ROI

COOK COUNTY
ANNUAL PERFORMANCE REPORT
FISCAL YEAR 2025

SEAL OF COOK COUNTY
JANUARY 1831
ILLINOIS

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, 17th District

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LETTER FROM THE PRESIDENT

To the Residents of Cook County:

Cook County Government serves as a frontline provider of essential services at a time when residents are facing rising costs, economic uncertainty and growing demands on public systems. With more than five million residents depending on us, we have a responsibility to protect public health and safety, expand economic opportunity and sustain the quality of life in communities across the County.

Our responsibilities are broad and deeply consequential. We provide healthcare to all residents, regardless of ability to pay; build and maintain critical infrastructure; advance community and economic development; and support public safety. We also steward more than 70,000 acres of land through the Forest Preserves of Cook County and work to expand housing stability and affordability through the Housing Authority of Cook County and the Land Bank Authority. In an era when local governments are increasingly asked to do more with fewer resources, these services are not optional, they are foundational.

Equally important is our obligation to be transparent, accountable and results driven. In 2011, Cook County adopted the Performance-Based Management and Budgeting Ordinance to strengthen public trust, improve decision-making and ensure that taxpayer dollars are used effectively. Through the Department of Research, Operations and Innovation (ROI), we track and report performance measures across all County agencies, providing a consistent, countywide view of how public resources are being used and what they are achieving.

The 2025 Annual Performance Report, developed by ROI, reflects this commitment to transparency and continuous improvement. This report highlights how we measure progress, evaluate programs and assess whether our efforts are producing meaningful results for residents. As stewards of public funds, we regularly review our programs and operations to improve effectiveness, identify efficiencies and deliver high-quality services in a fiscally responsible manner.

Across Cook County Government, our workforce remains deeply committed to servicing the public, even amid uncertainty and constraint. We center the needs of residents, particularly those in our most vulnerable and under-resourced communities, in setting our goals and defining success. I'm grateful to County employees for their dedication, professionalism and continued focus on delivering results for the people of Cook County.

Sincerely,

Toni Preckwinkle

Toni Preckwinkle

INTRODUCTION

Performance management is a process that organizations use to evaluate their performance to ensure services and programs meet goals effectively and efficiently. A key component of that process is the use of data to monitor progress to make informed decisions. The Department of Research, Operations and Innovation (ROI) is tasked with empowering Cook County employees to deliver excellence by supporting continuous improvement in operations and resource utilization. ROI strives to complement the expertise and commitment of existing departmental leaders and staff to achieve measurable improvements in County operations and service delivery.

Per County Code (Article X. Sec. 2-926), all County agencies must provide year-end values for their key performance indicators (KPIs) related to their mission, goals and operation to ROI. This information establishes the basis for performance-based program reviews, the analysis of the effectiveness of strategies, program performance and justification for future funding. All Offices Under the President (OUP) engage with ROI to assess and monitor performance and operations improvement throughout the year, including but not limited to, the management of performance data and the facilitation of periodic performance discussions. All separately elected offices are responsible for publishing online performance data annually, which can be accessed 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 data points for each office to provide a snapshot of how the County is performing, creating accountability and transparency. ROI has been working with OUP departments to implement a new approach to performance that establishes goals and outcomes tied to missions with a goal of supporting data-informed decision making. Timely and reliable performance information helps leaders and teams identify what is working, what isn't and where to improve. More information on this new approach can be found in the Performance Management Strategy section below.

PERFORMANCE MANAGEMENT STRATEGY

Beginning in late 2024, ROI began an assessment of the current state of OUP performance metrics. This work informed efforts to support departments in developing logic models that establish goals and intended outcomes in alignment with their mission. The intent of this approach is to present a more holistic picture of departmental operations and performance by better aligning metrics with clearly articulated goals and outcomes. While metrics can tell you what is happening, goals and outcomes provide the context needed to understand what departments are working towards accomplishing and why those efforts matter for residents.

ROI has been undertaking these efforts because metrics without goals just track activities rather than performance. Establishing goals and outcomes create direction and meaning. Goals define what success looks like, outcomes define the real-world change programs are trying to achieve and metrics showcase whether departments are moving toward those outcomes. Metrics not grounded in outcomes can result in teams "hitting the number" without ever improving results. This can shift efforts towards what's easiest to measure rather than what matters most, and focusing on short-term gains instead of long-term impact. When metrics are grounded in clearly defined outcomes, teams are better positioned to focus their efforts on meaningful results, align day-to-day work with what matters most and sustain progress over time.

