-284	N/A	-304
10-year percentage decrease in annual fatal crashes (CY97,CY98)	-18.4 %	N/A	-19.7 %
10-year decrease in annual fatalities (CY97,CY98)	-351	N/A	-355
10-year percentage decrease in annual fatalities (CY97,CY98)	-20.1 %	N/A	-20.3 %
10-year decrease in alcohol-related fatal crashes (CY97,CY98)	-157	N/A	-152
10-year percentage decrease in alcohol-related fatal crashes (CY97,CY98)	-28.0 %	N/A	-27.1 %
10-year decrease in alcohol-related fatalities (CY97,CY98)	-202	N/A	-185
10-year percentage decrease in alcohol-related fatalities (CY97,CY98)	-30.7 %	N/A	-28.1 %
<u>Input Indicators</u>			
Traffic safety expenditures overall (thousands)	\$16,827	\$17,836	\$17,586
Driving-under-the-influence (DUI) expenditures (thousands)	2,100	2,300	2,323
Traffic safety personnel	178	195	190

Explanatory Information

- 10-year increase in Illinois vehicles: CY97, 510,000, +6.3%; CY98, 770,000, +9.5 %.
- 10-year increase in Illinois drivers: CY97, 580,000, +8%; CY98, 600,000, +8.3%.
- 10-year increase in Illinois vehicle miles traveled (VMT): CY97, 17.15 billion, +21%; CY98, 19.4 billion, +23.8%.

GOVERNMENT SERVICES

An Introduction to Government Services

Government services consist primarily of those organizations that support the agencies that provide goods and services to the citizens of Illinois. The group can be broken down into four general areas: revenue generating agencies, financial service agencies, administrative agencies, and policy-making agencies. Significant revenue-generating agencies include the Departments of the Lottery and Revenue. Primary financial management agencies are the Comptroller, Treasurer, Bureau of the Budget, and Auditor General. Key agencies that provide central administrative support to state government include the Department of Central Management Services, the Capital Development Board, and the State Retirement Systems. State policy-making agencies include the

Office of the Governor, Attorney General, and the legislative and judicial agencies. Other government service agencies are the Secretary of State and Board of Elections.

Although the activities of government service agencies tend to be unnoticed by the public, the support they provide to other government agencies plays a key role in determining if these agencies are adequately staffed, have access to the latest communication and data processing tools, and generate the management information needed to make informed policy decisions about their programs. The SEA review of government service agencies indicates they are taking advantage of the information processing revolution to increasingly automate their services.

Inputs



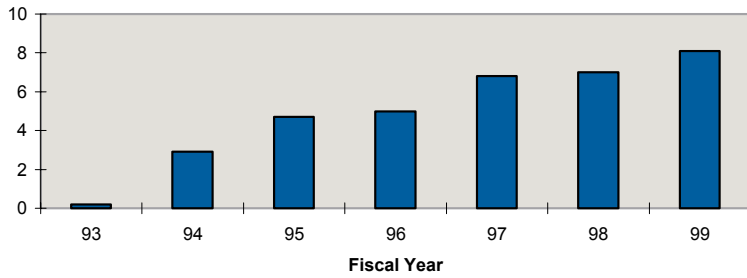
Agency	FY1998 Expenditures	FY1999 Expenditures	% Change
Office of the Governor	\$7,663,297.73	\$8,400,675.03	9.6%
Office of the Lieutenant Governor	2,459,466.91	2,550,985.25	3.7%
Office of the Attorney General	46,558,800.38	51,386,239.09	10.4%
Office of the Secretary of State	438,536,411.22	464,401,984.20	5.9%
Office of the State Comptroller ⁽¹⁾	3,937,873,190.08	7,809,317,540.63	98.3%
Office of the State Treasurer	934,835,786.32	1,014,245,306.85	8.5%
Supreme Court and Judicial Agencies	294,478,659.56	320,382,027.35	8.8%
Legislative Agencies	71,629,187.44	75,345,532.31	5.2%
Bureau of the Budget	403,478,124.71	231,104,466.59	-42.7%
Capital Development Board	213,796,659.37	358,842,920.37	67.8%
Dept. of Central Mgmt. Services	1,895,340,844.51	2,070,331,983.34	9.2%
Civil Service Commission	353,098.11	375,894.09	6.5%
Court of Claims	27,718,776.56	35,380,493.35	27.6%
Educational Labor Relations Board	1,427,608.07	1,811,775.23	26.9%
State & Local Labor Relations Board	1,713,492.93	1,788,821.06	4.4%
Dept. of Lottery	482,476,864.07	515,588,187.69	6.9%
Property Tax Appeal Board	2,973,947.00	2,411,144.27	-18.9%
Teacher's Retirement System	1,739,462,612.89	1,923,363,154.75	10.6%
State Employees' Retirement System	427,387,605.42	467,706,429.55	9.4%
State Univ. Retirement System	201,624,000.00	218,843,817.88	8.5%
Dept. of Revenue	5,116,984,582.59	6,002,615,587.20	17.3%
State Board of Elections	5,709,911.47	7,653,908.37	34.0%
Total:	\$16,254,482,927.34	\$21,583,848,874.45	32.8%

⁽¹⁾ Reflects an increase in payments from the Commercial Consolidation Fund (used to consolidate electronic fund payments) from \$955 million in fiscal year 1998 to \$4.9 billion in fiscal year 1999.

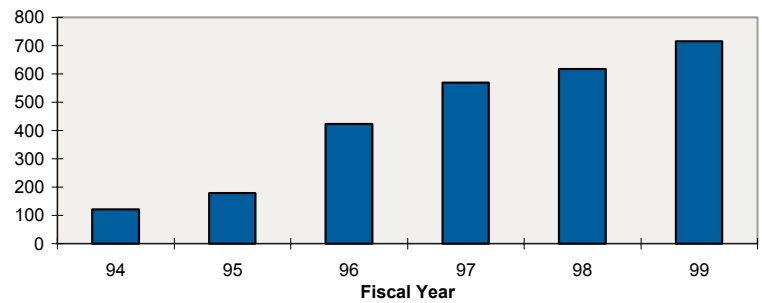
Outcomes



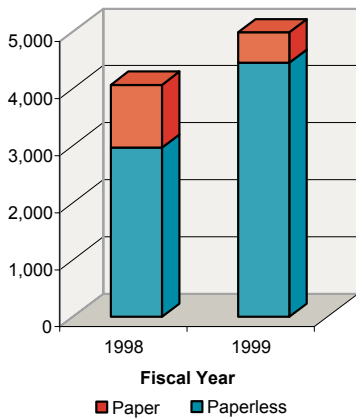
**Department of Revenue
Electronic Funds Transfer Deposits
(Billions of Dollars)**



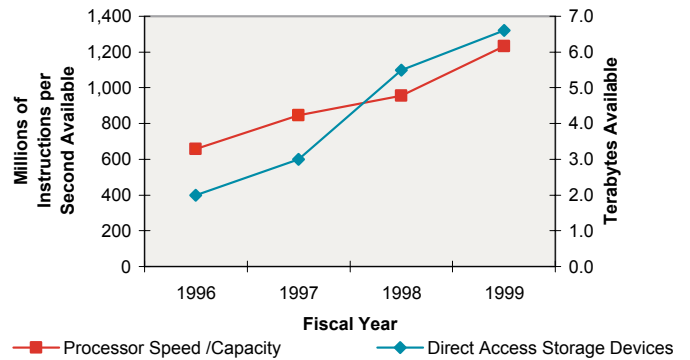
**IL 1040's Filed Via Alternative Methods,
Electronic and Phone
(Thousands)**



**Commercial Vouchers Processed
(Thousands)**



CMS Mainframe Utilization



GOVERNMENT SERVICES: OFFICE OF THE COMPTROLLER

Mission and Organization

The Comptroller is the “Chief Fiscal Control Officer” for all of State government with responsibility for the “legal, efficient and effective” operations of State government. The Comptroller is charged with managing, maintaining and reporting on the financial accounts of the State and providing sound fiscal information to ensure public accountability.

