



# ROI

**Cook County Annual Performance Report**

**Fiscal Year 2023**



Thank you to our partners throughout Cook County for your hard work in creating this report. We could not have successfully launched this report without your active participation and support.

**Toni Preckwinkle**  
Cook County Board President

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Commissioner, 1<sup>st</sup> District

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Commissioner, 2<sup>nd</sup> District

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Commissioner, 15<sup>th</sup> District

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Commissioner, 16<sup>th</sup> District

**Sean M. Morrison**  
Commissioner, 17<sup>th</sup> District

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## Letter From The President

To the Residents of Cook County:

Cook County Government plays a pivotal role in serving and supporting the needs of our over 5 million residents. We provide healthcare to all regardless of the ability to pay, build and maintain critical infrastructure, administer property taxes, advance community and economic development and oversee the criminal justice system. We also care for 70,000 acres of open lands through the Forest Preserves of Cook County and provide affordable housing through the Housing Authority of Cook County and the Cook County Land Bank Authority.

In 2011, Cook County adopted the Performance Based Management and Budgeting Ordinance to increase transparency and accountability and use data to drive decision-making. We created a Performance Management Office to oversee the work across all separately elected offices and sister agencies and track and report metrics on an annual basis.

This report is organized by the Office of Research, Operations and Innovation to foster continuous improvement in Cook County Government. The report highlights the data that we use to measure our success. As part of our effort to be a leader in prudent fiscal stewardship and provide excellent public service, Cook County Government strives year over year to increase efficiencies and save taxpayer dollars while continuously improving services and streamlining processes.

Across every bureau and agency, the dedicated public servants of Cook County administered relief programs, provided direct assistance and ensured our residents, businesses and economy could survive the COVID-19 pandemic. Many of our 2024 goals reflect the continued work in these areas, and the ongoing commitment to equity, engagement and excellence in all that we do.

Sincerely,



Toni Preckwinkle



# Introduction

Performance management is a process that organizations use to meet their goals effectively and efficiently. A key component of that process is the use of data to monitor progress. In Cook County, all Offices Under the President (OUP) engage with the Department of Research, Operations and Innovation (ROI) to assess and monitor performance and operations improvement through the establishment of key performance indicators (KPIs), management of the performance data platform and the facilitation of periodic performance discussions.

All separately elected offices are responsible for operating their own performance management programs and for publishing performance data annually, which can be accessed online on the [Cook County Open Data Portal](#). The [State's Attorney's Office](#) and [Assessor's Office](#) also have open data portals.

The purpose of this report is to share with the public and the Cook County Board of Commissioners performance management key data points for each office to provide a snapshot of how the County is performing, creating accountability and transparency. This data is also published in an accompanying public dataset. A selection of key metrics are presented for each department and office alongside data visualizations below. The full dataset for all metrics can be found in the appendices.

## Cook County Overview

Cook County is governed by the County Board President, seventeen Board Commissioners each representing a district and ten additional Cook County Government offices. Seven of these offices are under the control of an independently elected official: the Assessor, three Board of Review Commissioners, Clerk of the Circuit Court, County Clerk, Sheriff, State's Attorney and Treasurer. The Chief Judge of the Circuit Court is a Cook County Circuit Court judge who is elected from within by Cook County Circuit Court judges. The Chairman of the Board of Review Commissioners is elected by and from the three Board of Review Commissioners and then appointed by the Circuit Court. The Public Administrator is appointed by the Governor of Illinois.

Under the Illinois Constitution, Cook County is a home rule unit of government and, except as limited by state law, may exercise any power and perform any function relating to its government and affairs. The President of the Cook County Board of Commissioners serves as the chief executive officer of Cook County and presents an annual balanced budget to the Board of Commissioners, provides leadership on key policy issues facing the County and oversees the OUP. The President has the power to veto County Board resolutions and ordinances. The County Board requires a two-thirds vote to override a Presidential veto.



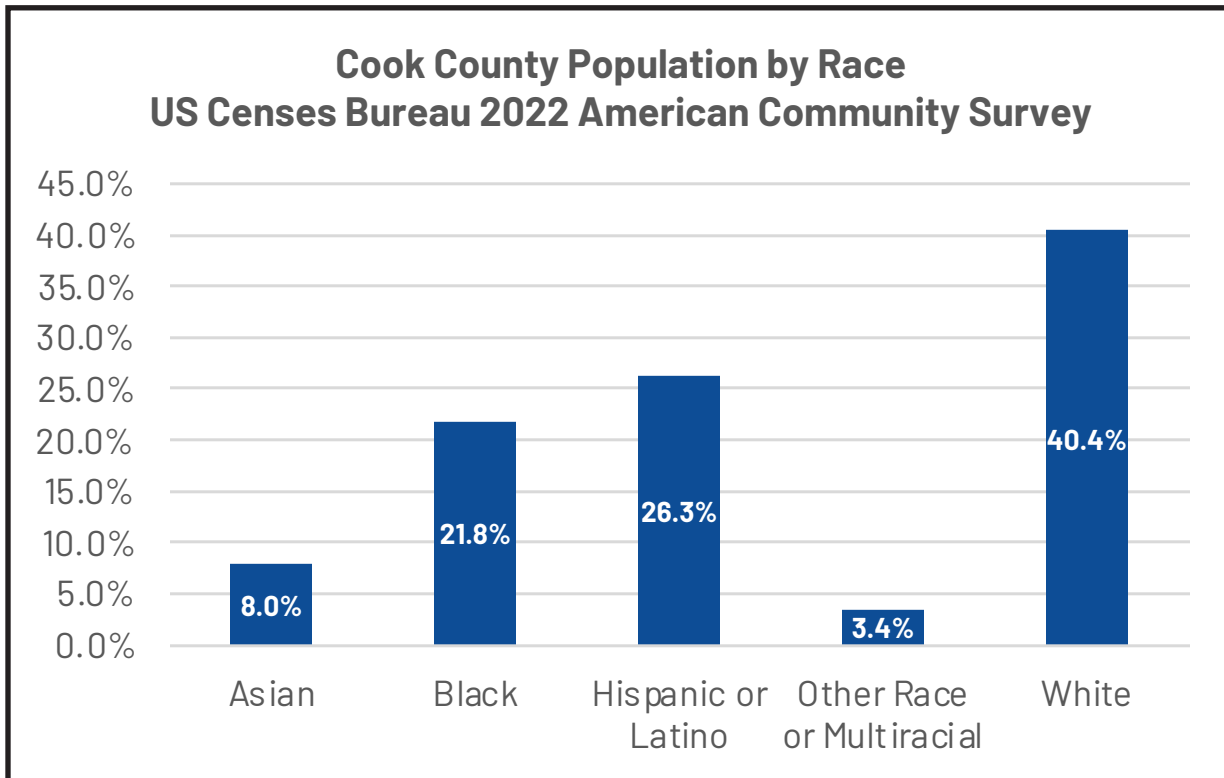
# Cook County Overview

## COUNTY PROFILE

An act of the Illinois General Assembly created Cook County on January 15, 1831. The new county was named after Daniel Pope Cook, Illinois' second congressman and first attorney general. The Fort Dearborn settlement at the mouth of the Chicago River became the seat of the newly created county.

Cook County, Illinois is the Midwest's cultural and economic center. As the second most populous county in the United States, Cook County is home to 5.1 million residents, comprising 59% of Illinois' total population. Chicago, the third largest city in the United States, is home to 2.7 million of the County's residents. Cook County is racially and ethnically diverse, with growing Latine and Asian American populations. Cook County became more racially diverse between 2010 and 2020, with notable increases in the Latine (11% increase) and Asian American (28% increase) populations. Although the County is densely populated, the Forest Preserves of Cook County protects over 70,000 acres of natural land, making up 11% of Cook County.

Households in Cook County have a median annual income of \$69,429, which is greater than the national median annual income of \$65,712. About 66% of the population older than 16 is employed, and the most common industries are educational services, health care and social assistance; professional, scientific, management and technical services and manufacturing (US Census 2019 ACS estimate).



# Functions of Cook County

## HEALTHCARE

Cook County provides public healthcare access and services to its residents, regardless of an individual's ability to pay or immigration status. Through its network of hospitals, clinics and health centers, Cook County Health (CCH) cares for more than 300,000 patients each year and is one of the largest public health systems in the country. CCH offers a broad range of services from specialty and primary care to emergency, acute, outpatient, rehabilitative, long-term and preventative care. Cook County Department of Public Health (CCDPH) serves 2.5 million residents in 124 suburban Cook County municipalities through effective and efficient disease prevention and health promotion programs.



## CRIMINAL JUSTICE

Cook County maintains and operates the Circuit Court of Cook County, the second largest unified court system in the United States, which hears civil, criminal and administrative cases. The Circuit Court is overseen by the Office of the Chief Judge and administrated by the Clerk of the Circuit Court. The Juvenile Temporary Detention Center, overseen by the Office of the Chief Judge, is the first and largest juvenile detention facility in the country. The Cook County Jail, overseen by the Sheriff, is one of the largest single-site pretrial detention facilities in the United States. Sheriff's Police conduct investigations, make arrests and provide other police services to unincorporated Cook County, and also coordinate with municipal police forces throughout the County. The State's Attorney prosecutes individuals and represents Cook County Government in litigation. The Public Defender provides representation for indigent defendants in criminal, child protection and mental health cases.

## PROPERTY AND TAXATION

Cook County administers the second largest property taxation system in the United States. There are 1.8 million taxable parcels of land in Cook County, with an annual collection of over \$16.1 billion. Cook County assesses one-third of the region each year—rotating among the northern suburbs, the southern suburbs and the City of Chicago—and determines the value of each property through a mass appraisal system rather than on an individual basis. Cook County sends tax bills to property owners twice a year.



# Functions of Cook County

## How does it work?



The Assessor assesses all real estate throughout the County and establishes a fair market value for each property.



The Board of Review accepts appeals and rules on challenges to a property's assessment, classification or exemptions.



The County Clerk determines the tax rates based on the levy ordinances passed by taxing agencies and applies the rates to the assessments received from the Assessor to determine the amount of property tax a property owner owes.



The Treasurer mails out property tax bills and collects the money.



The Treasurer distributes the tax dollars to over 2,200 local government agencies including school districts, villages, cities, townships, parks and forest preserves, libraries, public health and safety agencies.

## ECONOMIC DEVELOPMENT

Cook County pursues inclusive economic and community growth by supporting residents by growing businesses, promoting investment in communities and providing job training and development. The Housing Authority of Cook County (HACC) and the Cook County Land Bank were both founded to promote economic development by supporting affordable housing and property redevelopment. The Chicago Cook Workforce Partnership works jointly with Cook County and the City of Chicago to provide workforce development services and operate federally funded American Job Centers throughout the County.



*HACC Affordable Housing: South Suburban Senior Living, completed Nov 2019*

# OFFICES UNDER THE PRESIDENT

Toni Preckwinkle is the 35th President of the Cook County Board of Commissioners, an office she has held since 2010. President Preckwinkle oversees OUP and is charged with presenting a balanced budget to the Board of Commissioners each year. President Preckwinkle has published the [Policy Roadmap 2024-2027: Four-Year Strategic Plan for Offices Under the President](#), an update to the 2018 comprehensive, policy-driven strategic plan. The Policy Roadmap outlines goals and objectives of six policy priorities: health and wellness, economic development, criminal justice, environment and sustainability, public infrastructure and good government. Centered on the values of equity, engagement and excellence, OUP developed the Policy Roadmap with direct input and participation from residents as well as its Cook County sister agencies and thought partners across policy areas and communities.

## 2024 Policy Roadmap Townhall



Data Footnotes:

- 1 - New metric as of first reported date
- 2 - Data for period is not available
- 3 - Metric does not have a target

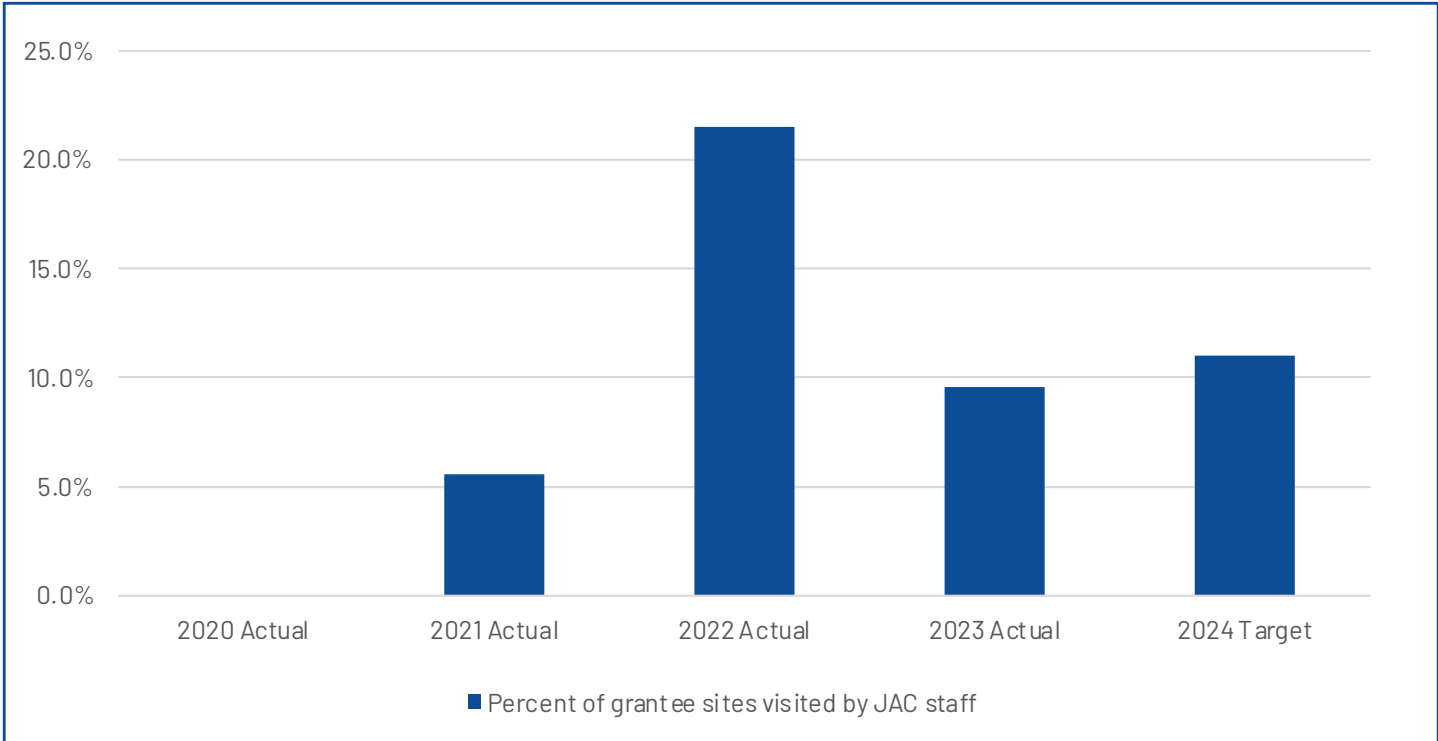
# OFFICES UNDER THE PRESIDENT

## Justice Advisory Council

**MISSION:** Promote equitable, human-centered, community-driven justice system innovation and practice through rigorous stakeholder engagement, policy work, service coordination and grantmaking that increases community safety and reduces reliance on incarceration.

**MANDATES:** Operates consistent with state and County mandates to effect improvement of the administration of justice, 55 ILCS 5-18, State Statute; Sec. 2-473 County Ordinance.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of grantee sites visited by JAC staff	0.0%	5.6%	21.5%	9.6%	11.0%
Percent of staff time devoted to administrative reform initiatives	11.1%	11.3%	10.2%	12.7%	5.0%
Percent of staff time devoted to legislative initiatives	3.4%	5.0%	5.8%	8.0%	5.0%
Percent of grants renewed for the second year of funding	100.0%	6.0%	21.6%	52.3%	21.0%



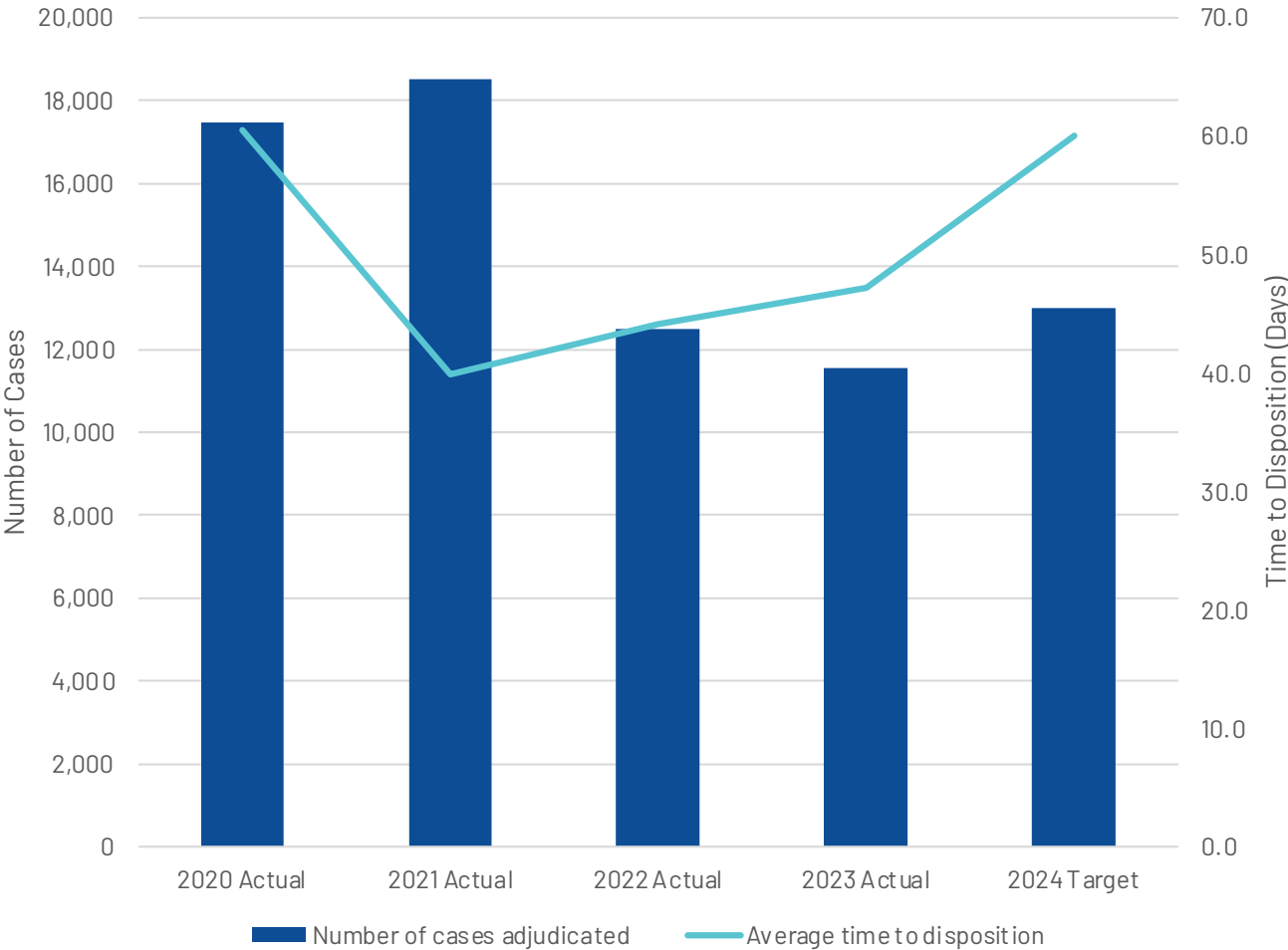
# OFFICES UNDER THE PRESIDENT

## Department of Administrative Hearings

**MISSION:** The mission of the Department of Administrative Hearings is to conduct fair, efficient and impartial hearings of ordinance violations issued by Cook County agencies, board, commissions, departments and the Cook County Forest Preserve.

**MANDATES:** § 2-901 establishes an office of Cook County Government to be known as Administrative Hearings which shall provide an independent central panel of adjudicators authorized to conduct administrative adjudication proceedings for departments, agencies, boards and commissions of the County.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of cases adjudicated	17,471	18,527	12,482	11,558	13,000
Average time to disposition	60.5	39.9	44.1	47.2	60.0



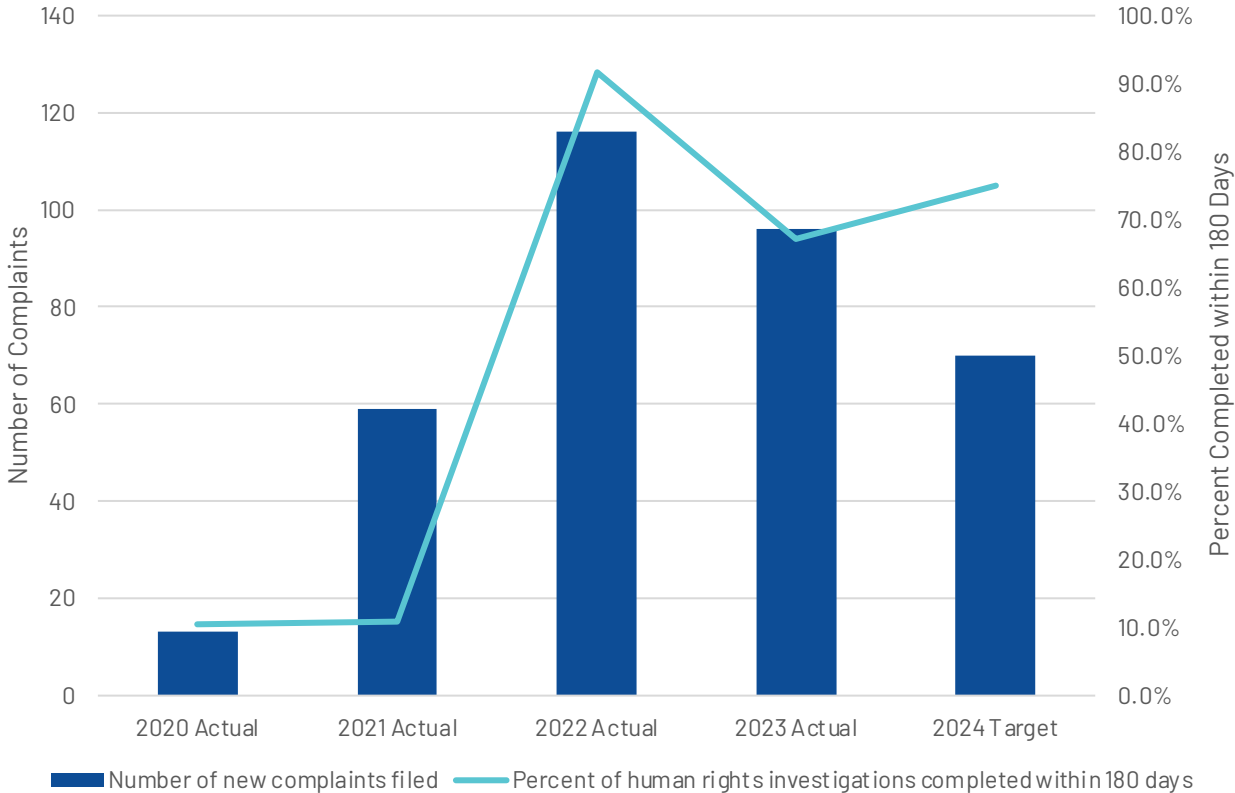
# OFFICES UNDER THE PRESIDENT

## Department of Human Rights and Ethics

**MISSION:** The Department of Human Rights and Ethics (DHRE) works to promote human rights and equality in Cook County and increase public confidence in ethical conduct among its officials, employees, appointees and those doing business with the County.

**MANDATES:** Chapter 42 (Human Rights) and Chapter 2, Art. VII (Ethics) of the Cook County Code of Ordinances and Chapter 13 of the Forest Preserve Ethical Code of Ethical Conduct. Cook County Code §§ 2-560 et seq. and 42-30 et seq.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of human rights investigations completed within 180 days	10.4%	10.9%	91.7%	67.1%	75.0%
Number of new complaints filed	13	59	116	96	70
Average time to provide staff advisory opinions	1.2	0.8	4.2	2.0	3.0
Number of trainings and community group meetings	N/A <sup>2</sup>	10	172	79	90
Number of ethics training attendees	N/A <sup>2</sup>	1,981	3,889	3,642	3,900



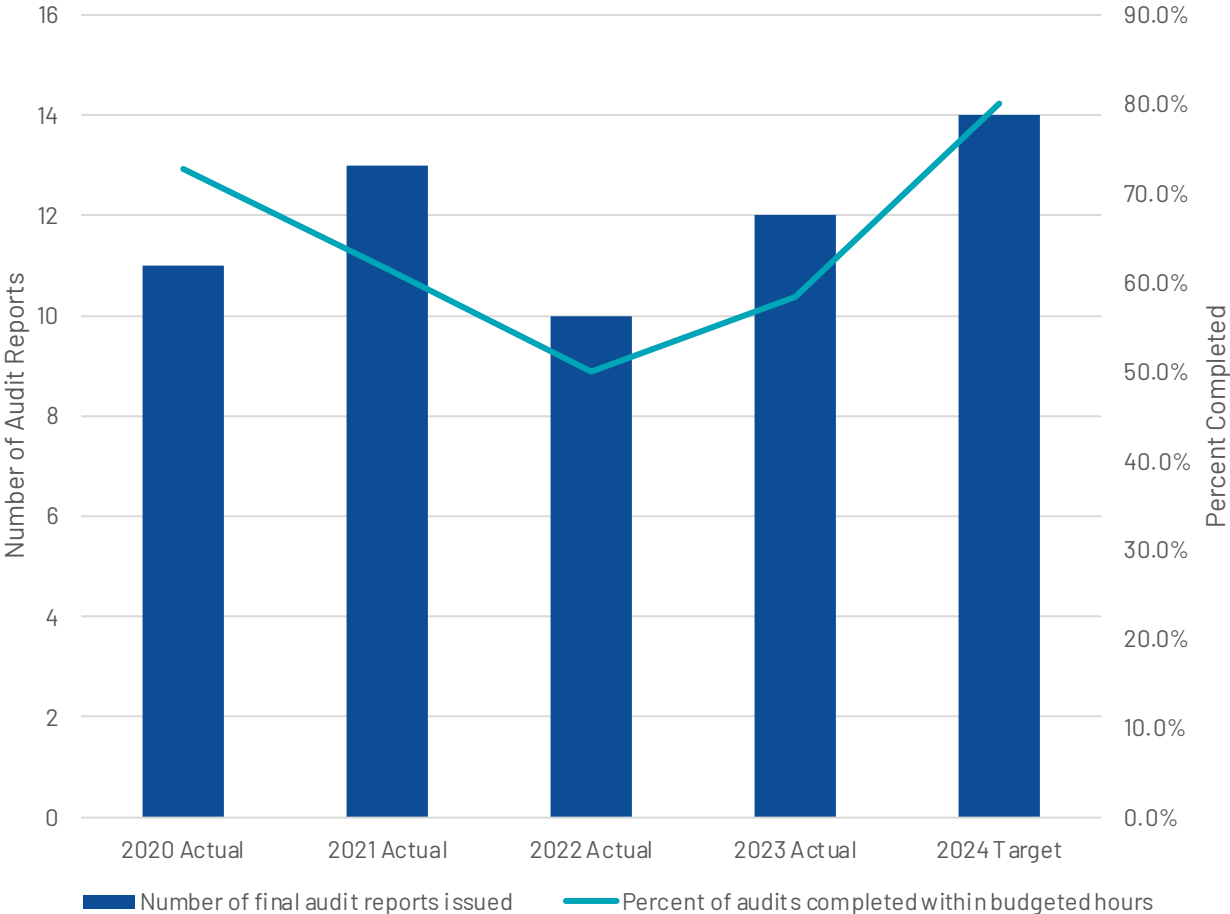
# OFFICES UNDER THE PRESIDENT

## Office of the County Auditor

**MISSION:** The mission of the Office of the County Auditor (OCA) is to provide independent and objective assurance and consulting services designed to add value and improve County operations while promoting transparency and accountability in government.

**MANDATES:** The OCA operates in accordance with the County Ordinance, Chapter 2, Article IV, Division 6, Auditor, Sec. 2-311, which grants the OCA the authority to conduct audits Countywide.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of audits completed within budgeted hours	72.7%	61.5%	50.0%	58.3%	80.0%
Percent of implemented audit recommendations in compliance	0%	100%	80%	100%	70%
Number of final audit reports issued	11	13	10	12	14



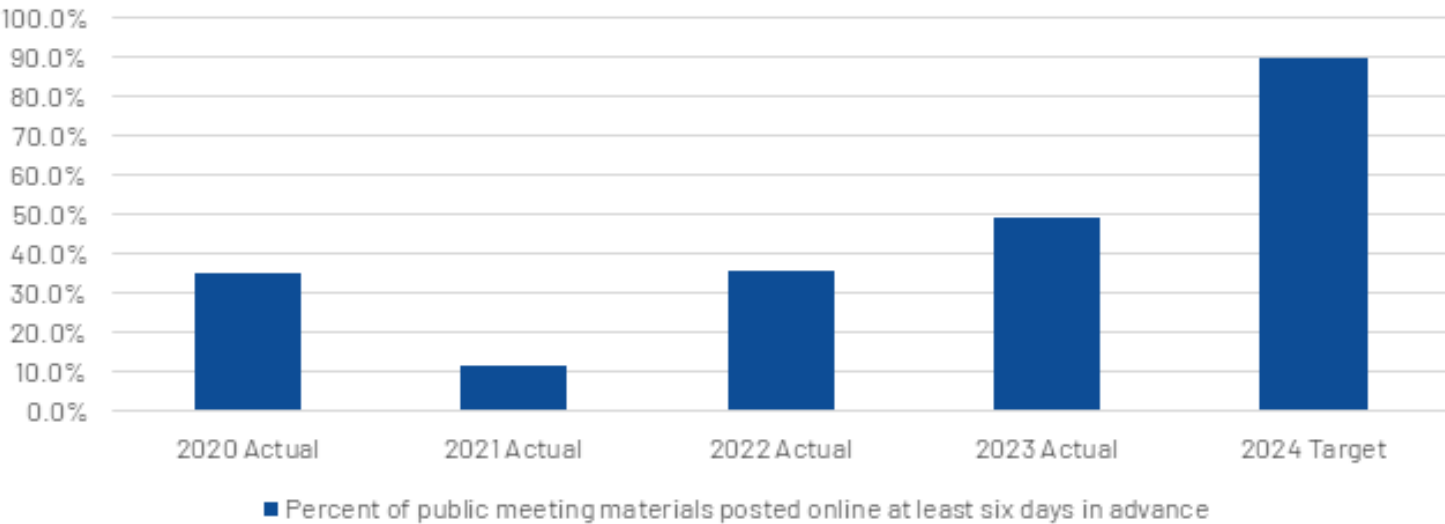
# OFFICES UNDER THE PRESIDENT

## Secretary to the Board of Commissioners

**MISSION:** The Secretary to the Board of Commissioners has two primary missions: We provide legislative support and information for the Cook County Board of Commissioners, President, elected officials, agencies, departments and members of the public so items can be presented for consideration. The Secretary to the Board also provides information regarding the proceedings and policies of the Board so the legislative process will be efficient, effective, open and transparent. We also maintain the County Archives and Records Office (CARO), the agency is primarily responsible for the preservation, promotion and publication of the history of Cook County—our government, communities and people.

**MANDATES:** Assists the Office of the President in preparation and presentation of County Board and Forest Preserve Board agenda. Staff meetings of the County Board and the Forest Preserves t of Cook County. Oversees Board’s administrative budget and assists Commissioners in administration of their office budgets. Prepares all materials for County Board and Forest Preserve Board meetings. Maintains official records for County Board and Forest Preserve Board proceedings. Maintains live stream and audio and video archive of County Board and Forest Preserve Board meetings. Staffs and provides direction for Archives Unit. Preserves, promotes and publishes the history of Cook County.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of public comments received electronically	98.9%	72.9%	0.3%	5.1%	95.0%
Percent of Secretary to the Board of Commissioners’ records reviewed for archiving	12.1%	0.0%	0.0%	0.0%	2.5%
Percent of public meeting materials posted online at least six days in advance	35.1%	11.6%	35.7%	49.3%	90.0%



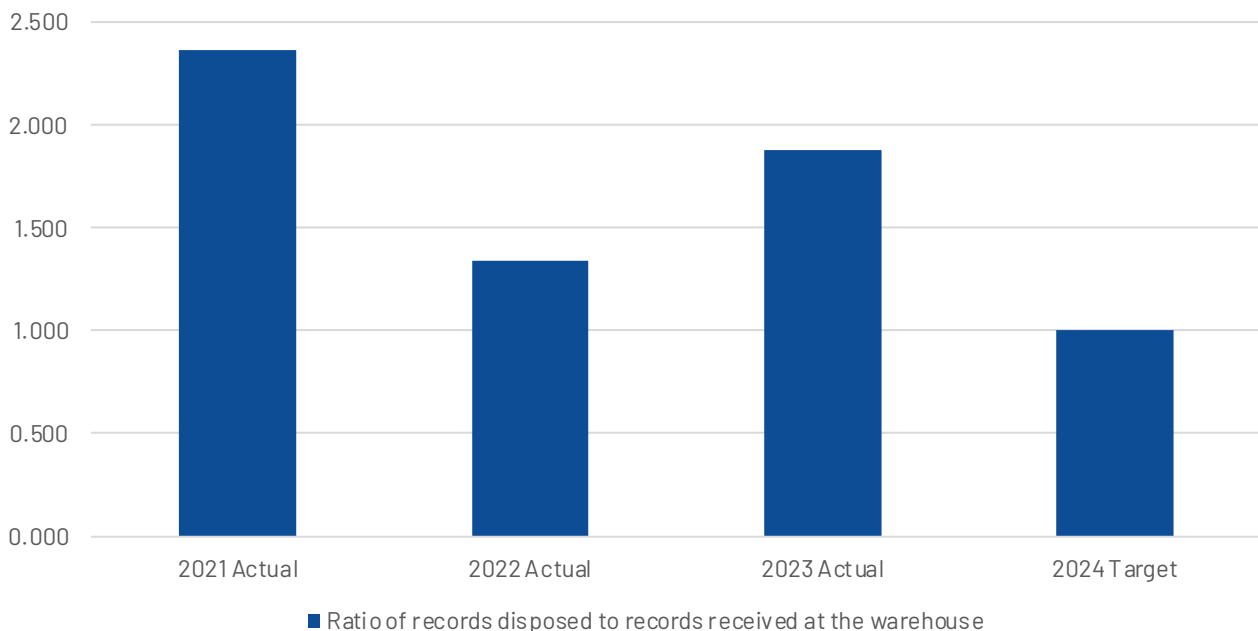
# OFFICES UNDER THE PRESIDENT - BUREAU OF ADMINISTRATION

## Office of Chief Administrative Officer

MISSION: Supports Bureau of Administration (BOA) departments with policy, personnel and procurement while equipping Cook County offices with services through Research, Operations and Innovation, Printing and Graphics Services, Fleet Management, Records Management and Veterans Affairs.

MANDATES: State statute (55 ILCS 5/3-1006-14008), Cook County Ordinance (Chapter 2, Administration Article VIII), County Vehicle Policy (Chapter 2, Administration Article V), Departments and Similar Agencies Division 4, Records Compliance (50 ILCS 205/1- Local Records Act), Military Veterans Assistance Act (330 ILCS 45) and Administration Article X Performance Based Management and Budgeting (Chapter 2).

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Average cost per printed page	\$0.068	\$0.085	\$0.084	\$0.119	\$0.090
Ratio of records disposed to records received at the warehouse	N/A <sup>1</sup>	2.365	1.341	1.876	1.000
Percent of current employees in Offices Under the President who have participated in ROI training opportunities	22.18%	27.62%	30.61%	24.87%	25.00%
Percent of contacted veterans who are connected to other agencies or services	77.2%	47.2%	10.8%	6.9%	5.0%
Number of veterans participating in outreach programs	31	541	43,424	16,067	3,600





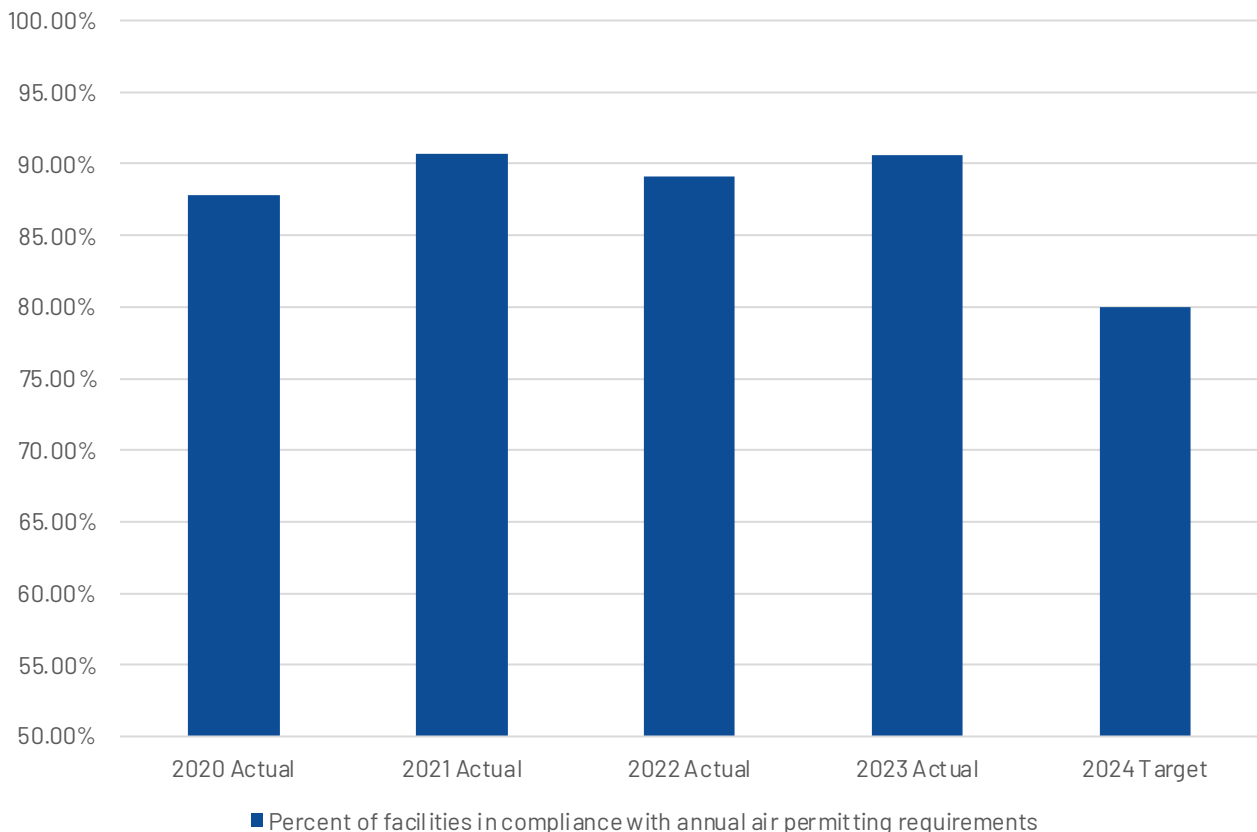
# OFFICES UNDER THE PRESIDENT - BUREAU OF ADMINISTRATION

## Department of Environment and Sustainability

**MISSION:** To foster healthy, resilient and thriving communities by improving the quality of life, protecting the environment and promoting sustainability and environmental justice for all Cook County residents and stakeholders.

**MANDATES:** Enforce Cook County Environment and Sustainability Ordinance (Chapter 30) for environmental permitting and enforcement in suburban Cook County. Implement Illinois EPA intergovernmental agreements on pollution control, inspection and air quality monitoring. Administer federal, state and private grant agreements. Carry out Cook County Board President's priorities for sustainability and environmental justice.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent change in Cook County government greenhouse gas emissions	-6.8%	-10.7%	-6.0%	TBD	-3.8%
Percent of facilities in compliance with annual air permitting requirements	87.83%	90.69%	89.14%	90.63%	80.00%
Percent of known and discovered waste disposed of annually	20.66%	57.42%	58.08%	7.47%	30.00%



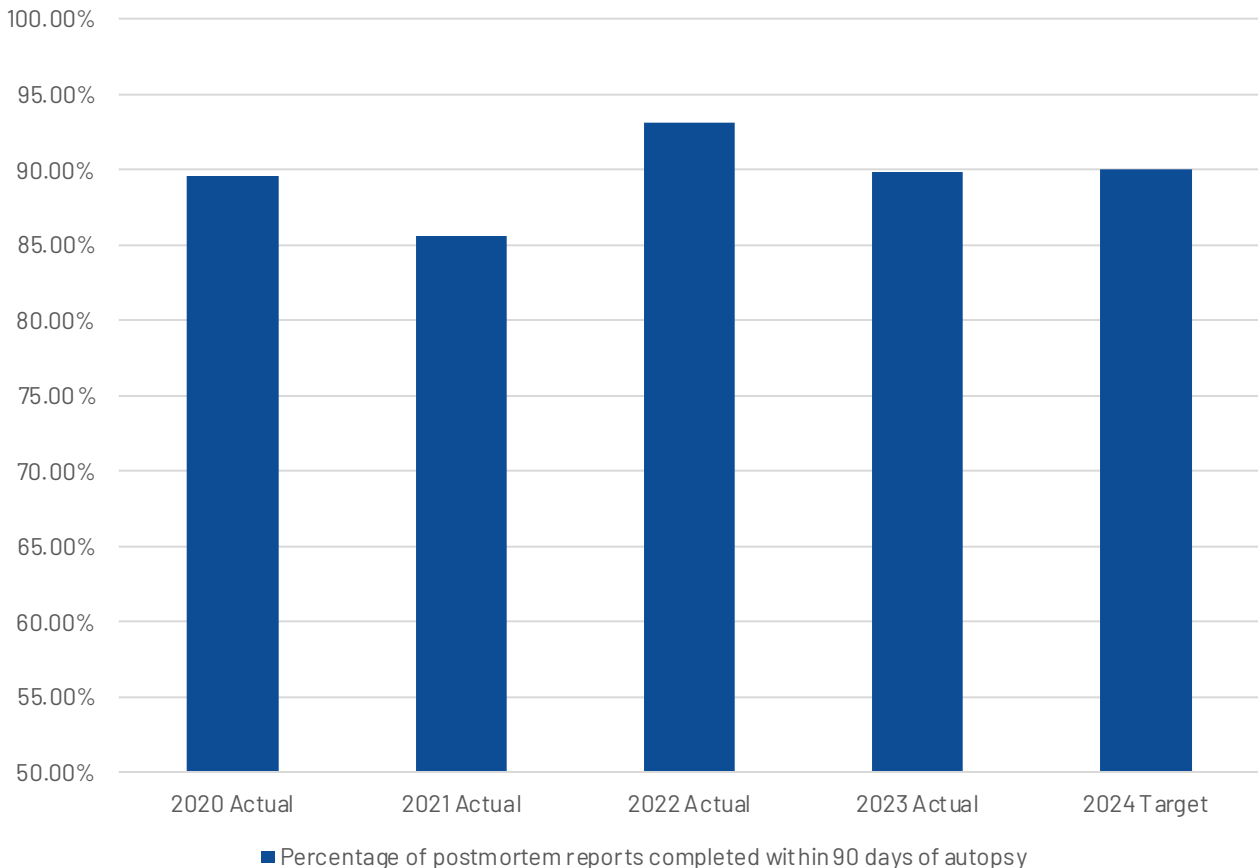
# OFFICES UNDER THE PRESIDENT - BUREAU OF ADMINISTRATION

## Medical Examiner's Office

MISSION: Ensure public health and safety by performing autopsies and postmortem examinations to determine cause and manner of death for individuals who die in Cook County.