In addition to establishing goals and outcomes, ROI has also been coordinating with the Bureau of Technology to implement data automation. This means moving away from the manual entry of performance data and instead automating the collection at the source of the data when possible. The result is empowering employees with data, removing the burden by reducing unnecessary work and allowing staff to focus on meaningful outcomes. As of the end of FY2025, approximately 10% of OUP metrics have been moved to automation.

The work of developing well-defined goals and measurable outcomes, as well as automating data, are a work in progress, and departments will continue to collaborate with ROI on these efforts. ROI will also continue to identify additional data for automation.

Why Is The County Doing This Work?

Ultimately, to better serve residents. Efficient operations and empowered employees translate directly into more responsive, effective and trustworthy County services.

To support data-informed decision-making. Timely and reliable performance information helps leaders and teams identify what's working, what isn't and where to improve.

To strengthen a culture of continuous improvement. This work embeds learning, reflection and adaptation into everyday operations.

To empower employees, not add burden. By improving processes and resource utilization, unnecessary work is reduced, allowing staff to focus on meaningful outcomes.

Why Is This Work Important?

Employees are the engine of County services. When staff have clear goals, usable data and efficient processes, they are better equipped to serve residents effectively and equitably.

Operational excellence doesn't happen by accident. Continuous improvement ensures County employees are intentional about how work gets done, how resources are used and where efforts are focused.

Time and resources are limited. This work helps the County direct staff time, funding and tools toward what delivers the greatest impact.

Clarity builds confidence and accountability. Shared metrics and transparent processes create alignment across departments and support consistent, high-quality service delivery.

The revised 2025 report structure contains defined goals and outcomes with aligned metrics for OUP, alongside data visualizations and narrative justifications. Beginning in 2025, ROI will work with separately elected and appointed offices to bring them into this new format. The goal is for that work to be reflected in the 2026 Annual Performance Report. Below is an overview of the new structure with definitions, as well as additional logic model components that will be built out in the future.

Items in blue boxes are included in the 2025 Annual Performance Report

LOGIC MODEL
A roadmap that outlines a department or program's relationships between available operational resources, activities taken to accomplish goals and the impact intended

MISSION
Statement of how an agency achieves their vision

GOALS
What needs to be accomplished to implement the mission

OUTCOME
The expected result or impact from the outputs; how an agency knows a goal has been met

METRICS
A quantitative measurement used to track the performance of specific business processes at an operational and tactical level

KPIs
Key performance indicators – a type of metric used to measure performance or progress based on specific goals

INPUT
Resources needed to execute activities that lead to desired outcomes

OUTPUT
Activities or results of activities carried out with the inputs (what a program does)

Important Notes for Readers

- Some metrics reflect legacy measures and may not yet fully align with newly defined goals and outcomes
- New or revised metrics will begin baseline tracking in December 2026
- In some cases, targets are not yet established to allow for data-informed target setting.

These reflect a deliberate transition to a more rigorous and outcome-driven performance system.

As discussed above, ROI has been working with OUP departments to establish goals and outcomes to better define what departments are working to accomplish and how it will be known once that goal has been met. Throughout this work, ROI asked departments to focus on goals and outcomes rather than metrics since meaningful metrics cannot be identified until the work of developing goals and outcomes occurs.

In 2026, ROI will work with departments to establish the most effective metrics in alignment with goals and outcomes. Some existing metrics predate this framework and may not yet fully align with newly defined goals and outcomes. These will be refined in FY2026.

While the focus in FY2025 was on goals and outcomes rather than metrics, as departments reviewed the existing metrics within the new structure, many elected to make updates this year. When new metrics are established, oftentimes targets are also not yet identified in order to use actual data reported to develop informed targets.

FY2025 was a year of assessment and rebuilding to ensure the County is meaningfully and thoughtfully measuring what matters. This work continues in FY2026, and is intended to be iterative, ever evolving and reassessed as performance is a continuous improvement process. Definitions, data, data sources and targets will be refined and developed over time to strengthen accuracy, clarity and usefulness.