To ensure that these legal mandates are accomplished, the Comptroller focuses efforts on two key programmatic areas: statewide financial management and governmental financial reporting. In addition, the Comptroller is charged with protecting the public interest in the cemetery care and burial trust industry. These programmatic areas cross departments and functional lines pulling together the resources necessary to fulfill the responsibilities of the office.

Discussion of Indicators

Statewide Financial Management Program

Fiscal year 1999 saw continuing efforts to enhance the Statewide Accounting Management System (SAMS) and expand electronic commerce. The total number of payments processed dropped slightly to 13,809,108 in fiscal year 1999 compared to 14,042,540 in fiscal year 1998. 9,168,888 Medical Assistance cards were also processed during fiscal year 1999 representing a reduction of just over 2 percent from fiscal year 1998.

The office saw a slight increase in the number of commercial vouchers processed but was able to keep the average number of days required for processing to 1.53. This short turn around time was due in part to continuing the process of encouraging agencies to submit voucher information on tape. In all, the number of these paperless commercial vouchers rose to 4,452,436 or 89.21 percent of the total commercial vouchers processed.

Electronic commerce continued on the increase with non-payroll related electronic fund transfers increasing to 4.3 percent of the total commercial transactions up from 1.8 percent the year before. Additionally, payroll related electronic fund transfers increased to 65.2 percent bringing Illinois closer to the average of 69.9 per-

cent reported in 20 other recently surveyed states.

The Comptroller’s Office essentially completed all preparations to meet the millennium challenge. All computer systems designated as “critical” were 100 percent Y2K compliant by June 30, 1999, while all other systems were 91 percent compliant by that date.

Governmental Financial Reporting Program

The Comptroller’s Office again produced award winning financial reports. Both the Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Report (PAFR) were recipients of awards given by the Government Finance Officers Association. The first comprehensive Statewide Service Efforts and Accomplishments Report was published incorporating performance information from 38 state agencies representing 37.2 percent of the total state budget.

As public and agency inquiries increased, so did the ease of accessing financial information through both direct contact and electronic means. The Records Center and Expenditure Analysis and Review Section (EARS) received nearly 107,000 inquiries during fiscal year 1999. Additionally, the Comptroller’s Internet web site was accessed on average 30,749 times a day. Although the cost of processing a direct contact inquiry averaged \$6.75 per inquiry, the cost for accessing information electronically was negligible.

Cemetery Care and Burial Trust Program

Due to intense public concern about cemetery management, the Comptroller’s Office sought and received increased legal authority through passage of Public Act 91-7 to protect the public interest in the burial/interment services industry. Illinois became the first state to enact such a comprehensive consumer protection law.

Active licenses in fiscal year 1999 included 965 funeral homes, 871 cemeteries and 112 pre-need service providers of which an average of 78 percent met annual reporting requirements. Regulation of the cemetery care and burial trust industry included auditing 758 licensees and issuing 56 new licenses. Nearly 1,000 complaints were received by the office with 80 percent resolution under the office’s current statutory authority.

Statewide Financial Management

Mission Statement The mission of the statewide financial management program is to process and account for financial transactions for state government, payees and vendors in order to maintain a high degree of integrity over records and systems.

- Program Goals**
1. To ensure accuracy and timeliness of financial transactions for state government.
 2. To utilize available technologies to improve efficiencies and effectiveness.
 3. To ensure the integrity and security of the statewide accounting system.
 4. To oversee and manage fund levels and ensure availability of funds for priority expenditures.

	<i>Fiscal Year</i> <i>1998 Actual</i>	<i>Fiscal Year</i> <i>1999 Target</i>	<i>Fiscal Year</i> <i>1999 Actual</i>
<u>Outcome Indicators</u>			
Average number of days to process commercial voucher	N/A	N/A	1.53
Customer satisfaction with technological services provided by Systems Administration Department ⁽¹⁾	N/A	N/A	3.58
Percentage of certified vendors on vendor file	81 %	83 %	84.57 %
Percentage of EFT transactions: non-payroll related:	1.8 %	N/A	4.3 %
Percentage of EFT transactions: payroll related	63.9 %	N/A	65.2 %
Percentage of increase in intercepted payments: amount	N/A	N/A	54.7 %
Percentage of increase in intercepted payments: number	N/A	N/A	45.6 %
Percentage of paperless commercial vouchers processed	72.9 %	N/A	89.21 %
Percentage of Y2K compliance - all other computer systems	N/A	75 %	91 %
Percentage of Y2K compliance - critical computer systems	N/A	100 %	100 %
<u>External Benchmarks</u>			
Average percent of EFT payroll transactions processed in 20 states surveyed by the Financial Electronic Data Interchange.	N/A	N/A	69.95 %
<u>Output Indicators</u>			
Public Aid medical cards processed	9,368,745	N/A	9,168,888
Total payments processed	14,042,540	N/A	13,809,108
Total vendors on vendor file	577,412	N/A	762,270
Vendors on vendor file that are certified	468,229	N/A	644,622
Total commercial vouchers processed	4,069,569	N/A	4,990,923
Paperless vouchers processed	2,966,734	N/A	4,452,436
Total number of intercepted payments ⁽²⁾	81,481	N/A	118,666
Dollar amount of all intercepted payments ⁽²⁾	\$9,423,744	N/A	\$14,579,826
<u>Efficiency/Cost-Effectiveness</u>			
Number of payment transactions processed per staff	59,502	N/A	58,266
Cost per payment transaction ⁽³⁾	\$1.30	N/A	\$2.00
<u>Input Indicators</u>			
Budget expenditures ⁽³⁾ (millions)	\$18.3	N/A	\$27.7
Number of personnel	236	N/A	237
<u>Explanatory Information</u>			

⁽¹⁾ Customer satisfaction is based on a scale of 1-4 with 4 being high. Data compiled from Illinois Office of the Comptroller Performance Audit Report completed June 1999 by the Egan Urban Center at DePaul University.

⁽²⁾ Intercepted payments are money redirected due to court orders, garnishments, collection processing, etc.

⁽³⁾ Fiscal year 1999 budget expenditures include \$8.8m payoff of SAMS (Statewide Accounting Management System).

Government Financial Reporting

Mission Statement In order to ensure public accountability, the government financial reporting program provides reliable, accessible and comprehensive financial information to the general public and others with a financial interest in the State of Illinois.