MANDATES: The Office was established by the Cook County Code of Ordinances, Chapter 38 Health and Human Services, Article VI Medical Examiner. The abolishment of the Office of the Coroner was authorized by a 1972 referendum.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percentage of postmortem reports completed within 90 days of autopsy	89.55%	85.58%	93.11%	89.79%	90.00%
Percentage of deaths in Cook County that received a postmortem examination by the Medical Examiner's Office	28.84%	30.07%	30.15%	23.02%	15.00%
Average length of stay for indigent decedents	45	49	45	44	35



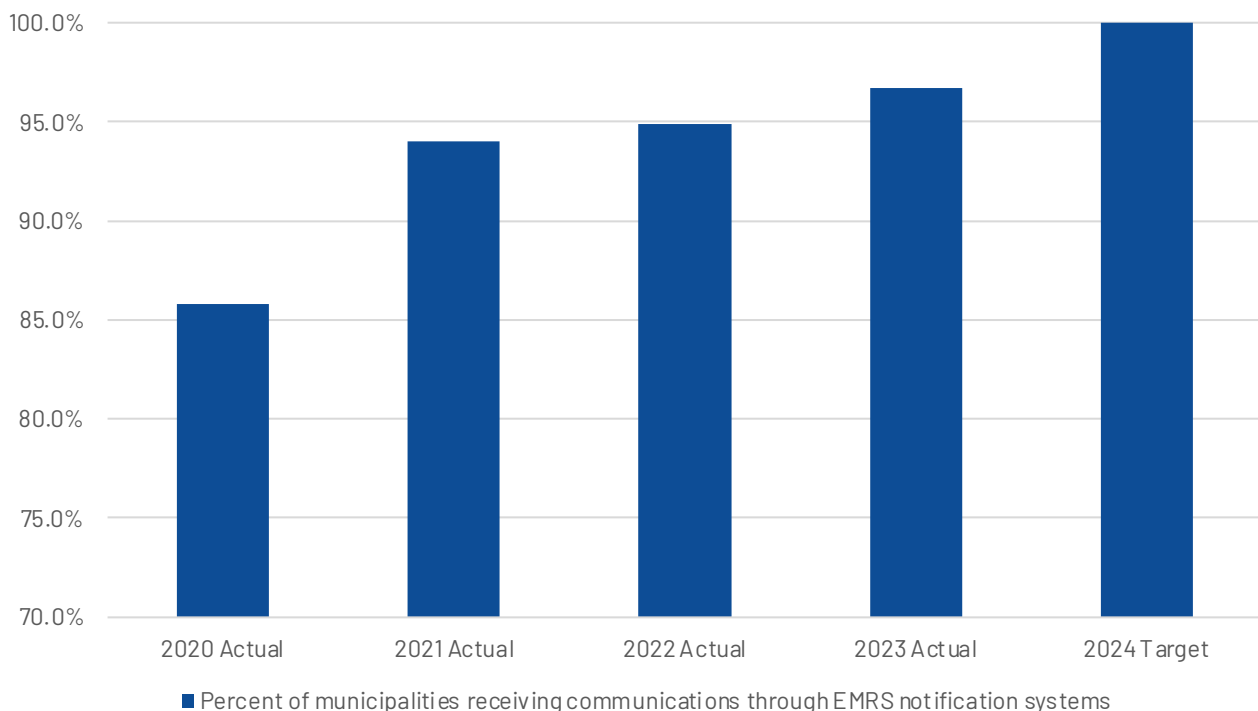
# OFFICES UNDER THE PRESIDENT - BUREAU OF ADMINISTRATION

## Department of Emergency Management and Regional Security

**MISSION:** To enhance the safety and security of Cook County and its residents by working to build capacity to prevent, protect against, mitigate the effects of, respond to and recover from all incidents whether human-caused or natural.

**MANDATES:** Federal, state and County laws mandate that local governments develop and maintain emergency management capabilities. Stafford Act (42 USC §5121-5208), Illinois Emergency Management Agency Act (20 ILCS 3305 et seq.) and Cook County Emergency Management and Services Ordinance (Chapter 26, Article II).

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of municipalities to which EMRS provides planning support	89.6%	51.0%	34.6%	54.4%	6.3%
Percent of municipalities receiving communications through EMRS notification systems	85.8%	94.0%	94.9%	96.7%	100.0%
Percent of municipalities participating in EMRS training opportunities	10.0%	10.1%	12.3%	23.8%	9.6%
Percent of municipalities who have received EMRS-managed physical assets and/or direct investments	38.1%	26.4%	13.1%	12.0%	2.0%



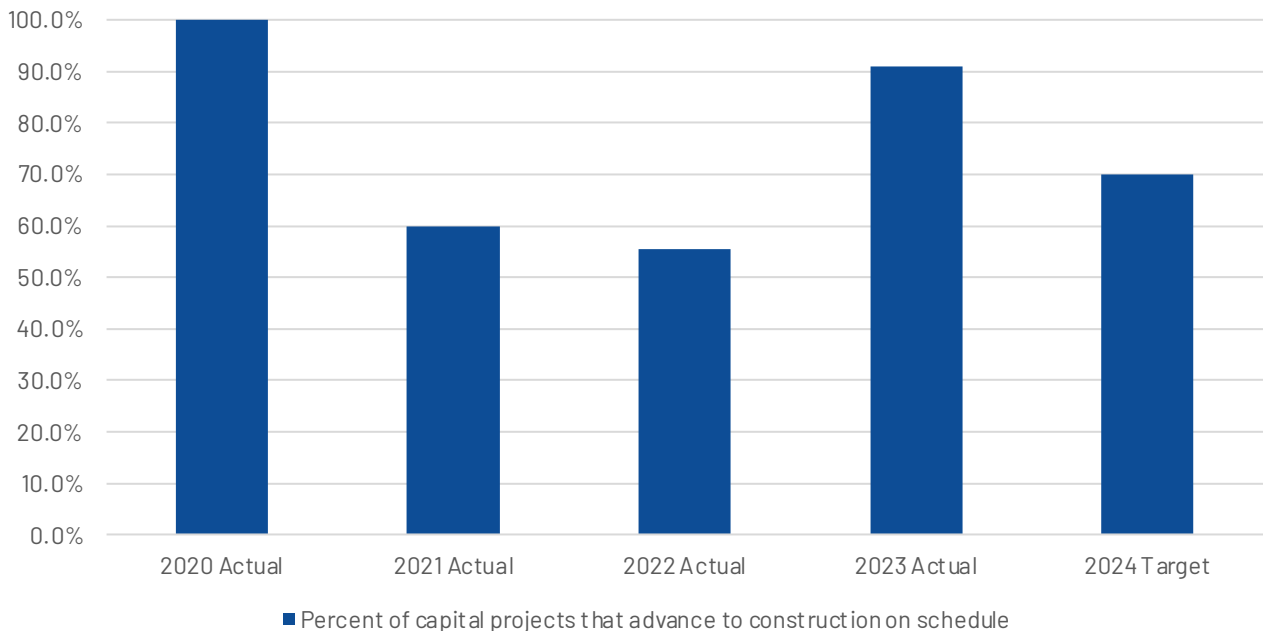
# OFFICES UNDER THE PRESIDENT - BUREAU OF ADMINISTRATION

## Department of Transportation and Highways

**MISSION:** To accelerate economic growth and foster thriving communities by investing in transportation projects throughout the region and implementing the County’s Long Range Transportation Plan.

**MANDATES:** Legislative Authorization: Illinois Highway Code – County Administration of Highways (605 ILCS 5/5). The Illinois Motor Fuel Tax “MFT” Law (35 ILCS 505) dedicates 16.74% of the state’s MFT funds to “counties with over 1 million in population.” As a result of the 2019 REBUILD Illinois Capital Bill, the Illinois General Assembly dedicated additional MFT revenues to the County and created the Transportation Renewal Fund.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of Cook County Motor Fuel Tax investment in transportation projects matched by other funding	38%	45%	9%	11%	30%
Percent of capital projects that advance to construction on schedule	100.0%	60.0%	55.6%	90.9%	70.0%
Percent of Cook County roadways that are in fair or good condition	47.7%	46.0%	48.4%	49.1%	50.5%
Percent of Cook County bridges that are in good condition	54.3%	55.0%	55.0%	53.5%	55.0%
Number of multi-jurisdictional projects enabled by Cook County	77	74	64	95	115



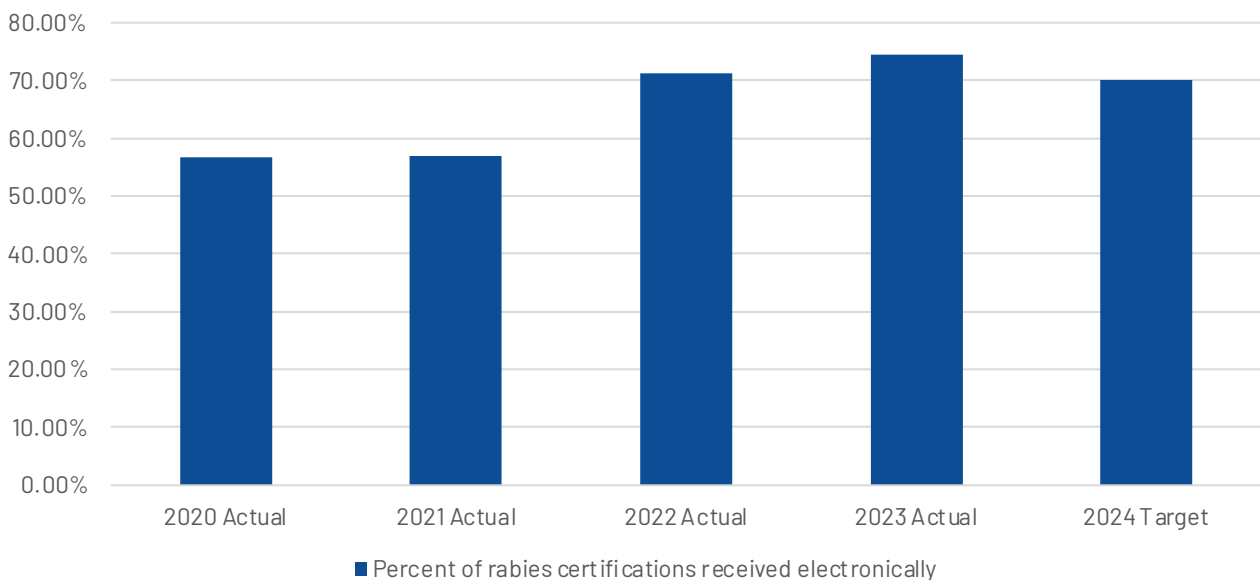
# OFFICES UNDER THE PRESIDENT - BUREAU OF ADMINISTRATION

## Department of Animal and Rabies Control

MISSION: To protect humans and companion animals from rabies and other communicable diseases through education, vaccination, registration, legislation and surveillance and research into wildlife.

MANDATES: Uphold the Animal Control Act (510 ILCS 5), Humane Care for Animals Act (510 ILCS 70), Cook County Animal Control Act Ordinance (Chapter 10) and the federal Pets Evacuation and Transportation Standards Act.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of municipalities participating in ARC in-person training opportunities and e-learning programming	0.7%	13.7%	9.4%	34.6%	30.0%
Percent of rabies certifications received electronically	56.58%	56.92%	71.19%	74.45%	70.00%
Number of alerts to the public about diseases communicable to humans or companion animals	13	10	10	13	20
Total number of visits from animal control wardens to Cook County Forest Preserves and dog friendly areas	N/A <sup>1</sup>	N/A <sup>1</sup>	1,842	1,378	1,600
Number of companion animals spayed and neutered through the County subsidized program	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>	6,239	6,300



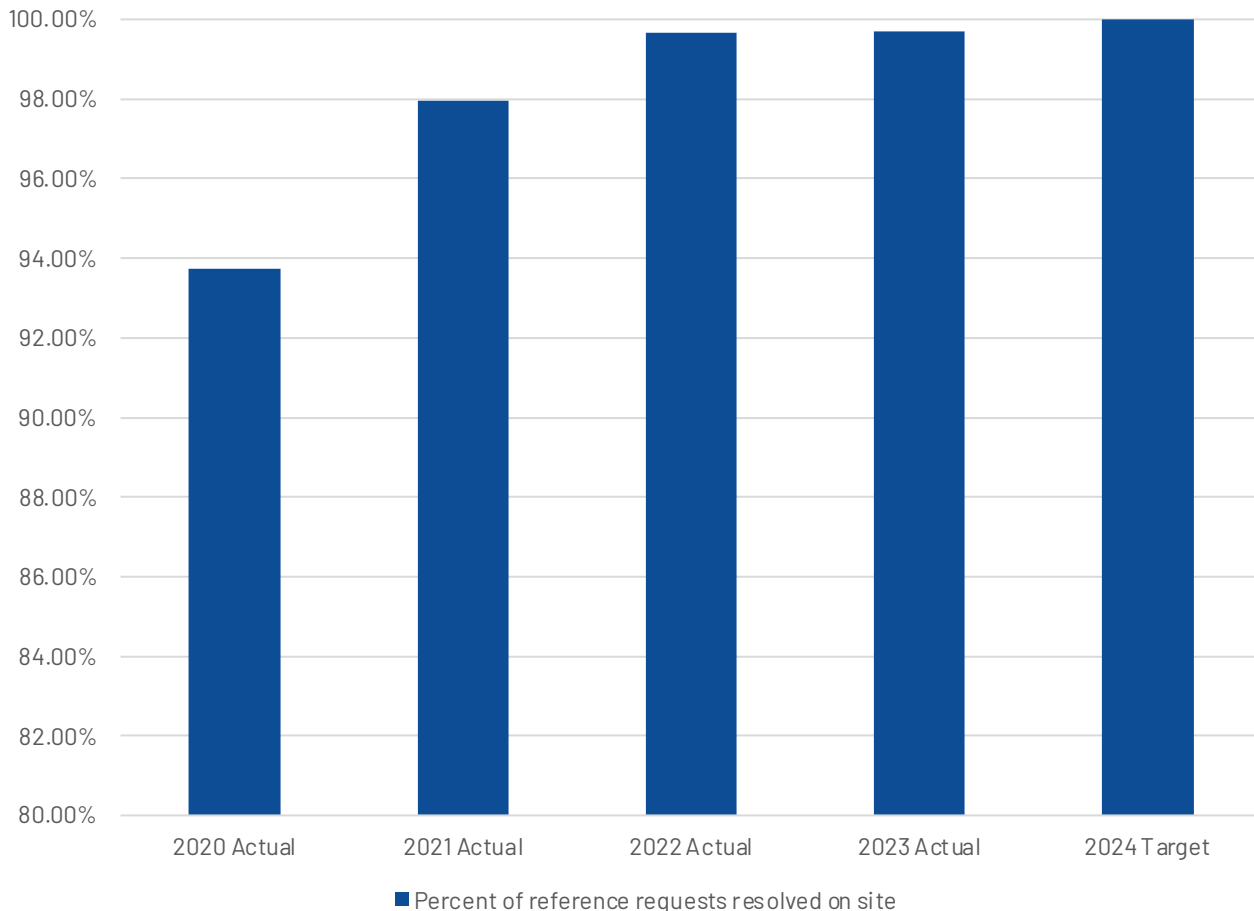
# OFFICES UNDER THE PRESIDENT - BUREAU OF ADMINISTRATION

## Cook County Law Library

MISSION: The Cook County Law Library promotes access to justice by providing residents with access to legal information through implementation of new services, technologies and best practice.

MANDATES: Establish and maintain Law Library that is freely available to all members of the public (55 ILCS 5/5-39001; Cook County Code of Ordinances, Chapter 50, Article II.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of reference requests resolved on site	93.74%	97.96%	99.66%	99.70%	100.00%
Estimated Electronic Research Savings per user	\$1,961	\$568	\$366	\$430	\$200
Average overall satisfaction with Law Library services	90.0%	100.0%	95.7%	100.0%	90.0%



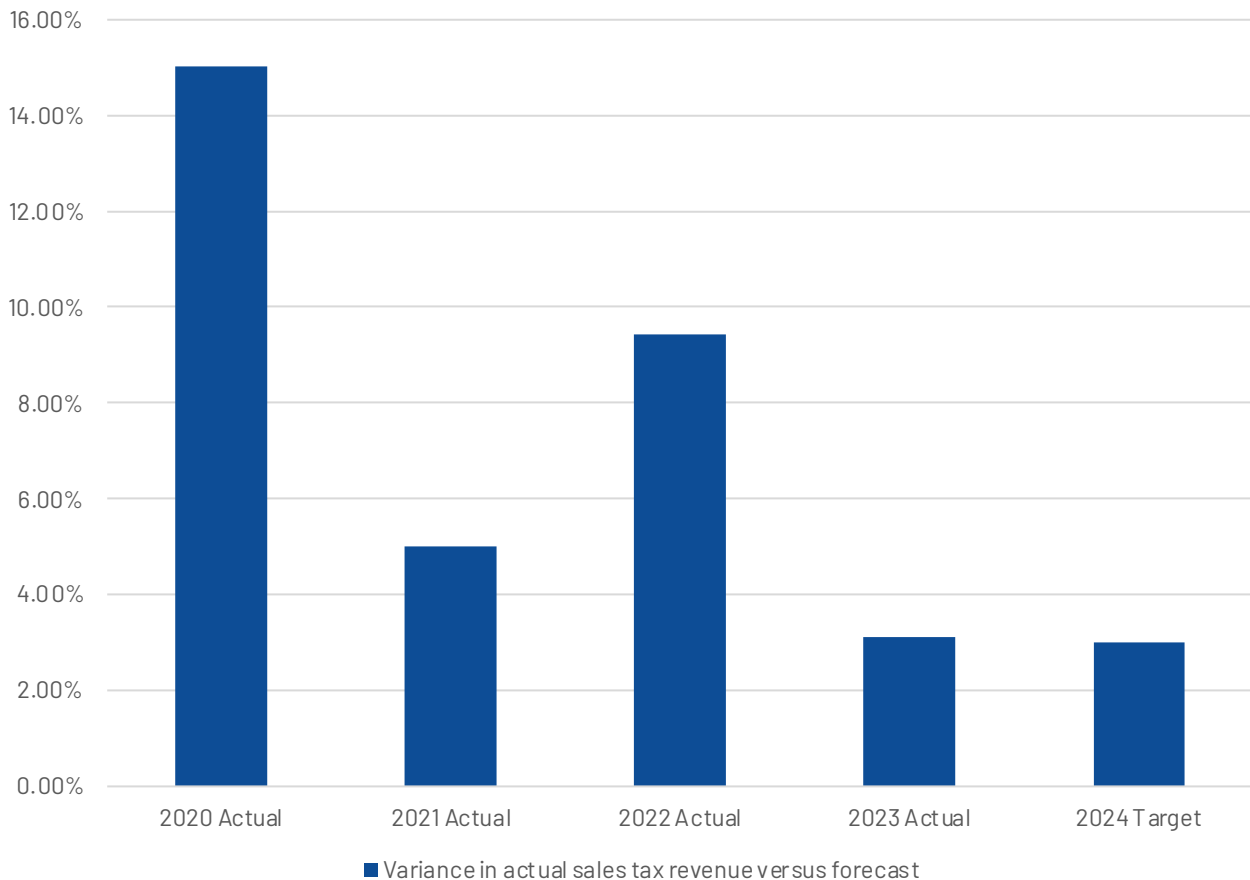
# OFFICES UNDER THE PRESIDENT - BUREAU OF FINANCE

## Office of Chief Financial Officer

MISSION: The Office of the Chief Financial Officer (OCFO) ensures the fiscal affairs of the County are managed with a goal of long-term fiscal sustainability. The OCFO will use quantitative and qualitative expertise to support financial operations countywide.

MANDATES: Mandated by Chapter 2, Article V, Division 3 Bureau of Finance of Cook County Bureau of Ordinances.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Variance in actual sales tax revenue versus forecast	15.01%	5.00%	9.43%	3.11%	3.00%
Amount spent on annual debt service	\$302,519,672	\$299,432,479	\$300,111,619	\$301,682,854	\$314,000,000



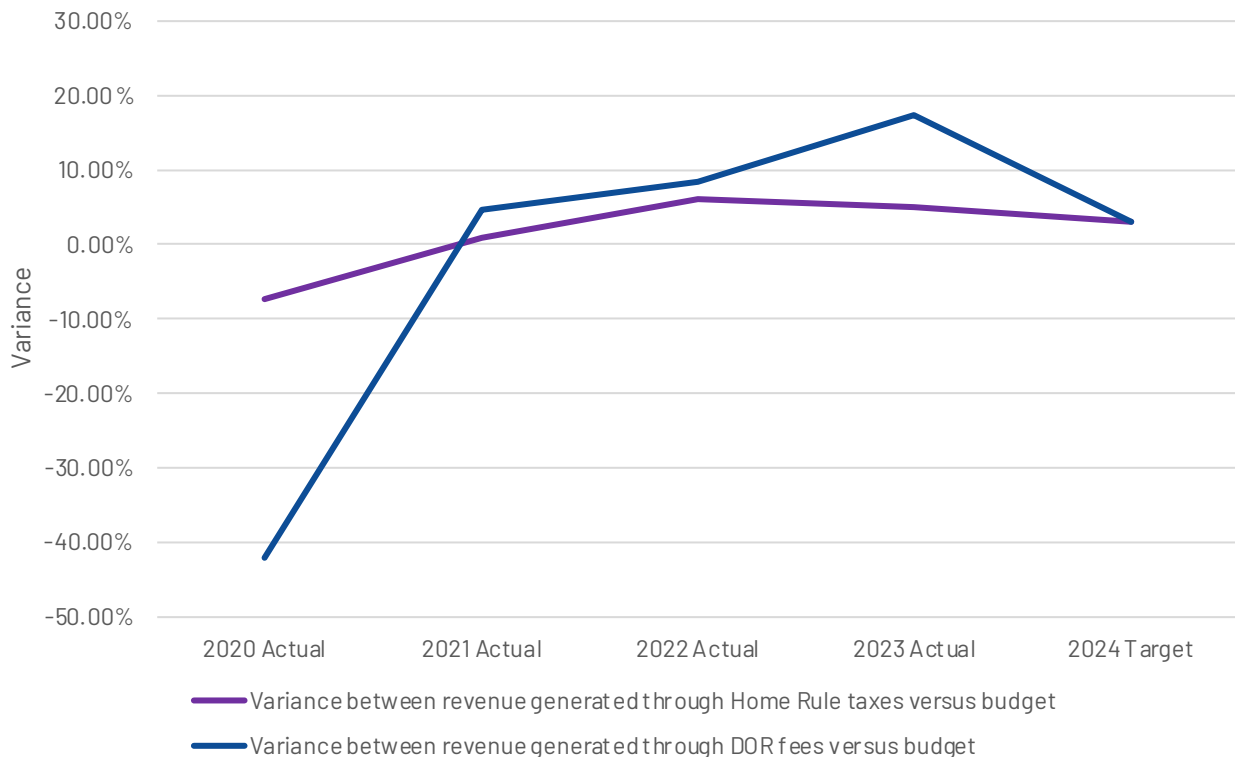
# OFFICES UNDER THE PRESIDENT - BUREAU OF FINANCE

## Department of Revenue

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

**MANDATES:** Various Articles of Chapter 74 – Taxation; Uniform Penalties, Interest and Procedures Ordinance, Article III of Chapter 34 – Finance; A portion of the administrative tasks in Chapter 54 – Licenses, Permits and Miscellaneous Business Regulations.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Variance between revenue generated through Home Rule taxes versus budget	-7.32%	0.94%	6.00%	5.07%	3.00%
Variance between revenue generated through DOR fees versus budget	-42.16%	4.61%	8.42%	17.40%	3.00%
Percent of payments received electronically	86.92%	88.13%	87.76%	87.08%	88.00%
Percent of inspected businesses found to be compliant	91.73%	90.22%	91.75%	93.75%	92.00%
Percent of audits that result in assessment	94.49%	67.21%	79.01%	68.54%	N/A <sup>3</sup>





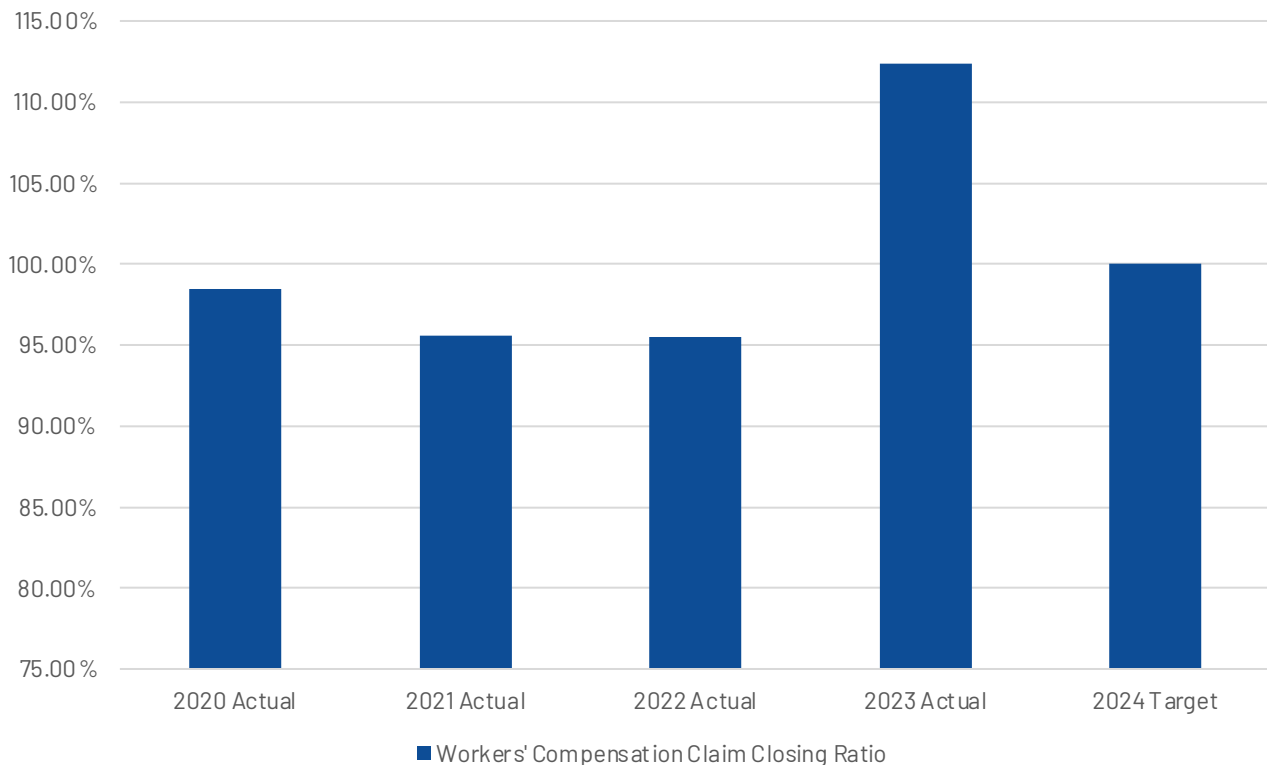
# OFFICES UNDER THE PRESIDENT - BUREAU OF FINANCE

## Risk Management

MISSION: Risk Management is responsible for the cost-effective and customer-focused administration of employee benefits, workers' compensation programs and general liability programs across all County employers in accordance with local, state and federal requirements.

MANDATES: 745 ILCS 10/9-103 - Illinois Local Governmental and Governmental Employees Tort Immunity. Act 55 ILCS 5/6-24002 - Counties Code. The administration of strategy and activities associated with Cook County's liability and losses, including those related to the workers' compensation and employee benefits programs, and as directed by the Counties Code, Illinois State Statutes and Federal Code that have been delegated to the Department of Risk Management.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Workers' Compensation Claim Closing Ratio	98.47%	95.62%	95.45%	112.36%	100.00%
Employee Health Benefits Cost Share	10.47%	9.96%	9.57%	12.19%	12.19%
Cost of health benefits per enrolled employee	\$16,428	\$17,448	\$19,978	\$19,956	\$19,956
Cost of Risk as percentage of County's operating budget	2.38%	2.11%	1.80%	1.47%	2.00%



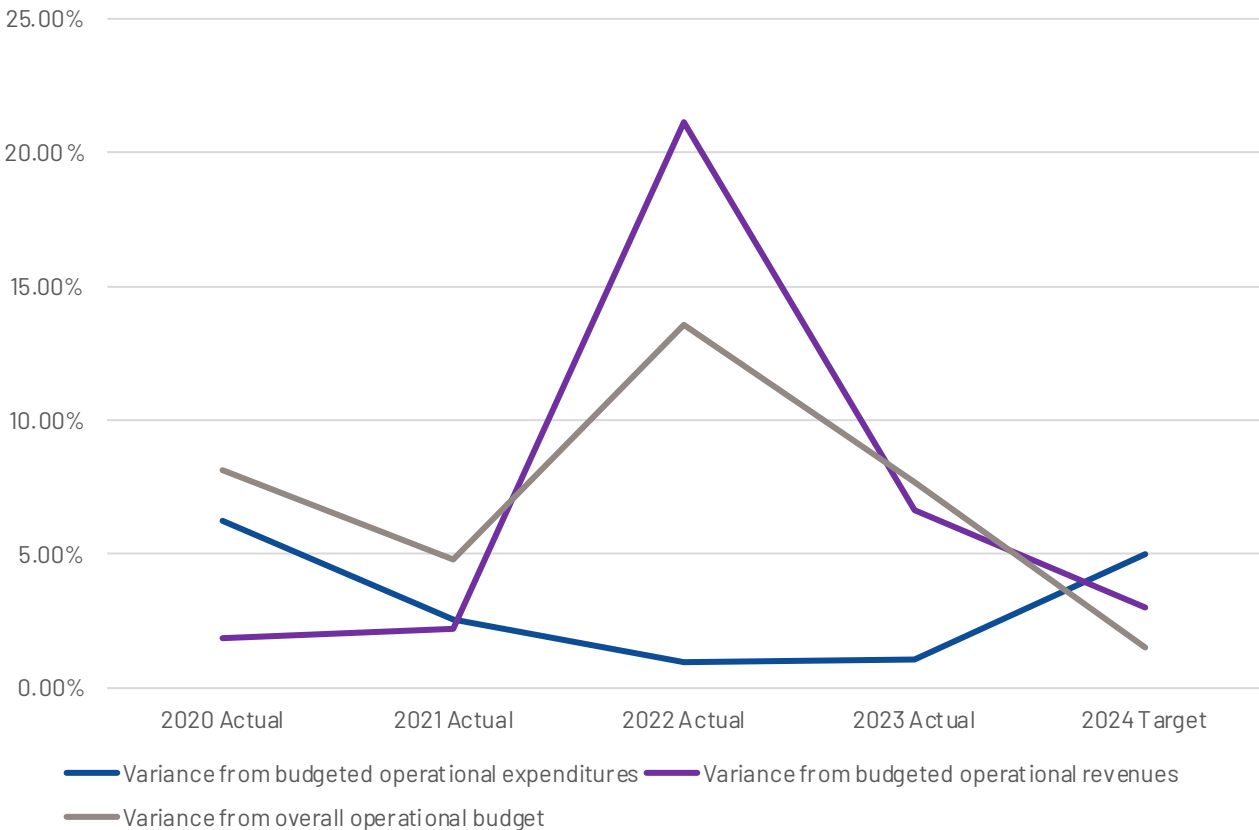
# OFFICES UNDER THE PRESIDENT - BUREAU OF FINANCE

## Department of Budget and Management Services

**MISSION:** The Department of Budget and Management Services promotes fiscal responsibility by preparing, managing and executing the County’s budget.

**MANDATES:** Adheres to state statutes governing the budget process (55 ILCS 5/6-24001-24007). Each year prepares and issues a preliminary budget forecast on, or before, June 30 and submits the executive budget recommendation to the Cook County Board of Commissioners by October 31 (Cook County Code of Ordinances Section 2-930 through 2-937).

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Variance from budgeted operational expenditures	6.25%	2.58%	0.96%	1.06%	5.00%
Variance from budgeted operational revenues	1.87%	2.23%	21.13%	6.63%	3.00%
Variance from overall operational budget	8.12%	4.81%	13.59%	7.68%	1.50%
Average overall Government Finance Officers Association score	3.38	3.32	3.33	3.07	3.25



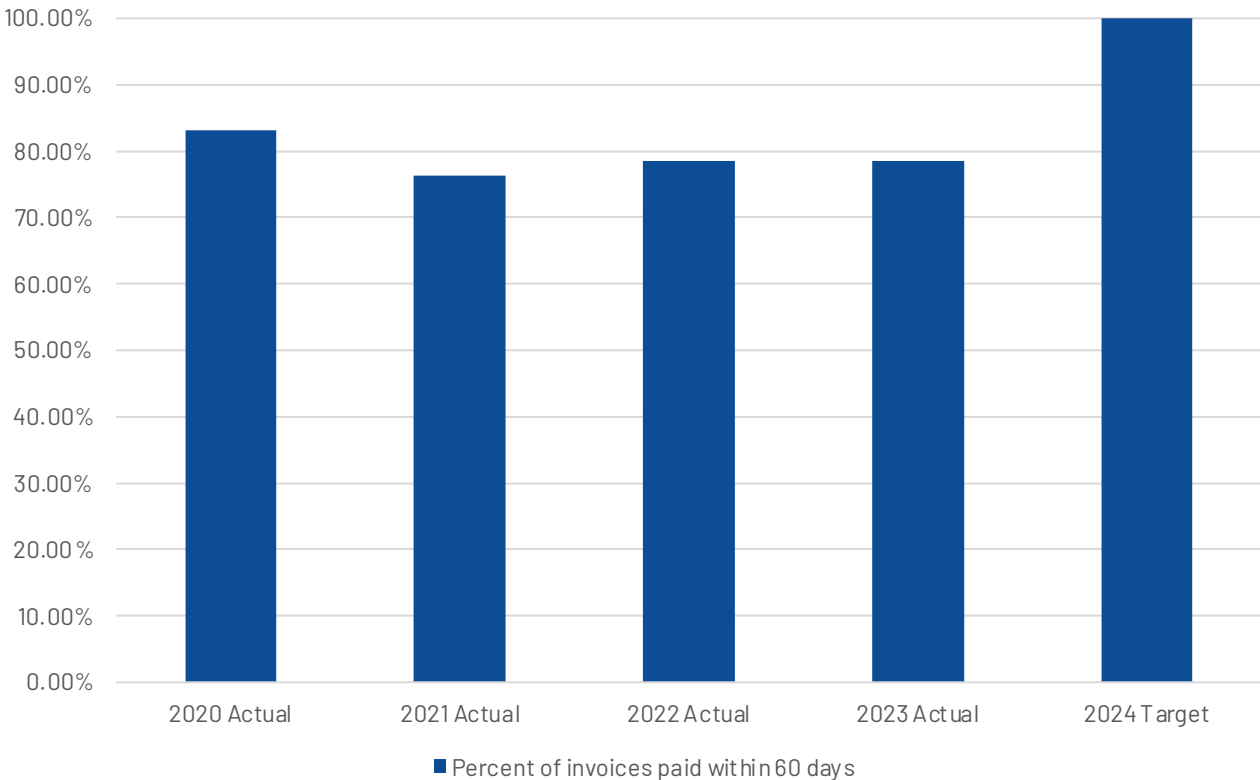
# OFFICES UNDER THE PRESIDENT - BUREAU OF FINANCE

## County Comptroller

**MISSION:** Supervise the fiscal affairs of Cook County by maintaining the accounting records, general ledger, financial reporting, accounts payable, payroll and garnishments (i.e. disbursing and reconciling the County's multibillion dollar budget).

**MANDATES:** Approve or disapprove a vendor bill within 30 days after receipt and pay within 30 days of approval (Local Government Prompt Pay). Create a monthly analysis of revenue and expenses. In conjunction with the Director of Human Resources to report Grade 17 -24 changes at end of every pay period. Review records of the State of Illinois Child Support Enforcement Program to determine if there are any delinquency issues. Issue the annual financial report within six months of year-end.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent variance from ePayables revenue goal	63.95%	39.61%	46.75%	55.42%	0.00%
Percent of invoices paid within 60 days	83.12%	76.38%	78.61%	78.59%	100.00%
Average number of days to process payroll	2.7	2.7	3.0	3.0	3.0
Average number of days to issue monthly Expense and Revenue Report	31.5	29.9	30.0	30.0	30.0



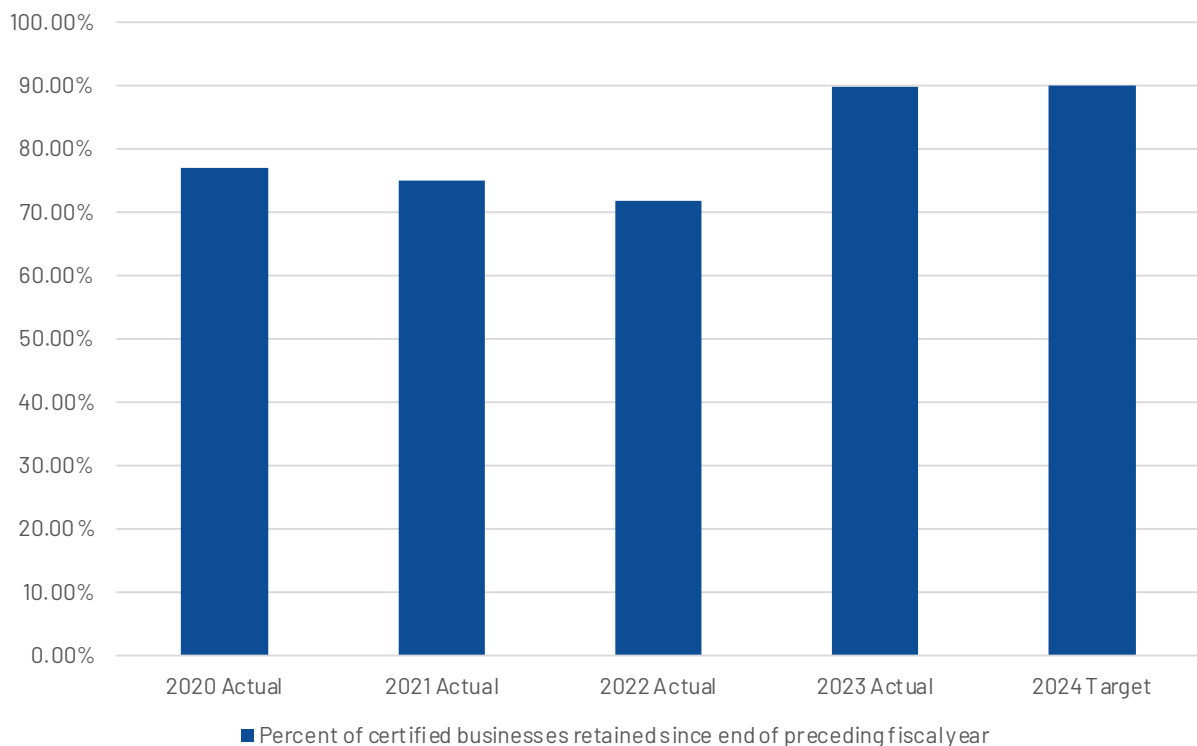
# OFFICES UNDER THE PRESIDENT - BUREAU OF FINANCE

## Office of Contract Compliance

MISSION: To increase the pool of qualified diverse vendors who are in a position to participate in Cook County contracting opportunities. To promote racial parity, contract diversity and continued transparency with industry best practices.

MANDATES: The OCC operates in accordance with Cook County Ordinance Sections 34-237, 34-238; 34-260 - 300.2.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of certified businesses retained since end of preceding fiscal year	77.00%	74.95%	71.79%	89.88%	90.00%
Percent of applications completed within 90 days of submission	30.24%	40.10%	39.94%	68.96%	75.00%
Percent of started applications which are completed	82.48%	96.37%	97.21%	98.68%	95.00%
Percent of zero goal contracts which are due to a lack of M/WBE availability	57.62%	38.78%	39.46%	38.05%	40.00%
Percent of committed dollars committed to M/WBE firms	4.50%	23.04%	22.12%	5.25%	17.50%



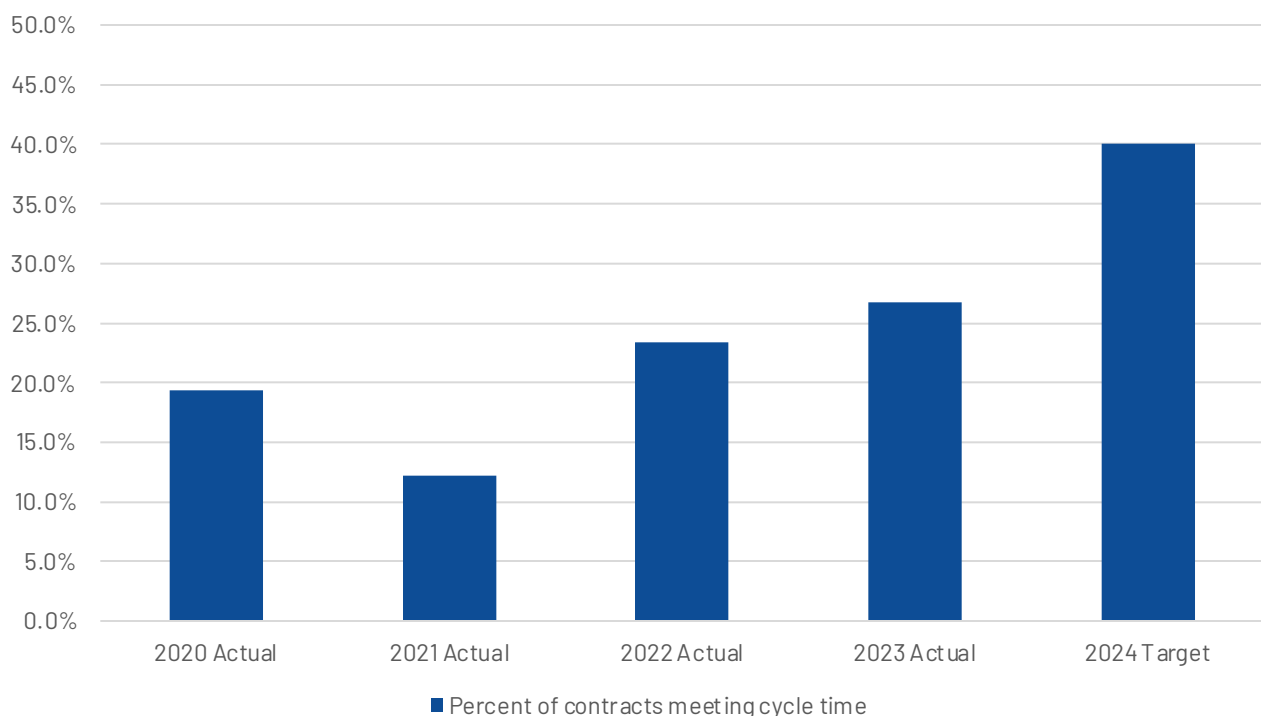
# OFFICES UNDER THE PRESIDENT - BUREAU OF FINANCE

## Office of the Chief Procurement Officer

**MISSION:** To provide an open and transparent procurement process that promotes maximum competition, delivers procurement opportunities to our community, implements efficient procurement practices and leverages the County's overall resources to achieve best value and quality.