Footnotes are included throughout the report to help the reader understand when changes are made. Below is a visual legend and explanation of the footnotes.

a New/Emerging Metric (Tracking began FY2026)

Newly identified metric that began data reporting in FY2026. Data expected to be reported in the 2026 Annual Performance Report

b Data for period is not available

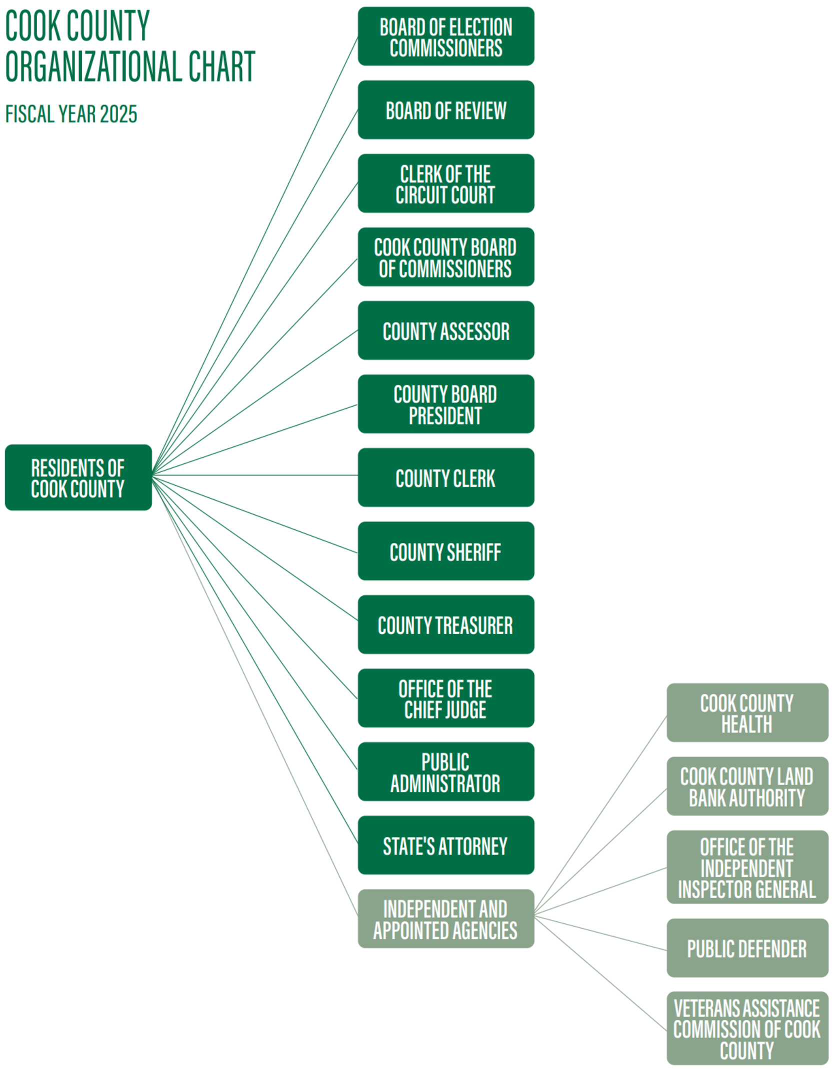
Metric was previously established but data not collected/available for the period indicated

c In Development (Methodology still being refined)/No Target Set

Data/methodology being refined in order to establish a target, or no target set due to metric or data parameters

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 overseen by 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.

FUNCTIONS OF COOK COUNTY

HEALTHCARE

Cook County is responsible for providing public health care access and services to residents, regardless of their ability to pay or citizenship status. Cook County Health (CCH) operates a health care delivery system composed of the following entities: John H. Stroger, Jr. Hospital of Cook County, Provident Hospital of Cook County, the Ambulatory and Community Health Network of Cook County, Cermak Health Services of Cook County, the Ruth M. Rothstein CORE Center and the Cook County Department of Public Health (CCDPH). CCH cares for more than 200,000 patients each year. CCDPH serves suburban Cook County and provides service to over 2.4 million residents in 123 municipalities with the public health needs of its jurisdiction through effective and efficient disease prevention and health promotion programs. CCH offers a broad range of services from specialty and primary care to emergency, acute, outpatient, rehabilitative, long-term and preventative care. The health system employed approximately 7,326 full-time employees in FY2025. Operations and policy for CCH are governed by an independent Board of Directors.

PUBLIC SAFETY

Cook County provides services for the protection of people and property through a court system, a jail system, a police force, prosecution and public defense. The County operates the second largest unified court system in the United States (which hears civil, criminal and administrative cases), the second largest prosecutor's office in the nation (which is responsible for the prosecution of all misdemeanor and felony crimes committed in the County) and one of the largest criminal defense firms in the Country with over 500 attorneys charged with representing every type of criminal offense and child protection violation. The Cook County Department of Corrections is one of the largest single-site pretrial detention facilities in the United States. The Juvenile Temporary Detention Facility was the first and largest juvenile detention facility in the country. The Sheriff's Office conducts investigations, makes arrests and provides other police services to unincorporated Cook County, and also coordinates with municipal police forces throughout the County. The Cook County Department of Emergency Management and Regional Security coordinates countywide emergency and disaster preparedness planning and assists jurisdictions in recovery from disasters.