- Program Goals**
1. To ensure that users of the state's financial information are well informed by providing both fiscal and performance data.
 2. To ensure that local governments comply with reporting requirements in order to keep users informed.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Customer satisfaction with CAFR ⁽¹⁾	N/A	N/A	3.30
Customer satisfaction with Fiscal Focus ⁽¹⁾	N/A	N/A	3.30
Customer satisfaction with various other reports ⁽¹⁾	N/A	N/A	3.40
Prior Year III CAFR received GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	N/A	Yes
Prior Year III PAFR received GFOA Certificate of Achievement for Outstanding Achievement in PAFR Reporting	Yes	N/A	Yes
Percentage of total state budget reflected in SEA report	N/A	N/A	37.2 %
<u>External Benchmarks</u>			
Other states receiving GFOA award for PAFR	4	N/A	3
Other states receiving GFOA award for CAFR ⁽²⁾	39	N/A	N/A
<u>Output Indicators</u>			
Inquiries received by EARS	16,755	N/A	18,830
Inquiries received by Records Center	81,068	N/A	88,108
Number of major published reports	12	N/A	12
Total number of reports printed	N/A	N/A	14,737
Agencies participating in the SEA program	N/A	N/A	38
Daily average "Hits" on web* site ⁽²⁾	N/A	N/A	30,749
<u>Efficiency/Cost-Effectiveness</u>			
Cost per electronic inquiry	0	N/A	0
Cost per Records Center inquiry	\$7.48	N/A	\$7.50
Cost per EARS inquiry	\$9.38	N/A	\$6.01
Inquiries per EARS staff	5,585	N/A	6,277
Inquiries per Records Center staff	4,503	N/A	4,895
<u>Input Indicators</u>			
Budget expenditures (millions)	\$3.6	N/A	\$3.6
Number of personnel	53	N/A	49
<u>Explanatory Information</u>			

⁽¹⁾ Customer satisfaction is based on a scale of 1-4 with 4 being high. Data compiled from Illinois Office of the Comptroller Performance Audit Report completed June, 1999 by the Egan Urban Center at DePaul University.

⁽²⁾ The fiscal year 1998 report is under review at this time and awards will be announced at the end of 1999.

⁽³⁾ Daily average based upon last quarter of fiscal year 1999. Data unavailable prior to that time.

Cemetery Care and Burial Trust

Mission Statement The Cemetery Care and Burial Trust Program licenses, audits and regulates funeral homes and private, non-religious, non-fraternal cemeteries in order to protect the public from financial fraud and to ensure delivery of contracted services.

Program Goals

- 1) Through licensing and regulation, ensure that the funeral home and cemetery industries provide high quality service.
- 2) To protect Cemetery Care and Burial Trust funds on behalf of the consumer.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Cemeteries complying with annual reporting requirements	88 %	N/A	90 %
Cemetery complaints resolved ⁽¹⁾	N/A	N/A	720
Funeral home complaints resolved ⁽¹⁾	N/A	N/A	75
Funeral homes complying with annual reporting requirements	87 %	N/A	80 %
Late filing fees received from licensees	\$25,400	N/A	\$34,293
Pre-need licensees complying with annual reporting requirements	45 %	N/A	64 %
Total fees collected	\$194,765	N/A	\$254,080
<u>Output Indicators:</u>			
Licenses issued: funeral homes ⁽²⁾	90	N/A	31
Licenses issued: cemeteries ⁽²⁾	27	N/A	4
Licenses issued: pre-need	26	N/A	21
Audits conducted: funeral homes	555	N/A	504
Audits conducted: cemeteries	328	N/A	211
Audits conducted: pre-need	31	N/A	43
Complaints received: funeral homes ⁽³⁾	N/A	N/A	125
Complaints received: cemeteries ⁽³⁾	N/A	N/A	870
Cases prosecuted: funeral homes ⁽⁴⁾	0	N/A	0
Cases prosecuted: cemeteries ⁽⁴⁾	1	N/A	0
Number of licensed funeral homes	934	N/A	965
Funeral homes meeting annual reporting requirements	813	N/A	774
Number of licensed cemeteries	867	N/A	871
Cemeteries meeting annual reporting requirements	766	N/A	780
Number of pre-need licensees licensed	112	N/A	112
Pre-need licensees meeting annual reporting requirements	50	N/A	72
Consumer Protection: enact stronger consumer protection laws ⁽⁵⁾	N/A	N/A	Yes
External Benchmarks: Other states having CCBT consumer protection laws as comprehensive as PA 91-7	0	N/A	0
<u>Efficiency/Cost-Effectiveness</u>			
Consumer inquiries per staff ⁽⁶⁾	N/A	N/A	545
Audits per auditor ⁽⁷⁾	101	N/A	84
<u>Input Indicators</u>			
Budget expenditures (millions)	\$1.8	N/A	\$1.9
Number of personnel	26	N/A	28
<u>Explanatory Information</u>			

⁽¹⁾ The numbers represented here indicate those complaints where the Comptroller's Office has done as much follow-up as it can under its statutory responsibilities.

⁽²⁾ July 1, 1997, the Comptroller's Office began aggressively enforcing proper licensing of branches and relicensing when owners changed.

⁽³⁾ This information was not tracked in fiscal year 1998. Fiscal year 1999 information is based on estimates from the consumer complaints unit. Number of complaints may include more than one complaint for a particular cemetery or funeral home.

⁽⁴⁾ In fiscal year 1998, the funeral, cemetery and pre-need licenses of one cemetery were revoked. In other words, while 3 licenses were revoked, they were all for the same entity and it was one case.

⁽⁵⁾ PA 91-7 was enacted for fiscal year 2000.

⁽⁶⁾ These figures are an average based on an ESTIMATED 1,090 calls and two staff persons assigned to the complaints unit.

⁽⁷⁾ Represents the AVERAGE number of audits, based on 914 audits completed in fiscal year 1998 and 9 field auditors, and 758 audits completed in fiscal year 1999 and 9 field auditors.

GOVERNMENT SERVICES: CAPITAL DEVELOPMENT BOARD

Mission and Organization

The Capital Development Board (CDB) serves as the construction management arm of Illinois government. CDB is responsible for overseeing the state-funded capital program and is the central agency dedicated to the professional supervision of the state's building construction and renovation projects.

Established in 1972 to organize and better manage the state's capital improvement program, the agency is under the guidance of a bi-partisan, seven-member board that deliberates matters of policy. The board members are confirmed by the Illinois Senate and serve four-year, unpaid terms. They are also charged with selecting an executive director, who is responsible for the daily operation and management of the agency. The CDB staff consists of approximately 175 professional men and women with experience in architecture, technical engineering services, construction law, space and building programming, and administration.

CDB carries some 1,100 active projects on its books annually. The total value of those projects is just more than \$2 billion in new and reappropriated funds. The agency's projects are located statewide and range in size and scope from the construction of a new \$134 million Maximum-Security Prison in Thomson, to the renovation of a \$75,000 salt storage facility for the Illinois Department of Transportation.

CDB is also responsible for administering the State's \$2.5 billion school construction program, the identification and removal of asbestos in state facilities, serving as liaison between the State and Illinois' design and construction industries, and actively pursuing recovery of assets through litigation of projects found to have design and construction defects.

Discussion of Indicators

The primary program that CDB reported was the construction administration program. A few of the main goals construction administration aims to achieve are to improve project quality and delivery, provide a pool of qualified Architect/Engineers (A/E) firms, negotiate fees, bid projects and make awards to the lowest responsible bidder. The construction administration

program also aims to ensure all contractual requirements of design and construction contracts are completed. The program tries to achieve each of these goals with a headcount of only 164 employees.

The other program that CDB reported was the school construction grant program. This program, which began in 1998, has a main goal (working from an entitled and prioritized list from the Illinois State Board of Education) to provide school construction grants up to the funding limits. The outcome indicator the school construction grant program is preparing is the average school district's satisfaction with the whole grant application and survey process. This measure would define the school districts' satisfaction with the services provided by the agency.

Some of the outcome measures for which CDB reported were the standardized average construction time and the standardized average design time. CDB's standardized average design time decreased from 2.93 months in fiscal year 1998 to 2.86 months in fiscal year 1999. Also the standardized average construction time decreased from 2.96 months in fiscal year 1998 to 2.03 months in fiscal year 1999. These standardized averages allow CDB to compare design performance regardless of project size or complexity. These measurements also take into consideration seasonal variations which are an important factor in the construction industry. The shorter average time has the dual benefit of making the project available for the ultimate user while at the same time being more cost effective for the taxpayer.