**MANDATES:** The Office of the Chief Procurement Officer (OCPO) is governed by the Cook County Procurement Code, codified at Chapter 34, Article IV Sec. 31-121 through 31-311 and pursuant to the Code the OCPO procures commodities, construction, professional services, and work services for the offices under the President, and the offices of elected officials of Cook County.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of contracts meeting cycle time	19.3%	12.2%	23.4%	26.7%	40.0%
Percent of amendments meeting cycle time	35.5%	29.2%	35.0%	42.0%	50.0%
Average number of vendor submissions per project	8.3	4.3	2.8	2.5	4.5
Percent of bids submitted electronically	66.43%	100.00%	100.00%	100.00%	100.00%
Sole source contracts as a percentage of total contracts	14.6%	12.8%	16.4%	7.5%	15.0%



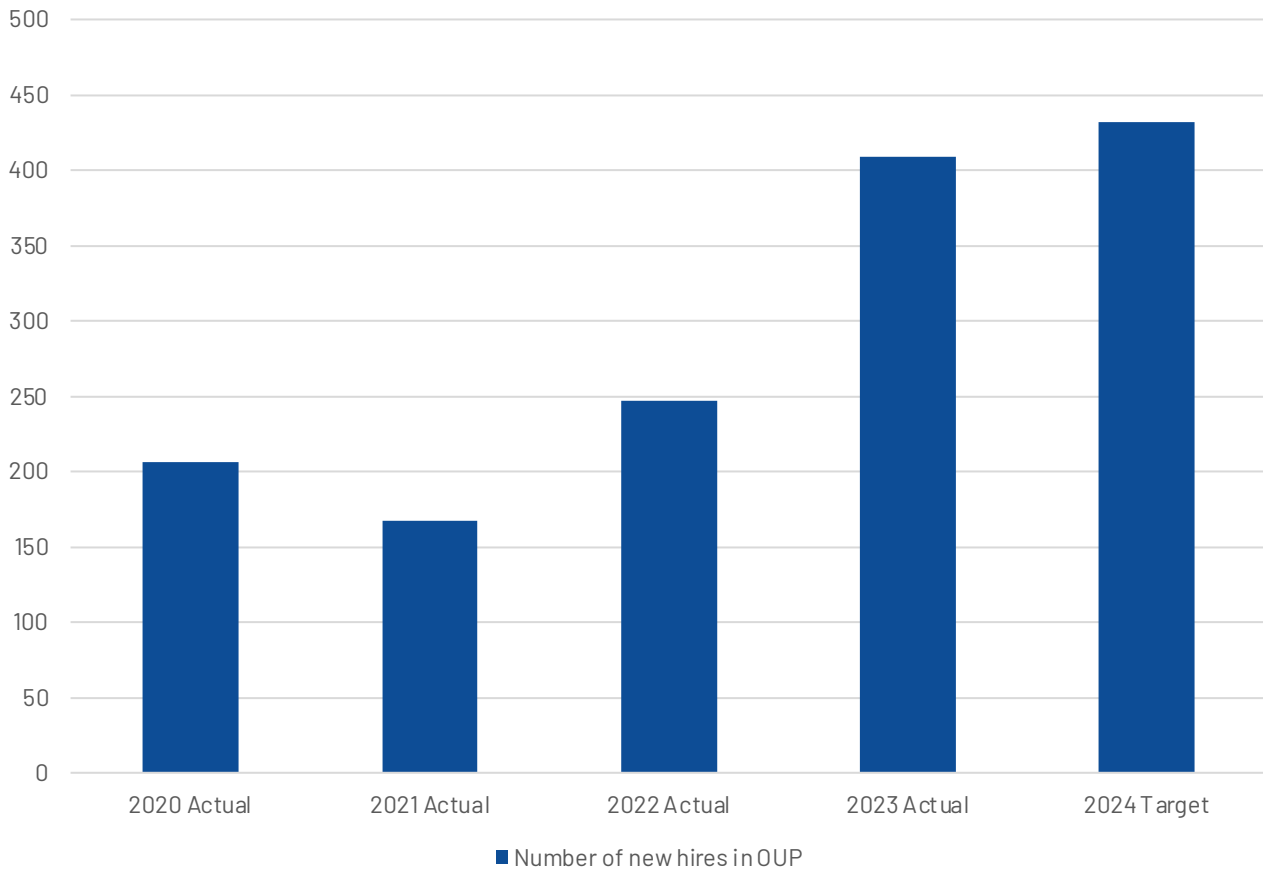
# OFFICES UNDER THE PRESIDENT - BUREAU OF HUMAN RESOURCES

## Department of Human Resources

MISSION: To align Cook County’s policies, practices, and processes to its position as an employer of choice through collaboration, valuing diversity, and leveraging subject matter expertise in all HR functional areas to support Bureaus and Departments in Offices under the President.

MANDATES: Sections 44-45 of the Cook County Code of Ordinances establish the responsibilities and functions of the Bureau of Human Resources. The Cook County Employment Plan governs the County’s hiring process managed by the Bureau.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Average employee tenure	12.39	12.41	12.08	11.24	11.00
Number of new hires in OUP	206	167	247	409	432
Percent of OUP employees who have completed all mandated compliance trainings	99.87%	99.87%	100.00%	98.34%	100.00%
Average rating of BHR trainings	4.70	4.80	4.71	4.74	5.00



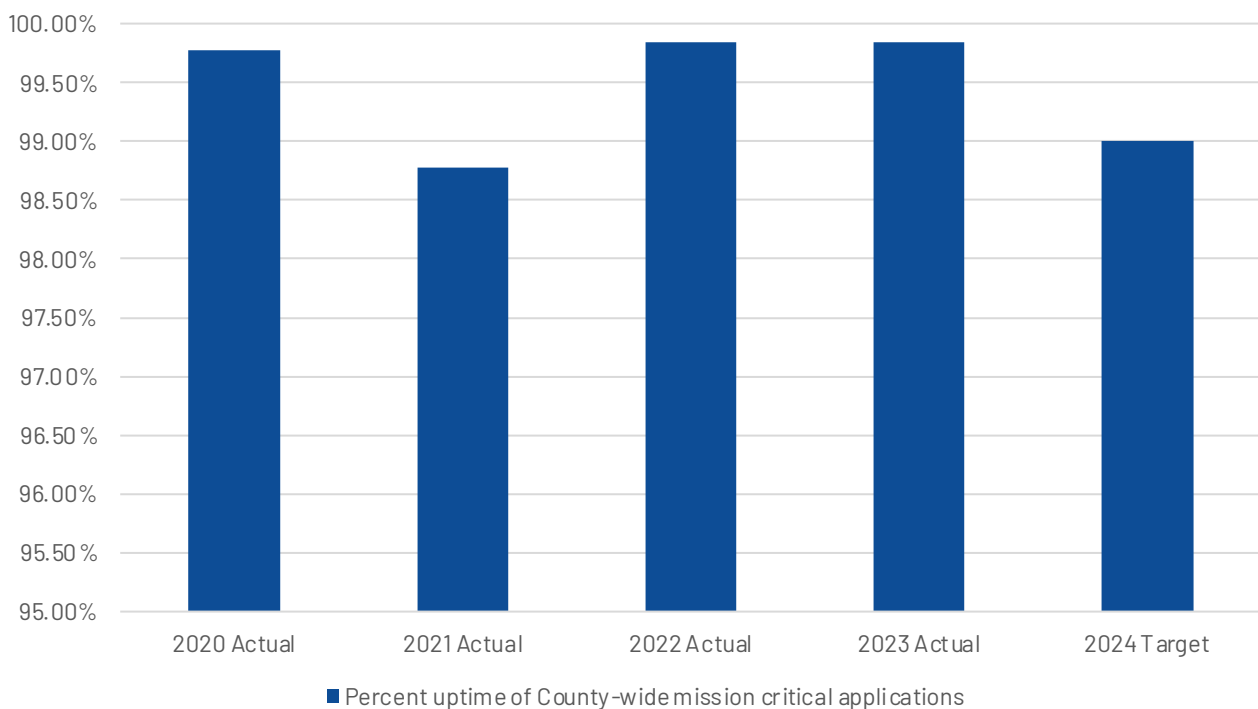
# OFFICES UNDER THE PRESIDENT - BUREAU OF TECHNOLOGY

## Enterprise Technology

MISSION: BOT provides cost-effective and easy-to-use services for residents and County employees.

MANDATES: Ordinance 14-1481; Resolution 17-2732; Resolution 13-2002; Ordinance No. 16-3977; Chapter 2, Article IV, Division 3, Subdivision II, §2-220; Resolution 17-6199; Ordinance 18-5634.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of BOT supported mainframe and mid-range applications with concrete upgrade plans	42%	70%	77%	80%	60%
Percent of projects assigned to PMO that are active	78%	77%	69%	78%	64%
Percent uptime of County-wide mission critical applications	99.77%	98.78%	99.84%	99.85%	99.00%
Percent of operating systems within support life cycle	91.68%	81.24%	89.17%	94.43%	90.00%
Percent of hardware within support life cycle	73.13%	58.17%	66.23%	76.23%	75.00%



# OFFICES UNDER THE PRESIDENT - BUREAU OF ECONOMIC DEVELOPMENT

## Office of Economic Development

**MISSION:** The Bureau of Economic Development’s mission is to lead and promote equitable economic growth and community development.

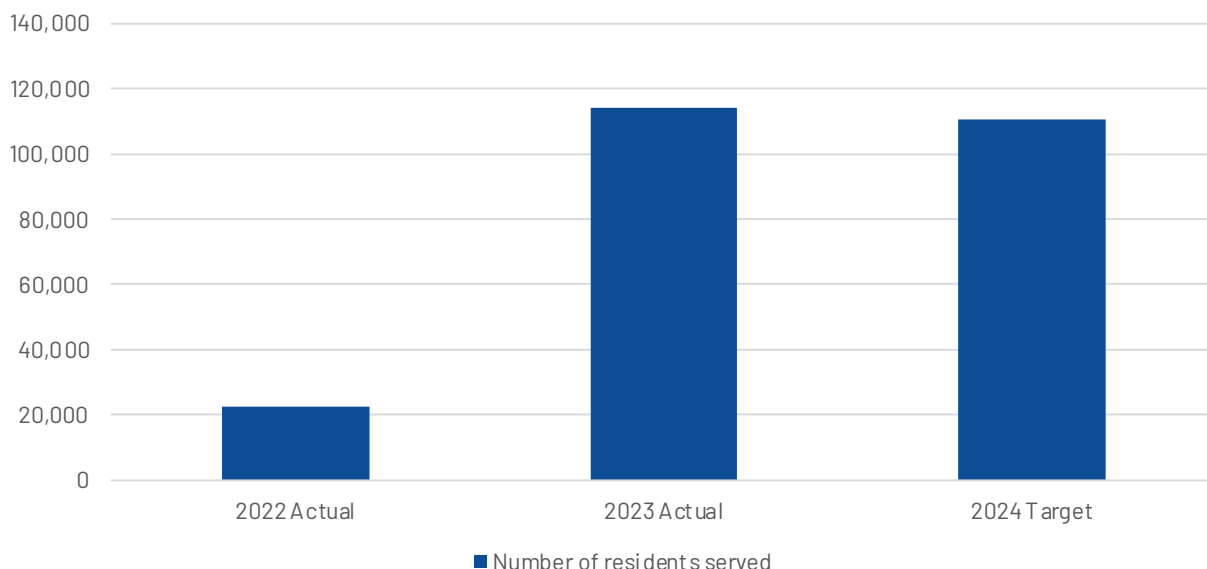
**MANDATES:** Within the Bureau, the Office of Economic Development (OED) leads the strategic management of the Departments of Planning and Development, Building and Zoning and Zoning Board of Appeals. The OED drives the County’s policy initiatives and programs to support small businesses, key sectors, and talent solutions and address income inequality while leveraging public and private resources.

## Department of Planning and Development

**MISSION:** The Cook County Department of Planning and Development (DPD) is committed to cultivating vital communities by fostering economic opportunities and business development, preserving and expanding the supply of affordable housing and providing subsidies to critical supportive services.

**MANDATES:** Three Federal regulations govern the entitlement grants that are provided to Cook County via an annual formula from the U.S. Department of Housing and Urban Development (HUD). These grants include: HOME, CDBG and ESG and target suburban Cook County. Sec. 74-583 (Ord. No. 08-0-53, 10-1-2008; Ord. No. 09-0-28,5-5-2009).

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of residents served	N/A <sup>1</sup>	N/A <sup>1</sup>	22,369	114,346	110,453
Number of businesses served	N/A <sup>1</sup>	N/A <sup>1</sup>	50	3,796	6,748
Number of initiatives launched	N/A <sup>1</sup>	N/A <sup>1</sup>	20	12	6





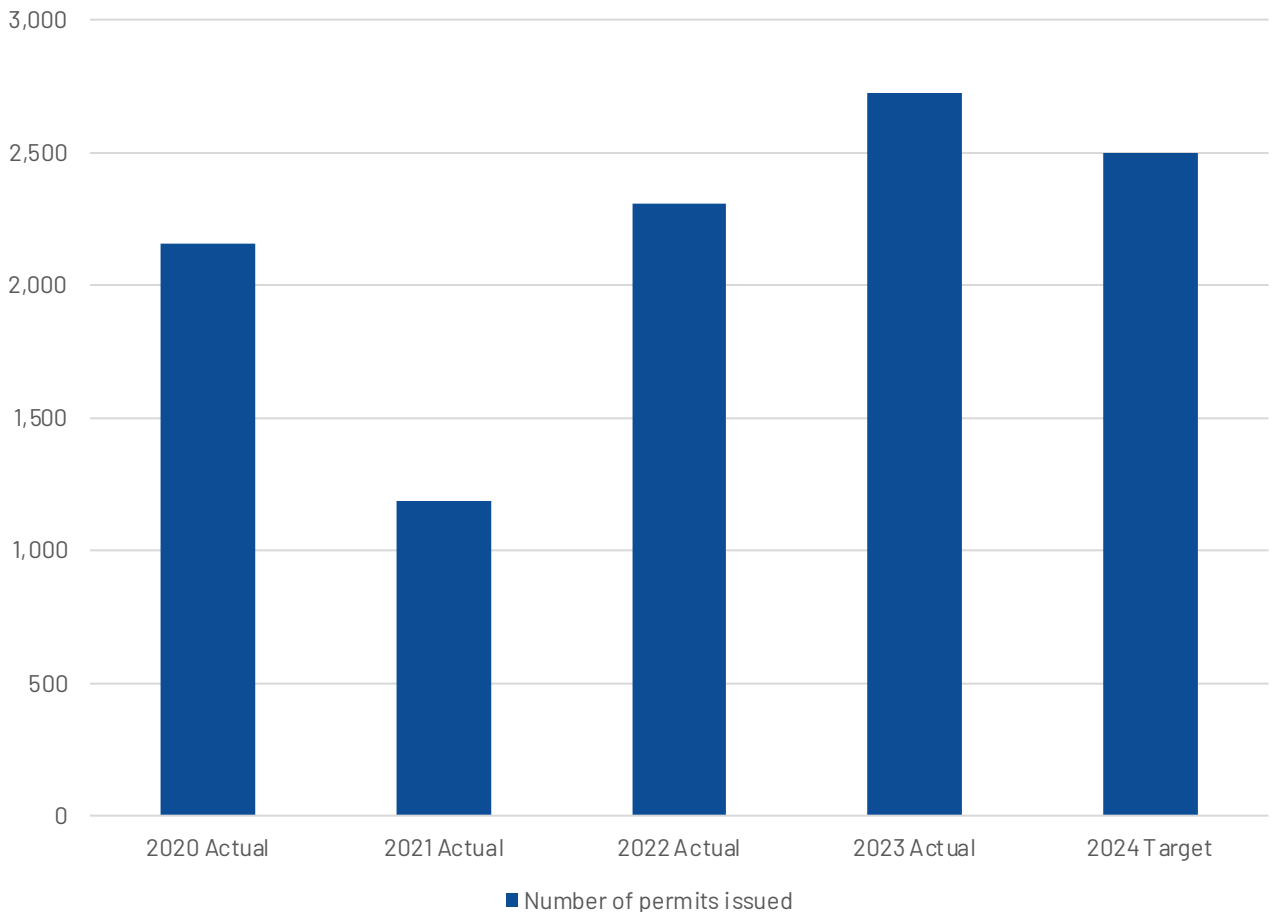
# OFFICES UNDER THE PRESIDENT - BUREAU OF ECONOMIC DEVELOPMENT

## Department of Building and Zoning

**MISSION:** The Department of Building and Zoning promotes the health, safety and welfare of Cook County residents by performing responsible and timely inspections of buildings and properties and enforcing all applicable building codes and zoning ordinances.

**MANDATES:** Except for single-family residences, the department must inspect annually, semi-annually or otherwise such buildings, structures, equipment, sites and uses for which a certificate of compliance (occupancy) or business license has been issued including all multiple dwellings of four or more units.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of permits issued	2,155	1,187	2,307	2,724	2,500
Number of permit applications received electronically	599	1,135	1,868	2,473	2,200
Percent of yearly inspections completed	100.0%	25.0%	25.2%	26.0%	100.0%



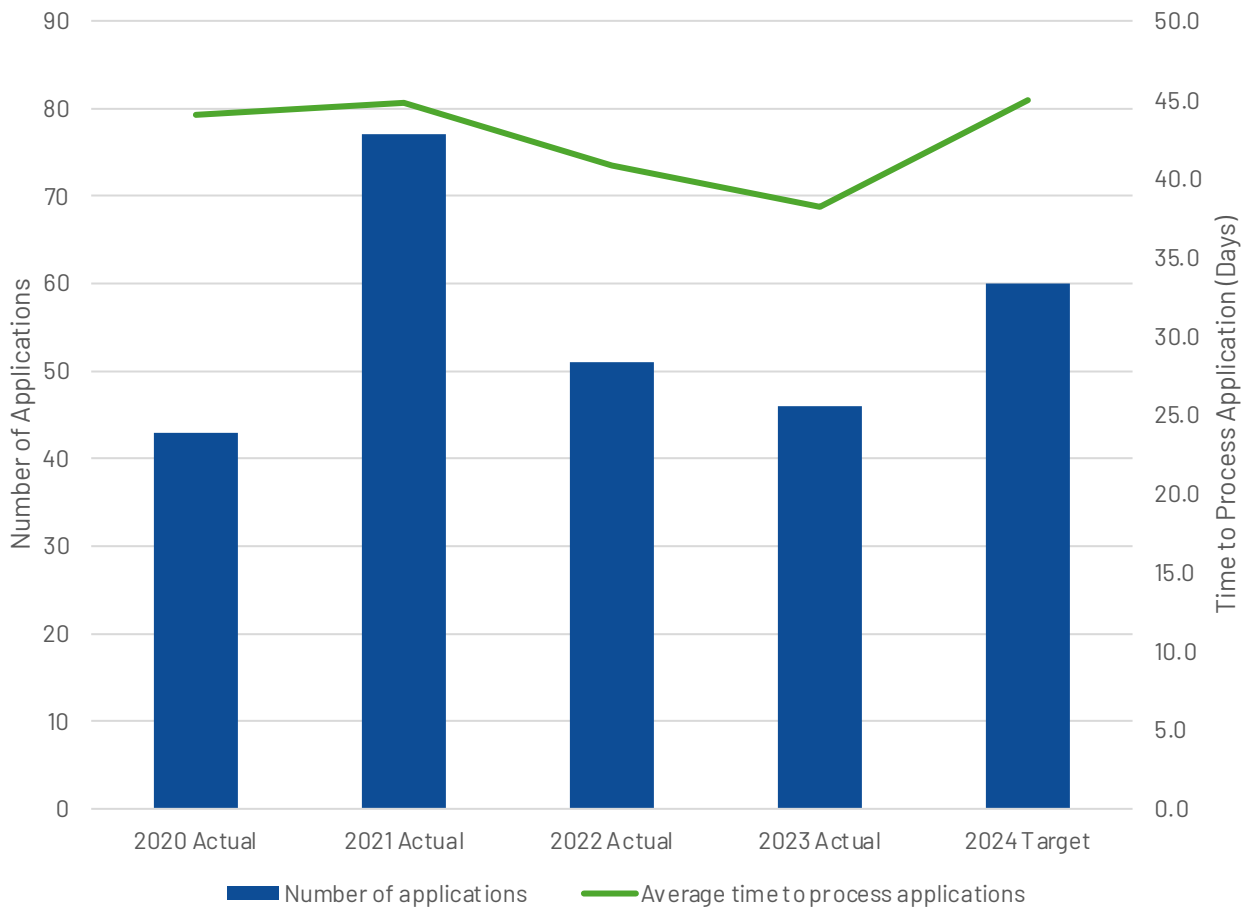
# OFFICES UNDER THE PRESIDENT - BUREAU OF ECONOMIC DEVELOPMENT

## Zoning Board of Appeals

**MISSION:** The mission of the Zoning Board of Appeals is to preserve community safety and property values in unincorporated Cook County by assisting in the enforcement of land development standards in compliance with the Cook County Zoning Ordinance and Comprehensive Land Use Plan.

**MANDATES:** Cook County Zoning Ordinance Article 13.3.2. Expedite zoning relief applications in a timely manner, serve public notices for applications pursuant to the requirements of the Cook County Zoning Ordinances and Illinois Open Meetings Act, arrange and conduct public hearings for zoning relief applicants seeking, submit findings of facts and recommendations to the Cook County Board of Commissioners, record and archive applications documents from the public hearing.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Average time to process applications	44.1	44.8	40.8	38.2	45.0
Number of applications	43	77	51	46	60



# OFFICES UNDER THE PRESIDENT - BUREAU OF ASSET MANAGEMENT

## Office of Asset Management

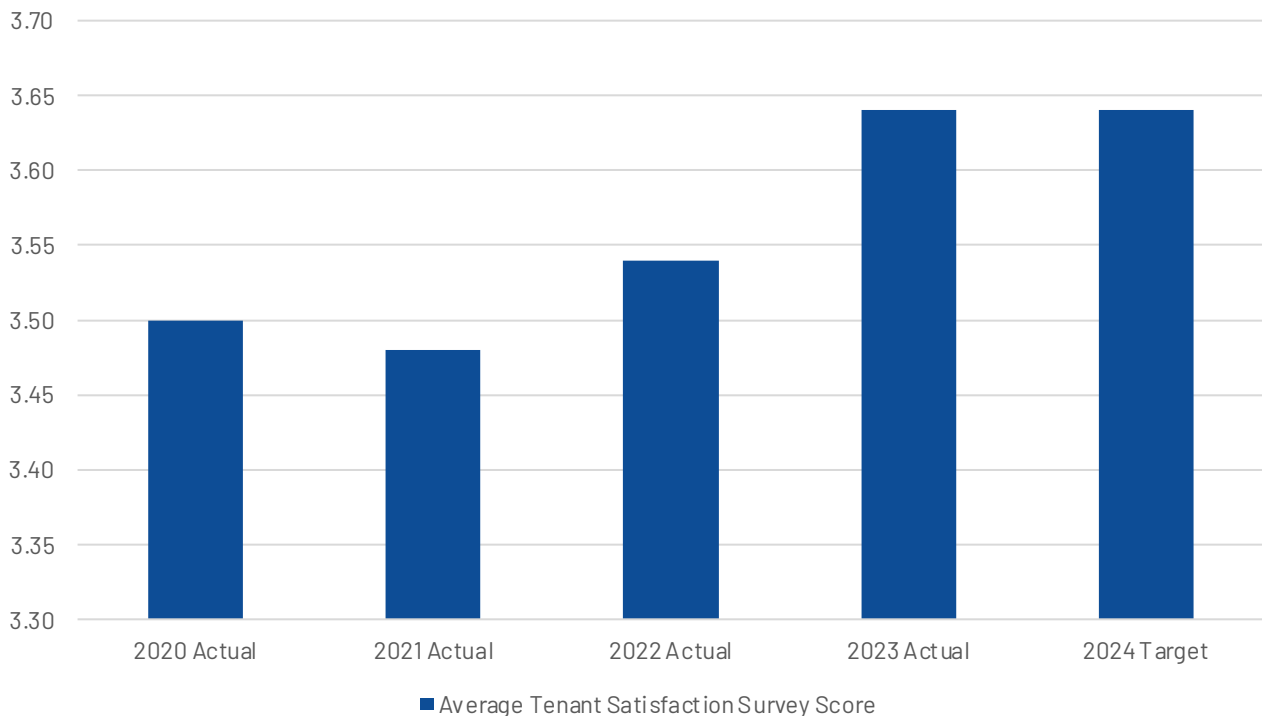
**MISSION:** The Bureau of Asset Management serves as a steward of County assets and optimizes the asset life cycle through Real Estate, Capital Planning, Facilities Management and Energy Management. The Bureau’s mission is to build equitable and sustainable communities for all residents.

**MANDATES:** (Sec. 2-361) Real Estate: Recommendations for Sale, Purchase or Lease.

(55 ILCS 5/3-14003 & 5/3-14004) Creation of a department of construction, maintenance and operations.

(55 ILCS 5/2-5009) Supervise the care and custody of all county property.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Average Tenant Satisfaction Survey Score	3.50	3.48	3.54	3.64	3.64
Average time for the Space Allocation Committee to review a request for office space (months)	3.30	3.09	3.50	3.20	3.80
Vacancy rate of 69 W. Washington	2.526%	0.375%	0.191%	0.107%	0.140%
Percent of Capital Improvement Projects in active and complete status	67.1%	53.5%	55.0%	62.4%	60.0%



# OFFICES UNDER THE PRESIDENT - BUREAU OF ASSET MANAGEMENT

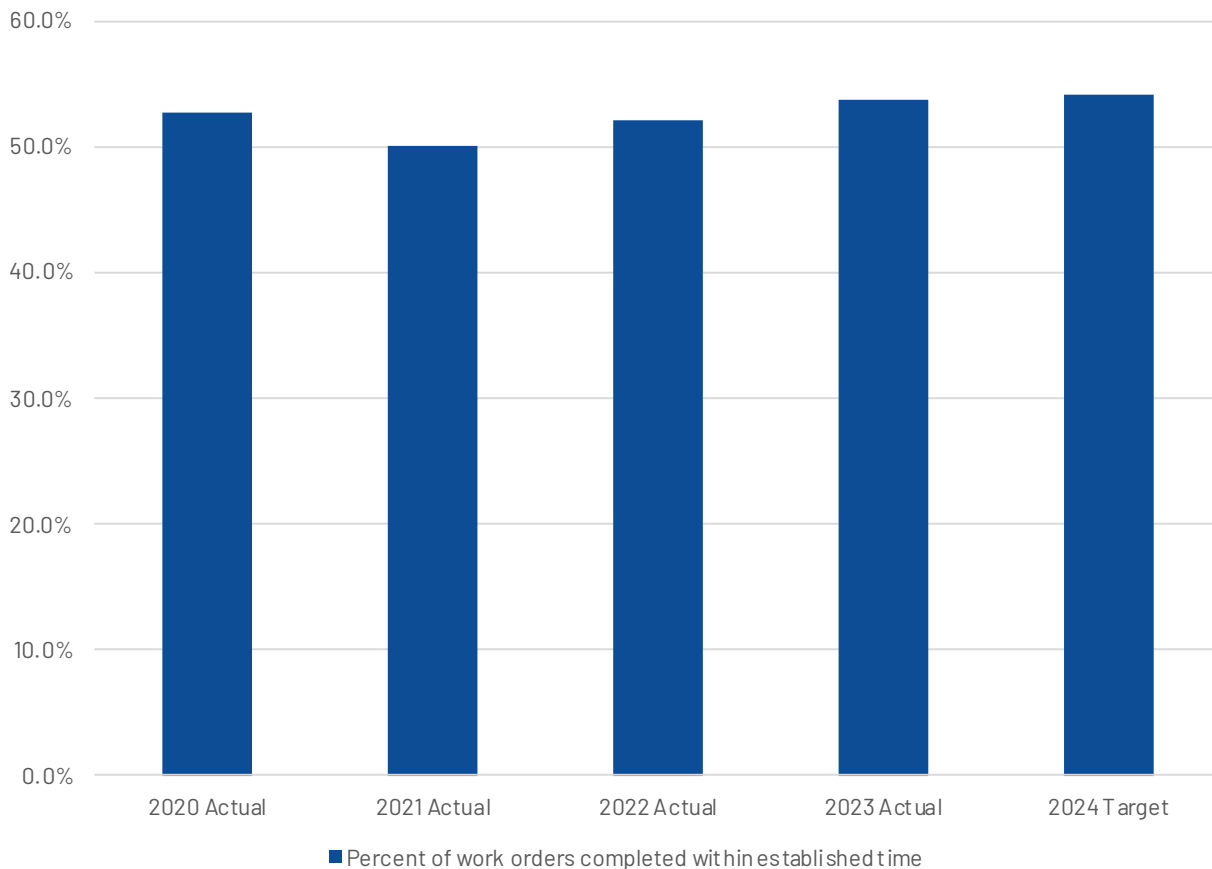
## Department of Facilities Management

**MISSION:** To maintain and operate Cook County facilities for the general public and Cook County departments in a cost-effective manner and provide safe, reliable and clean facilities that support the business and services of the County.

**MANDATES:** (55 ILCS 5/2-5009) Any County executive elected under this Division shall: (j) supervise the care and custody of all county property including institutions and agencies. (55 ILCS 5/3-14003) Department of construction, maintenance and operation.

(55 ILCS 5/2-5009) Supervise the care and custody of all county property.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of work orders completed within established time	52.7%	50.1%	52.0%	53.6%	54.0%
Operational cost per square foot	\$4.09	\$4.26	\$4.63	\$5.03	\$5.00
Dollar value of in-house work	\$968,530	\$765,782	\$1,086,410	\$1,648,364	\$1,300,000



## PUBLIC HEALTH

For more than 180 years, Cook County Health (CCH) has served as the largest safety net health care provider in Cook County. CCH provides integrated health services with dignity and respect regardless of a patient's ability to pay or immigration status and is one of the largest integrated public health systems in the nation. The Cook County Health system is comprised of three component parts:

- as a provider, CCH operates two hospitals, 13 community health centers and provides correctional health services at the Cook County Jail and the Cook County Juvenile Temporary Detention Center (JTDC),
- as a health plan, CCH owns and operates CountyCare, the largest Medicaid managed care plan in Cook County
- and as a public health entity, CCH operates the Cook County Department of Public Health (CCDPH), the state-certified local health department for most of suburban Cook County.

CCH cares for more than 230,000 individuals each year and records close to one million outpatient visits and 25,000 admissions. CCH is transforming the provision of health care in Cook County by promoting community-based primary and preventive care while enhancing the patient experience, helping to grow an innovative and collaborative health plan and working to further health equity.

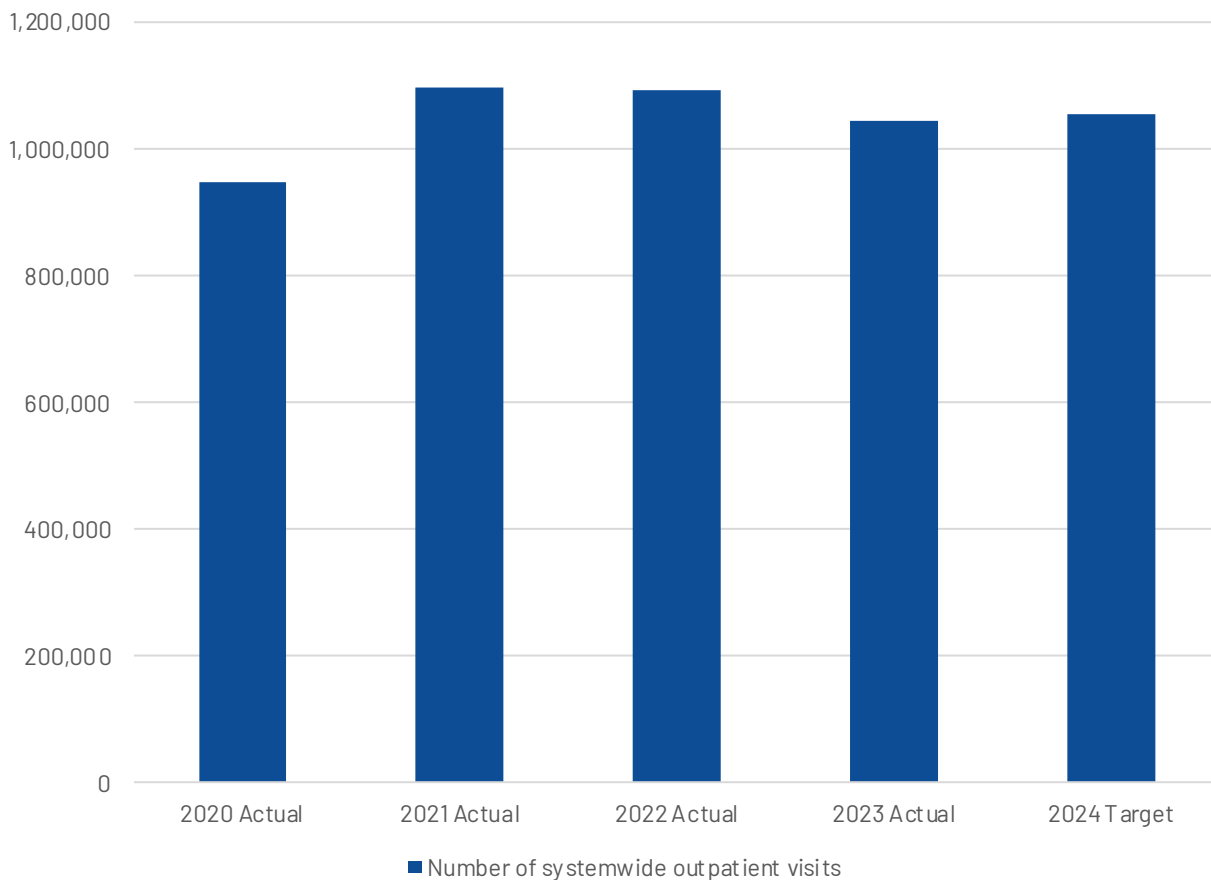
# PUBLIC HEALTH - COOK COUNTY HEALTH

## Health System Administration

MISSION: Establish universal access to the world's best care and health services for all Cook County residents, regardless of the ability to pay, so all may live their healthiest life.

MANDATES: Mandated as part of the Cook County Health and Hospitals System in Cook County Code of Ordinances Chapter 38, Article V.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of systemwide outpatient visits	948,044	1,097,802	1,092,058	1,043,569	1,055,145
Number of mail-order prescriptions	534,908	455,467	420,100	393,439	475,000
Cost per mail order	\$16.97	\$18.00	\$18.01	\$24.31	\$21.00
Number of calls handled	195,251	93,978	145,359	153,377	170,000



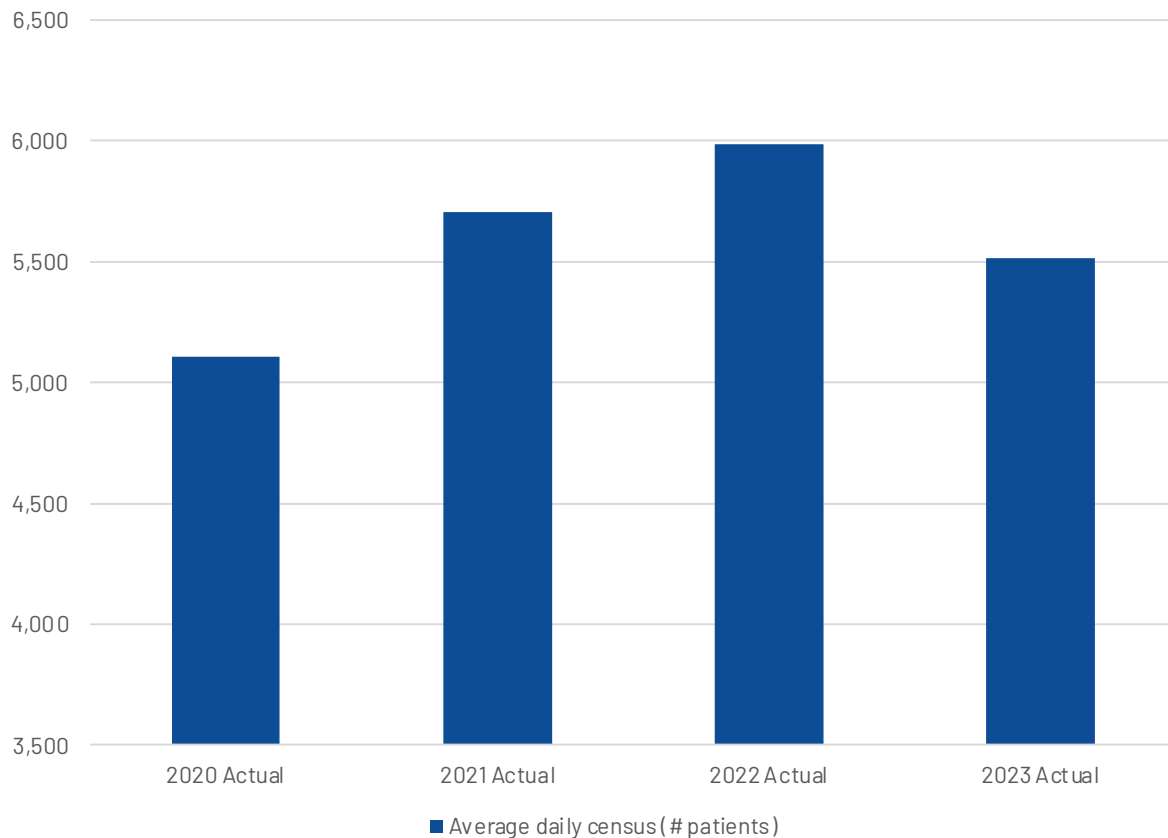
# PUBLIC HEALTH - COOK COUNTY HEALTH

## Cermak Health Services of Cook County

**MISSION:** To provide high quality, timely and cost-efficient healthcare services in a correctional setting in accordance with acceptable community standards, accreditation and regulatory requirements as a continuum of care within CCH and the community.

**MANDATES:** Mandated as part of the Cook County Health and Hospitals System in Cook County Code of Ordinance Chapter 38, Article V.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Average daily census (# patients)	5,105	5,705	5,987	5,516	N/A <sup>3</sup>
Average number of patients on mental health caseload per day	2,151	2,630	2,702	2,377	N/A <sup>3</sup>
Doses of medication dispensed	5,189,394	5,472,228	5,210,908	4,742,898	5,000,000
Number of health screenings (includes health, mental health and substance use) completed upon entering the jail (intake) by clinical staff	27,631	29,244	31,800	29,286	N/A <sup>3</sup>



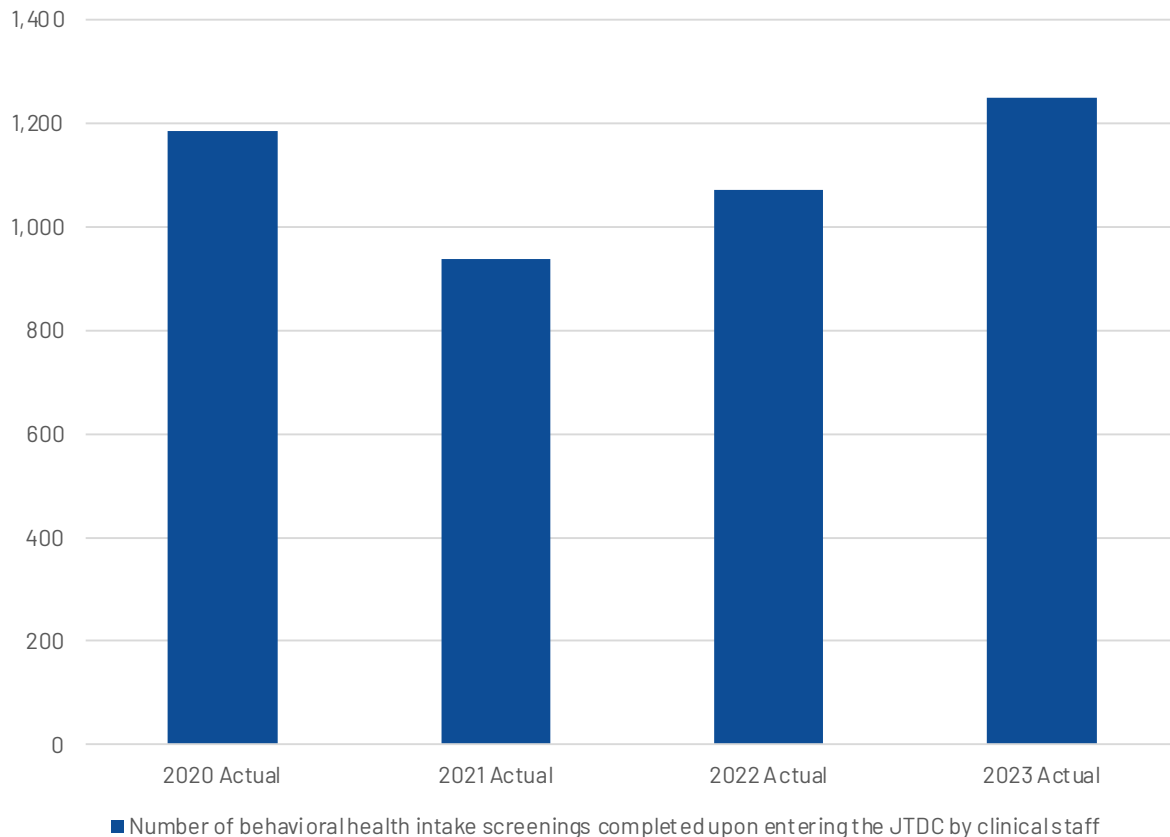
# PUBLIC HEALTH - COOK COUNTY HEALTH

## Health Services – JTDC

**MISSION:** To provide integrated trauma-informed health services to the youth at the Cook County JTDC, promote health education for self-care and establish community linkages for soon-to-be-released residents that exceed community and regulatory standards of care.