FUNCTIONS OF COOK COUNTY

PROPERTY AND TAXATION

There are more than 1.86 million taxable parcels of land within the County, with an annual collection of over $16.93 billion dollars. Tax funds are distributed to over 2,200 local government agencies including school districts, villages, cities, townships, parks and forest preserves, libraries and public health and safety agencies. The County assesses one-third of the region each year, rotating among the northern suburbs, the southern suburbs and the City of Chicago. The value of each property is determined by a mass appraisal system rather than on an individual basis. Taxpayers can appeal their assessments before the tax rate is calculated. Bills are sent to property owners twice per year.

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.

ECONOMIC DEVELOPMENT

Cook County pursues inclusive economic and community growth, supporting residents by growing businesses, promoting investment in communities and providing job training and development. The Bureau of Economic Development (BED) works to enhance the quality of life for all residents through transformative and equitable community and economic development. BED does this by increasing resiliency, investing in community-driven solutions and catalyzing investments.

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.

2026 City Club

OFFICES UNDER THE PRESIDENT

Justice Advisory Council

Mission:

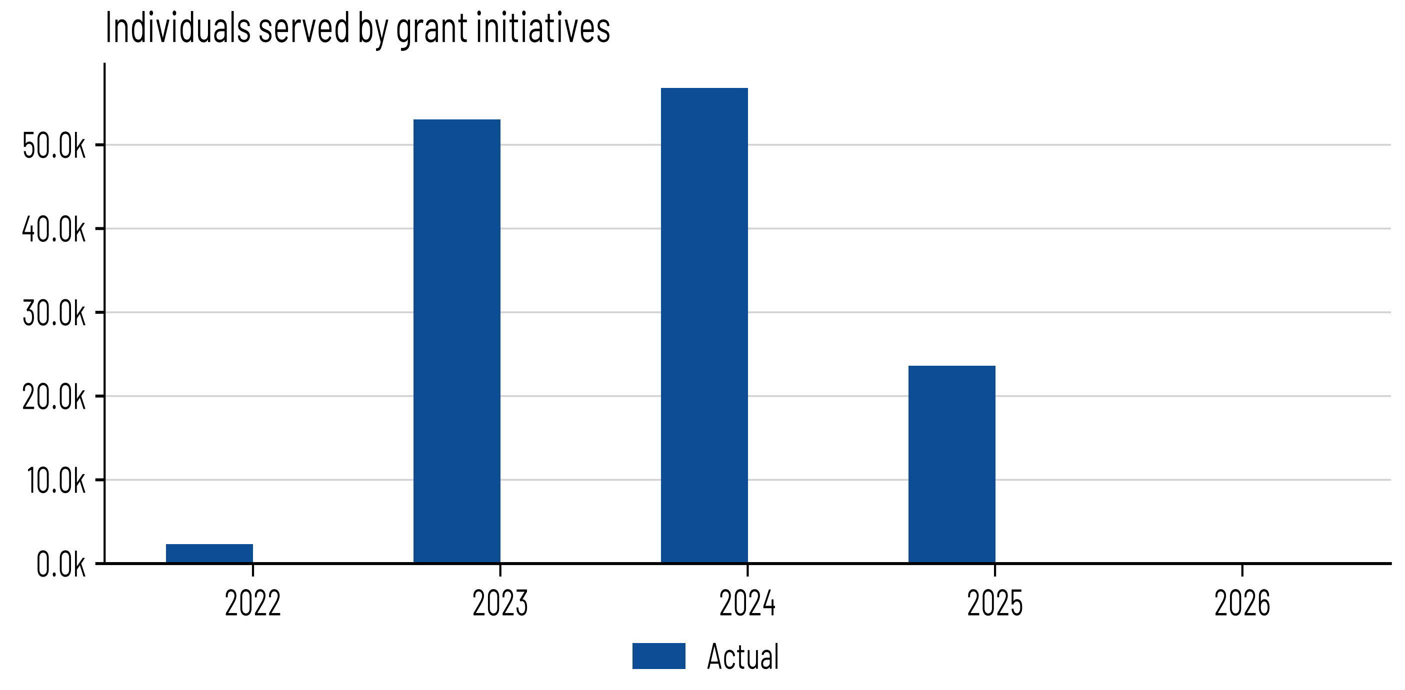
Promote equitable, human-centered, community-driven justice system innovation and practice through rigorous stakeholder engagement, policy work, service coordination, and grantmaking that increases community safety and reduces reliance on incarceration.