Construction Administration

Mission Statement CDB's mission is to provide quality services and facilitate the timely and successful development and completion of each of the state's construction and renovation projects.

- Program Goals**
1. Develop user agency capital project requests,
 2. Work with Bureau of Budget to develop agency capital budgets.
 3. Ensure all contractual requirements of design and construction contracts are completed.
 4. Maintain a pool of pre-qualified Architect/Engineer and contractor firms and maintain responsibility programs.
 5. Improve project quality and delivery.
 6. Select Architect/Engineer firms.
 7. Negotiate fees, bid projects and make awards to the lowest bidder.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
Average turn around time on negotiating A/E contracts (days)	117.5	92.6	92.6
Average turn around time to award a construction contract (days)	35.1	34.1	34.1
Construction quality (100 point scale)	73.3	N/A	N/A
Design Quality (100 point scale)	75.0	N/A	N/A
Standardized average construction time (months)	2.96	2.03	2.03
Standardized average design time (months)	2.93	2.86	2.86
<u>Output Indicators</u>			
Projects closed out	365	325	325
Contractors prequalified*	1,800	1,720	1,720
Capital budget requests considered	378	406	406
Architects/Engineers prequalified*	700	800	800
Design contracts awarded	308	277	277
Construction contracts awarded	517	592	592
Construction expenditures (thousands)	\$192,561	\$233,024.5	\$233,024.5
Capital budget project requests funded	113	161	161
Projects started	219	237	237
Projects substantially completed	245	270	270
<u>Efficiency/Cost-Effectiveness</u>			
Construction Expenditures/Head count (thousands)	\$1,174	\$1,420.8	\$1,420.8
Construction Expenditures/Program Cost	\$19.32	\$20.92	\$20.92
<u>Input Indicators</u>			
Number of Active Projects	1,065	1,117	1,117
Head Count	164	164	164
Capital Funding (New & Re-appropriated) (thousands)	\$1,134,716.6	\$1,313,854	\$1,313,854
Operations Budget (thousands)	\$9,966	\$11,137	\$11,137
<u>Explanatory Information</u>			

The agency is reworking its strategic plan to convert from a calendar year to fiscal year plan. Process will be complete by the end of October.

* Drops in annual activity are due to implementation of multi-year pre-qualification programs.

School Construction Grants

Mission Statement CDB's mission is to provide quality services and facilitate the timely and successful development and completion of each of the state's construction & renovation projects.

Program Goals Work from entitled and prioritized list provided by ISBE to provide school construction grants up to funding limits.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Average school district satisfaction with the grant application & survey process*	N/A	N/A	N/A
<u>Output Indicators</u>			
Grant surveys performed	50	121	121
Number of grants made	6	74	74
Dollar amount of grants made (thousands)	\$30,000	\$327,000	\$327,000
<u>Efficiency/Cost-Effectiveness</u>			
Total grants/program cost	\$75	\$818	\$818
<u>Input Indicators</u>			
Program headcount	3	3	3
Operations budget	\$400,000	\$400,000	\$400,000
Grant funding (thousands)	\$357,000	\$794,100	\$794,100
Applications received	57	184	184
<u>Explanatory Information</u>			

* The survey was recently completed and is expected to be mailed to schools in December.

GOVERNMENT SERVICES: DEPARTMENT OF CENTRAL MANAGEMENT SERVICES

Mission and Organization

CMS provides a range of centralized support services to other state agencies to maximize efficiency, eliminate duplication, ensure compliance with laws and rules, and benefit from economies of scale. CMS procures goods and services, operates the state garages, maintains and secures specific state office buildings, provides electronic data processing, manages the state telecommunications network, administers the personnel system, disseminates state government information to the news media and the public, and manages the state employees benefits programs. To convey the scope and integrity of CMS work, five programs are highlighted here. They are: Employee Benefits; Risk Management; Communications and Computer Services; Property Management; and Vehicle Services.

Discussion of Indicators

Employee Benefits

Employee Benefits encompasses benefit programs, deferred compensation and flexible spending programs. CMS administers the benefit program for state employees, retirees and their dependents. These benefits include health, dental, life and vision, as well as COBRA and Flexible Spending programs. COBRA assures continuation of health care benefits to employees and their dependents when they are no longer eligible for coverage. Flexible Spending allows medical and dependent care costs to be paid with pre-tax dollars pursuant to federal law. In fiscal year 1999, 60 percent of employees covered were enrolled in a Health Maintenance Organization (HMO) or a Point of Service (POS) plan. Cost containment initiatives have been instituted in all benefit options.

In addition to state employees, CMS administers three other plans' benefits. Units of local government and other eligible units, as defined by statute, may enroll in a self-insured risk pool to provide health, dental, and vision benefits for their employees, dependents and retirees. In fiscal year 1999, the number of new units participating in the Local Government Health Plan (LGHP) was 42 or an increase of 8 percent. Effective January 1, 1996, CMS was charged with administration of the Teachers' Retirement Insurance Program (TRIP), providing health benefit coverage for Teachers Retirement System annuitants, their dependents, and survivors. Effective July 1, 1999, CMS was charged

with administration of the College Insurance Program (CIP), providing health benefit coverage for retired public community college annuitants, their dependents, and survivors.

The state employees Deferred Compensation Plan is a supplemental retirement plan. An employee can defer up to \$8,000 or 25 percent of taxable gross income, whichever is less, each tax year. The goal is to maintain a quality plan that encourages participation. Thirty-six percent of eligible state employees participate. During fiscal year 1999, efforts to enroll more employees produced 4,045 new participants or 10 percent of the total.

Risk Management

Risk Management encompasses Insurance Procurement, Representation and Indemnification, Motor Vehicle Liability, and Workers' Compensation. The Representation and Indemnification program provides indemnification and legal representation to state employees who are sued for acts or omissions within the scope of their state employment. Management of the self-insured Motor Vehicle Liability Program includes investigation, evaluation, negotiation and settlement of motor vehicle liability claims involving state drivers and/or state owned vehicles.

Workers' Compensation is the largest risk management function. Workers' Compensation provides statutory benefits for state employees with work-related injury or illness. CMS adjudicates claims for all state agencies and universities with the exception of the University of Illinois, and the Departments of Corrections, Transportation, and Human Services. The objective is to provide prompt and equitable claims processing for eligible workers and to return them to productive work as safely and quickly as possible. In moving towards industry best practices and maximizing resources, all accepted medical cost containment techniques are in use. Rising costs do not result from claim volumes, which remain flat, but from medical cost inflation. The Preferred Provider Organization (PPO) networks are a cornerstone of cost containment. The success of the cost containment is measured directly by calculating savings as a percentage of medical costs. From fiscal year 1998 to fiscal year 1999, the percentage of savings has increased significantly.

The program target for fiscal year 1999 was to contain growth of Workers' Compensation costs to the relevant

inflation change, which was estimated to be an increase in liabilities of 3.3 percent. Actual liability increased by 6.6 percent. This is still substantially below the double-digit increases experienced earlier in the decade.

A new and state-of-the-art innovation involves linking data from the early intervention vendor to the bill processing vendor. The early intervention vendor maintains a 24-hour toll-free hotline for the reporting of work-related injuries. Part of this management involves the establishment of utilization limits, or the number of treatments acceptable given the nature of the injury. These limits are transferred daily to the vendor processing the workers' compensation medical bills. When established limits are exceeded, bills are denied. While savings shown are modest, \$12,000, the initiative was implemented late in fiscal year 1999.