**MANDATES:** Mandated as part of the Cook County Health and Hospitals System in Cook County Code of Ordinances Chapter 38, Article V.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of behavioral health intake screenings completed upon entering the JTDC by clinical staff	1,184	938	1,072	1,250	N/A <sup>3</sup>
Number of behavioral health referrals	8,872	6,998	7,422	9,815	N/A <sup>3</sup>
Number of medical clinical activities	142,619	130,828	135,872	152,791	N/A <sup>3</sup>
Number of HSRF encounters	3,663	3,854	4,302	4,216	N/A <sup>3</sup>
Number of receiving screenings completed upon entering the JTDC by nursing staff	1,817	1,583	1,936	2,101	N/A <sup>3</sup>





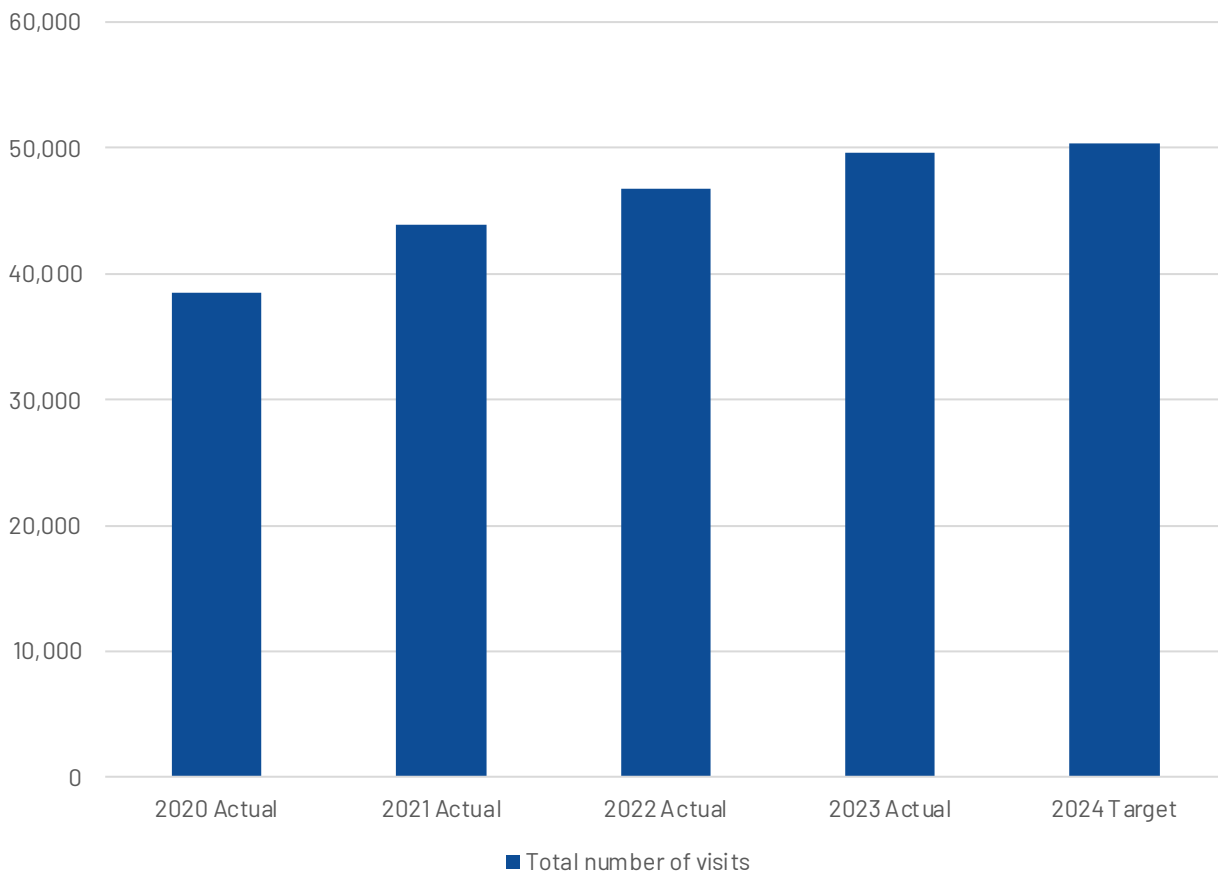
# PUBLIC HEALTH - COOK COUNTY HEALTH

## Provident Hospital of Cook County

**MISSION:** To deliver integrated health services with dignity and respect regardless of a patient’s ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies that promote the physical, mental and social well-being of the people of Cook County.

**MANDATES:** Mandated as part of the Cook County Health and Hospitals System in Cook County Code of Ordinances Chapter 38, Article V.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Total number of visits	38,489	43,942	46,805	49,575	50,325
Number of emergency room visits	20,138	21,394	22,489	27,831	25,749
Emergency Department cost per visit	\$457	\$336	\$309	\$279	\$315
Number of surgeries	1,986	2,874	3,033	3,412	3,249
Patient satisfaction	82%	78%	80%	86%	90%



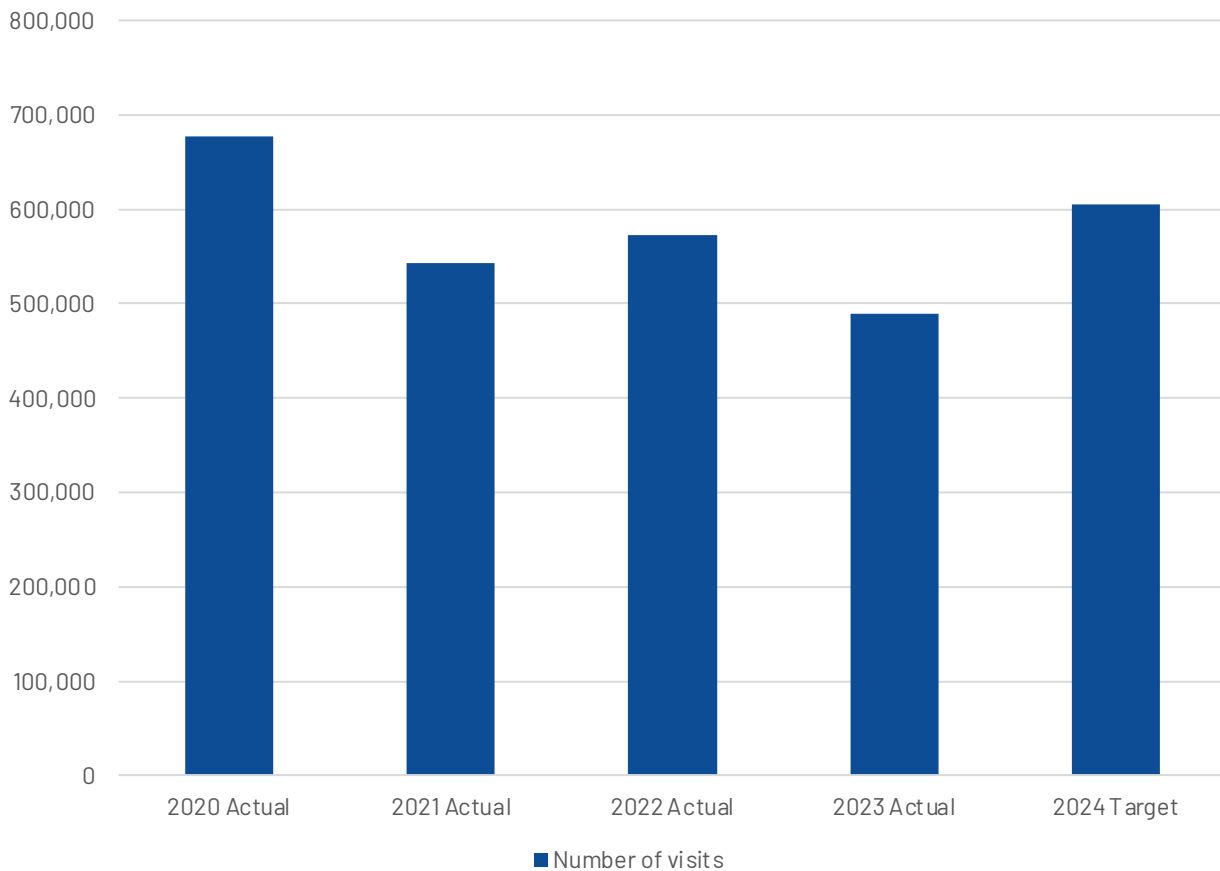
# PUBLIC HEALTH - COOK COUNTY HEALTH

## Ambulatory and Community Health Network of Cook County

**MISSION:** To deliver quality health services with dignity and respect regardless of a patient’s ability to pay, partner with communities and providers to enhance the health of the public and advocate for policies promoting the physical, mental, and social well-being of Cook County’s citizens.

**MANDATES:** Mandated as part of the Cook County Health and Hospitals System in Cook County Code of Ordinance Chapter 38, Article V.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of visits	677,712	542,880	572,521	489,795	605,000
Patient satisfaction - Logan Square	65%	69%	69%	69%	85%
Patient satisfaction - Cottage Grove	73%	69%	73%	67%	85%
Patient satisfaction - Robbins	63%	62%	62%	61%	85%



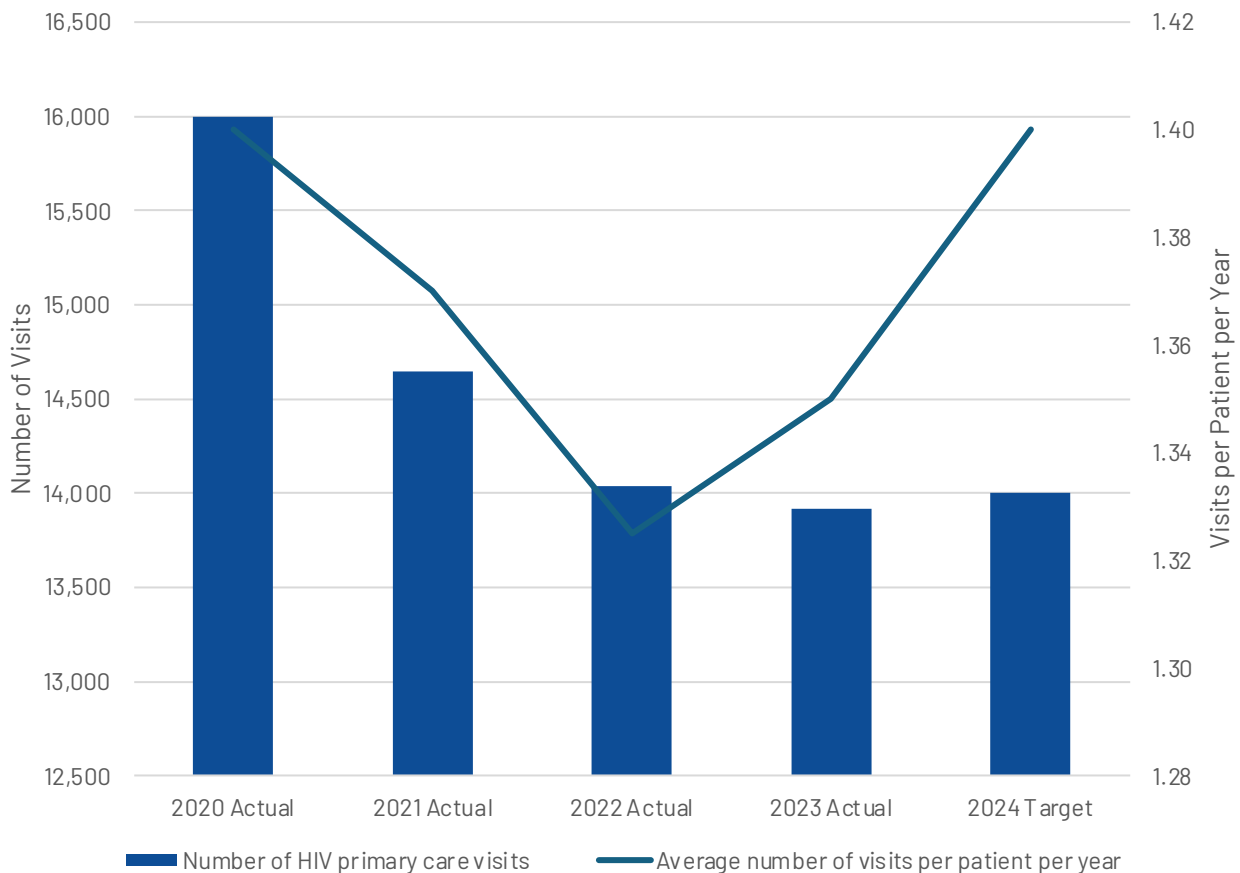
# PUBLIC HEALTH - COOK COUNTY HEALTH

## Ruth M. Rothstein Core Center

**MISSION:** To provide the highest quality care for persons infected or affected by infectious diseases with respect, dignity and compassion without regard to their ability to pay; to ensure a client-centered and consumer-guided environment; and to seek to better understand and to prevent these diseases through education and research.

**MANDATES:** Mandated as part of the Cook County Health System in Cook County Code of Ordinances Chapter 38, Article V.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of HIV primary care visits	16,001	14,647	14,039	13,919	14,000
Average number of visits per patient per year	1.40	1.37	1.33	1.35	1.40
Patient satisfaction	96%	92%	92%	85%	87%
Percent of HIV patients on HAART	95%	97%	94%	95%	97%



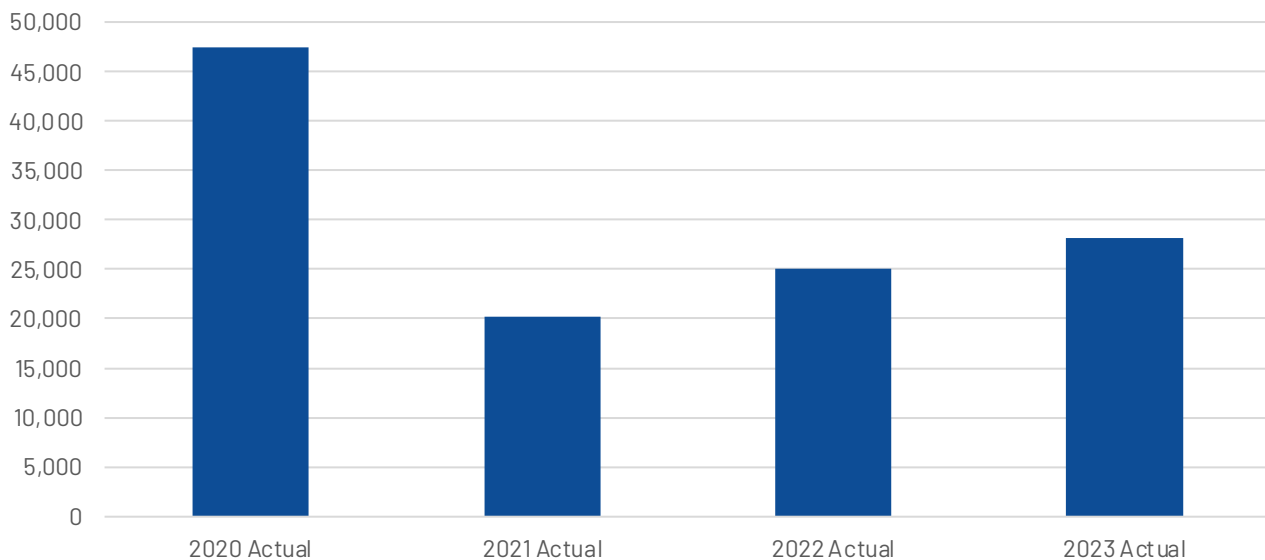
# PUBLIC HEALTH - COOK COUNTY HEALTH

## Department of Public Health

**MISSION:** To optimize and achieve health equity for Cook County residents through leadership and collaborations, focusing on health promotion and prevention, while advocating for and ensuring the environment and social conditions necessary to advance physical, mental and social well-being.

**MANDATES:** Ordinance Establishing the Cook County Department of Public Health (December 10, 1945). Certified Local Health Department Code (77 Ill. Adm. Code 600.100 et seq.); Local Health Protection Grant Rules (77 Ill. Adm. Code 615.100 et seq.) governing programs including Narcan/opioid prevention, ground water protection, safe drinking water, lead poisoning prevention and response, vector surveillance and control and vaccines for children.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Cost per county residents served	\$4.31	\$6.00	\$6.46	\$5.05	\$6.00
Cost per referrals contacted	\$364	\$364	\$364	\$4,921	\$5,000
Percent of high-risk infant APORS (Adverse Pregnancy Reporting System) referrals received that are contacted for follow-up by the Public Health Nurse within 14 calendar days of referral	97%	79%	70%	82%	90%
Number of infectious diseases detected and mitigated (not including COVID-19 cases)	47,400	20,134	25,001	28,154	N/A <sup>3</sup>



■ Number of infectious diseases detected and mitigated (not including COVID-19 cases)

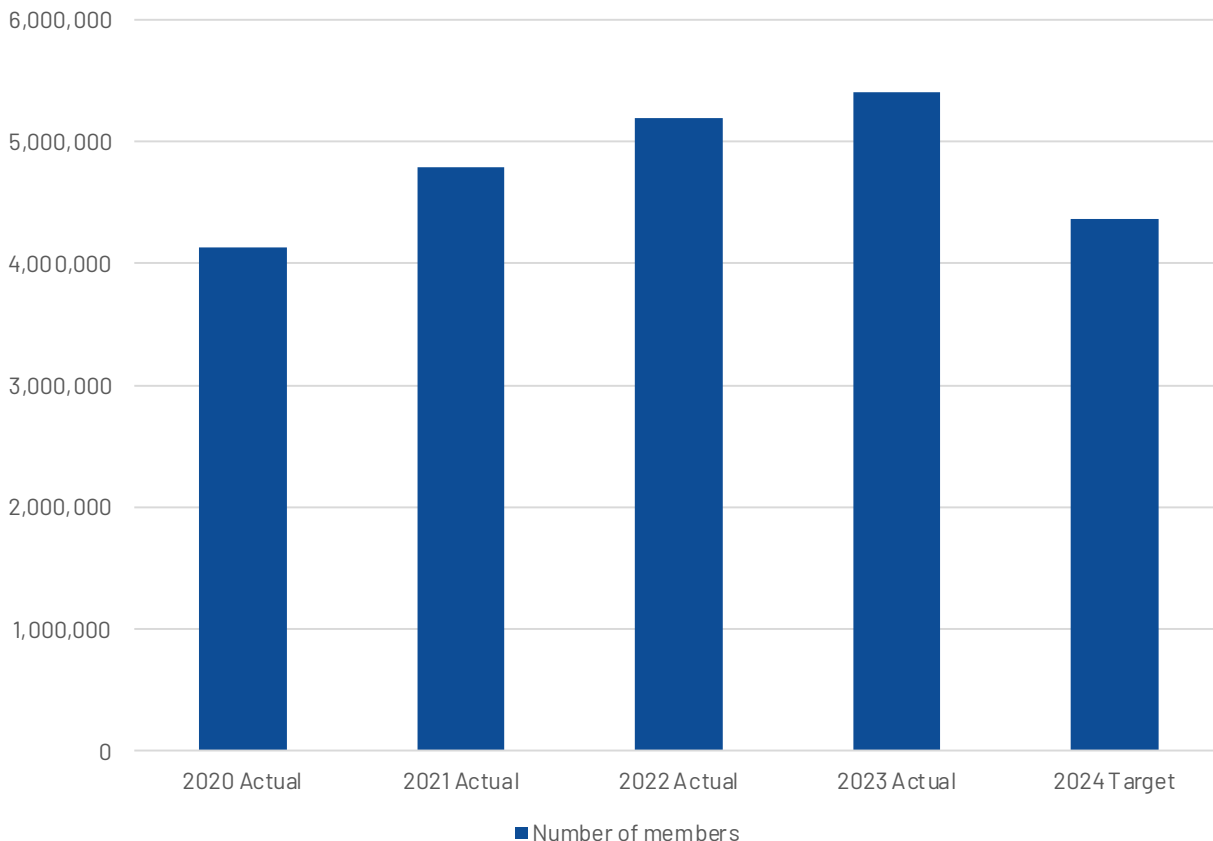
# PUBLIC HEALTH - COOK COUNTY HEALTH

## Health Plan Services

**MISSION:** To manage comprehensive Medicaid benefits for Cook County residents enrolled in CountyCare health plan. In addition, the department aims to efficiently administer the infrastructure to implement all aspects of the health plan as required by federal and state authorities.

**MANDATES:** Implement all Medicaid health plan requirements as defined by the County Managed Care Community Network (County MCCN) agreement with the Illinois Department of Healthcare and Family Services (HFS) and federal CMS requirements.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of members	4,133,290	4,794,171	5,188,251	5,403,734	4,368,667
CCHHS net impact per member	\$40.99	\$14.79	\$23.14	\$21.72	\$26.00
Percentage of claims paid in less than 30 days	45%	58%	89%	92%	90%
Cost per member served	\$592	\$482	\$519	TBD	TBD
Medical loss ratio	N/A <sup>1</sup>	93%	92%	97%	92%



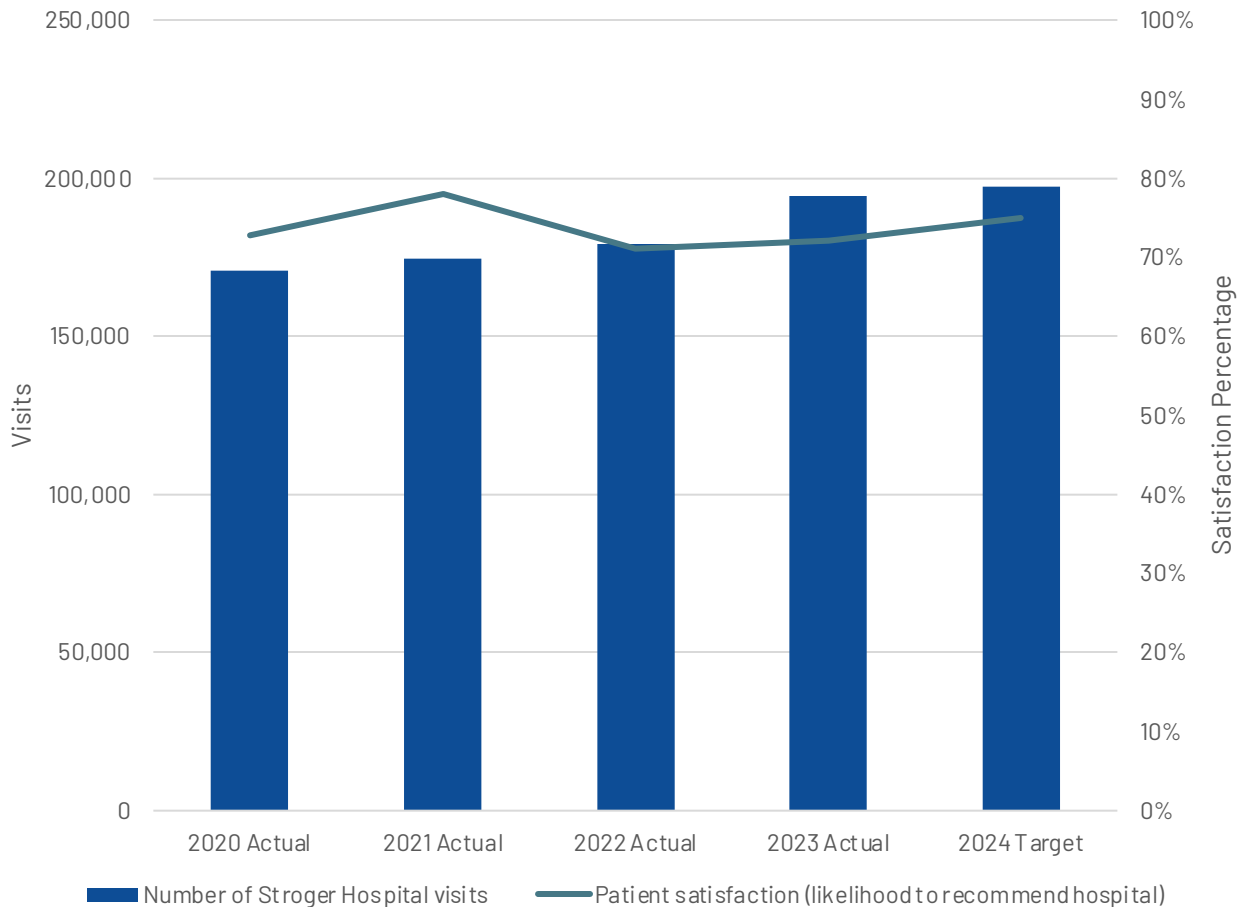
# PUBLIC HEALTH - COOK COUNTY HEALTH

## John H. Stroger, Jr. Hospital of Cook County

**MISSION:** Establish universal access to the world's best care and health services for all Cook County residents, regardless of the ability to pay, so all may live their healthiest life.

**MANDATES:** Mandated as part of the Cook County Health and Hospitals System in Cook County Code of Ordinance Chapter 38, Article V.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of Stroger Hospital visits	170,615	174,397	179,222	194,241	197,155
Patient satisfaction (likelihood to recommend hospital)	73%	78%	71%	72%	75%
Mail order pharmacy turnaround time (days)	3	3	3	3	3
Number of surgery cases	10,133	11,359	11,309	11,327	11,436
Cost per surgery case	\$3,350	\$4,420	\$4,882	\$4,561	\$4,450



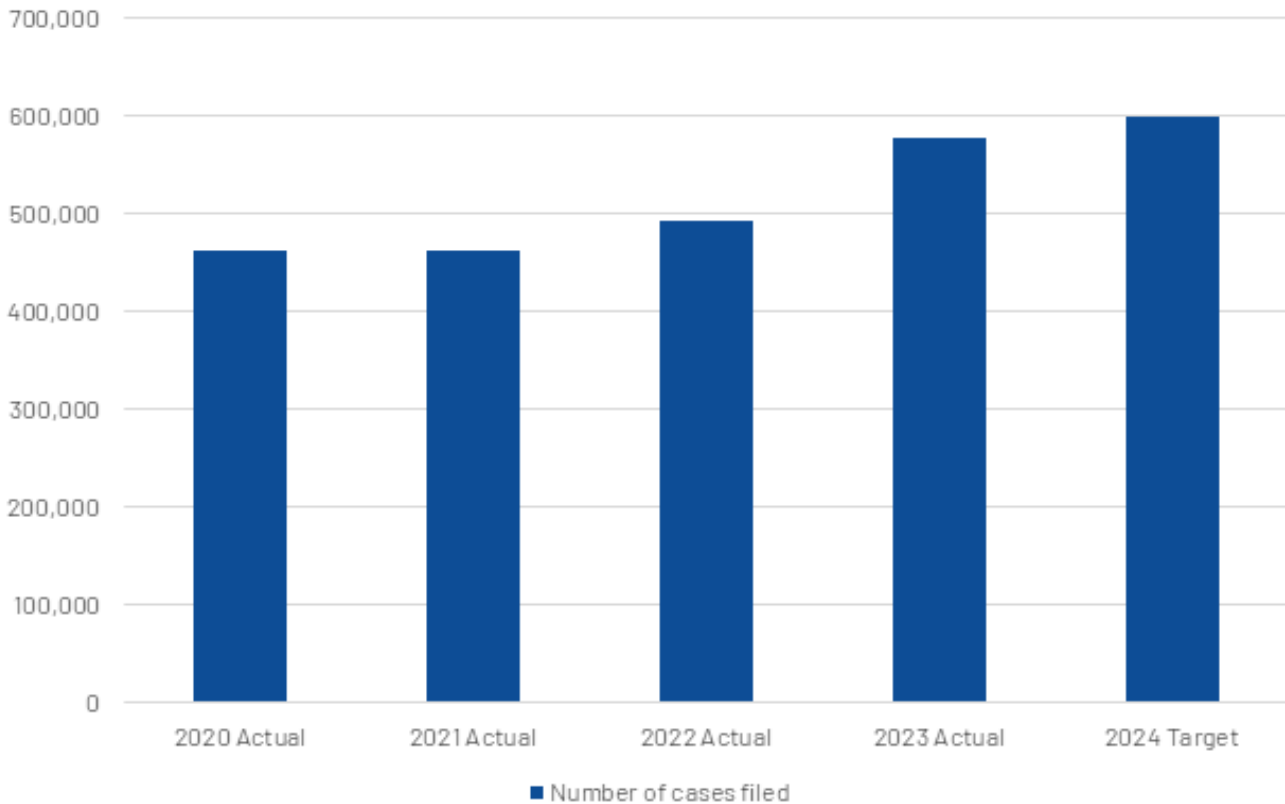
# PUBLIC SAFETY - CLERK OF THE CIRCUIT COURT

## CLERK OF THE CIRCUIT COURT

**MISSION:** As the keeper of records, this Office endeavors to deliver an efficient, modernized, and transparent experience to the community. All interactions and information provided to the public and stakeholders shall be disseminated by a professional workforce that represents the community.

**MANDATES:** The Clerk of the Circuit of Cook County's (CCC) primary function is to attend court sessions and maintain all records of the court. CCC serves as the administrative arm of the Court and is also responsible for all financial duties relating to the court system which includes collecting fines, restitution, child support and fees. CCC also disburses funds to the appropriate designated entities.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of cases filed	463,021	463,015	492,732	578,092	600,000
Number of cases e-filed activity	2,087,971	2,338,479	2,613,283	1,553,932	1,700,000
Number of orders of protection cases	14,093	16,225	11,517	15,060	16,000
Expungement cases filed	7,585	17,465	8,702	15,052	16,000
Number of case activities (in millions)	6.7	6.7	7.0	6.3	6.5



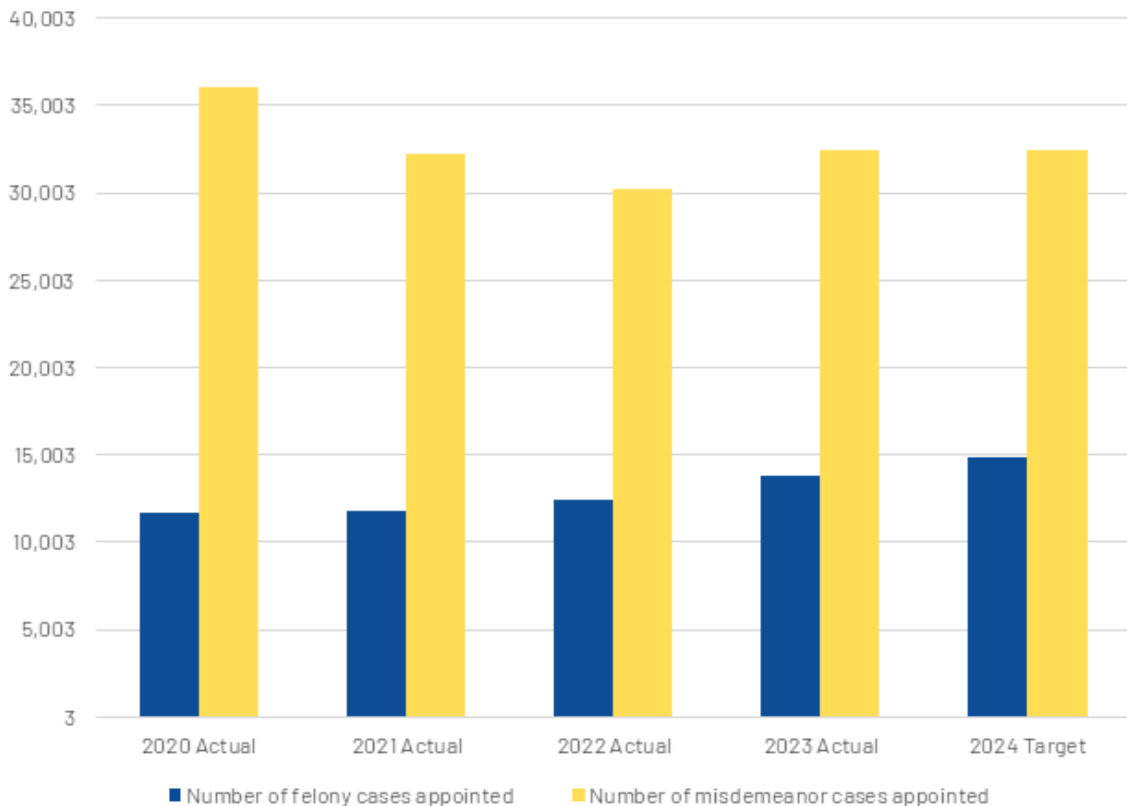
# PUBLIC SAFETY - PUBLIC DEFENDER

## Public Defender

**MISSION:** The mission of the Law Office of the Cook County Public Defender is to protect the fundamental rights, liberties and dignity of each person whose case has been entrusted to us by providing the finest legal representation.

**MANDATES:** U.S. Constitution, Amen.VI: "In all criminal prosecutions, the accused shall enjoy the right... to have the Assistance of Counsel for his defense." Also: 55 ILCS 5/3-4006; 725 ILCS 5/113-3; 705 ILCS 405/1-5; Cook Cty. 2017-01.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of felony cases appointed	11,703	11,780	12,391	13,794	14,832
Number of misdemeanor cases appointed	36,092	32,244	30,178	32,482	32,472
Number of investigation requests	156,000	77,982	2807	2899	2144
Number of Arrest Response Division hotline calls	1,800	571	4,041	4,692	4,890
Number of Arrest Response Division police station visits	1,800	123	766	978	926





# PUBLIC SAFETY - COOK COUNTY SHERIFF

## Office of the Sheriff

MISSION: The Sheriff’s Office works to improve the quality of life of Cook County residents by treating them with dignity and respect, providing them with a safe environment and offering services to support communities and interrupt the cycle of violence and incarceration.

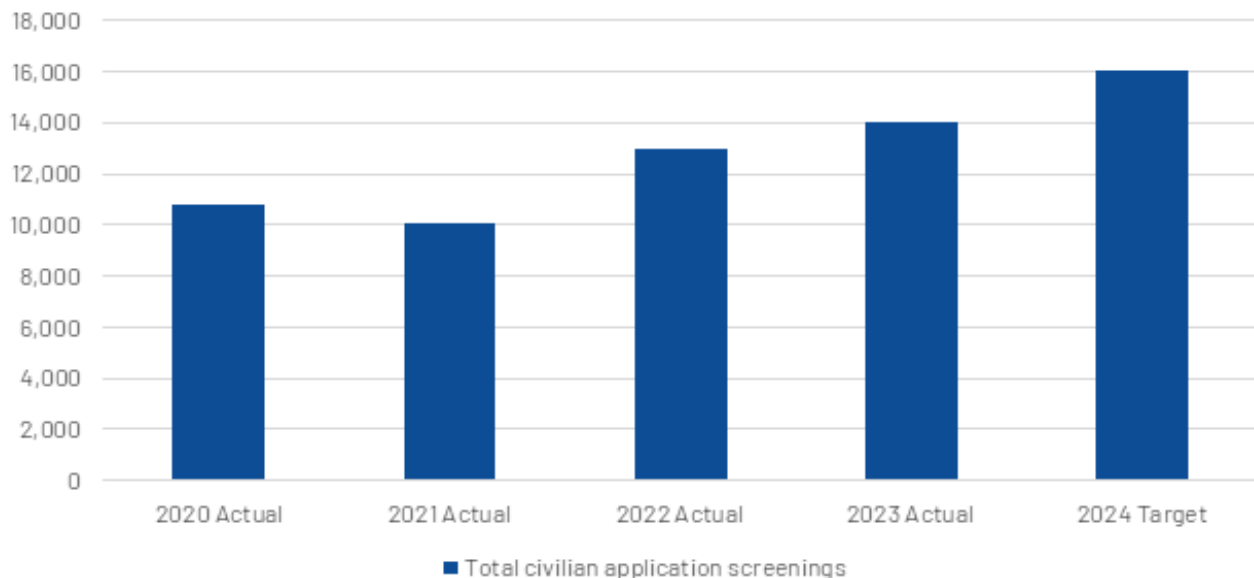
MANDATES: Illinois Constitution (Ill. Const. 1970, art. VII, § 4), 55 ILCS 5/3, 725 ILCS 5/107-16, 735 ILCS 5/2-202, 730 ILCS 5/5-8-1.2, 50 ILCS 705, 42 U.S.C. § 1997.

## Sheriff’s Administration

MISSION: Sheriff’s Administration supports Sheriff’s Office operations. Functional areas include human resources, legal, training, education and operational policy, use of force review, vehicles, quality improvement peer support, finance, supply chain and building management and construction.

MANDATES: Illinois Constitution (Ill. Const. 1970, art. VII, § 4, Ill Admin Code Section 701.10), 50 ILCS 705, 50 ILCS 5/3-6007, Ord. No. 16-1983, 10-26-16, Local and State Records Act, Illinois Administrative Code, 42 U.S.C. § 1997, 720 ILCS 5/7-1.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
FOIA requests properly responded to within statutory timeframe	98%	100%	100%	100%	100%
Total civilian application screenings	10,754	10,081	12,987	14,020	16,000
Number of counseling sessions	12,475	10,357	8,844	16,021	18,000
Percentage of waste replaced with recycling	30%	35%	32%	48%	50%
Total pounds collected	2,603,192	3,005,016	1,437,435	1,945,750	2,000,000



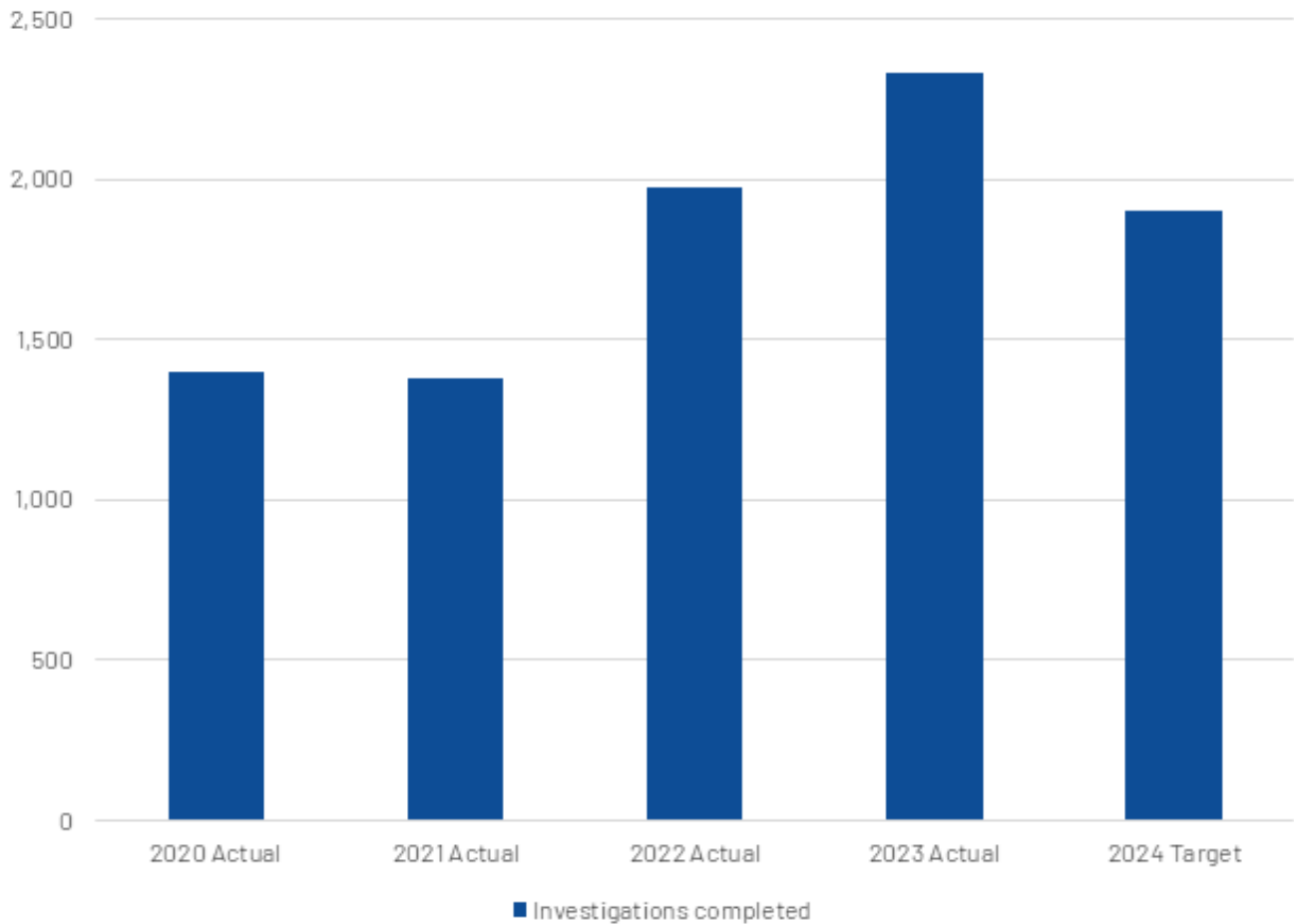
# PUBLIC SAFETY - COOK COUNTY SHERIFF

## Office of Professional Review, Professional Integrity and Special Investigations

**MISSION:** The Office of Professional Review (OPR) conducts investigations of administrative and criminal allegations of employee misconduct, fraud, abuse and violations of integrity laws that govern the Sheriff’s Office.

**MANDATES:** Illinois Constitution (Ill. Const. 1970, art. VII, § 4), 50 ILCS 725.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Cases initiated	1,465	1,738	2,145	2,578	1,900
Cases pending	397	360	500	673	350
Investigations completed	1,398	1,378	1,972	2,330	1,900



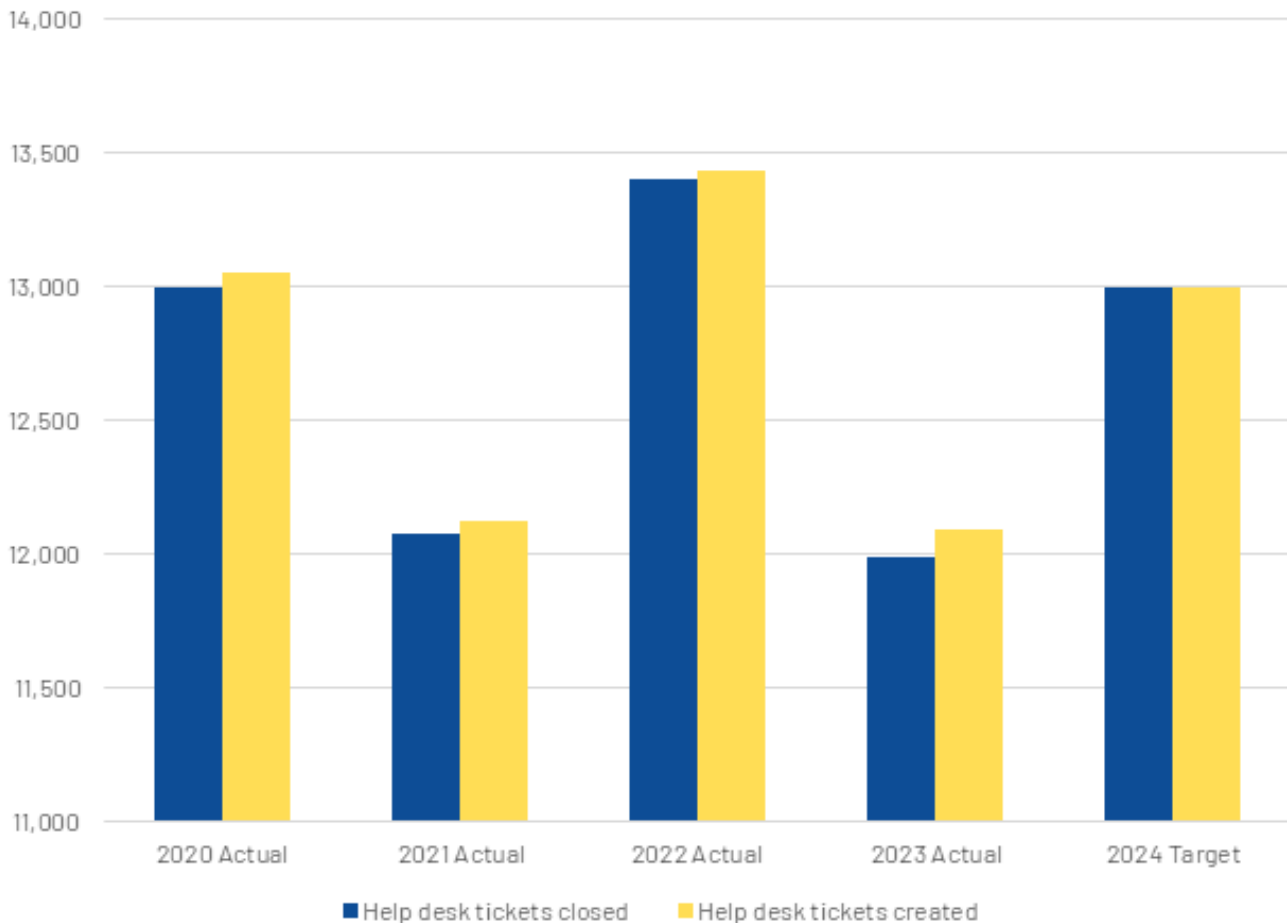
# PUBLIC SAFETY - COOK COUNTY SHERIFF

## Sheriff Information Technology

MISSION: The Bureau of Information and Technology plans, implements and maintains the Sheriff's Office's technology enterprise according to these principles: transparency, collaboration, integration, cloud-smart, resiliency, sustainability, continuity and "best-fit" procurement practices.

MANDATES: Illinois Constitution (Ill. Const. 1970, art. VII, § 4) Criminal Justice Information Security Policy (FBI CJISD-ITS-DOC-08140-5.8).

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Incident initial review and preservation	16,921	23,215	25,000	26,871	27,000
Help desk tickets closed	12,995	12,074	13,405	11,985	13,000
Help desk tickets created	13,048	12,122	13,435	12,091	13,000
Number of BI requests	2,544	2,475	2,556	2,754	2,700
Average time to complete BI requests (hours)	14	14	14	14	14



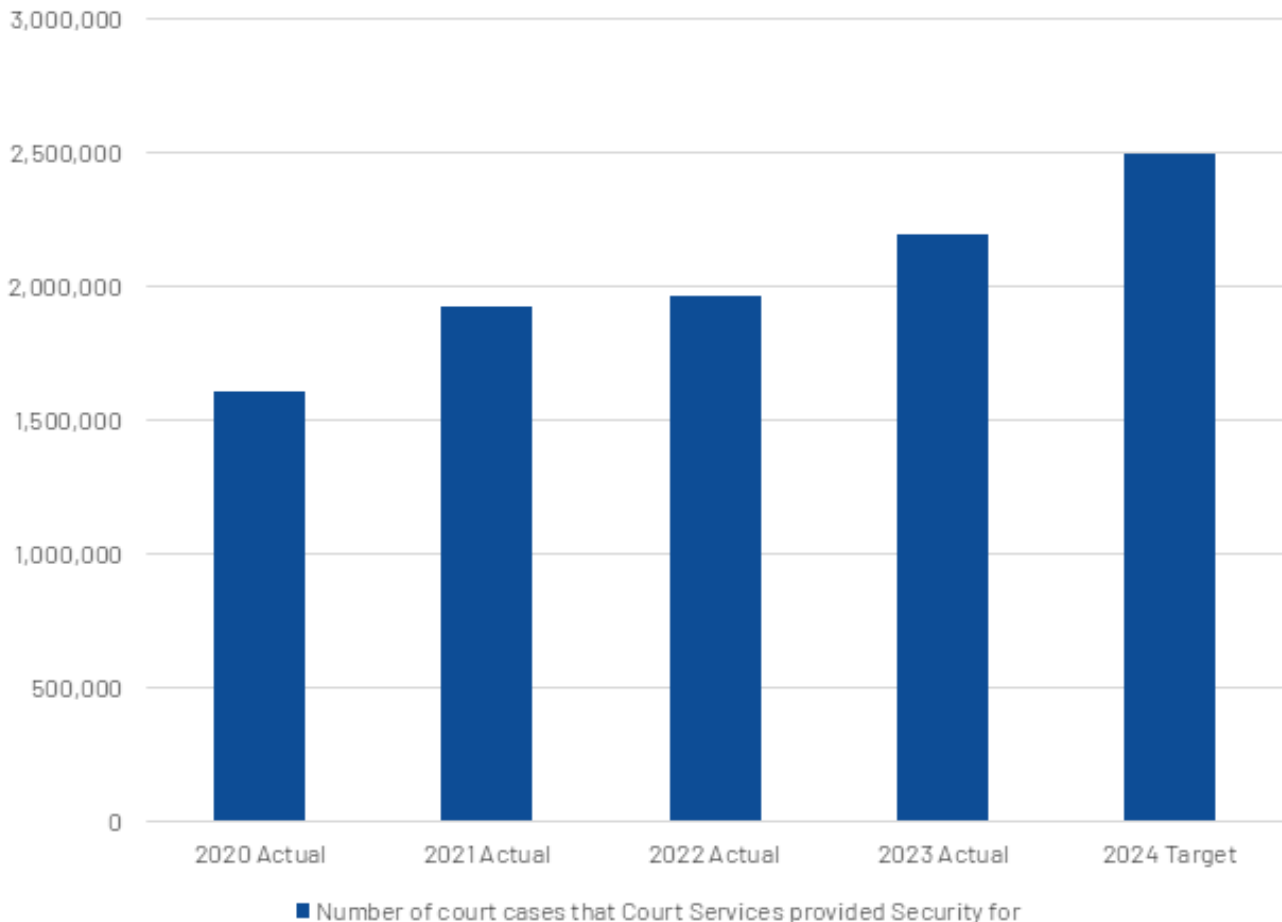
# PUBLIC SAFETY - COOK COUNTY SHERIFF

## Court Service Division

MISSION: Court Services provides a safe environment for employees, litigants, visitors and all who enter courthouses, as well as timely and effective service of process and execution of court orders, including evictions.

MANDATES: 55 ILCS 5/3-6023, 55 ILCS 5/3-6017, 55 ILCS 5/3-6019, 735 ILCS 5/2-202, 735 ILCS 5/9-101, 735 ILCS 5/9-107.5, 55 ILCS 5/4-12001, 55 ILCS 5/4-12001.1, 55ILCS5/3-6008, 55 ILCS 5/3-6011, 55 ILCS 5/3-6012.1.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Court documents processed per Deputy Sheriff	3,429	4,383	4,172	4,207	4,600
Number of court cases that Court Services provided Security for	1,607,317	1,925,494	1,961,757	2,198,753	2,500,000
Pieces of property transported to ERPS	275	2,030	2,144	1,335	1,500



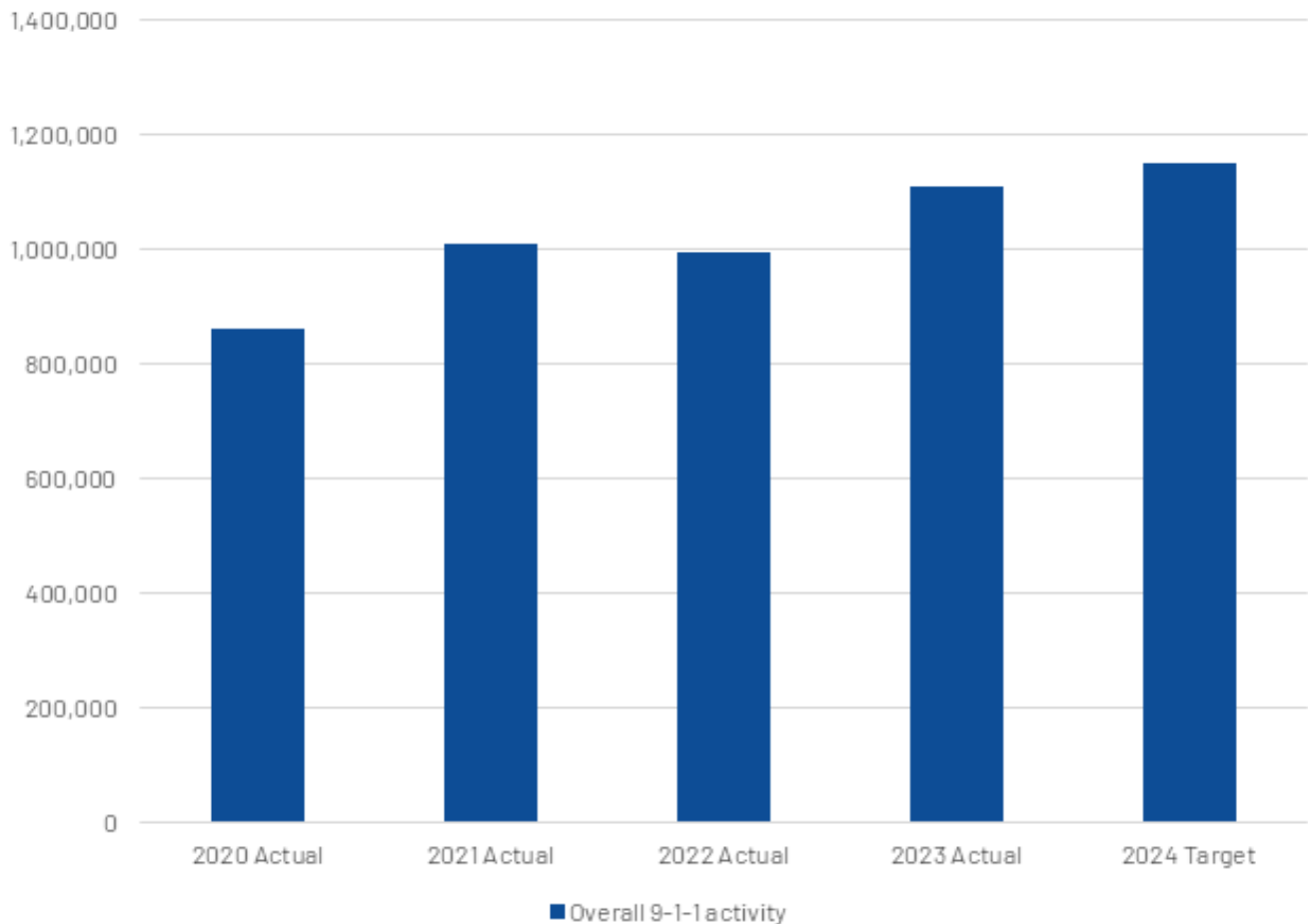
# PUBLIC SAFETY - COOK COUNTY SHERIFF

## Sheriff's Police Department

**MISSION:** The Cook County Sheriff's Police Department (CCSPD) strives to maintain peace through patrol and police services, community policing and non-traditional community support initiatives.

**MANDATES:** 55 ILCS 5/3-6021, 55 ILCS 5/3-7001, Ord. No. 12-0-62, Ord. No. 15-6469, 11-18-2015, 725 ILCS 5/107-16, 730 ILCS 148, 730 ILCS 150, 730 ILCS 154, 730 ILCS 152/120 (a-2), 55 ILCS 5/3-6019, County Code Ch. 58.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Overall 9-1-1 activity	860,513	1,009,669	995,315	1,110,631	1,150,000
Request for assistance from all outside agencies to entire Criminal Investigations Command	7,143	4,723	5,802	6,681	6,850
Guns recovered, inventoried, and traced	437	790	963	993	1,000



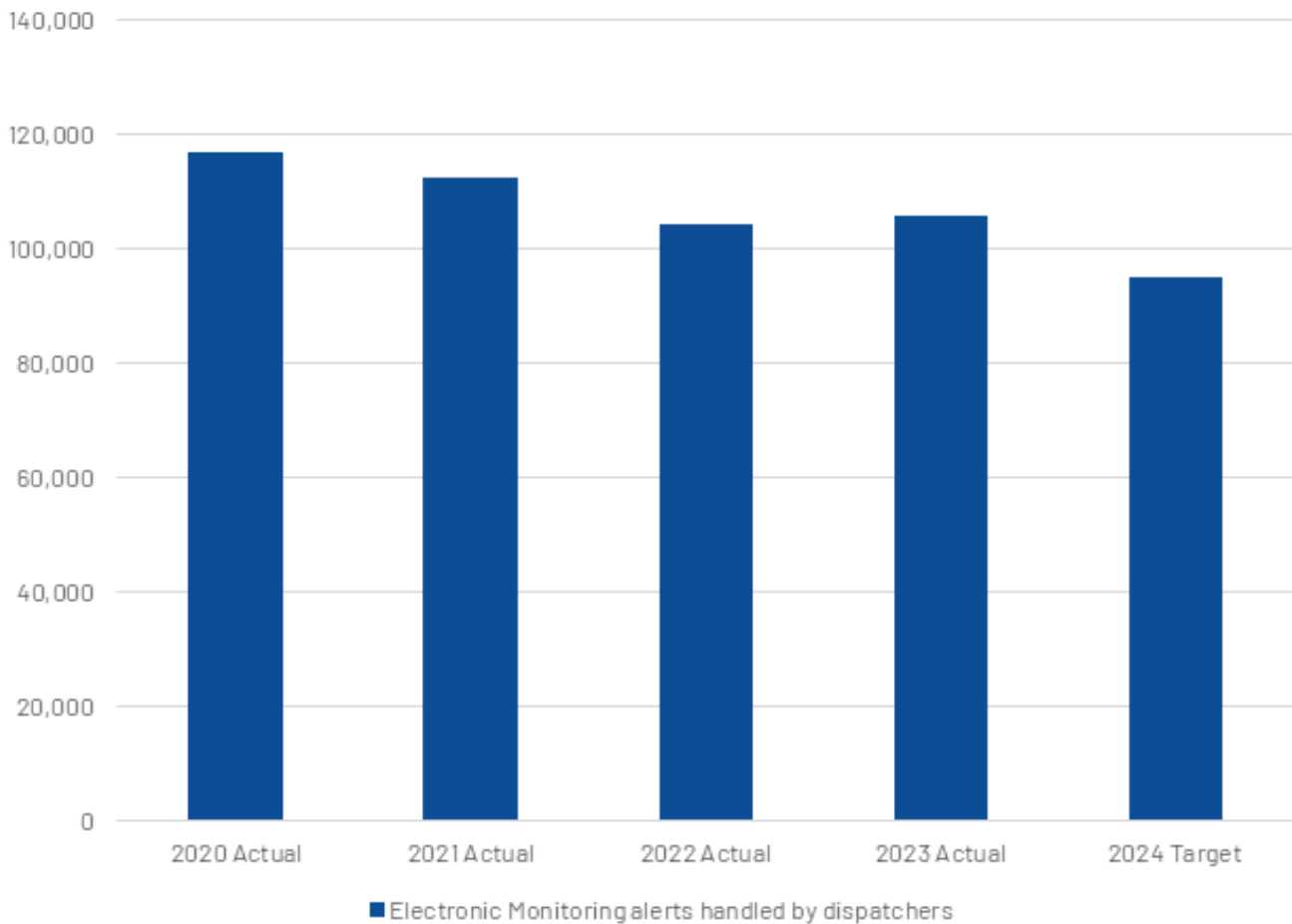
# PUBLIC SAFETY - COOK COUNTY SHERIFF

## Community Corrections Department

MISSION: Community Corrections consists of Electronic Monitoring, Sheriff's Work Alternative Program and Restoring Neighborhoods Workforce. The department serves as an alternative to incarceration and provides community supervision, connections to resources and public safety to the community.

MANDATES: Public Act 101-0652 (Pretrial Fairness Act).

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Electronic Monitoring alerts handled by dispatchers	116,928	112,553	104,210	105,586	95,000
Number of Electronic Monitoring participants (per month)	3,579	2,600	2,265	1,851	N/A <sup>3</sup>



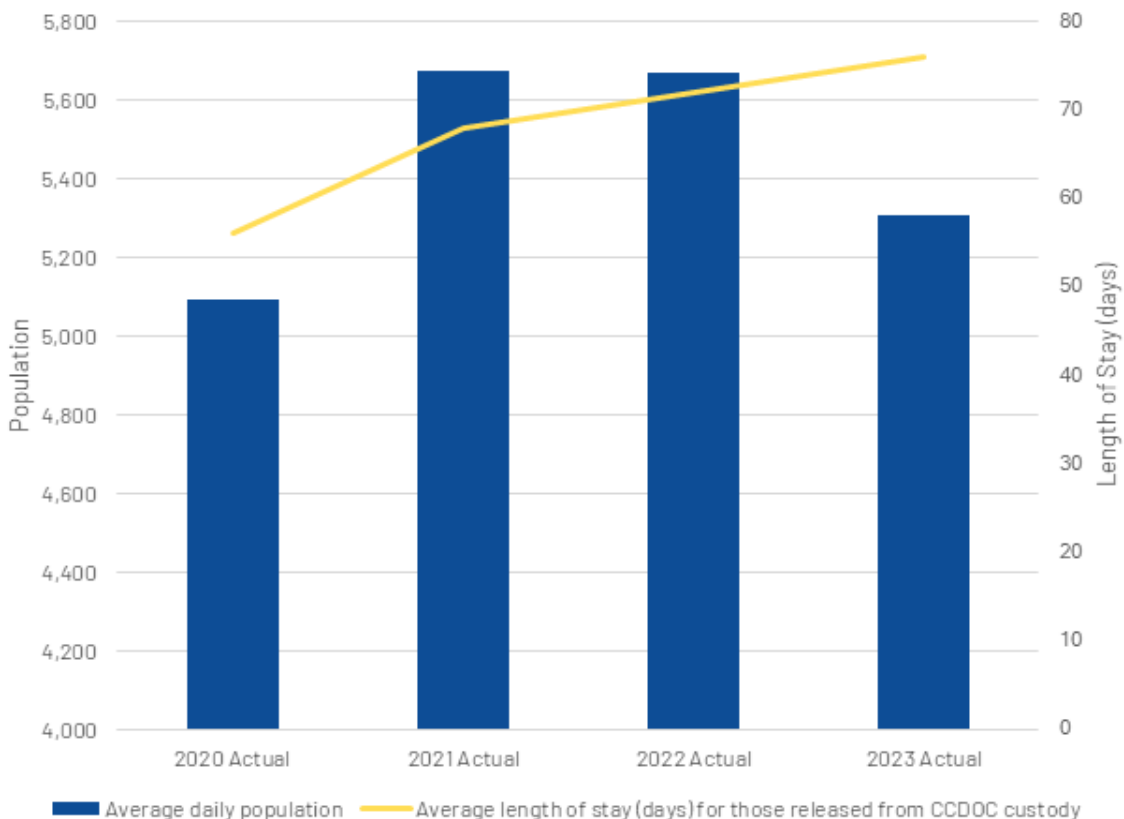
# PUBLIC SAFETY - COOK COUNTY SHERIFF

## Department of Corrections

**MISSION:** The Cook County Department of Corrections (CCDOC) strives to provide a safe, secure, humane, efficient and constitutionally operated corrections environment for its staff, visitors and those in its custody.

**MANDATES:** 55 ILCS 5/3-6017, Illinois Administrative Code Title 20 Chapter I Part 701, 730 ILCS 5/5-8.12, 730 ILCS 5/5-8A-4, 730 ILCS 5/5-5-9, 42 U.S.C. § 1997.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Average daily population	5,095	5,676	5,670	5,307	N/A <sup>3</sup>
Average length of stay (days) for those released from CCDOC custody	56	68	72	76	N/A <sup>3</sup>
Percentage of detainees receiving programming	64%	60%	72%	76%	80%
Ratio of DOC program staff to DOC program participants	18	37	40	41	45
Percent of audits that result in assessment	94.49%	67.21%	79.01%	68.54%	N/A <sup>3</sup>



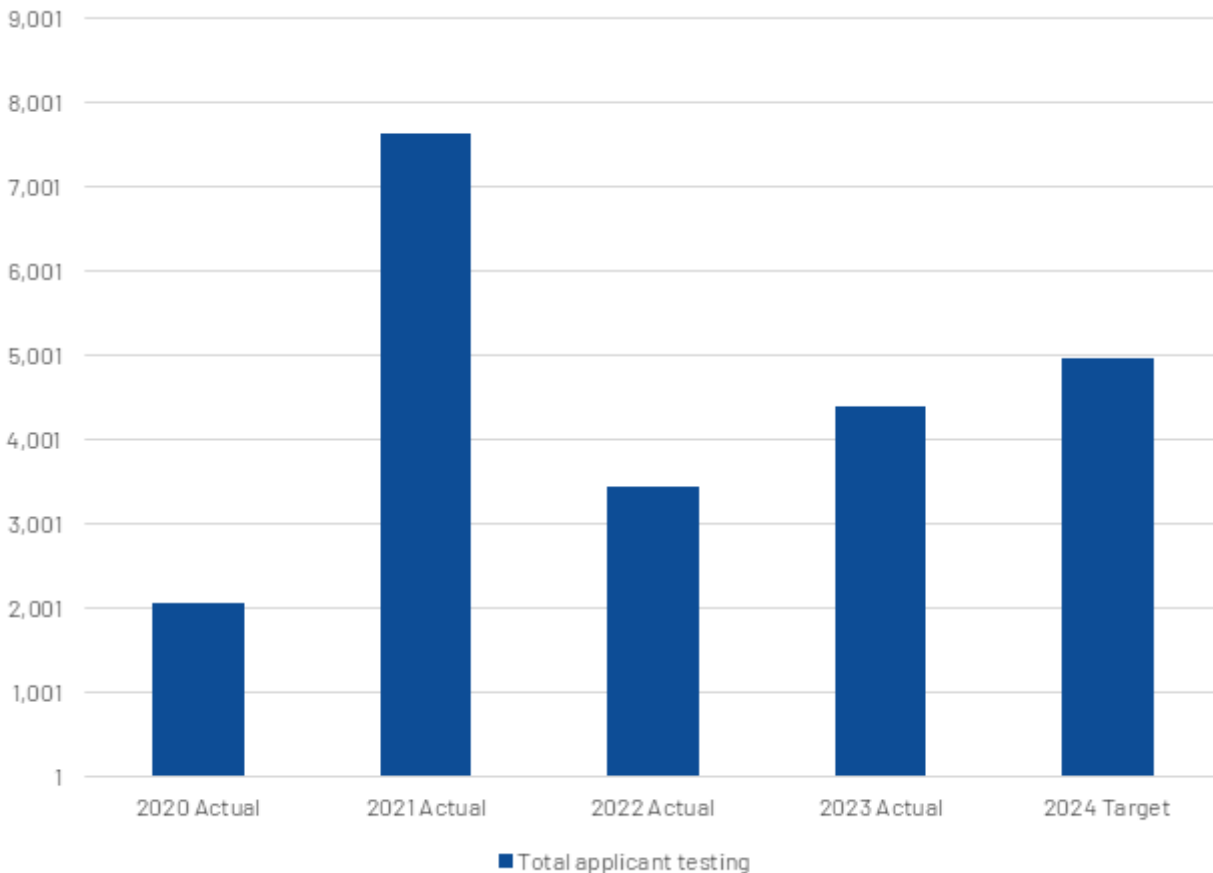
# PUBLIC SAFETY - COOK COUNTY SHERIFF

## Sheriff's Merit Board

MISSION: The Sheriff's Merit Board is responsible for certifying correctional officer applicants to become eligible for appointment consideration as well as promotions within police, corrections and courts and has the authority to conduct disciplinary hearings involving merit rank employees.

MANDATES: 55 ILCS 5/3-7002 Cook County Sheriff's Merit Board Rules and Regulations.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Total applicant testing	2,050	7,627	3,449	4,404	4,956
Total number of hearings and trials	604	687	578	709	615
Applicant testing per administrative staff person	513	1,907	1,724	2,202	2,478





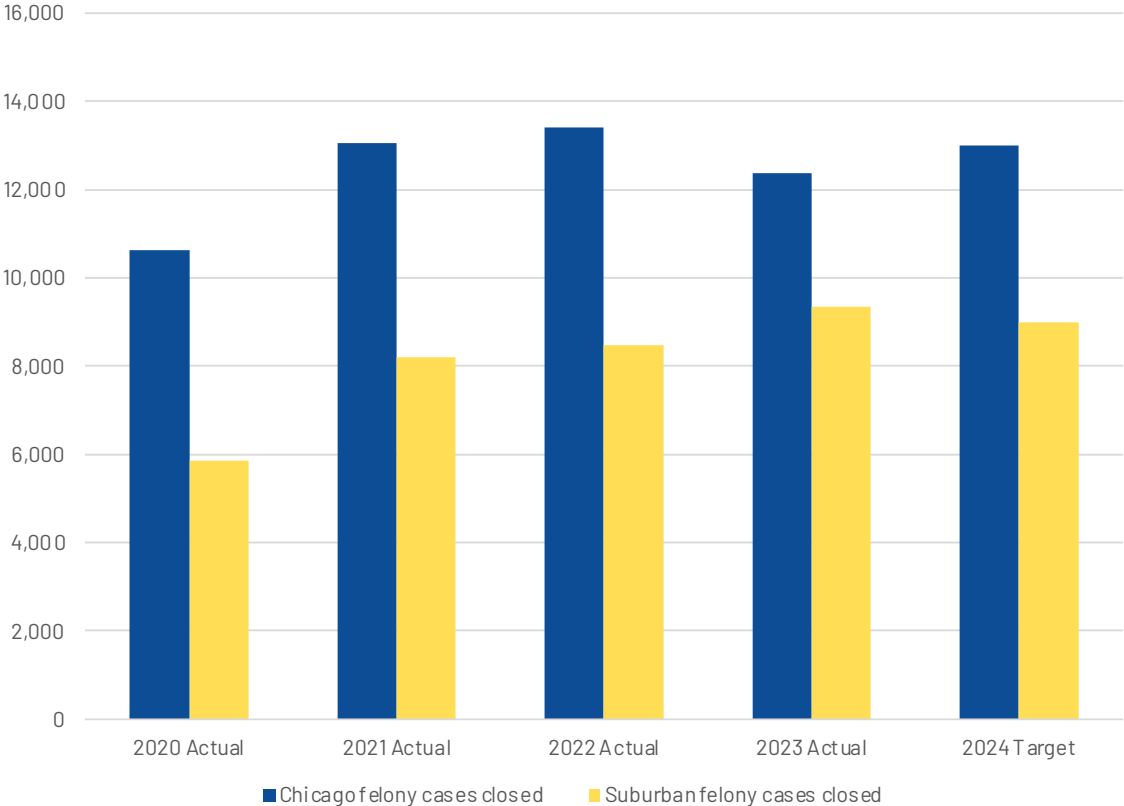
# PUBLIC SAFETY - STATE'S ATTORNEY

## State's Attorney

**MISSION:** The mission of the Cook County State's Attorney's Office (CCSAO) is to do justice in the pursuit of thriving, healthy and safe communities.

**MANDATES:** The powers and duties of the State's Attorney are outlined in 55 ILCS 5/3-9005.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Chicago felony cases closed	10,625	13,044	13,400	12,385	13,000
Chicago felony cases closed per felony case arraigned	0.73	1.11	1.12	1.03	1.20
Chicago felony average closed case length in days	201	418	482	463	475
Suburban felony cases closed	5,855	8,205	8,477	9,352	9,000
Suburban felony cases closed per felony cases arraigned	0.68	1.02	0.96	0.95	1.20



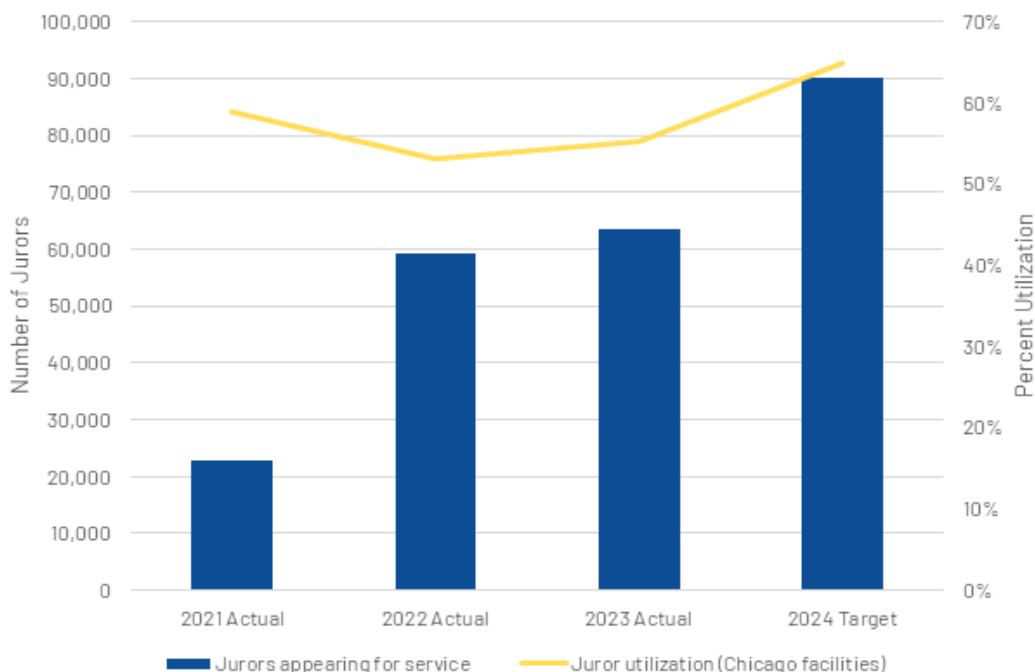
# PUBLIC SAFETY - OFFICE OF THE CHIEF JUDGE

## Office of the Chief Judge

**MISSION:** The Office of the Chief Judge (OCJ) is the administrative office serving the Circuit Court of Cook County. The office supervises non-judicial employees who provide wide-ranging services to the Circuit Court, to litigants and to the general public.

**MANDATES:** Chief Judge Evans has general administrative authority over the Circuit Court, including administrative functions. The Office of the Chief Judge provides services to the judiciary, litigants and the public. The OCJ also supervises non-judicial court departments. Cook County funding for the Circuit Court is required pursuant to 55 ILCS 5/5-1106.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Jurors appearing for service	N/A <sup>2</sup>	22,731	59,141	63,442	90,000
Juror utilization (Chicago facilities)	N/A <sup>2</sup>	59%	53%	55%	65%
Number of litigants appearing for assistance at the court zoom rooms and the Daley Center zoom help desk for remote court access	12,294	49,282	46,586	47,694	45,000
Mediation sessions scheduled	N/A <sup>2</sup>	4,322	3,844	4,522	4,500
Clients reporting satisfaction with service on office Satisfaction Surveys	N/A <sup>2</sup>	96%	96%	98%	100%



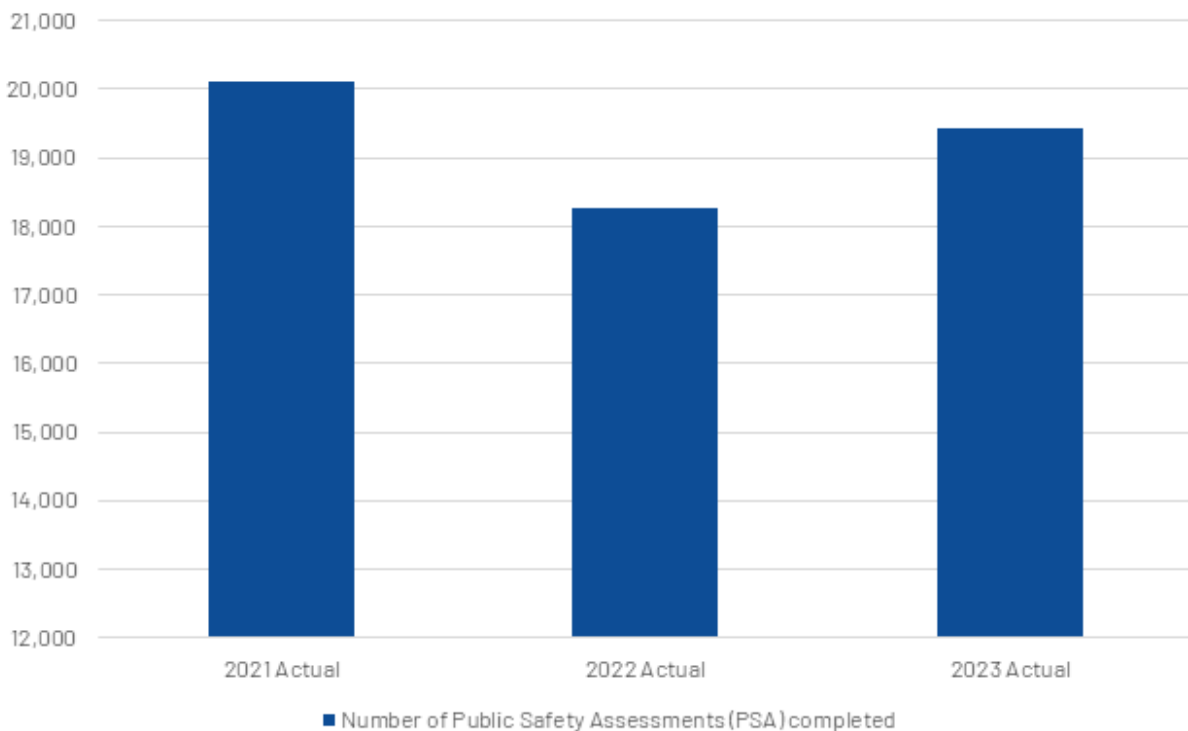
# PUBLIC SAFETY - OFFICE OF THE CHIEF JUDGE

## Adult Probation

MISSION: Probation is the presumptive sentence for most criminal offenses and the component of the criminal justice system whose primary mission is rehabilitation. The Adult Probation Department (APD) supervises sentenced individuals, assesses pretrial risk and supervises pretrial defendants.

MANDATES: APD operates in accordance with Illinois Compiled Statutes: 730 ILCS 110, Probation and Probation Officers Act; 730 ILCS 115, Probation Community Service Act; 725 ILCS 185, Pretrial Services Act; the Cindy Bischof Law; and 725 ILCS 5/110-5 and 725 ILCS 5/110-10, Code of Criminal Procedure of 1963, determining the amount of bail and conditions of release.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of Public Safety Assessments (PSA) completed	N/A <sup>2</sup>	20,103	18,273	19,421	N/A <sup>3</sup>
Average daily active cases on supervision	N/A <sup>2</sup>	7,708	6,789	5,485	N/A <sup>3</sup>
Average number of Public Safety Assessments completed per day	N/A <sup>2</sup>	55	52	53	N/A <sup>3</sup>
Percent of risk assessments completed	N/A <sup>2</sup>	98%	98%	99%	N/A <sup>3</sup>



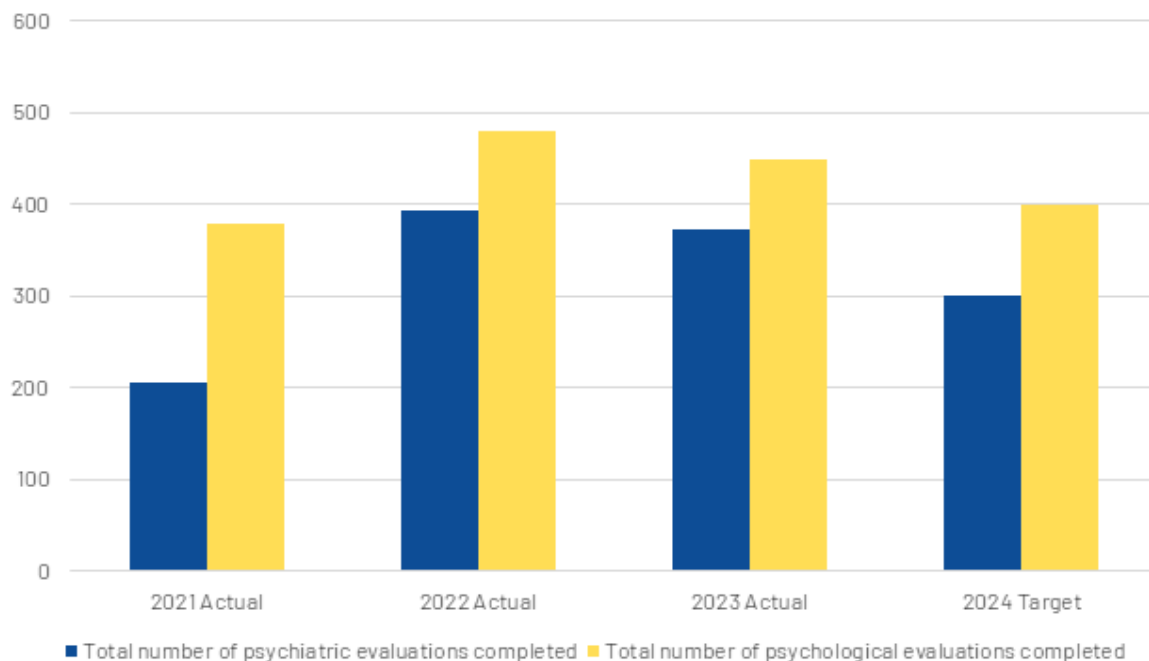
# PUBLIC SAFETY - OFFICE OF THE CHIEF JUDGE

## Forensic Clinical Services

**MISSION:** The Forensic Clinical Services Department provides the court with independent and unbiased forensic evaluations, testimony and other consultations regarding adult criminal defendants, conducted pursuant to orders of the court.

**MANDATES:** Forensic evaluations are conducted pursuant to court order, and the results of evaluations and clinical opinions, submitted in written form or oral testimony are submitted directly to the court. The Clinic uses a multi-disciplinary model in the delivery of clinical services, including psychiatric, psychological and social service elements. The Clinic provides the court with independent clinical opinions crucial to judicial decision-making.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Total number of psychiatric evaluations completed	N/A <sup>2</sup>	206	394	372	300
Average number of evaluations completed per psychiatrist	N/A <sup>2</sup>	105	162	124	75
Total number of psychological evaluations completed	N/A <sup>2</sup>	378	479	449	400
Average number of evaluations completed per psychologist	N/A <sup>2</sup>	76	120	128	70
Total number of psychosocial evaluations completed (social services)	N/A <sup>2</sup>	289	341	363	400



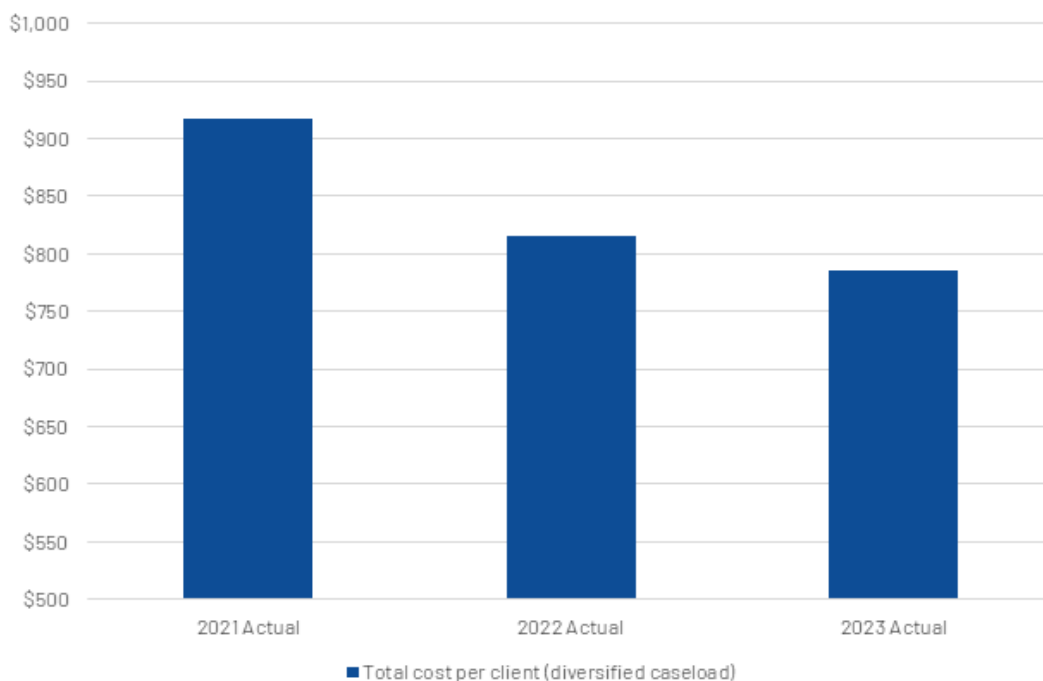
# PUBLIC SAFETY - OFFICE OF THE CHIEF JUDGE

## Social Service

**MISSION:** The Social Service Department of the Circuit Court of Cook County (SSD) is a community corrections and court service agency mandated to monitor adult felony and misdemeanor offenders and help them satisfy court-ordered conditions thereby restoring offenders to “useful citizenship.”

**MANDATES:** The department follows mandates of the Illinois Supreme Court, the Circuit Court of Cook County and the Illinois Legislature to assess, monitor and direct adult felony and misdemeanor offenders in satisfying the court-ordered conditions and payment of restitution, and penalties pursuant to the Probation and Probation Officers Act, 110/.01-110/18. The department employs evidence-based practices to reduce recidivism and provide safer communities.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percent of total department cases terminated satisfactorily	N/A <sup>2</sup>	78%	79%	65%	N/A <sup>3</sup>
Average caseload per caseworker	N/A <sup>2</sup>	31	110	31	N/A <sup>3</sup>
Cost per domestic violence client	N/A <sup>2</sup>	\$2,687	\$2,223	\$1,868	N/A <sup>3</sup>
Active diversified case total	N/A <sup>2</sup>	3,487	4,573	5,744	N/A <sup>3</sup>
Total cost per client (diversified caseload)	N/A <sup>2</sup>	\$917	\$816	\$786	N/A <sup>3</sup>



## PUBLIC SAFETY - OFFICE OF THE CHIEF JUDGE

### Juvenile Probations and Court Services

**MISSION:** The department is committed to creating safer neighborhoods through relationships, opportunities and experiences that effectively inspire hope, responsibility and lawful behavior in children and young people; because successful children lead to successful neighborhoods.