Communications and Computer Services

Agencies utilize the Communications and Computer Services Program to help define their data processing and telecommunications needs and to implement solutions to meet those needs. The Program provides a complex array of communications and information processing services to state agencies.

As the accompanying statistics indicate, the Communications and Computer Services Program continues to grow dramatically in both the volume of service and the variety of services offered to user agencies. At the same time, levels of performance remain consistent and comparable to those in the private sector. Finally, the history of this program shows that rates for communications and information processing services have consistently decreased since the inception of the Program, while service offerings have expanded to keep pace with technology.

Property Management

The Bureau of Property Management administers leased space procurement for executive agencies. As of November 3, 1999, the Department of Central Management Services administered a lease portfolio of 784 leases representing 9,313,353 square feet and \$9,313,391 per month.

One of the most important program functions is the operation and maintenance of State-owned and/or managed facilities. Two of the largest facilities are located in Chicago, the James R. Thompson Center

(JRTC) and the State of Illinois Building (SOIB), housing more than 3,700 state employees and attracting more than 2.5 million visitors annually. The goal in maintaining the facilities is to provide service to both visitors and tenants. In order to assure that the needs of tenants are being met, work orders must be processed in a timely and efficient manner. In fiscal year 1998, 6,483 work orders were received at the JRTC, and 91 percent were completed and 6,708 work orders were received at the SOIB, and 96 percent were completed. In fiscal year 1999, the number of work orders increased by 583 for the JRTC and by 458 for the SOIB yet 91 percent were still completed at the JRTC and 97 percent at the SOIB.

Vehicle Services

The Division of Vehicles (DOV) provides fleet management services and oversight to over 12,600 vehicles. DOV is responsible for vehicle acquisition, maintenance, repair, parts and fuel. To accomplish this, the DOV operates 23 garages statewide, most of which are in close proximity to essential service agencies such as the Illinois Department of Transportation (IDOT) and Illinois State Police. DOV regularly performs analyses and comparisons to private sector rates, public sector rates, and to industry standards. For example, mechanic utilization is determined by comparing the time available to perform vehicle repairs to overall hours worked. When compared to other government fleets, DOV fares well above the median in a benchmarking study done by the National Association of Fleet Administrators.

Along with the state garages, DOV provides short-term vehicle rental at a centralized motor pool conveniently located in the State Capitol complex. For agencies with long term vehicle rental needs, the DOV offers a leasing program. At the motor pool and garages, DOV dispenses fuel to state agencies below retail prices and monitors AAA Chicago Motor Club fuel prices. The motor pool consists predominantly of alternative fuel vehicles to assist the State in complying with the Federal Energy Policy Act. DOV also offers fuel in areas where private sector vendors do not, which can be essential in providing diesel fuel for IDOT's fleet of snow removal vehicles. DOV is in the process of converting to automated fuel sites which will provide 24-hour fuel availability. Feedback received from agencies on motor pool services is overwhelmingly positive.

Employee Benefits

Mission Statement The Employee Benefits Program is authorized by state statute to deliver cost-effective quality benefit programs to all State of Illinois employees, retirees, retired downstate teachers, retired community college employees, participating units of local government and all eligible dependents. To that end, the program provides benefit plans, flexible spending plans and deferred compensation.

- Program Goals**
1. Effectively administer the delivery of authorized types and levels of benefit programs.
 2. Manage resources through cost containment and operational efficiencies.
 3. Maintain a quality deferred compensation plan that encourages participation.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
% of members/benefit recipients in managed care	42.7 %	N/A	44.0 %
% of benefit recipients enrolled in Teachers' Retirement Insurance Plan	52.6 %	N/A	53.0 %
% of employees covered by the State Employees Group Insurance Program enrolled in Health Maintenance Organization (HMO) or Point of Service (POS) plan	58.0 %	N/A	60.0 %
% of negotiations resulting in contracts	90.5 %	N/A	90.6 %
Number of new participants in the deferred compensation plan	4,778	4,150	4,045
Number of new participants in the flexible spending plans	1,503	N/A	1,234
Number of new participating local government units	84	N/A	42
<u>External Benchmarks</u>			
Average % of state employees in the midwest covered by Health Maintenance Organization (HMO) or Point of Service (POS) plan ⁽¹⁾	53 %	N/A	N/A
Number of deferred compensation investments exceeding benchmark - 1 year rolling return (10 investment options were offered)	N/A	N/A	5
<u>Output Indicators</u>			
Number of members - State	178,915	N/A	181,998
Number of benefit recipients - Teacher's Retirement Insurance Plan	31,293	N/A	31,417
Number of benefit recipients - Community College Insurance Plan ⁽²⁾	0	N/A	0
Number of members/benefit recipients in Indemnity Plan	127,166	N/A	126,893
Number of members/benefit recipients in Health Maintenance Organizations	87,934	N/A	91,831
Number of members/benefit recipients in Point of Service plans	6,857	N/A	8,056
Number of participants in deferred compensation	41,495	44,145	44,619
Number of participants in flexible spending plans	6,138	N/A	5,911
Number of participating local government units	474	N/A	558
Benefit contracts signed	507	N/A	509
<u>Efficiency/Cost-Effectiveness</u>			
Average benefit plans cost per member/benefit recipient	\$4,268	N/A	\$4,588
Number of plan members/benefit recipients per staff member	2,387	N/A	2,387
<u>Input Indicators</u>			
Expenditures	\$1,461,684,745	N/A	\$1,592,841,662
Number of eligible members ⁽³⁾ - State	178,915	N/A	181,998
Permanent Headcount	110	N/A	120
Number of eligible benefit recipients ⁽⁴⁾ - Teachers Retirement Insurance Plan	59,482	N/A	59,238
Number of employees eligible for deferred compensation plan	122,946	N/A	122,916
Number of employees eligible for flexible spending plans	122,946	N/A	122,916
Number of eligible local government units	6,000	N/A	6,000
Benefit contracts under negotiation	560	N/A	562
<u>Explanatory Information</u>			

⁽¹⁾ (1998 Survey of State Employee Health Benefit Plans conducted by the Segal Company) fiscal year 1999 percentage available in December, 1999.

⁽²⁾ Numbers available beginning first quarter of fiscal year 2000. Community College Insurance Plan began with no enrollees in fiscal year 1999.

⁽³⁾ Members include employees and retirees but not dependents.

⁽⁴⁾ Benefit recipients include retirees but not dependents or employees.

Risk Management

Mission Statement The Risk Management Program is authorized by state statute to minimize the State of Illinois' exposure to losses. To that end, the Program utilizes best industry practices and cost effective administration to manage the state's self-insured workers' compensation program, auto liability program, and state employee indemnity program, and to procure the most advantageous commercial insurance for all state property, casualty and liability exposure.