**MANDATES:** The Department operates in accordance with the laws governing its functions, including but not limited to, the Illinois Juvenile Court Act (705 ILCS 405/1 et seq); the Probation and Probation Officers Act (730 ILCS 110/0.01 et seq); and with the standards, rules and policies promulgated by the Administrative Office of the Illinois Courts.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Active probation cases	N/A <sup>2</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>	1,198	1,800
Active supervision cases	N/A <sup>2</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>	554	700
Average number of active cases per probation officer	N/A <sup>2</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>	23	25
Percent of probation cases terminated successfully	N/A <sup>2</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>	55%	75%
Number of youth screened with Risk Assessment Instrument (RAI)	N/A <sup>2</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>	2,893	3,200

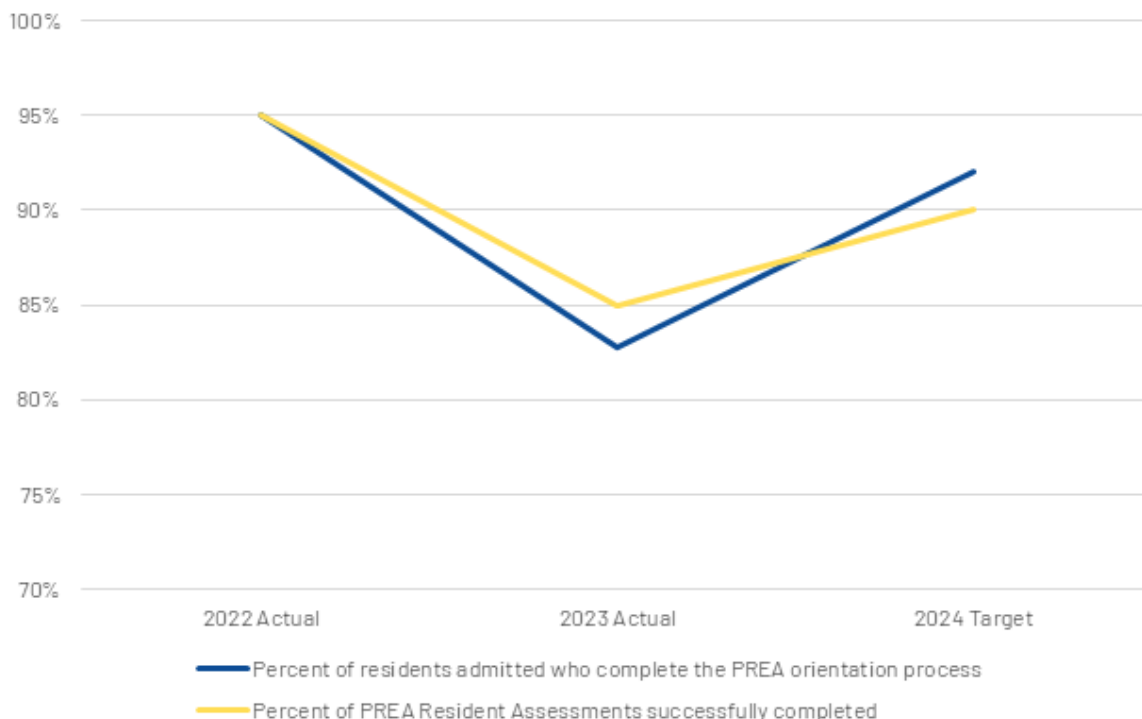
# PUBLIC SAFETY - OFFICE OF THE CHIEF JUDGE

## Juvenile Temporary Detention Center

**MISSION:** The JTDC community provides a safe and secure environment that offers the highest quality of integrated services where youth are challenged to make positive changes.

**MANDATES:** The JTDC operates under mandates as follows: Casey Foundation 2014 JDAI Standards; Federal Juvenile Justice Delinquency Prevention Act; Illinois Criminal Justice Information Authority; Abused and Neglected Child Reporting Act of 1975 325 ILCS 5/4; Illinois Juvenile Court Act of 1987; Prison Rape Elimination Act of 2003, (PREA); and Title 20: Corrections, Criminal Justice, and Law Enforcement, County Standard.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of admissions processed	N/A <sup>2</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>	2,138	N/A <sup>3</sup>
Average caseload per caseworker	N/A <sup>2</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>	33	33
Average daily cost of housing a minor at JTDC	N/A <sup>2</sup>	N/A <sup>2</sup>	520	718	700
Percent of residents admitted who complete the PREA orientation process	N/A <sup>2</sup>	N/A <sup>2</sup>	95%	83%	92%
Percent of PREA Resident Assessments successfully completed	N/A <sup>2</sup>	N/A <sup>2</sup>	95%	85%	90%



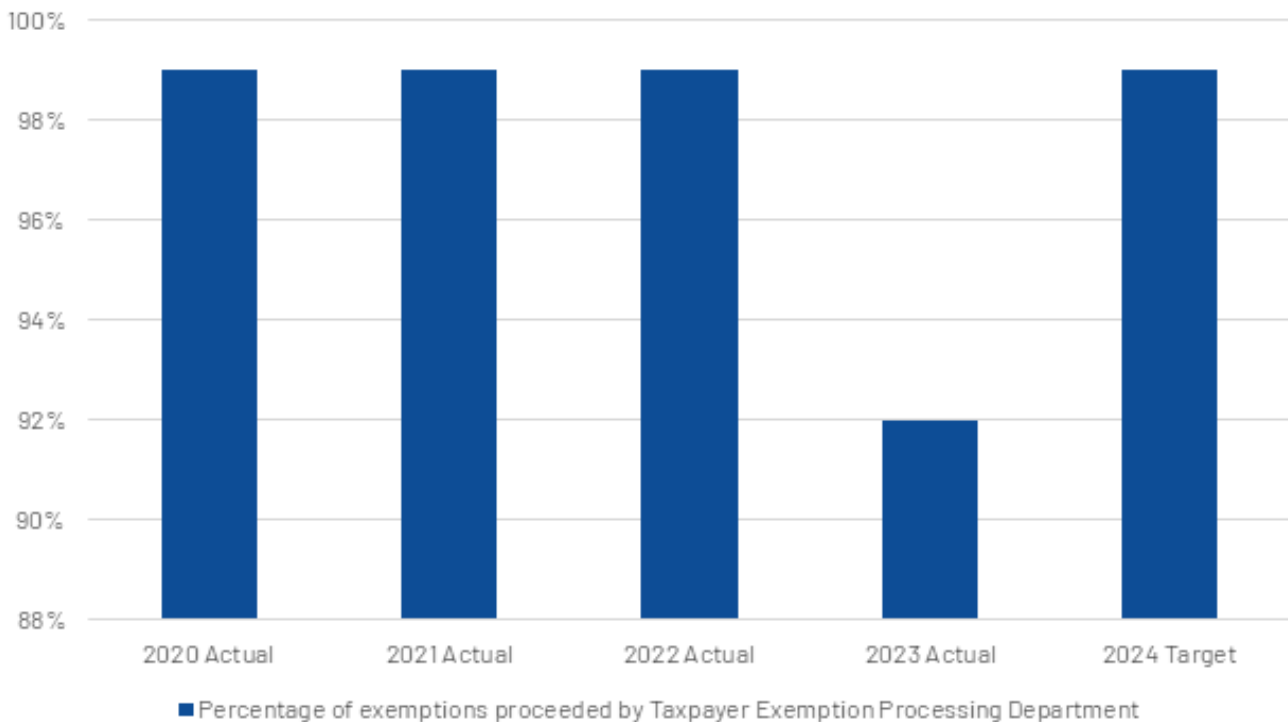
# PROPERTY AND TAXATION - COOK COUNTY ASSESSOR

## Assessor

**MISSION:** The mission of the Cook County Assessor’s Office is to deliver accurate and transparent assessments of all residential and commercial properties. We serve every community in the County through ethical stewardship within the property tax system.

**MANDATES:** Value 1.8 million parcels located in Cook County and administer Appeals and Certificates of Error in accordance with the Illinois Constitution of 1970, the Property Tax Code (35 ILCS 200/1.1 et. seq.) and Cook County Code of Ordinances (Ordinance Chap. 74, Art. II, Div. 1, Sec. 74-31 et. seq. and Div. 2, Sec. 74-60 et. seq.). - Provide taxpayer assistance via the administration of exemptions through the Property Tax Code Article 15. (35 ILCS 200/15).

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Count of taxpayers served	170,000	172,000	34,841	178,000	185,000
PIN numbers investigated	25,720	28,050	24,124	26,470	22,500
Commercial / Industrial PINS appealed	15,065	38,870	26,875	25,097	35,000
Residential PINS appealed	136,604	374,256	274,679	216,287	300,000
Percentage of exemptions proceeded by Taxpayer Exemption Processing Department	99%	99%	99%	92%	99%





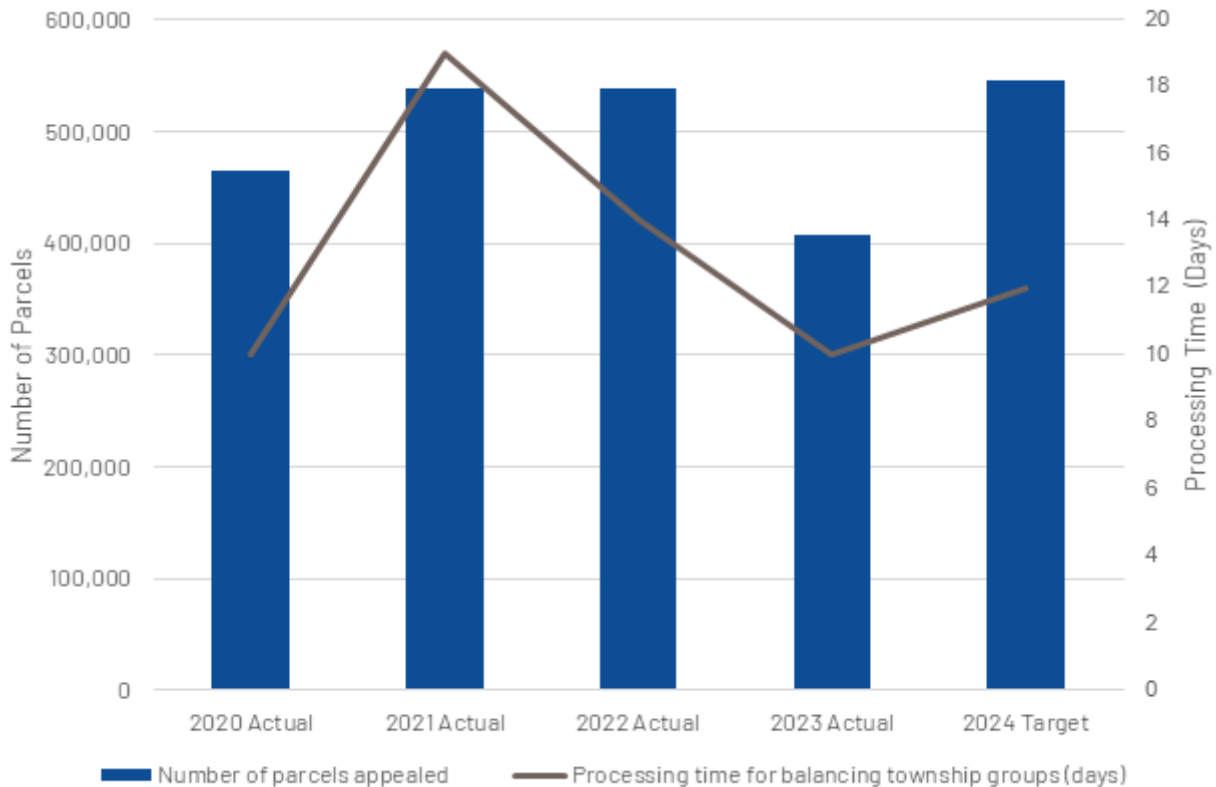
# PROPERTY AND TAXATION - BOARD OF REVIEW

## Board of Review

**MISSION:** The Cook County Board of Review is charged by the Illinois State Legislature to review all assessment appeals and make corrections, as it deems equitable. Our goal is to provide accurate and fair analysis of assessment appeals to allow the timely distribution of tax revenue.

**MANDATES:** The Cook County Board of Review is mandated by Illinois Statutes 35 ILCS 200/9-5, 116-110 and 16-125.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Processing time for balancing township groups (days)	10	19	14	10	12
Number of parcels appealed	465,000	537,618	538,000	408,083	545,000
Processing time for an assessment appeal (days)	140	156	150	115	115
Processing time for a property tax appeals board docket	90	90	90	180	180
Property tax appeals board dockets processed electronically	100%	100%	100%	100%	100%



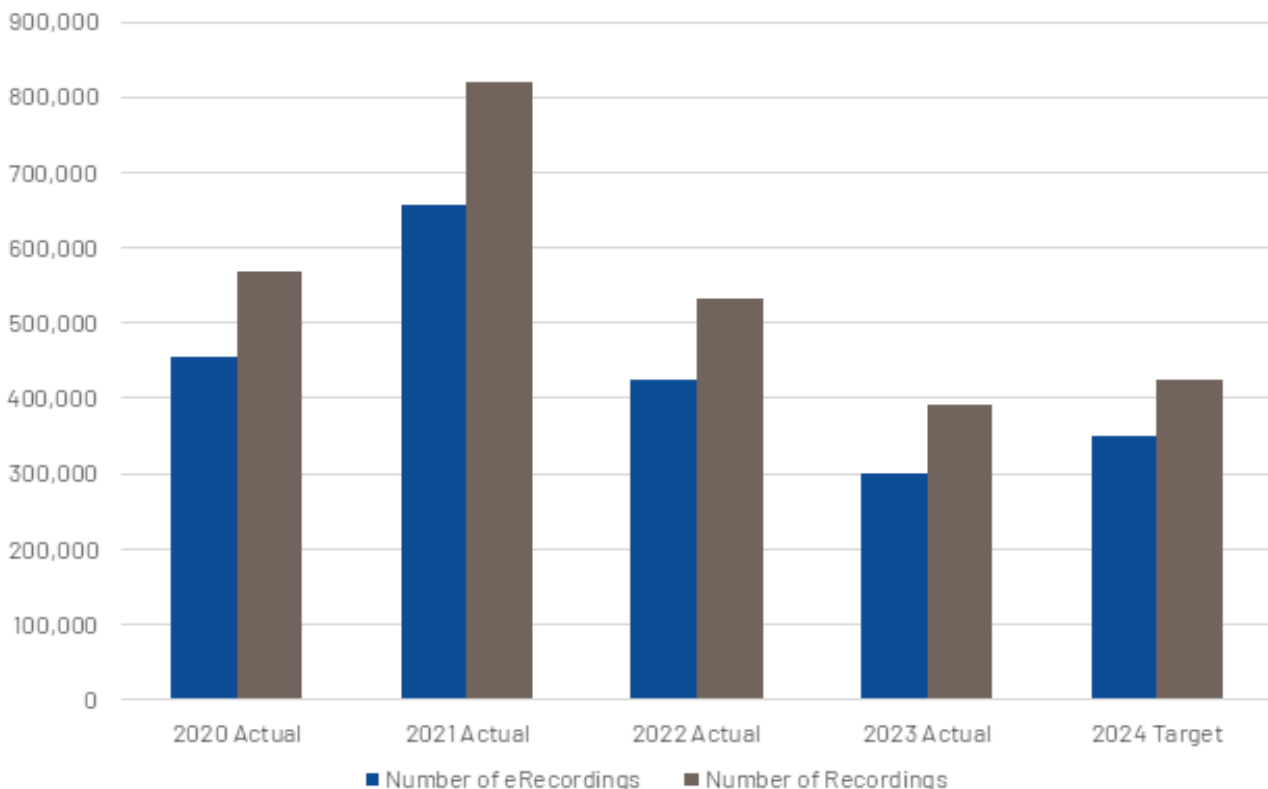
# PROPERTY AND TAXATION - COOK COUNTY CLERK

## County Clerk

**MISSION:** The Cook County Clerk’s Office is committed to providing quality and efficient services for the purchasing of vital records, recording of land records, collection of delinquent taxes, governing elections and recording of County Board proceedings.

**MANDATES:** Cook County Automation Fee in Section 2-174 as set out in Section 32-1 is to be retained in a special fund designated as the Clerk’s Automation Fund to pay costs related to the automation of functions performed by the Clerk. In addition, the recording of land records by the Clerk’s Office is established by the Illinois Counties Code (55 ILCS 5/3-5001 et. seq.; 55 ILCS 5/4-12002; 55 ILCS 5/4-12002.1; 55 ILCS 5/4-12004) and the Cook County Code of Ordinances.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of customers helped in person & on the phone	59,776	64,900	65,600	92,522	150,000
Number of eRecordings	456,143	657,206	424,466	299,673	350,000
Number of Recordings	567,451	821,049	533,851	392,195	425,000
Number of records issued	224,383	290,396	257,949	269,738	276,132
Number of mail ballots requested & mailed	580,000	75,014	218,179	130,253	300,000



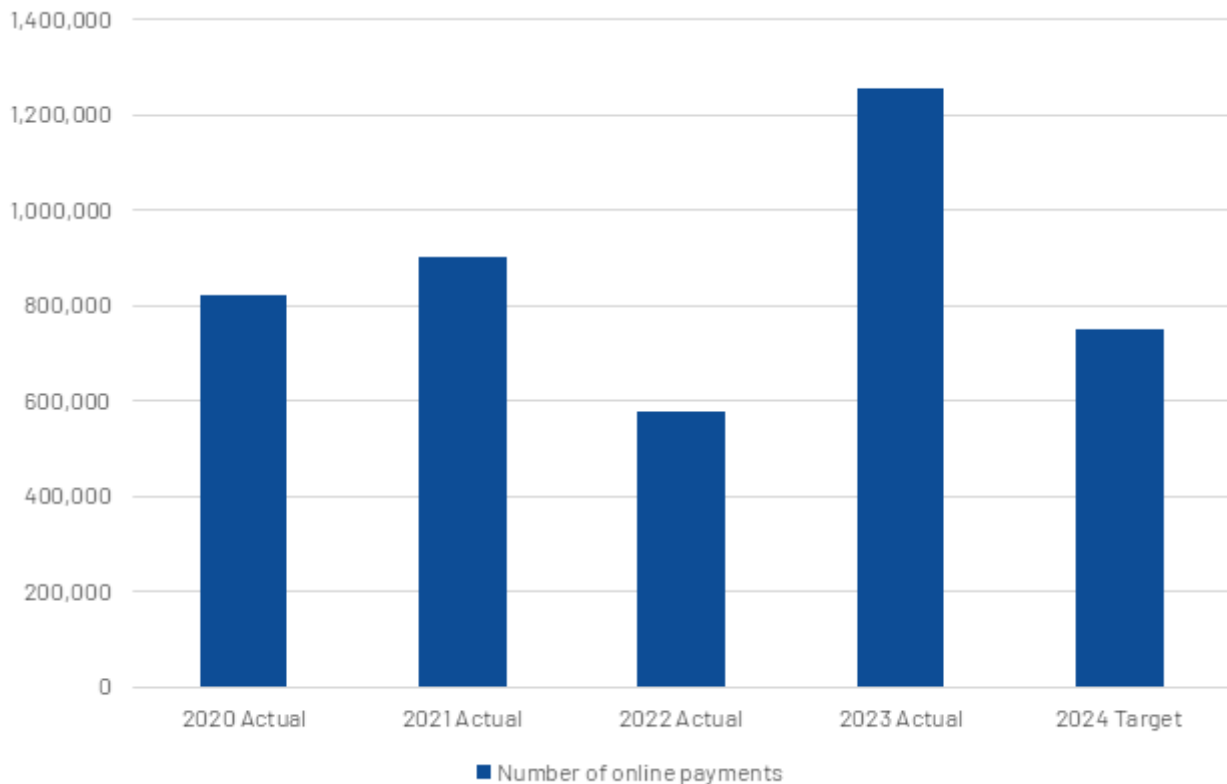
# PROPERTY AND TAXATION - TREASURER

## Treasurer

**MISSION:** The County Treasurer’s Office (CCTO) is responsible for collecting, safeguarding, investing and distributing property tax funds.

**MANDATES:** The CCTO is mandated to print and mail property tax bills, collect upwards of \$16.1 billion each year in taxes from owners of more than 1.8 million parcels of property and distribute those tax funds to approximately 2,200 local government agencies.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Taxpayer satisfaction - excellent service rating percentage	98%	96%	96%	98%	96%
Number of online payments	823,416	899,553	578,270	1,255,137	750,000
Percentage of individual taxpayer payments that were completed online	24.40%	26.64%	30.61%	27.17%	20.00%
Number of days for printing, folding, & inserting Property Tax bills	9	9	9	9	14
Percentage of IT Projects completed within estimated deadline	100%	100%	99%	99%	100%



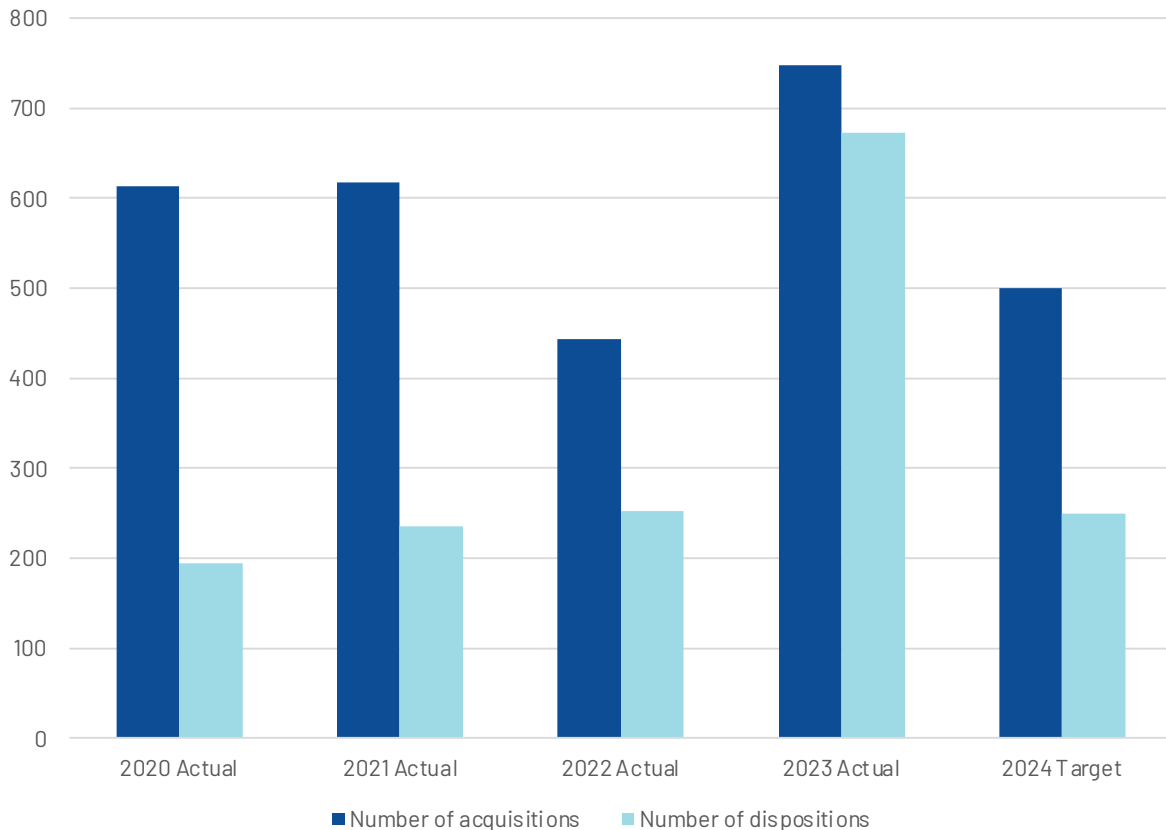
# INDEPENDENT AND APPOINTED AGENCIES

## Land Bank Authority

**MISSION:** The Cook County Land Bank Authority (CCLBA) will acquire, hold properties in the name of Cook County and transfer interest in real property throughout Cook County to promote redevelopment and reuse of vacant, abandoned, foreclosed or tax delinquent properties.

**MANDATES:** Code of Ordinances, Part II Land Development Ordinances, Chapter 103, Land Bank Authority, Sections 103-1 through 103-71 to use available resources to facilitate the return of vacant, abandoned and tax-delinquent properties to productive use thereby combating community deterioration, creating economic growth and stabilizing the housing and job market.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Number of acquisitions	613	617	444	748	500
Number of dispositions	194	236	253	673	250
Number of demolitions	14	11	2	14	10
Number of rehabs	155	239	193	580	250



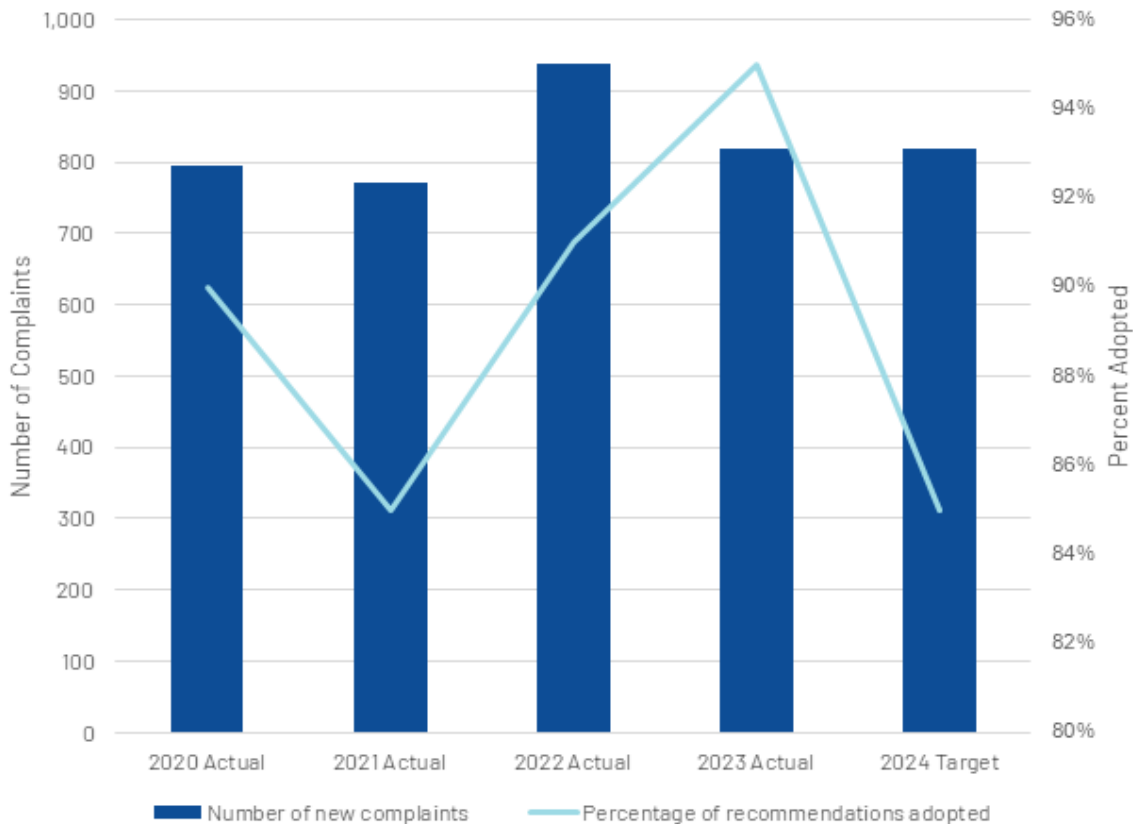
# INDEPENDENT AND APPOINTED AGENCIES

## Office of the Independent Inspector General

**MISSION:** The OIIG’s mission is to detect and deter corruption, fraud, waste, mismanagement, unlawful political discrimination and other misconduct in the operation of Cook County Government, the Forest Preserves of Cook County and the Metropolitan Water Reclamation District of Greater Chicago.

**MANDATES:** Continues to meet the goals set forth in the OIIG Enabling Ordinance. The OIIG administers approximately 900 complaints annually for investigative action. Provides training and instruction to County employees on the functions and mission of the OIIG, employment harassment and discrimination and other forms of unlawful practices affecting Cook County government.

Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Percentage of recommendations adopted	90%	85%	91%	95%	85%
Field staff cost per complaint	\$1,323	\$1,561	\$1,287	\$1,814	\$1,900
Number of new complaints	795	772	937	818	820
Number of new complaints per investigator	82	70	81	63	60



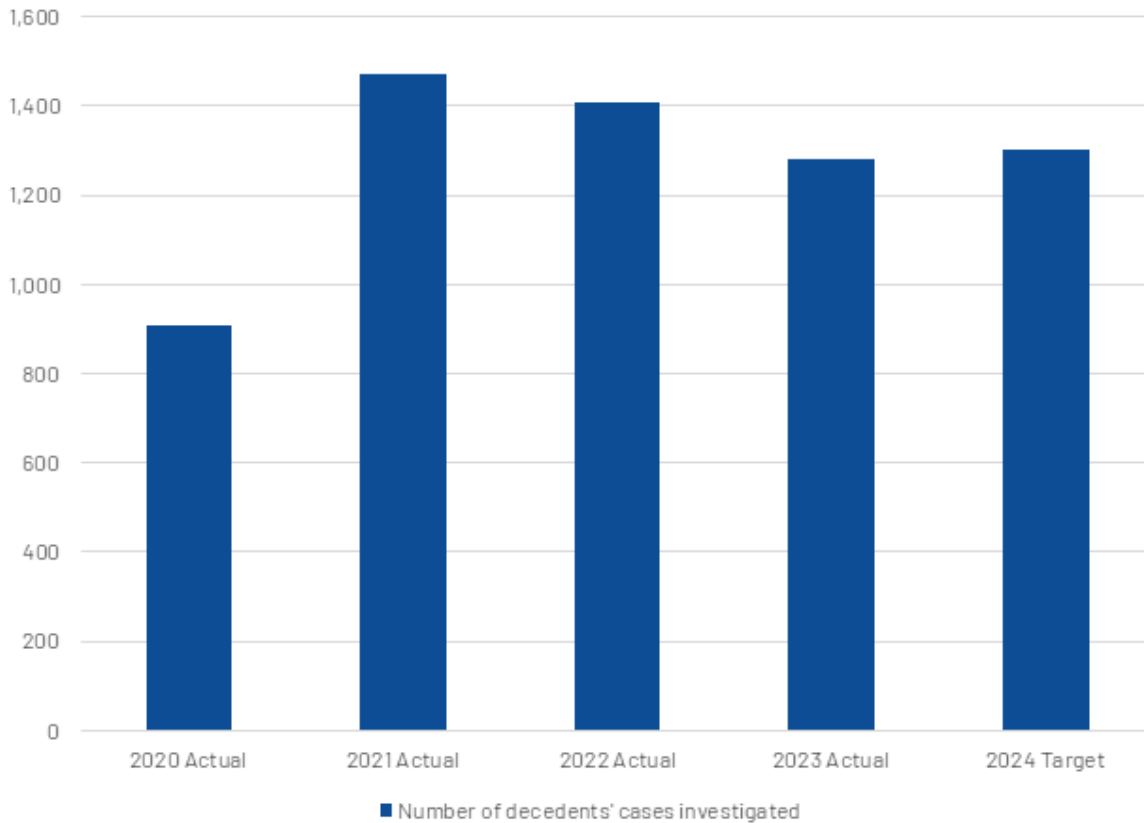
# INDEPENDENT AND APPOINTED AGENCIES

## Public Administrator

**MISSION:** The Office of the Public Administrator of Cook County administers estates of deceased Cook County residents. The mission of the Public Administrator is to efficiently and securely administrate the estates of decedents as required by law pursuant to the Illinois Probate Act.

**MANDATES:** Illinois Probate Act - 755 ILCS 5/1 et seq.

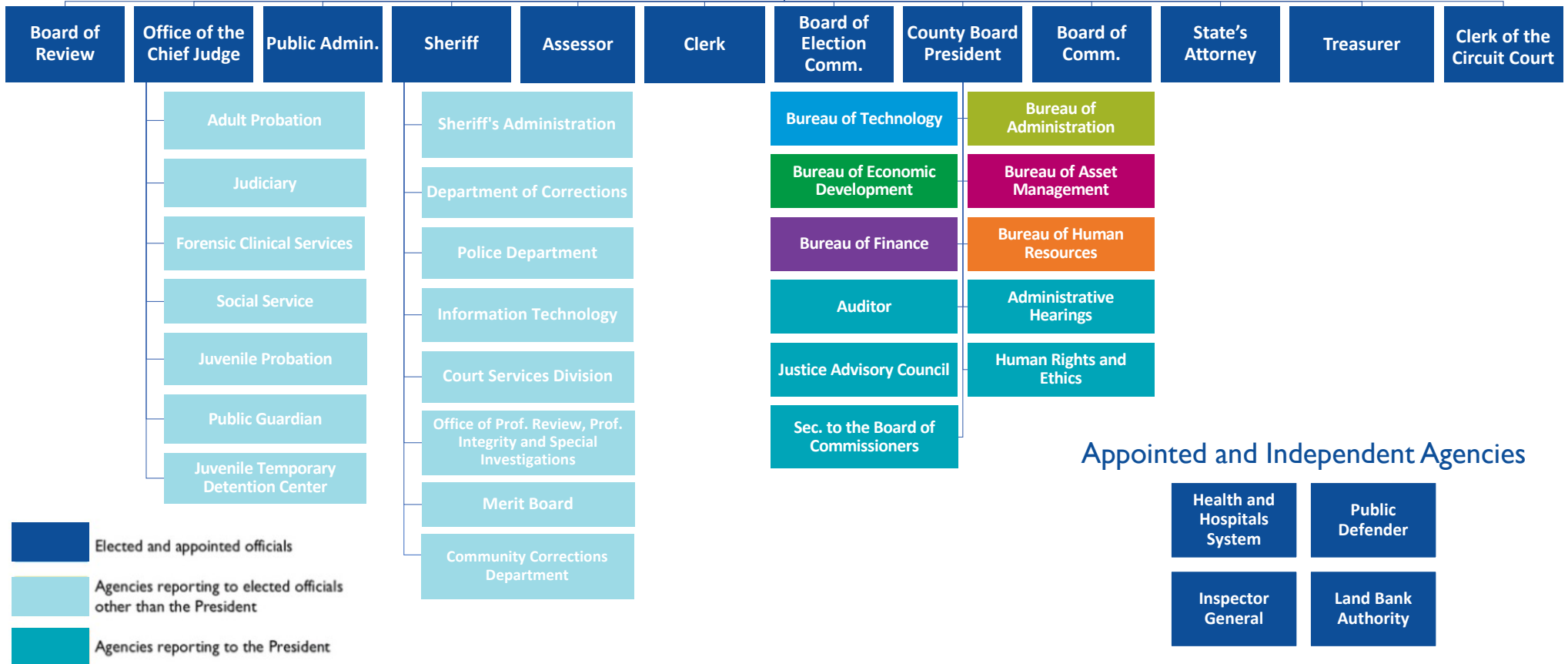
Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Revenue to County as percentage of operating budget	480%	330%	340%	236%	200%
Number of probate cases pending	392	407	408	403	400
Cost per investigation	999	751	852	941	850
Number of decedents' cases investigated	909	1,471	1,406	1,281	1,300
Return to County per investigation	1,612	902	1,094	1,001	1,200



# 2024 Cook County Government Organizational Chart



**Residents of Cook County**



# Appendices



Office	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
<b>Offices Under the President</b>						
Justice Advisory Council	Percent of grantee sites visited by JAC staff	0.0%	5.6%	21.5%	9.6%	11.0%
Justice Advisory Council	Percent of staff time devoted to administrative reform initiatives	11.1%	11.3%	10.2%	12.7%	5.0%
Justice Advisory Council	Percent of staff time devoted to legislative initiatives	3.4%	5.0%	5.8%	8.0%	5.0%
Justice Advisory Council	Percent of grants renewed for the second year of funding	100.0%	6.0%	21.6%	52.3%	21.0%
Justice Advisory Council	Number of grantee sites visited by JAC staff	0	20	86	30	30
Justice Advisory Council	Number of grantee sites	196	360	400	313	300
Justice Advisory Council	Number of grants renewed for second year of funding	80	22	96	81	81
Justice Advisory Council	Number of grants	80	367	444	155	155
Justice Advisory Council	JAC staff time spent on legislative efforts	173	229	294	403	353
Justice Advisory Council	JAC staff time	5,040	4,620	5,040	5,040	5,040
Justice Advisory Council	JAC staff time spent on administrative reform initiatives	559	522	515	642	642
<b>Bureau of Administration</b>						
CAO - Enterprise Wide Services	Average cost per printed page	\$0.068	\$0.085	\$0.084	\$0.119	\$0.090
CAO - Enterprise Wide Services	Ratio of records disposed to records received at the warehouse		2.365	1.341	1.876	1.000
CAO - Enterprise Wide Services	Percent of County offices with records retention schedules	100.0%	100.0%	100.0%	100.0%	100.0%
CAO - Enterprise Wide Services	Total cost	\$1,022,038	\$817,508	\$974,006	\$1,122,875	\$1,000,000
CAO - Enterprise Wide Services	Number of printed pages	15,029,977	9,565,356	11,624,153	9,437,386	10,000,000
CAO - Enterprise Wide Services	Number of County departments/offices with retention schedules	49	50	50	52	52
CAO - Enterprise Wide Services	Number of County departments/offices	49	50	50	52	52
CAO - Enterprise Wide Services	Cubic footage of records disposed at the warehouse		5,405.0	7,845.5	10,793.0	15,500.0
CAO - Enterprise Wide Services	Cubic footage of records received for warehouse storage		2,285.0	5,848.5	5,274.5	4,500.0
CAO - Research, Operations, and Innovation	Percent of current employees in Offices Under the President who have participated in ROI training opportunities	22.18%	27.62%	30.61%	24.87%	25.00%
CAO - Research, Operations, and Innovation	Percent of trained employees who have implemented at least one innovation	6.6%	9.0%	7.6%	7.6%	N/A
CAO - Research, Operations, and Innovation	Dollar value of implemented innovations	\$368,106	\$387,032	\$36,271	\$0	\$195,000
CAO - Research, Operations, and Innovation	Number of trained employees who have implemented at least one innovation	26	47	48	48	48
CAO - Research, Operations, and Innovation	Number of trained employees	393	525	632	632	632
CAO - Research, Operations, and Innovation	Number of active OUP employees who have participated in ROI training	334	406	457	396	380
CAO - Research, Operations, and Innovation	Number of OUP Employees	1,506	1,470	1,493	1,592	
CAO - Research, Operations, and Innovation	Soft innovation savings	\$289,310	\$367,541	\$27,451	\$0	\$170,000
CAO - Research, Operations, and Innovation	Hard innovation savings	\$78,796	\$19,491	\$8,820	\$0	\$25,000
CAO - Veterans Affairs	Percent of contacted veterans who are connected to other agencies or services	77.2%	47.2%	10.8%	6.9%	5.0%
CAO - Veterans Affairs	Number of veterans participating in outreach programs	31	541	43,424	16,067	3,600

Office	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
CAO - Veterans Affairs	Number of veterans contacted who Veterans' Affairs connects to other agencies/services	186	291	6,641	23,590	1,150
CAO - Veterans Affairs	Number of veterans contacted (Outreach)	241	616	61,588	342,085	30,900
CAO - Veterans Affairs	Number of Partner or County Events			187	311	30
Environment and Sustainability	Percent change in Cook County government greenhouse gas emissions	-6.8%	-10.7%	-6.0%	TBD	-3.8%
Environment and Sustainability	Percent of facilities in compliance with annual air permitting requirements	87.83%	90.69%	89.14%	90.63%	80.00%
Environment and Sustainability	Percent of known and discovered waste disposed of annually	20.66%	57.42%	58.08%	7.47%	30.00%
Environment and Sustainability	Number of facilities in compliance with permitting requirements	8,191	8,460	7,855	7,870	7,900
Environment and Sustainability	Number of facilities requiring annual permits	9,326	9,328	8,812	8,684	8,700
Environment and Sustainability	Cubic yards of illegally dumped waste removed annually	6,941	19,623	34,025	2,009	2,000
Environment and Sustainability	Cubic yards of waste known of and discovered within a given year	33,591	34,175	58,580	26,887	25,000
Medical Examiner	Percentage of postmortem reports completed within 90 days of autopsy	89.55%	85.58%	93.11%	89.79%	90.00%
Medical Examiner	Percentage of deaths in Cook County that received a postmortem examination by the Medical Examiner's Office	28.84%	30.07%	30.15%	23.02%	15.00%
Medical Examiner	Average length of stay for indigent decedents	45	49	45	44	35
Medical Examiner	Number of postmortem reports completed in 90 days	12,714	11,398	9,219	5,699	10,000
Medical Examiner	Number of postmortem reports	14,197	13,319	9,901	6,347	11,500
Medical Examiner	Number of deaths in Cook County	49,232	44,296	37,066	34,013	35,000
Emergency Management & Regional Security	Percent of municipalities to which EMRS provides planning support	89.6%	51.0%	34.6%	54.4%	6.3%
Emergency Management & Regional Security	Percent of municipalities receiving communications through EMRS notification systems	85.8%	94.0%	94.9%	96.7%	100.0%
Emergency Management & Regional Security	Percent of municipalities participating in EMRS training opportunities	10.0%	10.1%	12.3%	23.8%	9.6%
Emergency Management & Regional Security	Percent of municipalities who have received EMRS-managed physical assets and/or direct investments	38.1%	26.4%	13.1%	12.0%	2.0%
Emergency Management & Regional Security	Number of municipalities to which EMRS provided support this period	363	826	560	882	650
Emergency Management & Regional Security	Number of municipalities receiving communications through EMRS notification systems	1,390	1,523	1,537	1,567	1,550
Emergency Management & Regional Security	Number of municipalities participating in EMRS training opportunities this period	162	164	199	385	230
Emergency Management & Regional Security	Number of municipalities who have received EMRS-managed physical assets and/or direct investments	617	427	213	194	350
Transportation & Highway	Percent of Cook County Motor Fuel Tax investment in transportation projects matched by other funding	38%	45%	9%	11%	30%
Transportation & Highway	Percent of capital projects that advance to construction on schedule	100.0%	60.0%	55.6%	90.9%	70.0%
Transportation & Highway	Percent of Cook County roadways that are in fair or good condition	47.7%	46.0%	48.4%	49.1%	50.5%
Transportation & Highway	Percent of Cook County bridges that are in good conditions	54.3%	55.0%	55.0%	53.5%	55.0%