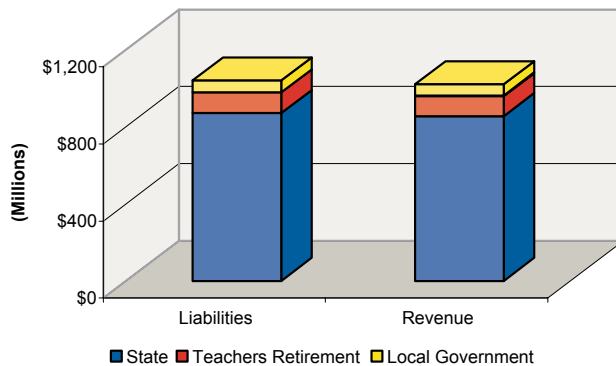
- Program Goals**
1. Continue cost containment programs to achieve industry "best practices" and to maximize resources.
 2. Improve process of handling workers' compensation claims administration.
 3. Improve operating efficiency of auto liability claims processing.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
% of change in total workers' compensation liabilities (in dollars)	-3.3 %	3.3 %	6.6 %
% of medical cost containment savings of total medical program cost	15.8 %	20.0 %	24.8 %
Savings due to utilization limits established by medical case management applied by medical bill review vendor ⁽¹⁾	0	N/A	\$12,023.33
<u>Output Indicators</u>			
Number of workers' compensation injuries reported	2,469	2,500	2,507
Number of motor vehicle liability cases reported	2,125	2,200	2,287
Number of claims for representation and indemnification of state employees	79	75	68
Number of subrogation recoveries ⁽²⁾	100	110	134
<u>Efficiency/Cost-Effectiveness</u>			
% of workers' compensation medical spending provided within network	N/A	N/A	63.2 %
% of active on-site case management assignments with care plans submitted	N/A	N/A	94.3 %
<u>Input Indicators</u>			
Expenditures	\$27,912,461	N/A	\$24,657,489
Permanent Headcount	17	N/A	18
<u>Explanatory Information</u>			

⁽¹⁾ New initiative.

⁽²⁾ Subrogation as it pertains to Workers' Compensation is: when an employee is injured during the course of work by a third party, Workers' Compensation is responsible for the claim. Workers' Compensation will then try to recover a portion of the expense from the third party's insurance.

CMS Insurance Programs



Communications and Computer Services

Mission Statement The Communications and Computer Services Program is authorized by state statute and committed to procuring and providing state-of-the-art, reliable, cost-effective high quality telecommunications and computer services to state agencies. To that end, the Program maintains optimum accountability, professionalism and efficiency in the management and delivery of these services.

Program Goals

1. Establish, enhance and maintain the availability and performance of state-of-the-art information processing and storage capabilities in a cost-effective manner.
2. Efficiently manage and direct the procurement, installation and maintenance of state-of-the-art communications services for state agencies.

	<i>Fiscal Year</i> 1998 Actual	<i>Fiscal Year</i> 1999 Target	<i>Fiscal Year</i> 1999 Actual
<u>Outcome Indicators</u>			
% CPU (Mainframe) Transactions Completed within 1 Second	N/A	95.00 %	95.67 %
CPU System (Mainframe) Availability	99.5 %	99.5 %	99.5 %
Mean Time to Restore (MTTR) Service (Data Network 12 months rolling average)(hrs.mins)	3.03	3.00	3.09
Territory Centrex Monthly rate per line	\$16.50	N/A	\$14.00
<u>External Benchmarks</u>			
Ameritech Territory Centrex Monthly rate per line	N/A	N/A	\$23.00
Mainframe Application Availability - Industry goal is 98.0% to 99.5% ⁽¹⁾	N/A	98 %	N/A
Mainframe Transactions Completed within 2 Seconds ⁽¹⁾	95 %	N/A	95 %
Mean Time to Restore (MTTR) Service (Ameritech)(hrs.mins)	3.30	N/A	3.30
<u>Output Indicators</u>			
Number of Non-Local Phone Calls/Month	3,280,000	3,500,000	3,670,000
Number of Network Data Circuits Managed	5,261	6,000	6,321
Number Network Data Terminals Supported	42,308	45,000	45,250
Telecom Voice Orders (TSRs) Processed/Month	9,745	9,850	9,878
Number of Mainframe Users Supported (RACF and VM)	N/A	40,000	45,690
Millions of Instructions per Second (MIPS) Available	955	1,232	1,232
Terabytes of DASD Storage Available	5.5	6.6	6.6
Billed Central Processing Unit (CPU) Hours/Month (Processor hours)	2,204	2,500	2,766
Megabytes (MB) of DASD Billed/Month	3,251,467	3,500,000	3,500,000
<u>Efficiency/Cost-Effectiveness</u>			
Cost Per Unit of Mainframe Storage (per megabyte)	\$0.30	\$0.28	\$0.28
Cost Per CPU Hour	\$1,350	\$625	\$625
<u>Input Indicators</u>			
Expenditures	\$148,118,025	N/A	\$181,799,295
Permanent Headcount ⁽²⁾	395	N/A	401
<u>Explanatory Information</u>			

⁽¹⁾ Per Gartner Group Research July, 1998 (RN: QA-05-2701).

⁽²⁾ Fiscal year 1998 Permanent Headcount includes one on leave.

Abbreviations are TSR = Telephone Service Request; RACF = Resource Access Control Facility (security function); VM = Virtual Memory; and DASD = Direct Access Storage Device.

Property Management

Mission Statement The Property Management Program is authorized by statute to provide, manage, operate, and oversee State of Illinois facilities, and real and personal property for state agencies. To that end, the Program secures by lease or purchase the daily operations of and public access to facilities by maintaining grounds, structures, utilities and environmental systems. The Program acquires and disposes of real and personal property through the surplus property programs in an efficient and cost effective manner.

- Program Goals**
1. Operate and maintain efficiently the State of Illinois facilities for which the Department of Central Management is responsible by statute.
 2. Process completely all paperwork required to complete tenant improvements for state agencies, boards and commissions who occupy leased space.
 3. Dispose of surplus real property for the State of Illinois.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
% of work orders completed at State of Illinois Building	96 %	N/A	97 %
% of work orders completed at Thompson Center	91 %	N/A	91 %
Increase/decrease in number of events scheduled between fiscal years	-41	N/A	-55
Number of work orders completed at State of Illinois Building	6,446	N/A	6,951
Number of work orders completed at Thompson Center	5,894	N/A	6,424
Number of work orders completed Chicago Medical Center	N/A	N/A	7,404
Number of work orders completed Giorgi Center	896	N/A	980
Number of work orders completed Rockford Regional Office Building	751	N/A	835
Number of work orders completed Suburban North Regional Office Building	N/A	N/A	826
<u>Output Indicators</u>			
Number of special events scheduled.	357	N/A	302
Number of conference rooms scheduled for use	4,188	N/A	3,232
<u>Efficiency/Cost-Effectiveness</u>			
% of increase/decrease in special events scheduled between fiscal years	-11 %	N/A	-18 %
% of increase/decrease in conference rooms scheduled between fiscal years	-2 %	N/A	-23 %
Thompson Center building operating expenses (\$/sqft)	\$4.83	N/A	\$5.25
State of Illinois Building operating expenses (\$/sqft)	\$5.00	N/A	\$4.81
CMS downtown Chicago lease rates (\$/sqft)	N/A	N/A	\$15.76
<u>External Benchmarks</u>			
Building Owners and Managers Association (BOMA) downtown Chicago lease rates (calendar year 1998) (\$/sqft)	N/A	N/A	\$22.39
Building Owners and Managers Association (BOMA) downtown Chicago Building operating expenses (calendar year 1998) (\$/sqft)	N/A	N/A	\$4.89
<u>Input Indicators</u>			
Expenditures	\$22,025,163	N/A	\$22,951,981
Permanent Headcount	184	N/A	184
Number of work orders received Thompson Center	6,483	N/A	7,066
Number of work orders received State of Illinois Building	6,708	N/A	7,166
Number of conference rooms reservations received	4,499	N/A	3,503

Vehicle Services

Mission Statement The Vehicle Services Program is authorized by statute and provides timely and cost efficient fleet management services to state agencies. To that end, the Program operates the statewide motor vehicle fuel and maintenance facilities and a centralized motor pool.

- Program Goals**
1. Provide fleet management services for the state fleet of vehicles.
 2. Provide repair service, maintenance, fuel, and parts for the state fleet of vehicles.
 3. Provide long-term and short-term vehicle leasing programs to state agencies.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
% of motor pool surveys indicating an "Excellent" rating	90.6 %	92.5 %	95.0 %
% productivity achieved by garage mechanics (actual time to complete a job compared to industry standard)	103.9 %	105.0 %	106.0 %
Average price per gallon gasohol sold by DOV	\$0.97	\$0.97	\$0.88
Short term car rental from DOV motor pool (2 days, 300 miles)	\$74	\$74	\$74
<u>Output Indicators</u>			
Total state garage billings	\$24,927,623	\$25,728,000	\$24,757,247
Gallons of gasohol sold	1,600,190	1,600,000	1,377,050
Number of long term leases	257	245	245
Number of daily motor pool rentals	10,405	9,400	9,600
<u>Efficiency/Cost-Effectiveness</u>			
% savings on short term car rentals - DOV motor pool vs. contract rate	13.3 %	13.3 %	13.3 %
Savings on gasohol purchased - DOV vs. outside vendors	\$100,993	\$100,000	\$67,529
% savings on short term car rentals - DOV motor pool vs. outside vendors (2 days, 300 miles)	39.7 %	40.0 %	41.8 %
% savings on short term car rentals - DOV motor pool vs. use of personal vehicle (2 days, 300 miles)	20.4 %	20.4 %	20.4 %
Mechanic utilization rate (% of time mechanics perform vehicle repairs vs. overall hours worked)	89.3 %	90.0 %	90.2 %
<u>External Benchmarks</u>			
AAA Chicago Motor Club average price/gallon unleaded fuel	\$1.03	N/A	\$0.93
Average cost for car rental at outside vendor in Springfield (2 days, 300 miles)(internal survey)	\$122.72	N/A	\$127.17
National Association of Fleet Administrators -- median mechanic utilization rate for public service fleets	66 %	N/A	66 %
<u>Input Indicators</u>			
Expenditures	\$30,081,808	N/A	\$29,939,180
Headcount	223	N/A	221
Number of vehicles managed in the state fleet	12,485	12,600	12,674
Number of state garage locations providing service	23	23	23

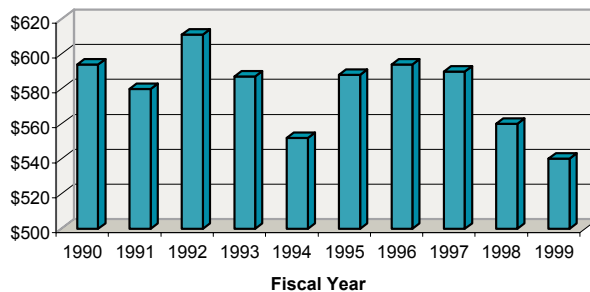
GOVERNMENT SERVICES: DEPARTMENT OF LOTTERY

Mission and Organization

The Department of the Lottery's (Lottery) mission is to help generate revenue for education through the entertainment of lottery games. This is achieved through the sale of lottery tickets to individuals 18

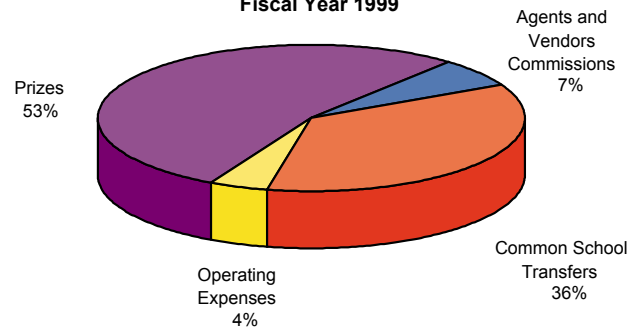
years and older. All of the net proceeds from the operation of the Lottery are transferred directly to the Common School Fund for K-12 public schools in Illinois. In fiscal year 1999, the Lottery had ticket sales totaling \$1.524 billion and transferred \$540 million to the Common School Fund.

Lottery Transfers to the Common School Fund (Millions)



and the transfers to the Common School Fund as a percentage of sales. During fiscal year 1999, the expense of operations (other operating expenses, excluding prizes, fees, and commissions) was \$65.1 million, which was only 4.3 percent of sales, making the Lottery one of the most cost-efficient governmental entities in Illinois. Also in fiscal year 1999, 35.4 percent of every dollar generated was transferred to the Common School Fund for K-12 education.

Illinois Lottery Ticket Sales Fiscal Year 1999



Discussion of Indicators

In an environment of increasing competition for the disposable entertainment dollar, the Lottery offers a variety of lottery games for sale to achieve its goal of maintaining current sales levels and continuing the revenue stream to the Common School Fund. The Lottery is the fourth largest revenue generator in the State and has maintained a level of sales over \$1.5 billion in each of the last 10 years. To measure its efficiency, the Lottery tracks the expense of operations

The Lottery is operated by 286 employees who are responsible for every aspect of the production, distribution, and sale of lottery tickets along with the identification, tracking and distribution of lottery winnings, operating revenues/expenses and transfers to the Common School Fund. In its 25 years of existence, the Lottery has generated more than \$9 billion for the State of Illinois.

Department of Lottery

Mission Statement To help generate revenue for education through the entertainment of lottery games.

Program Goals Maintain sales of lottery tickets and the revenue stream to the Common School Fund.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
Outcome Indicators			
Monies transferred to the Common School Fund (millions)	\$560	\$540	\$540
Output Indicators			
Ticket sales (millions)	\$1,577	\$1,528	\$1,524.4
Efficiency/Cost-Effectiveness			
% of sales needed for Other Operating Expenses	3.8 %	4.4 %	4.3 %
% of sales transferred to the Common School Fund	35.5 %	35.3 %	35.4 %
Input Indicators			
Expense of operations (millions)	\$60.3	\$68	\$65.1
Number of personnel	280	294	286

GOVERNMENT SERVICES: DEPARTMENT OF REVENUE

Mission and Organization

The Department of Revenue's primary function is to collect taxes and fees for the state and units of local government. In fiscal year 1999, the Department collected \$23.1 billion in tax and gaming revenues. The Department also has several ancillary functions, including: administering the tax relief and pharmaceutical assistance programs for the elderly and persons with disabilities; oversight of the property tax assessment system and equalization of the level of property tax assessments among Illinois counties; collection of delinquent child support on behalf of the Department of Public Aid; and regulation of riverboat casinos.

Discussion of Indicators

The more efficiently the Department can collect taxes, the greater the portion of tax monies that will be available for state programs. Efficiency can be measured by the cost to the Department of collecting each \$1,000 in tax revenues. In fiscal year 1999, it cost \$6.15 to collect each \$1,000 in taxes. Collection costs have declined significantly. For example, in fiscal year 1989 the collection cost was approximately \$9.00 per \$1,000 in tax collections. An outcome of how well the Department collects tax dollars owed to the state is the percentage of identified tax receivables collected. In fiscal year 1999, 99.42 percent of sales tax receivables were collected by the Department.

Increased efficiency and service has been reflected in the expanded use of technology to work smarter. One example of how the Department has been taking advantage of new opportunities in automation to improve customer service and reduce processing is the program allowing individual income tax filers to file electronically, including via the Internet, or by telephone. The number of alternative filers has increased from 121,000 in fiscal year 1994 to more than 716,000 in fiscal year 1999.