Office	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Transportation & Highway	Number of capital projects that advance to construction on schedule	2	20	18	11	11
Transportation & Highway	Number of capital projects that advance to construction	2	12	10	10	11
Transportation & Highway	Number of Cook County roadways in fair condition	97	335	328	317	320
Transportation & Highway	Number of Cook County roadways	488	1,503	1,504	1,504	1,504
Transportation & Highway	Number of Cook County bridges in good condition	70	71	71	69	71
Transportation & Highway	Number of Cook County bridges	129	129	129	129	129
Transportation & Highway	Number of multi-jurisdictional projects enabled by Cook County	77	74	64	95	115
Transportation & Highway	Number of Cook County roadways in good condition	136	356	400	422	440
Law Library	Percent of reference requests resolved on site	93.74%	97.96%	99.66%	99.70%	100.00%
Law Library	Estimated Electronic Research Savings per user	\$1,961	\$568	\$366	\$430	\$200
Law Library	Average overall satisfaction with Law Library services	90.0%	100.0%	95.7%	100.0%	90.0%
Law Library	Number of reference inquiries resolved on site	7,767	5,482	5,305	5,241	5,300
Law Library	Electronic research savings	\$711,909	\$717,408	\$908,424	\$823,680	\$800,000
Law Library	Number of reference inquires	8,286	5,596	5,323	5,257	5,400
Law Library	Number of Electronic research users	363	1,263	2,485	1,914	2,200
Law Library	Number of survey responses			23	20	20
	Percent of municipalities participating in ARC in-person training opportunities and e-learning programming	0.7%	13.7%	9.4%	34.6%	30.0%
Animal & Rabies Control	Percent of rabies certifications received electronically	56.58%	56.92%	71.19%	74.45%	70.00%
Animal & Rabies Control	Number of alerts to the public about diseases communicable to humans or companion animals	13	10	10	13	20
Animal & Rabies Control	Number of municipalities enrolled in training	4	74	51	187	100
Animal & Rabies Control	Number of rabies certificates received electronically	110,704	101,238	125,685	86,101	105,000
Animal & Rabies Control	Total number of rabies certificates received	195,642	177,847	176,541	115,656	165,000
Animal & Rabies Control	Total number of visits from Animal Control Wardens to Cook County Forest Preserves and dog friendly areas			1,842	1,378	1,600
Animal & Rabies Control	Number of companion animals spayed and neutered through the County subsidized program				6,239	6,300
<b>Bureau of Asset Management</b>						
Office of Asset Management	Average Tenant Satisfaction Survey Score	3.50	3.48	3.54	3.64	3.64
Office of Asset Management	Number of participants in the tenant satisfaction survey	2,046	2,235	2,392	2,408	2,300
Office of Asset Management	Percent of square footage occupied by OUP in the Dunne and County buildings aligned with the Workplace Strategy and Design guidelines	0.00%	4.74%	4.36%	4.58%	5.00%
Office of Asset Management	Square footage in the Dunne and County buildings redesigned using Workplace Strategy and Design guidelines	0	36,572	32,609	34,193	
Office of Asset Management	Total square footage in the Dunne and County buildings	771,238	771,238	747,236	747,000	771,665
Office of Asset Management	Percent of Cook County employees who participate in the tenant satisfaction survey	20.16%	22.06%	23.61%	22.52%	23.60%
Office of Asset Management	Number of tenant satisfaction survey recipients	10,150	10,131	10,131	10,691	10,000
Capital Planning and Policy	Percent of Capital Improvement Projects in active and complete status	67.1%	53.5%	55.0%	62.4%	60.0%
Capital Planning and Policy	Percent of Capital Improvement Projects completed on schedule	84.4%	77.1%	100.0%	90.0%	60.0%
Capital Planning and Policy	Percent of Capital Improvement Projects completed within budget	89.1%	87.1%	96.7%	87.5%	70.0%

Office	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Capital Planning and Policy	Number of Capital Improvement Projects completed on schedule	54	54	30	36	
Capital Planning and Policy	Number of Capital Improvement Projects completed	64	70	30	40	
Capital Planning and Policy	Number of Capital Improvement Projects in active status	265	205	295	359	575
Capital Planning and Policy	Number of Capital Improvement Projects	395	383	536	575	575
Capital Planning and Policy	Number of Capital Improvement Projects completed within budget	57	61	29	35	
Real Estate Management	Vacancy rate of 69 W. Washington	2.526%	0.375%	0.191%	0.107%	0.140%
Real Estate Management	Average time for the Space Allocation Committee to review a request for office space (months)	3.30	3.09	3.50	3.20	3.80
Real Estate Management	Vacant leasable space	18,210	2,703	1,375	769	1,040
Real Estate Management	Number of Space Allocation Committee requests for office space	5	4	13	27	25
Real Estate Management	Total building square footage - 69 W. Washington	720,979	720,979	720,979	720,979	720,979
Real Estate Management	Revenue generated by Real Estate Management	\$9,126,307	\$10,862,188	\$11,630,124	\$13,013,872	\$10,397,898
Facilities Management	Percent of work orders completed within established time	52.7%	50.1%	52.0%	53.6%	54.0%
Facilities Management	Operational cost per square foot	\$4.09	\$4.26	\$4.63	\$5.03	\$5.00
Facilities Management	Operational cost	\$53,152,014	\$55,338,929	\$60,207,586	\$65,348,304	
Facilities Management	Square footage	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000
Facilities Management	Dollar value of in-house work	\$968,530	\$765,782	\$1,086,410	\$1,648,364	\$1,300,000
<b>Bureau of Economic Development</b>						
Office of Economic Development	Number of residents served			22,369	114,346	110,453
Office of Economic Development	Number of businesses served			50	3,796	6,748
Office of Economic Development	Number of initiatives launched			20	12	6
Building & Zoning	Number of permits issued	2,155	1,187	2,307	2,724	2,500
Building & Zoning	Number of permit applications received electronically	599	1,135	1,868	2,473	2,200
Building & Zoning	Percent of yearly inspections completed	100.0%	25.0%	25.2%	26.0%	100.0%
Building & Zoning	Number of yearly inspections completed	10,063	2,518	2,518	2,600	2,518
Building & Zoning	Number of yearly inspections	10,063	10,075	10,000	10,000	10,000
Zoning Board of Appeals	Average time to process applications	44.1	44.8	40.8	38.2	45.0
Zoning Board of Appeals	Number of applications	43	77	51	46	60
<b>Bureau of Finance</b>						
Office of the Chief Financial Officer	Variance in actual sales tax revenue versus forecast	15.01%	5.00%	9.43%	3.11%	3.00%
Office of the Chief Financial Officer	Amount spent on annual debt service	\$302,519,672	\$299,432,479	\$300,111,619	\$301,682,854	\$314,000,000
Office of the Chief Financial Officer	Sales tax revenue	\$721,645,078	\$788,710,923	\$1,059,602,538	\$1,126,424,347	TBD
Office of the Chief Financial Officer	Forecasted sales tax revenue	\$849,129,310	\$830,214,301	\$968,307,675	\$1,092,400,000	TBD
Revenue	Variance between revenue generated through Home Rule taxes versus budget	-7.32%	0.94%	6.00%	5.07%	3.00%
Revenue	Variance between revenue generated through DOR fees versus budget	-42.16%	4.61%	8.42%	17.40%	3.00%
Revenue	Percent of payments received electronically	86.92%	88.13%	87.76%	87.08%	88.00%
Revenue	Percent of inspected businesses found to be compliant	91.73%	90.22%	91.75%	93.75%	92.00%
Revenue	Percent of audits that result in assessment	94.49%	67.21%	79.01%	68.54%	N/A
Revenue	Revenue generated from Home Rule Taxes	\$441,886,742	\$440,782,688	\$496,513,918	\$501,910,604	N/A
Revenue	Budgeted value of revenue from home rule taxes	\$474,250,000	\$436,645,066	\$466,710,000	\$476,450,000	\$505,900,000
Revenue	Revenue generated from DOR fees	\$8,617,226	\$10,954,455	\$2,517,020	\$2,838,881	\$2,300,000

Office	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Revenue	Budgeted revenue generated from DOR fees	\$12,250,000	\$10,449,999	\$2,305,000	\$2,345,000	N/A
Revenue	Dollar value of payments to DOR received electronically	\$403,972,671	\$392,504,602	\$442,919,660	\$440,645,541	N/A
Revenue	Total dollar value of payments	\$464,748,302	\$445,353,820	\$504,673,049	\$506,038,845	N/A
Revenue	Number of inspected businesses found to be compliant	9,486	11,390	14,515	13,867	N/A
Revenue	Number of inspected businesses	10,341	12,625	15,821	14,792	N/A
Revenue	Number of audits that result in assessment	120	82	128	122	N/A
Revenue	Number of audits	127	122	162	178	N/A
Risk Management	Workers' Compensation Claim Closing Ratio	98.47%	95.62%	95.45%	112.36%	100.00%
Risk Management	Employee Health Benefits Cost Share	10.47%	9.96%	9.57%	12.19%	12.19%
Risk Management	Cost of health benefits per enrolled employee	\$16,428	\$17,448	\$19,978	\$19,956	\$19,956
Risk Management	Cost of Risk as percentage of County's operating budget	2.38%	2.11%	1.80%	1.47%	2.00%
Risk Management	Number of new medical malpractice and law enforcement liability claims	236	182	157		180
Risk Management	Number of Worker's Compensation claims opened	2,414	1,414	1,430	1,165	1,300
Risk Management	Number of Worker's Compensation Claims closed	2,377	1,352	1,365	1,309	1,300
Risk Management	Employee contribution towards health and pharmacy	\$34,147,955	\$34,391,471	\$36,391,540	\$47,130,820	\$47,130,820
Risk Management	Cook County's total spend on health and pharmacy	\$326,296,567	\$345,131,707	\$380,412,130	\$386,702,080	\$378,621,870
Risk Management	Number of enrolled employees	19,862	19,781	19,042	19,378	19,378
Risk Management	Annual spend on losses	\$113,059,237	\$111,443,860	\$116,500,404	\$106,500,000	\$106,500,000
Risk Management	Cook County's overall operating budget	\$4,743,288,369	\$5,281,951,696	\$6,468,935,883	\$7,230,000,000	\$6,452,459,857
Budget & Management Services	Percent variance from total budgeted operational expenditures	6.25%	2.58%	0.96%	1.06%	5.00%
Budget & Management Services	Percent variance from total budgeted operational revenues	1.87%	2.23%	21.13%	6.63%	3.00%
Budget & Management Services	Percent variance from overall operational budget	8.12%	4.81%	13.59%	7.68%	1.50%
Budget & Management Services	Average overall Government Finance Officers Association score	3.38	3.32	3.33	3.07	3.25
Budget & Management Services	Operational expenditures (GF and HF)	\$4,790,833,984	\$5,558,806,780	\$6,310,314,514	\$6,761,928,183	\$6,452,459,857
Budget & Management Services	Budgeted operational expenditure (GF and HF)	\$5,110,196,205	\$5,705,985,789	\$6,250,059,526	\$6,834,170,736	\$6,452,459,857
Budget & Management Services	Operational revenues (GF and HF)	\$5,205,887,952	\$5,833,406,826	\$7,107,814,842	\$7,287,093,739	\$6,452,459,857
Budget & Management Services	Budgeted operational revenues (GF and HF)	\$5,110,249,422	\$5,705,985,789	\$5,867,955,260	\$6,834,710,736	\$6,452,459,857
Comptroller	Percent variance from ePayables revenue goal	63.95%	39.61%	46.75%	55.42%	0.00%
Comptroller	Percent of invoices paid within 60 days	83.12%	76.38%	78.61%	78.59%	100.00%
Comptroller	Average number of days to process payroll	2.7	2.7	3.0	3.0	3.0
Comptroller	Average number of days to issue monthly Expense and Revenue Report	31.5	29.9	30.0	30.0	30.0
Comptroller	ePayables revenue	\$600,070	\$767,868	\$810,040	\$857,937	\$552,000
Comptroller	ePayables revenue goal	\$366,000	\$550,000	\$552,000	\$552,000	\$552,000
Comptroller	Number of invoices paid within 60 days	70,053	74,913	90,156	87,285	N/A
Comptroller	Number of invoices paid	84,284	98,078	114,694	111,059	N/A
Contract Compliance	Percent of certified businesses retained since end of preceding fiscal year	77.00%	74.95%	71.79%	89.88%	90.00%
Contract Compliance	Percent of applications completed within 90 days of submission	30.24%	40.10%	39.94%	68.96%	75.00%
Contract Compliance	Percent of started applications which are completed	82.48%	96.37%	97.21%	98.68%	95.00%
Contract Compliance	Percent of zero goal contracts which are due to a lack of M/WBE availability	57.62%	38.78%	39.46%	38.05%	40.00%

Office	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Contract Compliance	Percent of committed dollars committed to M/WBE firms	4.50%	23.04%	22.12%	5.25%	17.50%
Contract Compliance	Number of certified firms at the end of the preceding fiscal year	483	346	374	514	514
Contract Compliance	Number of certified firms	346	374	514	620	700
Contract Compliance	Number of applications completed within 90 days of submission	173	235	258	522	600
Contract Compliance	Number of applications	655	671	590	673	675
Contract Compliance	Number of applications completed	572	586	646	757	800
Contract Compliance	Number of applications started	653	625	570	622	629
Contract Compliance	Number of zero goal contracts due to lack of M/WBE availability	155	114	131	86	74
Contract Compliance	Number of zero goal contracts	269	294	332	226	258
Contract Compliance	Number of committed dollars to M/WBE firms	\$57,758,153	\$109,903,963	\$159,760,834	\$106,153,194	\$157,154,535
Contract Compliance	Number of committed dollars	\$1,284,724,137	\$476,981,663	\$722,259,585	\$2,020,877,743	\$1,739,645,467
Procurement	Percent of contracts meeting cycle time	19.3%	12.2%	23.4%	26.7%	40.0%
Procurement	Percent of amendments meeting cycle time	35.5%	29.2%	35.0%	42.0%	50.0%
Procurement	Average number of vendor submissions per project	8.3	4.3	2.8	2.5	4.5
Procurement	Percent of bids submitted electronically	66.43%	100.00%	100.00%	100.00%	100.00%
Procurement	Sole source contracts as a percentage of total contracts	14.6%	12.8%	16.4%	7.5%	15.0%
Procurement	Number of contracts meeting cycle time	35	21	47	55	40
Procurement	Total number of contracts	181	172	201	202	190
Procurement	Number of amendments meeting cycle time	76	71	76	80	75
Procurement	Total number of amendments	214	243	217	184	225
Procurement	Total number of vendor submissions on all projects	398	320	316	226	345
Procurement	Total number of projects	48	75	112	92	90
Procurement	Number of bids submitted electronically	93	320	196	78	200
Procurement	Total Number of bids	140	320	196	90	90
Procurement	Number of sole source contracts	25	22	33	29	27
Procurement	All contracts	171	172	201	386	200
<b>Bureau of Human Resources</b>						
HR - Equal Employment	Percent of EEO complaints closed	71.4%	65.1%	47.2%	60.9%	75.0%
HR - Equal Employment	Number of new complaints received by EEO Office	15	40	30	18	25
HR - Equal Employment	Percent of medically-related accommodation requests approved	64.9%	64.6%	80.0%	63.0%	70.0%
HR - Equal Employment	Number of EEO complaints closed	20	28	17	14	20
HR - Equal Employment	Number of EEO complaints	28	43	36	23	30
HR - Equal Employment	Number of medically-related accommodation requests approved	24	31	68	63	50
HR - Equal Employment	Number of medically-related accommodation requests	37	48	85	100	70
HR - Training and Development	Percent of OUP employees who have completed all mandated compliance trainings	99.87%	99.87%	100.00%	98.34%	100.00%
HR - Training and Development	Number of OUP employees who have completed all mandated compliance trainings	2,322	2,267	2,311	2,011	2,200
HR - Training and Development	Number of OUP employees	2,325	2,270	2,311	2,045	2,200
HR - Training and Development	Average rating of BHR trainings	4.70	4.80	4.71	4.74	5.00
HR - Training and Development	Number of BHR training ratings received	826	749	1,087	601	800
HR - Workforce Strategy	Average employee tenure	12.39	12.41	12.08	11.24	11.00
HR - Workforce Strategy	Number of new hires in OUP	206	167	247	409	432

Office	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
HR - Workforce Strategy	Employee Tenure	27,260.00	26,755.22	26,519.74	26,333.15	26,500.00
HR - Workforce Strategy	Total number of employees	2,200	2,155	2,196	2,343	2,200
HR - Workforce Strategy	Average Recruitment Cycle Time				68.3	70.0
HR - Workforce Strategy	Total recruitment cycle time from date of job posting to offer acceptance				21,914	22,000
HR - Workforce Strategy	Total number of jobs with offer acceptances				321	320
<b>Bureau of Technology</b>						
Technology - Applications	Percent of BOT supported mainframe and midrange applications with concrete upgrade plans	42%	70%	77%	80%	60%
Technology - Applications	Percent of projects assigned to PMO that are active	78%	77%	69%	78%	64%
Technology - Applications	Average cost per GIS application or service	\$1,305.99	\$1,071.78	\$830.50	\$1,328.70	\$1,306.00
Technology - Applications	Percent uptime of County-wide mission critical applications	99.77%	98.78%	99.84%	99.85%	99.00%
Technology - Data Analytics	Number of internal active users on the open data portal	296	236	398	486	373
Technology - Data Analytics	Number of external active users on the open data portal	13,108	11,375	11,575	12,481	11,810
Technology - Data Analytics	Ratio of engagements to launched projects	23.54	26.00	13.00	20.17	28.25
Technology - Data Analytics	Number of engagements	306	130	26	121	92
Technology - Data Analytics	Number of launched projects	13	5	2	6	4
Technology - Infrastructure	Percent of operating systems within support life cycle	91.68%	81.24%	89.17%	94.43%	90.00%
Technology - Infrastructure	Percent of hardware within support life cycle	73.13%	58.17%	66.23%	76.23%	75.00%
Technology - Infrastructure	Network Uptime			99.00%	99.90%	99.00%
Technology - Infrastructure	Number of operating systems within support life cycle	3,158	3,075	3,183	3,521	3,260
Technology - Infrastructure	Number of operating systems	3,445	3,785	3,570	3,729	3,695
Technology - Infrastructure	Number of pieces of hardware within support life cycle	2,450	2,278	2,849	2,436	2,521
Technology - Infrastructure	Number of pieces of hardware	3,350	3,916	4,301	3,195	3,804
<b>Other Offices Under the President</b>						
County Auditor	Percent of audits completed within budgeted hours	72.7%	61.5%	50.0%	58.3%	80.0%
County Auditor	Percent of implemented audit recommendations in compliance	0%	100%	80%	100%	70%
County Auditor	Number of final audit reports issued	11	13	10	12	14
County Auditor	Number of audits completed within budgeted hours	8	8	4	7	11
County Auditor	Number of audits	11	13	8	12	14
County Auditor	Number of implemented audit recommendations in compliance	0	5	5	2	4
County Auditor	Number of implemented audit recommendations	0	5	4	2	5
Administrative Hearings Board	Number of cases adjudicated	17,471	18,527	12,482	11,558	13,000
Administrative Hearings Board	Average time to disposition	60.5	39.9	44.1	47.2	60.0
Human Rights & Ethics	Percent of human rights investigations completed within 180 days	10.4%	10.9%	91.7%	67.1%	75.0%
Human Rights & Ethics	Average time to provide staff advisory opinions	1.2	0.8	4.2	2.0	3.0
Human Rights & Ethics	Number of human rights investigations completed within 180 days	8	23	100	49	60
Human Rights & Ethics	Number of human rights investigations completed	77	211	109	73	75
Human Rights & Ethics	Total number of staff advisory opinions issued	20	44	87	69	50
Human Rights & Ethics	Sum of days to complete all advisory opinions	25	34	365	138	150
Human Rights & Ethics	Number of new complaints filed	13	59	116	96	70
Human Rights & Ethics	Number of trainings and community group meetings		10	172	79	90
Human Rights & Ethics	Number of contributions reviewed by ethics staff				877	2,500

Office	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Human Rights & Ethics	Number of annual vendor ethics compliance reviews				637	600
Human Rights & Ethics	Number of ethics training attendees		1,981	3,889	3,642	3,900
Secretary to the Board	Percent of public comments received electronically	98.9%	72.9%	0.3%	5.1%	95.0%
Secretary to the Board	Percent of Secretary to the Board of Commissioners' records reviewed for archiving	12.1%	0.0%	0.0%	0.0%	2.5%
Secretary to the Board	Percent of public meeting materials posted online at least six days in advance	35.1%	11.6%	35.7%	49.3%	90.0%
Secretary to the Board	Number of public speaker materials received electronically	1,142	2,426	3,958	553	79
Secretary to the Board	Number of public speaker materials received	1,129	1,769	13	28	25
Secretary to the Board	Number of public meeting materials posted online within 6 days	165	201	218	325	325
Secretary to the Board	Number of public meeting materials	470	1,729	611	659	454
Secretary to the Board	Number of boxes of Secretary to the Board records reviewed for archiving	127	0	0	0	0
Secretary to the Board	Total Number of boxes of Secretary to the Board records	1,050	0	0	0	0



Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
<b>Health System Administration</b>						
Administration	Number of systemwide outpatient visits	948,044	1,097,802	1,092,058	1,043,569	1,055,145
Call Center	Number of calls handled	195,251	93,978	145,359	153,377	170,000
Call Center	Abandonment rate	15,196	5,418	86	38	29
Facility Operation	Square footage managed	3,288,098	3,288,098	3,288,098	3,288,098	3,288,098
Finance	Financials available in 15 calendar days (100% is Yes)	100%	100%	100%	100%	100%
Grant Management	Number of grants obtained	39	33	13	10	15
Grant Management	Total dollars generated overall	\$10,880,928	\$35,452,795	\$8,380,353	\$40,712,774	TBD
Human Resources	Average time to hire	92	94	106	97	90
Medical Staff Services	Number of accreditation deficiencies noted for medical staff credentialing and privileging	0	0	0	0	0
Nursing	NDNQI Indicator: Patient falls with Injury per 1,000 patient days for med-surg units	90	99	111	42	74
Pharmacy	Number of mail-order prescriptions	534,908	455,467	420,100	393,439	475,000
Pharmacy	Cost per mail order	\$16.97	\$18.00	\$18.01	\$24.31	\$21.00
Pharmacy	Cost per dose	\$3.05	\$9.00	\$8.33	\$11.07	\$11.00
Pharmacy	Cost per prescriptions	\$70.53	\$326.00	\$101.60	\$89.50	\$95.00
Pharmacy	Number of doses - inpatient	8,090,801	8,703,255	8,094,107	7,886,810	9,000,000
Pharmacy	Number of prescriptions filled	1,214,224	1,140,820	1,087,720	1,067,736	1,300,000
Pharmacy	Overall cost of pharmacy	100%	100%	100%	100%	100%
Quality Assurance Administration	Patient willingness to recommend hospital	65%	78%	71%	71%	75%
Research and Regulatory Affairs	Number of projects reviewed	168	108	112	68	75
Research and Regulatory Affairs	Number of quality assurance audits performed	2	11	7	26	24
Research and Regulatory Affairs	Timeliness of reviews (weeks)	2	2	2	4	3
Revenue Cycle	Bills generated	885,887	1,554,451	1,094,812	1,212,845	1,200,000
Scheduling and Utilization Review	Average length of stay	7.0	5.7	6.4	6.0	5.7
<b>Cermak Health Services</b>						
Administration	Average daily census (# patients)	5,105	5,705	5,987	5,516	N/A
Administration	Number of health screenings (includes health, mental health and substance use) completed upon entering the jail (intake) by clinical staff	27,631	29,244	31,800	29,286	N/A
Environmental Services	Environmental cleanliness survey average Compound Rating (score of 1 to 5)	4	4	4	4	4
Medical Administration	Average number of patients on medical caseload per day	634	717	708	670	N/A
Medical Administration	Average number of patients on methadone assisted treatment (MAT) per day	93	237	129	137	N/A
Mental Health Service	Average number of patients on mental health caseload per day	2,151	2,630	2,702	2,377	N/A
Mental Health Service	Number of initial assessments completed by mental health professionals as triggered by intake screening, patient request or clinical referral	5,013	10,661	11,856	11,699	N/A
Patient Care Services	Number of scheduled and PRN medications administered by a nurse	2,745,603	2,907,596	2,607,151	2,404,869	N/A
Pharmacy	Doses of medication dispensed	5,189,394	5,472,228	5,210,908	4,742,898	5,000,000
Pharmacy	Average time to first dose	2	8	3	7	18

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Pharmacy	Average time to therapeutic range on warfarin	5	7	8	6	28
Pharmacy	Cost per dose	\$1.13	\$1.13	\$1.43	\$1.47	\$1.50
Pharmacy	INR completed before first dose	93%	100%	100%	100%	100%
Radiology	Number of on-site Radiology procedures (inc. x-rays, CAT, ultrasound, echos.)	31,386	32,759	35,343	32,797	N/A
<b>Health Services - JTDC</b>						
Behavioral Health	Number of behavioral health intake screenings completed upon entering the JTDC by clinical staff	1,184	938	1,072	1,250	N/A
Behavioral Health	Number of behavioral health referrals	8,872	6,998	7,422	9,815	N/A
Behavioral Health	Number of behavioral health clinical activities (intakes, referrals, counseling sessions, psychiatric evaluations, confinement assessments, consultations, collateral contacts, suicide reassessments, clinical rounds)	58,770	48,250	44,109	60,737	N/A
Medical Services Administration	Number of medical clinical activities (intakes, ER and specialty clinic referrals, Code M's, health assessments for sick calls, referrals, restraints, confinements, fights, sports injuries, 90-days and annual health assessments, daily MedObs patient rounds, resident grievances, vaccinations and Medication Administration)	142,619	130,828	135,872	152,791	N/A
Patient Care Services	Number of HSRF encounters	3,663	3,854	4,302	4,216	N/A
Patient Care Services	Number of receiving screenings completed upon entering the JTDC by nursing staff	1,817	1,583	1,936	2,101	N/A
<b>Provident Hospital</b>						
Administration	Total number of visits	38,489	43,942	46,805	49,575	50,325
Emergency Department	Number of emergency room visits	20,138	21,394	22,489	27,831	25,749
Emergency Department	Emergency Department cost per visit	\$457	\$336	\$309	\$279	\$315
Environmental Services	Occupied square feet managed	626,113	626,113	626,113	626,113	626,113
Finance	Number of registrations	203,333	43,942	46,804	51,000	56,405
Lab Services	Cost per test	\$44	\$27	\$28	\$21	\$28
Lab Services	Number of tests performed	57,188	61,444	66,442	95,391	100,160
Mammography	Number of mammography results	1,804	2,358	2,772	2,901	2,945
Medical Staff	Number of inpatient and outpatient visits	17,761	38,507	46,805	49,575	50,325
Medical/Surgical	Number of inpatient and observation days	4,266	2,563	4,374	7,305	7,415
Nursing	NDNQI Indicator: Patient falls with injury per 1,000 patient days for med-surg units	5	2	1	5	4
Operating Room	Number of surgeries	1,986	2,874	3,033	3,412	3,249
Pharmacy	Patient satisfaction	82%	78%	80%	86%	90%
Pharmacy	Cost per dose - inpatient	\$3.22	\$3.54	\$7.12	\$7.65	\$10.00
Pharmacy	Cost per prescription - outpatient	\$13.08	\$7.58	\$15.28	\$19.16	\$20.00
Pharmacy	Number of dose - inpatient	163,628	113,905	142,256	211,340	250,000
Pharmacy	Number of prescriptions - outpatient	123,549	432,521	103,898	102,247	150,000
Radiology	Cost per radiology result	\$115	\$151	\$118	\$126	\$120
Radiology	Number of radiology results	37,027	22,776	26,410	32,151	32,650

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
<b>Ambulatory and Community Health Network</b>						
Administration	Number of visits	677,712	542,880	572,521	489,795	605,000
Arlington Heights Health Center	Number of visits - Arlington Heights	13,637	14,400	14,560	17,880	17,000
Arlington Heights Health Center	Patient satisfaction - Arlington Heights	59%	64%	69%	65%	85%
Behavior Health Program	Number of visits - Behavior Health	14,618	19,071	28,140	21,017	21,335
Blue Island Primary Care	Number of visits - Blue Island	11,194	38,734	41,758	38,311	43,240
Cottage Grove Health Center	Patient satisfaction - Cottage Grove	73%	69%	73%	67%	85%
Cottage Grove Health Center	Number of visits - Cottage Grove	9,837	11,097	11,289	9,759	9,244
Englewood Health Center	Number of visits - Englewood	14,384	16,646	15,736	15,050	14,900
Englewood Health Center	Patient satisfaction - Englewood	56%	59%	64%	63%	85%
Logan Square Health Center	Patient satisfaction - Logan Square	65%	69%	69%	69%	85%
Logan Square Health Center	Number of visits - Logan Square	13,632	10,420	10,956	0	0
North Riverside Health Center	Cost per visit - North Riverside	\$252	\$145	\$253	\$276	\$250
North Riverside Health Center	Number of visits - North Riverside	14,020	15,559	13,880	15,591	15,702
North Riverside Health Center	Patient satisfaction - North Riverside	71%	67%	54%	68%	85%
Prieto Health Center	Number of visits - Prieto	18,196	20,340	13,978	11,843	10,959
Prieto Health Center	Patient satisfaction - Prieto	47%	60%	43%	56%	85%
Robbins Health Center	Patient satisfaction - Robbins	63%	62%	62%	61%	85%
Robbins Health Center	Number of visits - Robbins	11,162	8,285	10,206	12,651	12,530
School Based Program	Number of visits - School Based Program	1,717	1,873	2,077	1,148	1,048
Westside Health Center	Number of visits - Westside	13,827	23,028	22,064	15,919	17,906
<b>Ruth M. Rothstein CORE Center</b>						
Administration	Average number of visits per patient per year	1.40	1.37	1.33	1.35	1.40
Administration	Patient satisfaction	96%	92%	92%	85%	87%
Community Services	Number of HIV tests performed in CORE Screening Clinic and at Community Venues	3,388	4,785	6,380	6,420	6,500
Community Services	Proportion of newly diagnosed patients linked to care within 90 days of diagnosis	93%	92%	90%	90%	90%
Finance	Proportion of insured patients	68%	75%	71%	77%	79%
Medical Services	Percent of HIV patients on HAART	95%	97%	94%	95%	97%
Medical Services	Number of unduplicated patients in primary care	11,499	10,652	4,561	4,559	4,695
Patient Services	Number of HIV primary care visits	16,001	14,647	14,039	13,919	14,000
Pharmacy	Cost per prescription - outpatient	\$165	\$294	\$377	\$380	\$350
Pharmacy	Number of prescriptions - outpatient	70,776	32,575	30,201	27,489	30,000
<b>Department of Public Health</b>						
Administration	Cost per county residents served	\$4.31	\$6.00	\$6.46	\$5.05	\$6.00
Administration	Cost per referrals contacted	\$364	\$364	\$364	\$4,921	\$5,000
Administration	Percent of high-risk infant APURS (Adverse Pregnancy Reporting System) referrals received that are contacted for follow-up by the Public Health Nurse within 14 calendar days of referral	97%	79%	70%	82%	90%
Communicable Diseases	Number of infectious disease detected and mitigated (not including COVID-19 cases)	47,400	20,134	25,001	28,154	N/A
Environmental Health	Cost per inspection	\$208.56	\$221.00	\$42.76	\$52.28	\$54.00

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Environmental Health	Number of inspections processed per inspector	1,272	1,468	22,262	21,072	22,000
<b>Health Plan Services</b>						
Administration	Number of members	4,133,290	4,794,171	5,188,251	5,403,734	4,368,667
Administration	CCHHS net impact per member	\$40.99	\$14.79	\$23.14	\$21.72	\$26.00
Administration	Percentage of claims paid in less than 30 days	45%	58%	89%	92%	90%
Care Coordination	Cost per member served	\$592	\$482	\$519	TBD	TBD
Care Coordination	Medical loss ratio	N/A	93%	92%	97%	92%
<b>John H. Stroger, Jr. Hospital</b>						
Administration	Number of Stroger Hospital visits	170,615	174,397	179,222	194,241	197,155
Administration	Patient satisfaction (likelihood to recommend hospital)	73%	78%	71%	72%	75%
Anesthesia	Number of surgical procedures	10,133	11,359	11,403	11,327	11,436
Emergency Room	Cost per test or procedure	\$480	\$391	\$391	\$360	\$391
Emergency Room	Total visits	74,127	83,139	85,068	88,502	81,072
Employee Health	Flu vaccine compliance	N/A	92%	94%	86%	100%
Environmental Services	Occupied square feet managed	2,661,985	2,661,985	2,661,985	2,661,985	2,661,985
Laboratories	Number of tests performed	908,018	937,987	984,784	1,065,428	1,118,600
Medical & Surgical	Number of inpatient and observation days	96,224	96,646	101,827	111,567	105,241
Medical Education	Number of residents	398	398	402	405	414
Medicine	Number of provider visits	64,314	16,694	17,934	21,628	18,270
Nursing	NDNQI Indicator: Patient Falls with Injury per 1,000 Patient Days for Med Surg Units	56	73	57	37	70
Nutrition & Food	Number of meals	826,240	891,109	934,379	913,948	936,000
OB/GYNE	Number of deliveries	1,175	781	794	954	850
Occupational Therapy	Number of OT consults (inpatient & outpatient)	46,405	44,621	58,604	40,654	41,265
Pediatric	Number of patient days	3,234	1,746	3,108	1,605	1,520
Pharmacy	Mail order pharmacy turnaround time (days)	3	3	3	3	3
Pharmacy	Cost per dose - inpatient	\$7.27	\$3.54	\$5.79	\$24.08	\$14.00
Pharmacy	Cost per prescriptions - mail-order	\$16.97	\$18.15	\$17.07	\$24.31	\$20.00
Pharmacy	Cost per prescriptions - outpatient	\$7.12	\$7.58	\$5.32	\$26.46	\$8.00
Pharmacy	Inpatient barcode scanning	90%	94%	92%	94%	95%
Pharmacy	Number of doses filled - inpatient	2,737,779	3,117,122	2,740,943	2,132,988	3,000,000
Pharmacy	Number of prescriptions filled - Mail-order	534,908	455,467	420,100	393,439	395,000
Pharmacy	Number of prescriptions filled - Outpatient	414,858	432,521	427,528	434,032	420,000
Pharmacy	Outpatient wait times (minutes)	40	45	82	84	45
Psychiatry	Consults (inpatient and outpatient)	2,553	2,697	2,086	2,816	2,800
Radiology	Cost per radiology test	\$178	\$192	\$189	\$197	\$190
Radiology	Number of tests completed with results	176,610	183,698	194,854	211,010	214,175
Surgery	Number of surgery cases	10,133	11,359	11,309	11,327	11,436
Surgery	Cost per surgery case	\$3,350	\$4,420	\$4,882	\$4,561	\$4,450
Trauma	Cost per visit	\$3,051	\$2,815	\$3,733	\$2,782	\$2,900
Trauma	Number of visits	6,372	5,873	4,462	6,645	7,000

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
<b>Clerk of the Circuit Court</b>						
Bond and Warrant Processing	Bond deposits (millions)	\$6.80	\$6.80	\$7.00	\$26.23	\$15.00
Cashier	Clerk of the Circuit Court revenue (millions)	\$72.01	\$72.00	\$75.00	\$80.36	\$84.28
Court Filings	Number of cases e-filed activity	2,087,971	2,338,479	2,613,283	1,553,932	1,700,000
Court Operations Management	Number of case activities (in millions)	6.7	6.7	7.0	6.3	6.5
Courtroom Clerks, Calls and Services	Number of cases filed	463,021	463,015	492,732	578,092	600,000
Data Entry	Number of case activities	6,700,000	6,658,863	6,877,334	6,366,864	7,000,000
Expungement and DUIs	Expungement cases filed	7,585	17,465	8,702	15,052	16,000
Orders of Protection	Number of orders of protection cases	14,093	16,225	11,517	15,060	16,000
<b>Office of the Chief Judge</b>						
Advice Desk Services	Number of people served by the Guardianship for Minors Help Desk		4,670	3,984	5,348	5,000
Advice Desk Services	Number of Services/Consultations provided at the Municipal Court Advice Desk		4,096	9,550	10,046	7,500
Advice Desk Services	Duration of services per client at the Guardianship for Minors Help Desk (hours)		100%	100%	100%	100%
Advice Desk Services	Duration of services by CARPLS per client at the Municipal Court Advice Desk (minutes)		30	30	30	30
Advice Desk Services	Guardianship for Minors Help Desk completed services		100%	100%	100%	100%
Advice Desk Services	Percentage of Municipal Court Advice Desk clients that report CARPLS legal services helped them resolve their legal problem satisfactorily, understand their legal rights, reduce their fear of the legal system, and increase their confidence in dealing with their legal problems.		87%	98%	94%	87%
Child Protection	Number of minor involved in mediation cases		1,029	876	784	800
Child Protection	Number of mediation sessions scheduled per family		596	547	541	550
Child Protection	Number of mediations per mediator		86	78	72	80
Family Mediation Services	Mediation sessions scheduled		4,322	3,844	4,150	4,500
Family Mediation Services	Adults involved in mediation sessions		4,322	3,844	4,150	4,500
Family Mediation Services	Children interviewed for mediations		0	0	0	2,000
Family Mediation Services	Emergency Interventions ordered by Court		0	0	0	24
Family Mediation Services	Mediation sessions per staff person		270	226	244	265
Family Mediation Services	Clients reporting satisfaction with service on office Satisfaction Surveys		96%	96%	98%	100%
Jury Administration	Summonses Mailed		319,848	1,078,065	911,390	900,000
Jury Administration	Jurors Appearing for Service		22,731	59,141	63,442	90,000
Jury Administration	Juror Support Calls		31,902	137,330	110,288	130,000
Jury Administration	Operating Cost per Juror Appearing for Service		\$164	\$99	\$114	\$80
Jury Administration	Average Number of Juror Calls per Juror Support Staff Member		5,317	22,888	18,381	20,000
Jury Administration	Juror Yield (%)		67%	72%	55%	50%
Jury Administration	Juror Utilization (Chicago Facilities)		59%	53%	55%	65%
Jury Administration	Non-Response/Failure to Appear Percentage from Summonses Mailed		4%	15%	19%	10%
Jury Administration	Return Mail Percentage from Summons Mailed		9%	12%	11%	15%

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Jury Administration	Survey of Jurors (% positive)		72%	77%	74%	80%
Parent Education	Number of individuals who attend Focus on Children Classes		0	0	3	600
Parent Education	Cost per Participant		\$50	\$50	\$50	\$50
Public Affairs, Court Education, and Accessibility	ASL Interpreting Cases		1,201	1,087	1,050	N/A
Public Affairs, Court Education, and Accessibility	Department Trainings & Outreach		4	2	3	4
Public Affairs, Court Education, and Accessibility	Cases per ASL interpreter		259	212	201	200
Zoom Assistance	Zoom assistance provided		49,282	46,586	47,694	N/A
<b>Adult Probation</b>						
Administration	Number of training hours completed		731	538	N/A	N/A
Administration	Average number of training hours completed per staff person per fiscal period		33	30	N/A	N/A
Administration	Percent staff meeting training benchmark		63%	56%	N/A	N/A
Domestic Violence Intervention Unit	Risk assessments completed		1,513	334	417	N/A
Domestic Violence Intervention Unit	Administrative sanctions imposed		0	2	0	N/A
Domestic Violence Intervention Unit	Average number of administrative sanctions imposed per month		0	0	0	N/A
Domestic Violence Intervention Unit	Ratio of administrative sanctions to VOPs		0%	N/A	0%	N/A
Domestic Violence Intervention Unit	Percent of cases terminated successfully		82%	N/A	81%	N/A
Drug Treatment Courts	Risk assessments completed		194	111	140	N/A
Drug Treatment Courts	Sanctions imposed		113	55	68	N/A
Drug Treatment Courts	Average number of sanctions imposed per month		9	5	6	N/A
Drug Treatment Courts	Percent of cases terminated successfully		57%	69%	63%	N/A
Fee Collection	Restitution collected		\$972,963	\$1,335,558	\$1,164,591	N/A
Fee Collection	Probation fees collected		\$1,620,115	\$1,565,065	\$1,888,043	N/A
Home Confinement	Number of GPS installations		5,211	5,670	3,943	N/A
Home Confinement	Number of radio frequency installations		1,566	1,667	973	N/A
Home Confinement	Total EM installations per installation team		308	376	298	N/A
Home Confinement	Public safety rate		81%	88%	85%	N/A
Mental Health Unit/Mental Health Court	Risk assessments completed		556	227	82	N/A
Mental Health Unit/Mental Health Court	Administrative sanctions imposed		14	5	27	N/A
Mental Health Unit/Mental Health Court	Rate of risk and supervision level match		70%	N/A	85%	N/A
Mental Health Unit/Mental Health Court	Percent of cases terminated successfully		70%	68%	56%	N/A
Offender Services	Community service hours completed		8,405	N/A	32,245	N/A
Offender Services	Hours completed per probationer		3	N/A	11	N/A
Offender Services	Percent of community service hours completed		4%	N/A	19%	N/A
Pretrial Services	Number of Public Safety Assessments (PSA) completed		20,103	18,273	19,421	N/A
Pretrial Services	Number of pretrial interviews completed		1,245	15,716	15,858	N/A
Pretrial Services	Average daily active cases on supervision		7,708	6,789	5,485	N/A
Pretrial Services	Average number of Public Safety Assessments completed per day		55	0	53	N/A
Pretrial Services	Average number of pretrial interviews completed per day		3	0	43	N/A
Pretrial Services	Percent of risk assessments completed		98%	98%	99%	N/A

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Pretrial Services	Percent of interviews completed		22%	84%	82%	N/A
Standard Probation Supervision	Risk assessments completed		10,746	6,829	9,808	N/A
Standard Probation Supervision	Administrative sanctions imposed		30	47	82	N/A
Standard Probation Supervision	Average number of administrative sanctions imposed per month		3	4	7	N/A
Standard Probation Supervision	Resource referrals per month		143	86	178	N/A
Standard Probation Supervision	Ratio of administrative sanctions to VOPs		1%	1%	1%	N/A
Standard Probation Supervision	Percent of cases terminated successfully		83%	85%	81%	N/A
Support Staff	Number of court date outcomes entered		44,154	N/A	33,044	N/A
Support Staff	Number of court date outcomes entered per staff person per fiscal period		4,906	444	2,360	N/A
<b>Forensic Clinical Services</b>						
Forensic Clinical Services	Total number of court-ordered cases examined at FCS, per fiscal period		612	741	771	900
Forensic Clinical Services	Total number of evaluations of all types and court testimonies in the fiscal period		985	1,333	1,298	1,500
Forensic Clinical Services	Percent of mentally-ill defendants in the fiscal period found unfit to stand trial or legally insane.		15%	23%	27%	25%
Psychiatry	Total number of psychiatric evaluations completed in the fiscal period		206	394	372	300
Psychiatry	Total number of psychiatric testimonies provided in court in the fiscal period		33	56	55	60
Psychiatry	Average number of evaluations completed per psychiatrist in the fiscal period		105	162	124	75
Psychiatry	Average number of court testimonies per psychiatrist in the fiscal period		15	19	18	20
Psychiatry	Psychiatric Evaluation Clearance Rate		100%	100%	100%	100%
Psychology	Total number of psychological evaluations completed in the fiscal period		378	479	449	400
Psychology	Total number of single individual appearances in court by staff psychologists to provide direct expert-witness testimony in the fiscal period.		54	63	59	60
Psychology	Average number of evaluations completed per psychologist in the fiscal period.		76	120	128	70
Psychology	Average number of court testimonies per psychologist in the fiscal period		11	16	17	18
Psychology	Psychological Evaluation Clearance Rate		100%	100%	100%	100%
Social Services Division	Total number of psychosocial evaluations completed in the fiscal period		289	341	363	400
Social Services Division	Average number of evaluations completed per social worker in the fiscal period		58	68	77	80
Social Services Division	Social Services Evaluation Clearance Rate		100%	100%	100%	100%