Another area where automation has improved Department operations is in the time required to deposit tax revenues. More expeditious deposit of revenues makes tax payments available for investment and state services on a more timely basis. The average number of days to deposit tax revenue declined from 1.3 in fiscal year 1998 to 1.2 in fiscal year 1999. Electronic payment has played a key role in speeding

up the deposit schedule as the value of electronic funds transfers has soared from \$200 million in fiscal year 1993 to \$8.1 billion in fiscal year 1999.

Service is a paramount feature of the Department's efforts. In fiscal year 1999, 54 percent of respondents to the Department's annual tax practitioner survey indicated that overall services at the Department improved from the previous year. Issuing individual income tax refunds is a high profile, high volume process at the Department. The Department's cycle time associated with issuing refunds was an average of 30 days in fiscal year 1999. Level of access to toll-free telephone service is another indicator of taxpayer service. In fiscal year 1999, 47 percent of all toll-free phone calls were answered by the Department's call center.

Illinois has a 'voluntary' tax system, and most taxpayers comply willingly with the tax code. However, some taxpayers fail to pay taxes owed. This is unfair to honest taxpayers and threatens the integrity of the voluntary tax system. The role of the Department's enforcement activities is to address the delinquent tax issue. In fiscal year 1999, the delinquent tax collection function had a staff of 315 and direct operating expenses of \$15.9 million. The overall value of delinquent tax debt collected has more than doubled during the 1990s - from \$147.9 million in fiscal year 1991 to \$336.3 million in fiscal year 1999.

The Department tracks several measures of its performance in the collection of delinquent taxes. In fiscal year 1999, \$21.15 was collected in delinquent taxes for each direct dollar of collection costs. Another indicator is collections per person in the delinquent tax program. In fiscal year 1999 collections averaged \$1.1 million for each collections staff member.

Taxpayer Account Processing

Mission Statement To ensure the prompt collection of state and local taxes; improve services that promote compliance; and apply fair, firm enforcement to those who do not comply.

Program Goals Improve effectiveness through increased efficiency.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Avg. number of days from receipt of payment until deposit	1.3	N/A	1.2
Avg. number of days to issue a refund	23.5	N/A	30.0
Percent of dollars deposited on same day as receipt	89 %	N/A	91 %
Percent of dollars received via (EFT) electronic funds transfer	32.9 %	35.24 %	35.3 %
Percent of Individual Income Tax returns filed electronically	11.4 %	12.8 %	12.6 %
<u>Output Indicators</u>			
Total number of taxes administered	72	72	72
Total tax collections (millions)	\$21,279.2	\$22,382.4	\$22,676.8
Number of Tax return documents processed	16,856,571	17,100,000	17,316,495
Total number of Individual Income Tax returns filed	5,404,670	5,550,000	5,699,948
Number of Individual Income Tax returns filed electronically	617,075	717,500	716,209
Total number of Individual Income Tax refunds issued	2,959,211	3,225,134	3,281,867
Total tax collections received via electronic funds transfer (EFT) (billions)	\$7.0	\$8.0	\$8.1
<u>Input Indicators</u>			
Operating expenses (thousands)	\$28,370.8	\$32,430.3	\$32,135.2
Number of personnel (includes full time staff & temporary employees on contract and on payroll)	811	823	850
<u>Explanatory Information</u>			

Taxpayer Account Processing includes the department's data capture and perfection, remittance processing, and taxpayer accounting processes. Input indicators reflect direct costs and do not include administrative/support expenses.

Enforcement: Collection of Delinquent Tax Debt

Mission Statement To determine the liabilities due the department and pursue the collection of tax delinquencies of non-compliant taxpayers,

Program Goals Maximize compliance through fair enforcement.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Delinquent tax collections (millions)	\$360.1	\$311.0	\$336.3
<u>Output Indicators</u>			
Delinquent tax cases	N/A	N/A	229,048
<u>Efficiency/Cost-Effectiveness</u>			
Collections per staff (thousands)	\$1,122	\$978	\$1,068
Delinquent collections per enforcement-related dollar spent	\$22.99	\$19.38	\$21.15
<u>Input Indicators</u>			
Operating expenses (thousands)	\$15,662.0	\$16,047.2	\$15,901.3
Number of personnel (includes full time staff and temporary employees on contract and on payroll)	321	318	315
<u>Explanatory Information</u>			

Enforcement Collection of Delinquent Tax Debt includes the department's delinquent collection process. Input indicators reflect direct costs and do not include administrative/support expenses.

Taxpayer Services and Taxpayer Registration

Mission Statement To help taxpayers comply with tax laws by educating them regarding their tax responsibilities, providing them access to their account information, providing accurate responses to tax-related inquiries, and collecting all the information needed to establish and maintain a taxpayer's account.

Program Goals Provide quality customer service to increase voluntary compliance by taxpayers.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Average number of days from receipt of registration application to mailing of certificate	14	N/A	10
Level of access provided on toll-free taxpayer assistance line (total phone calls answered divided by total calls received)	43 %	N/A	47 %
Tax Practitioner Survey: percentage who indicated services improved	49 %	N/A	54 %
Tax Practitioner Survey: percentage who indicated services improved or stayed the same from previous year	88 %	N/A	94 %
Telephone Voice Response Unit's overall quality rating *	75	N/A	N/A
Toll-free taxpayer assistance queue time (minutes)	6.7	N/A	4.9
<u>External Benchmarks</u>			
Average Telephone Voice Response Unit quality rating for public & private sector organizations *	72	N/A	N/A
Average Voice Response Unit quality rating for government only *	70	N/A	N/A
<u>Output Indicators</u>			
Number of phone calls answered on toll-free taxpayer assistance line	576,644	N/A	713,827
Number of Individual Income Tax Returns Filed	5,404,670	5,550,000	5,699,948
Number of Business Income Tax Returns Filed	456,089	N/A	473,424
Number of Sales Tax registrants	244,200	N/A	242,339
Total number of registration applications received (approx.)	80,000	N/A	80,000
Number of active registration accounts	728,895	N/A	737,884
<u>Input Indicators</u>			
Number of personnel (includes full time staff and temporary employees on contract and on payroll)	153	152	152
Operating expenses (thousands)	N/A	\$7,963.4	\$7,963.4

Explanatory Information

Includes the department's taxpayer services and taxpayer registration processes. Input indicators reflect direct costs and do not include administrative/support expenses.

* One-time study conducted by Enterprise Integration Group. Study was not conducted in fiscal year 1999.

Pharmaceutical Assistance

Mission Statement To help address catastrophic medication needs of qualified senior and disabled citizen participants at a low cost to the State of Illinois.

Program Goals

1. Improved effectiveness through increased efficiency.
2. Provide quality customer service to ensure voluntary compliance by claimants.
3. Address participant needs with covered catastrophic medications costs.

	<i>Fiscal Year 1998 Actual</i>	<i>Fiscal Year 1999 Target</i>	<i>Fiscal Year 1999 Actual</i>
<u>Outcome Indicators</u>			
Decrease in program cost compared to fiscal year 1991 (fiscal year 1991=\$70.2 million)	56 %	50 %	55 %
Increased state paid benefit per monthly card user compared to fiscal year 1991 (fiscal year 1991=\$449)	97 %	71 %	116 %
<u>Output Indicators</u>			
Average # of pharmaceutical monthly card users	35,181	46,214	32,215
Average # of prescriptions per monthly card user	41.5	37.8	42.4
<u>Efficiency/Cost-Effectiveness</u>			
Average annual benefits per monthly card user	\$884	\$766	\$972
<u>Input Indicators</u>			
Program Costs (millions)	\$34.1	\$35.4	\$31.3

Explanatory Information

Figures represent grant costs only.