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
<b>Social Service</b>						
Administration	Department caseload totals				12,255	
Administration	Total department cost per client per fiscal period				444	
Administration	Percent of total department cases terminated satisfactorily during the fiscal period		78%	79%	65%	
Community Service Program	CSP active case total at the end of the fiscal period				494	
Community Service Program	Cost per CSP client per fiscal period				\$496	
Community Service Program	Percent of community service hours completed in the fiscal period				51%	
Court Liaison Unit	Total number of cases presented in court during the fiscal period				18,318	
Court Liaison Unit	Total department cost per case presented in court in the fiscal period				\$166	
Court Liaison Unit	Audit of timely entry of court outcome data				72%	
Courtesy Supervision Program	Courtesy Supervision Program active case total at the end of the fiscal period				795	
Courtesy Supervision Program	Total department cost per CSP client for the fiscal period				\$131	
Courtesy Supervision Program	Percent of CSP cases terminated satisfactorily* in the fiscal period				69%	
Diversified Caseload Program	Active diversified case total at the end of the fiscal period		3,487	4,573	5,744	
Diversified Caseload Program	Total department cost per client in the fiscal period			\$816	\$197	
Diversified Caseload Program	Average caseload per caseworker* at the end of the fiscal period				197	
Diversified Caseload Program	Percent of diversified cases terminated satisfactorily* in the fiscal period				62%	
Domestic Violence and Sex Offender Program	Domestic Violence and Sex Offender programs active case totals at the end of the fiscal period				1,123	
Domestic Violence and Sex Offender Program	Cost per client per fiscal period		\$2,687	\$2,223	\$467	
Domestic Violence and Sex Offender Program	Average caseload per caseworker* at the end of the fiscal period				66	
Domestic Violence and Sex Offender Program	Percent of domestic violence and sex offender cases terminated satisfactorily* in the fiscal period				76%	
DUI Program	DUI Program active case total at the end of the fiscal period				844	
DUI Program	Total department cost per client per fiscal period				\$640	
DUI Program	Average caseload per caseworker* at the end of the fiscal period		31	110	31	
DUI Program	Percent of DUI cases terminated satisfactorily* in the fiscal period				74%	
Public Service Assessment Program	PSA risk assessments completed in the fiscal period				15,217	
Public Service Assessment Program	Number of PSA's completed per worker in the fiscal period				324	
Restorative Justice Community Court	Restorative Justice Community Court				348	
<b>Juvenile Probation and Court Services</b>						
Administration	Aspirational - Percent of existing policies reviewed per fiscal period				1	10
Administration	Number of reports of on-the-job injuries in the fiscal period				5	1
Administration	Percent of total department salaries devoted to administrative, human resources (HR), finance and technology staff.				2%	2%



Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Administration	Number of employees on leave through the Family and Medical Leave Act (FMLA) in the fiscal period				18	20
Career Services and Undergraduate Internship	Number of internship applications received for each semester/quarter				46	65
Career Services and Undergraduate Internship	Number of internship applicates accepted and working with the OCS internship coordinator				18	25
Career Services and Undergraduate Internship	Percent of support staff who completed the mandatory 10 training hours per calendar year				90%	100%
Career Services and Undergraduate Internship	Percent of sworn probation staff who completed the mandatory 20 hours of training required by the AOIC per calendar year				100%	100%
Career Services and Undergraduate Internship	Percent of newly sworn probation staff who completed the mandatory 40 hours of training required by the AOIC per calendar year				100%	100%
Career Services and Undergraduate Internship	Percentage of interns that successfully complete the internship process				90%	90%
Continuous Court Operations	Number of youth screened with Risk Assessment Instrument (RAI)* in the fiscal period				2,893	3,200
Continuous Court Operations	Youth held by detention screening				62%	N/A
Continuous Court Operations	Youth held "non secure" by detention screening				15%	N/A
Continuous Court Operations	Youth released by detention screening				24%	N/A
Continuous Court Operations	Youth present for first court date following the completed RAI				99%	97%
Educational Services	Number of youth active educational advocacy in the fiscal period				328	350
Educational Services	Number of youth active with educational re-entry in the fiscal period				45	50
Educational Services	Number of youth court active with education vocation in the fiscal period				86	N/A
Educational Services	Average caseload of Educational Advocacy and re-entry probation officers (POs)				33	35
Educational Services	Average caseload of Education Vocation POs in the fiscal period				9	N/A
Educational Services	Percent of educational advocacy clients who received an IEP in the fiscal period				13%	75%
Educational Services	Percent of students who are pending an IEP as a result of educational advocacy				8%	75%
Educational Services	Percent of students who were successfully enrolled by Reentry officers				35%	75%
Educational Services	Percentage of youth successfully linked to an Education Vocation Linkage/programming				N/A	N/A
Electronic Monitoring	Number of youth ordered by the court to wear electronic monitor (EM) bracelets during the fiscal period				1,702	2,200
Electronic Monitoring	Average cost of staff to monitor youth court-ordered to wear electronic monitoring bracelets during the fiscal period				\$1,108	N/A
Electronic Monitoring	Percent of youth who did not receive a new referral to court while active on electronic monitoring during fiscal period				98%	97%

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Forensic Clinical Services	Intake Interviews conducted by clinical coordinators for both child protection and juvenile justice courtrooms in the fiscal period		203	302	324	250
Forensic Clinical Services	Referrals to Cook County Juvenile Court Clinic for child protection and juvenile justice courtrooms (CCJCC) in the fiscal period		168	227	224	205
Forensic Clinical Services	Number of child protection and juvenile justice consultations in the fiscal period		137	155	106	130
Forensic Clinical Services	Average elapsed time in weeks from referral to completion of Fitness Evaluations for the Juvenile Justice Division		5.4	5.5	5.3	4.3
Forensic Clinical Services	Average elapsed time in weeks from referral to completion of forensic evaluations for non-custodial youth for sentencing		6.3	5.3	6.6	6.0
Forensic Clinical Services	Average elapsed time in weeks from referral to completion of forensic evaluations of in-custody youth for sentencing		5.1	4.4	4.9	5.0
Forensic Clinical Services	Positive Customer Service Survey results: Clinical Coordination Services		88.3%	N/A	86.1%	80.0%
Forensic Clinical Services	Positive Customer Service Survey results: Juvenile Justice Forensic Evaluations		79.0%	N/A	81.8%	80.0%
Forensic Clinical Services	Positive Customer Service Survey results: Child Protection Forensic Evaluations		77.3%	N/A	77.4%	80.0%
Forensic Clinical Services	Positive Customer Service Survey results: Testimony		91.5%	N/A	77.5%	80.0%
Pretrial Services	Youth active with Pretrial Services				1,370	1,510
Pretrial Services	Average caseload per pretrial case manager				56	50
Pretrial Services	Average cost per case in the fiscal period, based on salary expenses				\$916	N/A
Pretrial Services	Youth who remain arrest free during the pretrial stage of court involvement				99%	100%
Pretrial Services	Youth who attended all court hearings				94%	97%
Redeploy Illinois	Number of youth who received Redeploy services in the fiscal period				N/A	60
Redeploy Illinois	Average length of stay in program				N/A	365
Redeploy Illinois	Percent of Redeploy youth who experience increased protective factors				N/A	65%
Reporting Center	Number of youth ordered by the court to attend a Reporting Center (RC) in the fiscal period				352	400
Reporting Center	Utilization rate for Reporting Centers in the fiscal period				20%	75%
Reporting Center	Youth active in the Reporting Center program who are arrest-free while in the program				97%	97%
Screening Diversion/Court Services Adjudication	Number of youth served in the fiscal period whose cases were diverted by the State's Attorneys office				979	1,100
Screening Diversion/Court Services Adjudication	Average cost per diversion case in the fiscal period, based on salary expenses.				\$579	N/A
Screening Diversion/Court Services Adjudication	Youth successfully terminated during fiscal period				56%	97%
Supportive Services	Number of community partners actively recruited and pending a linkage agreement with the Aligned Partner Unit				51	50

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Supportive Services	Number of Open Source Social Media (OSSM) Reports requested				888	900
Supportive Services	Special Population				16	30
Supportive Services	Number of youth referrals received for Pay for Fee Services				64	75
Supportive Services	Total number of data requests received during the fiscal period				649	675
Supportive Services	Average number of data reports completed during the fiscal period				54	55
Supportive Services	Average number OSSM reports completed in the fiscal period				45	55
Supportive Services	Average number of community partners assigned to a Aligned Partner officer				13	15
Supportive Services	Successfully completed data requests				99%	97%
Supportive Services	Successfully signed linkage agreement between a community partner and the Aligned Partner Unit				7	10
Youth Care and Collaboration	Active probation cases during the quarter				1,198	1,800
Youth Care and Collaboration	Active supervision cases during the quarter				554	700
Youth Care and Collaboration	Number of JRA assessments completed and finalized during the quarter				924	N/A
Youth Care and Collaboration	Percent of African American youth active with probation/supervision				74%	N/A
Youth Care and Collaboration	Percent of Latinx youth active with probation/supervision				19%	N/A
Youth Care and Collaboration	Percent of White youth active with probation/supervision				6%	N/A
Youth Care and Collaboration	Percent of youth whose ethnicities are categorized as other or NA				1%	N/A
Youth Care and Collaboration	Percent of male youth active on probation/supervision				91%	N/A
Youth Care and Collaboration	Percent of female youth active on probation/supervision				9%	N/A
Youth Care and Collaboration	Percent of youth 13 and under sentenced to probation/supervision				4%	N/A
Youth Care and Collaboration	Percent of youth aged 14-15 sentenced to probation/supervision				22%	N/A
Youth Care and Collaboration	Percent of youth aged 16-17 sentenced to probation/supervision				55%	N/A
Youth Care and Collaboration	Percent of youth aged 18-20 sentenced to probation/supervision				19%	N/A
Youth Care and Collaboration	Number of Juvenile Risk Assessment Reassessments completed during the quarter				849	N/A
Youth Care and Collaboration	Number of youth referred to Evening Support Services				274	N/A
Youth Care and Collaboration	Percent of youth age 13 and under referred to ESS by Judge				5%	N/A
Youth Care and Collaboration	Percent of youth age 14-15 referred to ESS by Judge				31%	N/A
Youth Care and Collaboration	Percent of youth age 16-17 referred to ESS by Judge				57%	N/A
Youth Care and Collaboration	Percent of youth aged 18-20 referred to ESS by Judge				7%	N/A
Youth Care and Collaboration	Percent of African American youth active with ESS				83%	N/A
Youth Care and Collaboration	Percent of Latinx youth active with ESS				15%	N/A
Youth Care and Collaboration	Percent of White youth active with ESS				3%	N/A
Youth Care and Collaboration	Percent of youth whose ethnicities are categorized as other or NA active with ESS				0%	N/A
Youth Care and Collaboration	Percent of male youth active with ESS				94%	N/A
Youth Care and Collaboration	Percent of female youth active with ESS				6%	N/A
Youth Care and Collaboration	Number of youth referred to Project Lifeline (referrals in spring quarter only)				24	30
Youth Care and Collaboration	Average number of active cases for a probation officer during the fiscal period				23	25

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Youth Care and Collaboration	Average cost of staff per probation or supervision case in the fiscal period				\$1,445	N/A
Youth Care and Collaboration	Percent of clients assessed as high risk				7%	N/A
Youth Care and Collaboration	Percent of clients assessed as moderate risk				35%	N/A
Youth Care and Collaboration	Percent of clients assessed as low risk				59%	N/A
Youth Care and Collaboration	Total number of technical violations filed				7	4
Youth Care and Collaboration	Percent of youth active with ESS who are active with probation and are high risk				16%	N/A
Youth Care and Collaboration	Percent of youth active with ESS who are active with probation and are moderate risk				54%	N/A
Youth Care and Collaboration	Percent of youth active with ESS who are active with probation and are low risk				30%	N/A
Youth Care and Collaboration	Percent of youth terminated during quarter closed as a successful termination				55%	75%
Youth Care and Collaboration	Percent of youth who are adjudicated and pending a new referral in court				23%	10%
Youth Care and Collaboration	Number of care and recognition awards provided to youth during the quarter				35	100
Youth Care and Collaboration	Number of youth attending positive youth justice programs				N/A	2,500
Youth Care and Collaboration	Number of youth closed out with ESS within the 90 day time frame				97	N/A
Youth Care and Collaboration	Number of youth closed out with ESS after 90-180 days				86	N/A
Youth Care and Collaboration	Number of youth closed out with ESS after 180 days				83	N/A
<b>Juvenile Temporary Detention Center</b>						
Administration	Number of staff positions filled during the fiscal period			N/A	76	79
Administration	Number of paychecks processed using CCT*			N/A	12,237	15,652
Administration	Staff percents of white employees in the fiscal period			N/A	10%	10%
Administration	Staff percents of non-white employees in the fiscal period			N/A	90%	90%
Administration	Staff under age 25 in the fiscal period			N/A	9	9
Administration	Staff age 26 to 30 in the fiscal period			N/A	28	28
Administration	Staff age 31 to 35 in the fiscal period			N/A	48	48
Administration	Staff age 36 to 40 in the fiscal period			N/A	72	72
Administration	Staff age 41 to 45 in the fiscal period			N/A	87	87
Administration	Staff age 46 to 50 in the fiscal period			N/A	64	64
Administration	Staff age 51 to 55 in the fiscal period			N/A	99	99
Administration	Staff age 56 to 60 in the fiscal period			N/A	59	59
Administration	Staff age 61 to 65 in the fiscal period			N/A	28	28
Administration	Staff age 66 to 70 in the fiscal period			N/A	20	20
Administration	Staff over age 70 in the fiscal period			N/A	3	3
Administration	Number of employee discipline referrals processed in the fiscal period			179	195	205
Administration	Number of employee grievances initiated in the fiscal period			163	138	145
Administration	Litigation Support Services completed			117	157	165

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Administration	Number of investigations in the fiscal period resulting from alleged violations of the JTDC, Court, or County policies and procedures or other infractions.			40	156	N/A
Administration	Number of PREA Resident Assessments in the fiscal period			35	1,732	1,800
Administration	Average time to fill an open position from posting to onboarding in the fiscal period			60	88	44
Administration	Number of pay discrepancies in the fiscal period			160	223	0
Administration	Average employee discipline case processing time in the fiscal period (hours)			20	12	12
Administration	Average employee grievances case processing time in the fiscal period (hours)			12	13	13
Administration	Litigation Support average time to process a request in the fiscal period (hours)			11	5	5
Administration	Percent of open positions filled during the fiscal period			9%	81%	100%
Administration	End-of-year retention rate of that year's hires			57%	92%	100%
Administration	Payroll Proficiency Rate			96%	98%	100%
Administration	Percent of completed employee discipline per fiscal period			100%	83%	100%
Administration	Percent of employee grievances completed per fiscal period			100%	51%	100%
Administration	Completion rate of Litigation Support requests in the fiscal period			100%	100%	100%
Health and Mental Health Care - CCH	Mental health follow-up (MHFU) counseling sessions conducted during the fiscal period.			4,472	5,133	5,824
Health and Mental Health Care - CCH	Psychiatric follow-up visits conducted in the fiscal period			360	701	504
Health and Mental Health Care - CCH	Clinical rounds completed in the fiscal period			9,855	12,145	9,855
Health and Mental Health Care - CCH	Average number of clinical contacts per clinical FTE during the fiscal period			2,500	3,629	3,000
Health and Mental Health Care - CCH	Average number of clinical contacts in the fiscal period per Mental Health Clinical FTE			2,300	3,373	3,000
Health and Mental Health Care - CCH	Average number of clinical contacts in the fiscal period per psychiatry FTE			10,000	11,258	10,000
Health and Mental Health Care - CCH	Rate of compliance in the fiscal period by psychiatrists and other Qualified Mental Health Providers (QMHP) with chronic disease treatment protocols			100%	100%	100%
Health and Mental Health Care - CCH	Rate of overall client satisfaction as reported by residents in the Youth Satisfaction Survey			85%	97%	85%
Health and Mental Health Care - CCH	Number of psychiatric hospitalizations*** in the fiscal period			N/A	5	5
Health and Mental Health Care - Cermak	Number of dental services provided in fiscal period			351	3,224	3,500
Health and Mental Health Care - Cermak	Number of nursing health assessments completed in the fiscal period.			10,472	46,705	93,410
Health and Mental Health Care - Cermak	Number of nursing sick calls completed in the fiscal period			778	4,276	9,290

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Health and Mental Health Care - Cermak	Daily average number of patients served per dentist in the fiscal period			4	6	7
Health and Mental Health Care - Cermak	Daily average number of nursing health assessments completed per nurse in the fiscal period			15	16	20
Health and Mental Health Care - Cermak	Daily nursing sick calls completed per nurse in the fiscal period			9	12	13
Health and Mental Health Care - Cermak	Percent of residents who report being satisfied with medical services at JTDC			N/A	98%	100%
JTDC Chapters	Number of admissions processed in the fiscal period			N/A	2,138	N/A
JTDC Chapters	Number of releases processed in the fiscal period			N/A	2,120	N/A
JTDC Chapters	Percent of residents by race or ethnicity - Black			N/A	66%	N/A
JTDC Chapters	Percent of residents by race or ethnicity - Mexican			N/A	10%	N/A
JTDC Chapters	Percent of residents by race or ethnicity - Puerto Rican			N/A	1%	N/A
JTDC Chapters	Percent of residents by race or ethnicity - Other Hispanic, Latino, or Spanish			N/A	5%	N/A
JTDC Chapters	Percent of residents by race or ethnicity - Other			N/A	7%	N/A
JTDC Chapters	Percent of residents by race or ethnicity - White			N/A	11%	N/A
JTDC Chapters	Average resident length of stay by gender in fiscal period - males (days)			N/A	32	N/A
JTDC Chapters	Average resident length of stay by gender in fiscal period - females (days)			N/A	21	N/A
JTDC Chapters	Percent of each gender in residence during the fiscal period - males			N/A	93%	N/A
JTDC Chapters	Percent of each gender in residence during the fiscal period - females			N/A	7%	N/A
JTDC Chapters	Implementation of Effective Case Management total hours per fiscal period			N/A	444,780	444,780
JTDC Chapters	Average caseload per caseworker in the fiscal period			N/A	33	33
JTDC Chapters	Internal Prison Rape Elimination Act (PREA) allegations			30	37	10
JTDC Chapters	PREA Referrals in the fiscal period			120	155	150
JTDC Chapters	PREA Multi-Disciplinary Team (MDT) meetings in the fiscal period			0	3	2
JTDC Chapters	Hours of Large Muscle Exercise offered to residents per year			N/A	63,540	63,540
JTDC Chapters	Number of staff that received training in the fiscal period			511	571	580
JTDC Chapters	Number of volunteers that received training in the fiscal period			50	178	185
JTDC Chapters	Number of staff trained on the PREA in the fiscal period			450	821	580
JTDC Chapters	Number of events captured on video and archived in the fiscal period			N/A	530	N/A
JTDC Chapters	Behavior Management Program hours provided on average per center in the fiscal period			N/A	217,851	217,851
JTDC Chapters	Resident Disciplinary Due Process Hearings			N/A	2,275	N/A
JTDC Chapters	Number of resident grievances in the fiscal period			600	725	N/A
JTDC Chapters	Work orders submitted to the Cook County Department of Facilities Management in the fiscal period			N/A	2,899	N/A
JTDC Chapters	Average daily cost of housing a minor at JTDC in the fiscal period			\$520	\$718	\$700

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
JTDC Chapters	Average amount of time expended in processing a PREA resident assessment in hours in the fiscal period			1.50	1.93	2.00
JTDC Chapters	Average amount of time expended in processing an internal PREA allegation in hours in the fiscal period			N/A	52	26
JTDC Chapters	Average amount of time expended in processing PREA referrals and conducting Multi- Disciplinary Team Meetings (MDT) in hours in the fiscal period			18	12	8
JTDC Chapters	Average number of events captured on video processed per video analyst in the fiscal period			N/A	66	N/A
JTDC Chapters	Hearings Conducted Per Hearing Officer Average number of hearings conducted by each hearing officer in the fiscal period.			N/A	569	N/A
JTDC Chapters	Average amount of time, in days, in the fiscal period that lapses between the time a grievance is received to the time it is resolved			N/A	2	3
JTDC Chapters	Number of instances in the fiscal period that any resident is transported to any location outside of the JTDC premises			N/A	574	N/A
JTDC Chapters	Number of instances in the fiscal period that any resident is transported to any location within the JTDC premises or the building that houses JTDC			N/A	48,674	N/A
JTDC Chapters	Total number of responses in the fiscal period to emergency and non-emergency assistance calls from residents			N/A	451	N/A
JTDC Chapters	Average number of external transportation events per day per staff			N/A	0.45	N/A
JTDC Chapters	Average number of internal transportation events per day per staff			N/A	1.50	N/A
JTDC Chapters	Average number of emergency and non-emergency responses per staff per day in the fiscal period			N/A	0.25	N/A
JTDC Chapters	Number of work orders submitted to Cook County Facilities Management by each authorized JTDC staff member during the fiscal period.			N/A	2,899	N/A
JTDC Chapters	Total number of training hours provided to JTDC staff during the fiscal period			35,000	51,267	52,000
JTDC Chapters	Percent of residents admitted who complete the PREA orientation process in the fiscal period.			95%	83%	92%
JTDC Chapters	Percent of PREA Resident Assessments successfully completed in the fiscal period			95%	85%	90%
JTDC Chapters	Percent of Internal PREA Investigations successfully completed in the fiscal period			100%	100%	100%
JTDC Chapters	Percent of PREA Referrals and Multi-Disciplinary Team (MDT) meetings successfully completed in the fiscal period.			100%	100%	100%
JTDC Chapters	Estimated percent of residents who participate in Large Muscle Exercise program			100%	100%	100%

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
JTDC Chapters	Percent of staff trained according to PREA training standards who attained a passing score on the PREA training exit examination in the fiscal period			100%	100%	100%
JTDC Chapters	Percent of detention staff that received the 40 hours of training required by AOIC's Detention Staff Training Standards in the fiscal period			100%	95%	100%
JTDC Chapters	Percent of all admissions and release data in the fiscal period entered into RMIS during the fiscal period.			100%	100%	100%
JTDC Chapters	Rate of Residents participating in Behavioral Management Program			100%	100%	100%
JTDC Chapters	Due Process Hearings completed within 4 Hours			N/A	89%	100%
JTDC Chapters	Satisfaction Rate on Parent Satisfaction Survey			N/A	68%	100%
<b>Public Defender</b>						
Arrest Response Division	Number of Arrest Response Division hotline calls	1,800	571	4,041	4,692	4,890
Arrest Response Division	Number of Arrest Response Division police station visits	1,800	123	766	978	926
Child Protection Conflicts Unit	Number of child protection conflict cases/petitions appointed	553	459	280	237	220
Felony Representation	Number of felony cases appointed	11,703	11,780	12,391	13,794	14,832
Forensic Science Division	Number of cases referred to internal Forensics Science Division	288	133	139	140	92
Homicide Representation	Number of homicide cases appointed	393	352	421	340	282
Investigations	Number of investigation requests	156,000	77,982	2807	2899	2144
Juvenile Representation	Number of juvenile cases appointed	1,635	1,574	2208	2631	2292
Misdemeanor Representation	Number of misdemeanor cases appointed	36,092	32,244	30,178	32,482	32,472
Mitigation	Cost per External mitigation case	\$15,000	\$12,000	N/A	\$15,000	\$15,000
Multiple Defendants	Number of multiple defendant cases appointed	504	412	450	515	432
<b>Sheriff's Administration</b>						
Building and Construction Unit	Percentage of work orders entered and completed within year	96%	97%	97%	96%	100%
Building and Construction Unit	Total work orders entered	19,992	19,884	20,245	18,966	21,000
Building and Construction Unit	Work orders entered per employee	3,333	2,840	2,530	2,709	3,000
Community Resource Center	Cases closed monthly	82	84	54	63	75
Community Resource Center	Evictions social services new cases opened per employee	133	432	708	368	400
Community Resource Center	Number of evictions social services cases opened	266	865	705	736	800
Community Resource Center	Referrals to Social Services	581	865	683	736	800
Custodial Investigations	Cases per investigator	246	390	315	231	303
Custodial Investigations	Cases received	4,430	6,623	7,567	6,240	5,769
Custodial Investigations	Percentage of cases closed	74%	72%	70%	82%	90%
Fiscal Administration	Invoices paid within 30 days of invoice date (entire Sheriff's Office)	81%	83%	82%	73%	90%
Fiscal Administration	Invoices processed	7,850	5,380	7,326	7,906	7,900
Fiscal Administration	Invoices processed per fiscal administration staff	2,617	1,793	2,442	2,635	2,633
Human Resources- Leave and Risk Management	Days between FMLA application receipt and decision	9	6	7	5	5
Human Resources- Leave and Risk Management	Employee status changes	4,256	4,376	5,500	4,174	4,000



Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Human Resources- Sworn and Civilian Recruitment	Total civilian application screenings	10,754	10,081	12,987	14,020	16,000
Human Resources- Sworn and Civilian Recruitment	Final screenings (i.e., skills test, ranking, etc.) complete within two weeks of position posting period	100%	98%	90%	90%	100%
Legal	FOIA requests properly responded to within statutory timeframe	98%	100%	100%	100%	100%
Legal	FOIA requests processed & monitored	2,800	2,790	4,233	4,520	4,800
Legal	FOIA requests processed, monitored per employee	1,120	1,116	1,693	1,130	1,200
Legal Department	Current year TTD payments versus prior year	1%	21%	-51%	-7%	-10%
Operational Policy & Accountability	Sheriff's Office Department Manuals - policies/procedures/post orders released and/or updated	483	357	244	234	250
Operational Policy & Accountability	Total number of KMS published policies/procedures/post orders worked on per employee	161	119	82	78	83
Payroll	Employees paid per timekeeper	404	463	543	419	421
Payroll	Percentage of employees issued interim checks	1%	1%	<1%	<1%	<1%
Payroll	Total employees paid per pay period	5,649	5,557	5,431	5,025	5,057
Peer Support	Number of counseling sessions	12,475	10,357	8,844	16,021	18,000
Peer Support	In-person trainings	109	349	712	8,220	3,000
Strategic Operations Unit	Number of intelligence information reports produced	785	1,038	1,295	1,939	2,150
Strategic Operations Unit	Number of Requests for Information (RFI's) processed per staff person	801	552	929	622	800
Strategic Operations Unit	Percentage of success in completing HR background checks	100%	100%	100%	100%	100%
Supply Chain	Percentage of waste replaced with recycling	30%	35%	32%	48%	50%
Supply Chain	Total pounds collected	2,603,192	3,005,016	1,437,435	1,945,750	2,000,000
Supply Chain	Average weekly collection (pounds)	347	512	461	492	500
Training Academy	Number of recruits trained	263	445	325	257	420
Training Academy	Number of recruits trained per training employee	66	19	13	11	17
Training Academy	Percentage of targeted training goal	96%	100%	72%	61%	100%
Use of Force Review	Reviews completed	1,148	1,643	1,895	1,681	1,500
Use of Force Review	Reviews initiated	1,158	1,624	1,805	1,681	1,500
Vehicle Services	Number of oil changes	3,487	4,392	4,133	4,146	4,500
Vehicle Services	Oil changes per mechanic	290	337	344	345	375
Vehicle Services	Percentage of vehicles over 100,000 miles	35%	40%	41%	35%	30%
<b>Professional Review, Professional Integrity and Special Investigations</b>						
Professional Review	Cases initiated	1,465	1,738	2,145	2,578	1,900
Professional Review	Cases pending	397	360	500	673	350
Professional Review	Investigations completed	1,398	1,378	1,972	2,330	1,900
<b>Information Technology</b>						
Case Review Unit	Incident initial review and preservation	16,921	23,215	25,000	26,871	27,000
Case Review Unit	Data preserved related to incidents and/or staff misconduct	14,048	18,290	20,000	21,000	22,000
Case Review Unit	Data preserved within 30 days of incident (prior to data loss)	100%	100%	100%	100%	100%
Information Security	CABS percentage of system up-time	99%	99%	99%	99%	100%
Information Security	Help desk tickets closed - ISO/CABS	4,963	4,761	5,412	4,104	4,500
Information Security	Help desk tickets created - ISO/CABS	5,015	4,787	5,413	4,159	4,500

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Information Technology	Help desk tickets closed	12,995	12,074	13,405	11,985	13,000
Information Technology	Help desk tickets created	13,048	12,122	13,435	12,091	13,000
Information Technology	Percentage of system up-time	99%	99%	99%	99%	100%
Research and Business Intelligence	Number of requests (BI)	2,544	2,475	2,556	2,754	2,700
Research and Business Intelligence	Average time to complete requests (hours) - BI	14	14	14	14	14
Research and Business Intelligence	Data analysis requests completed by due date - Research	85%	100%	100%	100%	100%
<b>Court Services</b>						
Civil Process	Court documents processed per Deputy Sheriff	3,429	4,383	4,172	4,207	4,600
Civil Process	Percentage of served process returned to Clerk's Office monthly	33%	37%	35%	34%	50%
Court Security	Number of court cases that Court Services provided Security for	1,607,317	1,925,494	1,961,757	2,198,753	2,500,000
Court Security	Pieces of property transported to ERPS	275	2,030	2,144	1,335	1,500
Court Security	Detainees processed per Deputy Sheriff	120	322	350	200	250
Court Services Operational Support Command	Days between invoice received and payment date	12	13	5	22	8
Court Services Operational Support Command	Invoices processed	192	148	117	142	135
<b>Police Department</b>						
Communications Operations Command	Overall 9-1-1 activity	860,513	1,009,669	995,315	1,110,631	1,150,000
Communications Operations Command	Case reports assigned and patrol personnel dispatched per telecommunicator	1,588	11,877	11,893	13,367	13,500
Criminal Investigations Command	Request for assistance from all outside agencies to entire Criminal Investigations Command	7,143	4,723	5,802	6,681	6,850
Criminal Investigations Command	Assists per officer to outside agencies from the criminalistics section	5.73	4.00	8.90	2.37	3.00
Criminal Investigations Command	Percentage of cases classified as Juvenile cases	5%	6%	8%	13%	15%
Field Operations Command	Assist citizen per patrol officer	10.00	6.75	8.90	5.81	6.00
Field Operations Command	DUI reports	323	64	104	122	140
Law Enforcement Operational Support Command	Percentage of public record requests that generate revenue	10%	8%	10%	10%	10%
Law Enforcement Operational Support Command	Weapons marked for destruction	241	310	359	414	425
Street Crimes Command	Guns recovered, inventoried, and traced	437	790	963	993	1,000
Street Crimes Command	Law enforcement calls for services in Chicago per day	87	134	174	225	230
Street Crimes Command	Law enforcement contacts resulting in arrest for illicit narcotics	881	300	163	203	210
<b>Community Corrections</b>						
Electronic Monitoring	Electronic Monitoring alerts handled by dispatchers	116,928	112,553	104,210	105,586	95,000
Electronic Monitoring	Number of Electronic Monitoring participants (per month)	3,579	2,600	2,265	1,851	N/A
<b>Department of Corrections</b>						
Adult Detention Services	Average daily population	5,095	5,676	5,670	5,307	N/A
Adult Detention Services	Average length of stay (days) for those released from CCDOC custody	56	68	72	76	N/A
Inmate Programs and Services	Percentage of detainees receiving programming	64%	60%	72%	76%	80%
Inmate Programs and Services	Ratio of DOC program staff to DOC program participants	18	37	40	41	45

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Inmate Programs and Services	Annual number of unique individuals in custody receiving DOC facilitated programming	2,834	4,018	5,922	6,012	6,100
<b>Sheriff's Merit Board</b>						
Merit Board Administration	Total applicant testing	2,050	7,627	3,449	4,404	4,956
Merit Board Administration	Applicant testing per administrative staff person	513	1,907	1,724	2,202	2,478
Merit Board Administration	Percentage of applicants who complete certification process	19%	8%	10%	12%	13%
Merit Board Proceedings	Total number of hearings and trials	604	687	578	709	615
<b>State's Attorney</b>		2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Chicago Felony Trial Courts	Felony cases closed	10,625	13,044	13,400	12,385	13,000
Chicago Felony Trial Courts	Felony cases closed per felony case arraigned	0.73	1.11	1.12	1.03	1.20
Chicago Felony Trial Courts	Average closed case length in days	201	418	482	463	475
Civil Actions	Number of civil cases handled	22,820	28,643	32,798	29,196	N/A
Civil Actions	Percentage of cases closed within 2 years	37%	13%	29%	22%	30%
Civil Actions	Percentage of cases handled that were closed	50%	38%	33%	22%	30%
Community Justice Centers	Felony cases handled	21	45	66	23	75
Community Justice Centers	Percent of felony cases closed	57%	71%	68%	43%	66%
Community Justice Centers	Average length of felony cases	964	865	770	1,442	1,000
Criminal Appeals	Total number of appeal and post conviction cases handled	3,842	3,351	3,153	3,210	N/A
Criminal Appeals	Percentage that are post conviction appeals	8%	13%	14%	14%	10%
Criminal Appeals	Average case length in days	871	1,136	1,919	2,056	2,000
Felony Review	Number of cases reviewed with final determination	17,778	16,341	16,930	17,946	N/A
Felony Review	Number of reviews before final determination	1.29	1.20	1.20	1.20	1.20
Felony Review	Percentage of cases reviewed in less than 48 hours	97%	59%	97%	97%	95%
First Municipal	Number of misdemeanor cases handled	37,948	23,530	16,820	19,166	N/A
First Municipal	Guilty plea rate	4%	18%	18%	14%	15%
First Municipal	Number of trials	203	1,025	228	219	250
General Administrative	Attorneys receiving a performance review	100%	100%	100%	100%	100%
General Administrative	Number of Attorneys	746	758	750	767	800
Investigations	Felony case assignments closed	140	212	174	186	200
Investigations	Felony case assignments closed per felony cases assigned	0.9	1.3	1.0	1.1	1.1
Investigations	Average closed assignment case length in days	207	232	302	273	250
Juvenile Justice Division	Number of cases received	4,325	6,571	3,421	4,269	N/A
Juvenile Justice Division	Percentage of cases completed within 6 months	85%	54%	47%	55%	60%
Juvenile Justice Division	Percentage of juveniles charged	40%	24%	68%	65%	60%
Narcotics	Felony cases closed	1,728	6,256	4,837	4,583	4,500
Narcotics	Felony cases closed per felony cases assigned	1.0	1.2	1.0	0.9	1.1
Narcotics	Average closed case length in days	114	294	302	277	275
Preliminary Hearings & Grand Jury	Number of cases handled	25,215	14,726	12,545	13,063	N/A
Preliminary Hearings & Grand Jury	Percent of cases that enter prelims and grand jury	63%	84%	84%	83%	80%
Preliminary Hearings & Grand Jury	Number of court events per case	1.4	3.4	2.9	2.7	3.0
Sexual Assault & Domestic Violence Division	Felony cases closed	448	812	1,002	993	1,500

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Sexual Assault & Domestic Violence Division	Felony cases closed per felony cases assigned	0.4	0.8	1.0	1.0	1.1
Sexual Assault & Domestic Violence Division	Average closed case length in days	434	758	791	845	720
Special Litigation, DNA Review & Conviction Integrity	CIU cases handled	281	461	632	478	500
Special Litigation, DNA Review & Conviction Integrity	Percentage of cases handled that are new	38%	51%	24%	23%	25%
Special Litigation, DNA Review & Conviction Integrity	Actions taken per case handled	4.8	3.9	3.3	3.4	4.0
Special Prosecutions	Felony cases closed	487	37	54	54	200
Special Prosecutions	Felony cases closed per felony cases assigned	2.3	2.5	0.8	2.8	2.0
Special Prosecutions	Average closed case length in days	475	822	901	908	900
Suburban Felony	Cases closed	5,855	8,205	8,477	9,352	9,000
Suburban Felony	Felony cases closed per felony cases arraigned	0.7	1.0	1.0	1.0	1.2
Suburban Felony	Average case length in days	326	621	592	550	550
Suburban Misdemeanor	Number of misdemeanor cases handled	37,916	23,367	16,908	14,000	N/A
Suburban Misdemeanor	Guilty plea rate	4%	22%	27%	24%	25%
Suburban Misdemeanor	Number of trials	244	443	309	365	350
Traffic Division	Number of non-felony cases	18,622	13,647	134,148	169,111	150,000
Traffic Division	DUI guilty plea vs. charge dismissal rate	52%	99%	91%	88%	90%
Traffic Division	Number of trials	146	172	157	149	150
Victim Witness	Felony case assignments closed	179	218	1,353	1,284	1,500
Victim Witness	Felony case assignments closed per felony cases assigned	9.0	7.1	1.5	1.3	2.0
Victim Witness	Average closed assignment case length in days	748	2,195	754	841	720

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
<b>Assessor</b>						
Administration	Vacancies filled	37	48	31	51	70
Assessment Operations	Field department parcels received	45,111	105,630	79,454	120,000	230,000
Assessment Operations	Parcels processed and inspected per FTE	1,670	559	626	16,568	30,000
Communications	Email inquiries	21,520	18,647	12,210	13,751	12,000
Communications	Outreach events	N/A	170	103	201	215
Erroneous Investigations Unit	PIN numbers investigated	25,720	28,050	24,124	26,470	22,500
Erroneous Investigations Unit	Investigations conducted per investigator	663	3,485	2,969	5,294	2,750
Finance	Number of invoices processed	527	562	611	775	800
Information Technology	Freedom of information data requests processed per IT FTE	29	23	66	94	90
Information Technology	Number of end users serviced per IT FTE	230	232	232	235	250
Legal	Division jobs created	1,199	763	708	828	1,000
Taxpayer Services	Count of taxpayers served	170,000	172,000	34,841	178,000	185,000
Taxpayer Services	Percentage of exemptions proceeded by Taxpayer Exemption Processing Department	99%	99%	99%	92%	99%
Taxpayer Services	Phone requests for service	66,092	142,342	174,000	189,000	196,000
Valuations & Assessments	Commercial / Industrial PINS appealed	15,065	38,870	26,875	25,097	35,000
Valuations & Assessments	Residential PINS appealed	136,604	374,256	274,679	216,287	300,000
Valuations & Assessments	Residential online appeals	92,051	374,256	130,227	216,124	300,000
<b>Board of Review</b>						
Administration	Number of invoices submitted	N/A	115	N/A	260	230
Administration	Processing time for an invoice (days)	N/A	30	30	30	30
Administration	Processing time for balancing township groups (days)	10	19	14	10	12
Assessment Appeal Review	Number of parcels appealed	465,000	537,618	538,000	408,083	545,000
Assessment Appeal Review	Processing time for an assessment appeal (days)	140	156	150	115	115
Certificate of Error	Certificate of error dockets electronically processed	100%	100%	100%	100%	100%
Certificate of Error	Processing time of a certificate of error application (days)	30	30	30	30	30
Exemptions	Exemption applications processed electronically	100%	100%	100%	100%	100%
Exemptions	Processing time for an exemption application (days)	75	75	75	34	34
Freedom of Information Act (FOIA)	Electronic response to FOIA requests	100%	100%	100%	100%	100%
Freedom of Information Act (FOIA)	Processing time to respond to FOIA request (days)	5	5	5	5	5
Property Tax Appeal Board (PTAB)	Processing time for a property tax appeals board docket	90	90	90	180	180
Property Tax Appeal Board (PTAB)	Property tax appeals board dockets processed electronically	100%	100%	100%	100%	100%
<b>County Clerk</b>						
Clerk of the Board	Percentage of contracts renewed or awarded 30 days or more before expiration	80%	80%	100%	92%	95%
Customer Service	Number of customers helped in person & on the phone	59,776	64,900	65,600	92,522	150,000
Election Day Services	Number of election judge applications	15,000	7,000	13,500	4,500	14,000
Election Day Services	Percentage of precincts with fewer than one missing judge	10%	10%	30%	40%	10%
Elections Support Services	Number of mail ballots requested & mailed	580,000	75,014	218,179	130,253	300,000
Elections Support Services	Percentage of ballot accuracy before proofing	100%	100%	100%	100%	100%
Electoral Boards	Number of cases managed	45	20	86	16	70
Electoral Boards	Percentage of cases completed within 21 calendar days	100%	100%	24%	43%	100%

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
Human Resources	Number of job openings filled	7	7	13	14	20
Information Technology	Percentage of application development projects completed on time	90%	100%	100%	100%	100%
Public Service/License & Registration	Number of records issued	224,383	290,396	257,949	269,738	276,132
Public Service/License & Registration	Number customer transaction completed per FTE per hour	4.0	5.2	4.0	4.2	4.2
Recording Operations	Number of eRecordings	456,143	657,206	424,466	299,673	350,000
Recording Operations	Number of Recordings	567,451	821,049	533,851	392,195	425,000
Research & Bill Writing	Number of tax year searches	92,805	5,110	10,900	13,515	15,000
Tax Extension & GIS Maps	Average number of maintenance requests per FTE	109,269	83,919	80,000	92,911	80,000
Tax Extension & GIS Maps	Percentage of filings submitted online	61%	78%	70%	70%	70%
Tax Extension & GIS Maps	Percentage of tax rates calculated on time	100%	100%	100%	100%	100%
Tax Sales & Posting	Average number of documents processed per FTE	25,431	35,000	133,930	153,150	75,000
Vital Records Correspondence	Number of Lexis Nexis requests	70,410	102,269	113,507	94,598	91,761
Voter Services Program & Post Election Services	Number of new/moved voters in Cook County	195,000	134,423	177,593	232,673	175,000
Voting Equipment Management	Number of election machines prepared & tested per FTE per day	150	150	150	150	150
Voting Equipment Management	Number of precincts requiring equipment preparation	3,310	3,310	2,860	1,431	1,431
<b>County Treasurer</b>						
Finance	Average number of weeks to process C of E refunds	5	5	4	4	5
Finance	Average number of weeks to process PTAB/SP refunds	3	3	3	3	3
Information Technology	Number of online payments	823,416	899,553	578,270	1,255,137	750,000
Information Technology	Percentage of IT Projects completed within estimated deadline	100%	100%	99%	99%	100%
Information Technology	Average time to resolve a general Help Desk request (min)	13	13	13	13	15
Operations	Taxpayer satisfaction - excellent service rating percentage	98%	96%	96%	98%	96%
Operations	Percentage of individual taxpayer payments that were completed online	24.40%	26.64%	30.61%	27.17%	20.00%
Operations	Number of days for printing, folding, & inserting Property Tax bills	9	9	9	9	14

Program	Metric	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Target
<b>Cook County Land Bank Authority</b>						
Land Bank	Number of acquisitions	613	617	444	748	500
Land Bank	Number of dispositions	194	236	253	673	250
Land Bank	Number of demolitions	14	11	2	14	10
Land Bank	Number of rehabs	155	239	193	580	250
<b>Office of the Independent Inspector General</b>						
Administration	Percentage of recommendations adopted	90%	85%	91%	95%	85%
Investigations	Field staff cost per complaint	\$1,323	\$1,561	\$1,287	\$1,814	\$1,900
Investigations	Number of new complaints	795	772	937	818	820
Investigations	Number of new complaints per investigator	82	70	81	63	60
<b>Public Administrator</b>						
Administration	Revenue to County as percentage of operating budget	480%	330%	340%	236%	200%
Estate Administration	Number of probate cases pending	392	407	408	403	400
Investigations	Cost per investigation	999	751	852	941	850
Investigations	Number of decedents' cases investigated	909	1,471	1,406	1,281	1,300
Investigations	Return to County per investigation	1,612	902	1,094	1,001	1,200