2025 Outcomes

- Furthered grant making endeavors with the addition of 18 community violence intervention and 10 survivors of gun violence grantees that are serving the city of Chicago.
- Managed grants that support violence prevention, re-entry, domestic violence and community violence intervention, an evidence-based practice shown to effectively address gun violence.
- Helped advance legislative reforms such as the County's first-ever public data dashboard for the County's justice system and reforms in support of survivors of domestic violence.

2026 Goals

- Sustain grantmaking capacity beyond federally funded portfolio services to ensure robust participation in community-based violence prevention and re-entry services.
- Develop community engagement strategies and grantee network that shape investment strategies and legislative initiatives focused on advancing racial equity and systemic reform.
- Provide comprehensive public-facing information, evaluative data and related metrics, education and awareness of criminal legal system operations.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Create and support policies that prioritize equity, reduce disparities and promote alternatives to incarceration.	Advance evidence-based and equity-focused policies.	JAC Items for County Board Meetings	N/A[b]	25	29	17	N/A[c]	N/A[c]
		JAC Items for County Board Meetings Referred to Committee	N/A[b]	2	15	12	N/A[c]	N/A[c]
		Witness Slips for State Legislation	N/A[a]	N/A[a]	N/A[a]	42	N/A[c]	N/A[c]
Foster robust partnerships and collaborative efforts among community members, justice system professionals, policymakers and advocacy organizations to ensure that justice system reforms reflect the needs and priorities of those most affected.	Increase stakeholder and interagency engagement that inform and guide justice reforms.	Community activities held	N/A[a]	N/A[a]	N/A[a]	77	N/A[c]	35
		GASC Community of Practices held	N/A[b]	3	3	3	N/A[c]	3
		Government Alliance for Safe Communities (GASC) meetings held	52	52	37	12	N/A[c]	12
		High-level policy group meetings held	12	12	12	12	N/A[c]	12
		Residents engaged	N/A[a]	N/A[a]	N/A[a]	1,916	N/A[c]	1,000
Improve the coordination of services and support systems to address the underlying factors contributing to crime, such as substance abuse, mental health issues and economic instability.	Expand access to coordinated re-entry, violence-prevention and behavioral health services for justice-involved individuals and communities most impacted by crime.	Individuals served by grant initiatives	2.3k	53.0k	56.8k	23.6k	N/A[c]	N/A[c]
		Services provided by grant initiatives	6.5k	81.7k	87.1k	43.2k	N/A[c]	N/A[c]
		Services referred by grant initiatives	1.4k	28.1k	34.1k	12.0k	N/A[c]	N/A[c]
Provide funding and resources to innovative programs and organizations that are working to advance justice system reform, reduce incarceration rates and promote community safety.	Strengthen grant-making capacity to support innovative community-based organizations and manage a sustainable portfolio of active agreements.	Amount invested in communities/ CBOs (grant initiatives)	$98.8M	$140M	$152M	$134M	N/A[c]	$124M
		Capacity building grants (SBG)	N/A[b]	N/A[b]	50	78	N/A[c]	N/A[c]
		Number of Grants Awarded	143	124	190	173	173	160
		Percent of budget spent vs allocation of grantees	33.0%	62.0%	41.0%	78.0%	N/A[c]	80.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Administrative Hearings

Mission:

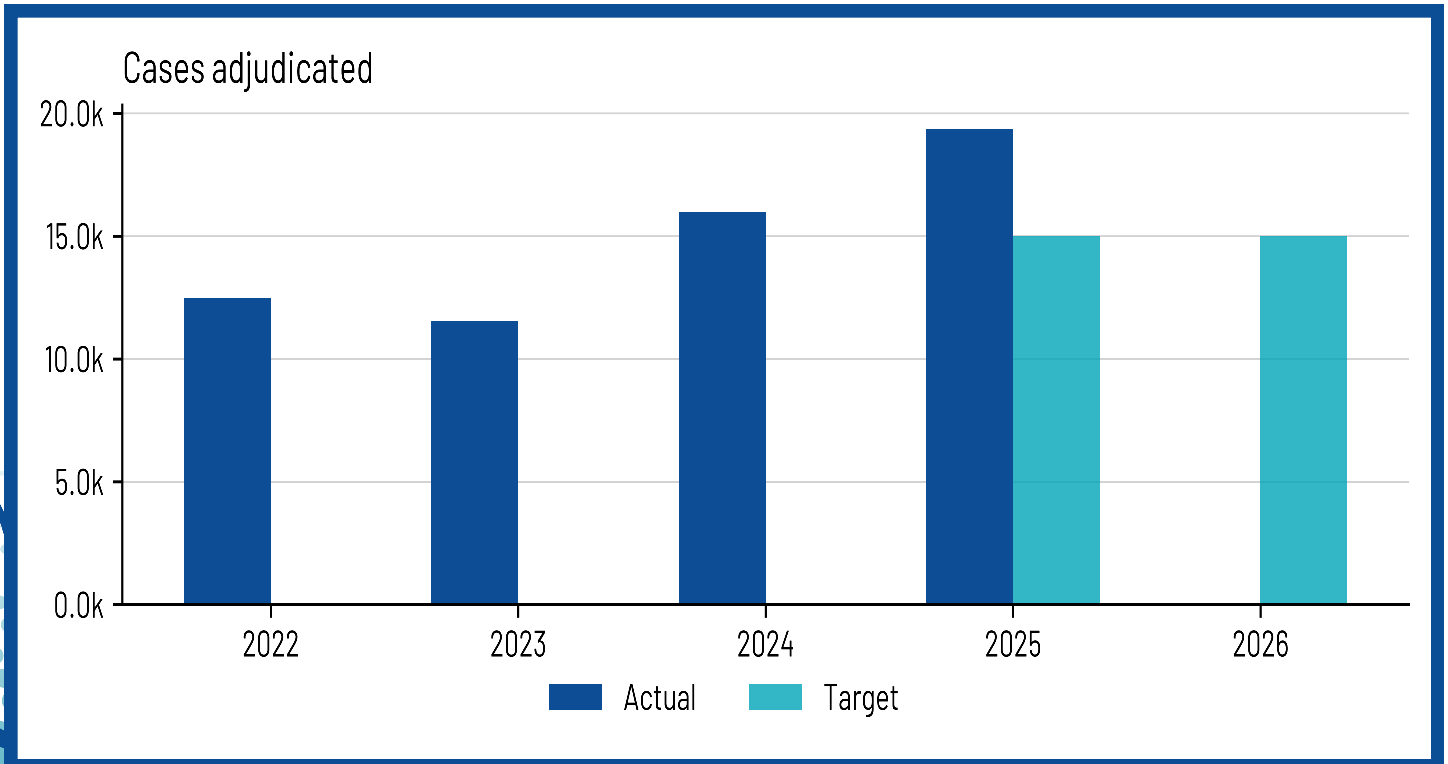
To conduct fair, efficient and impartial hearings of ordinance violations issued by Cook County agencies, board, commissions, departments, and the Cook County Forest Preserve.

2025 Outcomes

- Added two new full-time equivalents, achieving full staffing for the first time since FY2020, supporting higher volumes, keeping the department on track to adjudicate more than 15,000 cases.
- Advanced the transition to the new electronic citation management system. Improving efficiency by eliminating manual data entry and significantly reducing data errors.
- Met the target of adjudication resolution of Cook County Sheriff and Cook County Forest Preserve Police citations within 45 days.

2026 Goals

- Continue phase two implementation of the new citation management system. Working to connect the Department of Environment and Sustainability and the Department of Revenue's integrated tax processing system to the citation management system.
- Continue transitioning away from maintaining paper files through the implementation of the new citation management system.
- Begin to store all citations and evidence digitally in the new citation management system. This reduces reliance on paper files and requires less storage space for the thousands of cases heard each year.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Complete implementation and installation of new citation management system (DACRA)	Complete Phase 2 of DACRA implementation by integrating additional software systems across County departments.	Average time to disposition for Sheriff and Forest Preserve parking cases	44.1 days	47.2 days	39.1 days	36.5 days	45 days	45 days
		Cases adjudicated	12.5k	11.6k	16.0k	19.4k	15.0k	15.0k
Manage successful integration of new DACRA system with County stakeholder departments and training for Administrative Hearing staff.	Continue integrating digital citation transfer between Administrative Hearings and County departments to increase efficiency and minimalize data entry errors.	ALJ cost per case	$28.55	N/A[b]	$25.90	$25.52	N/A[c]	$26.00

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Human Rights and Ethics

Mission:

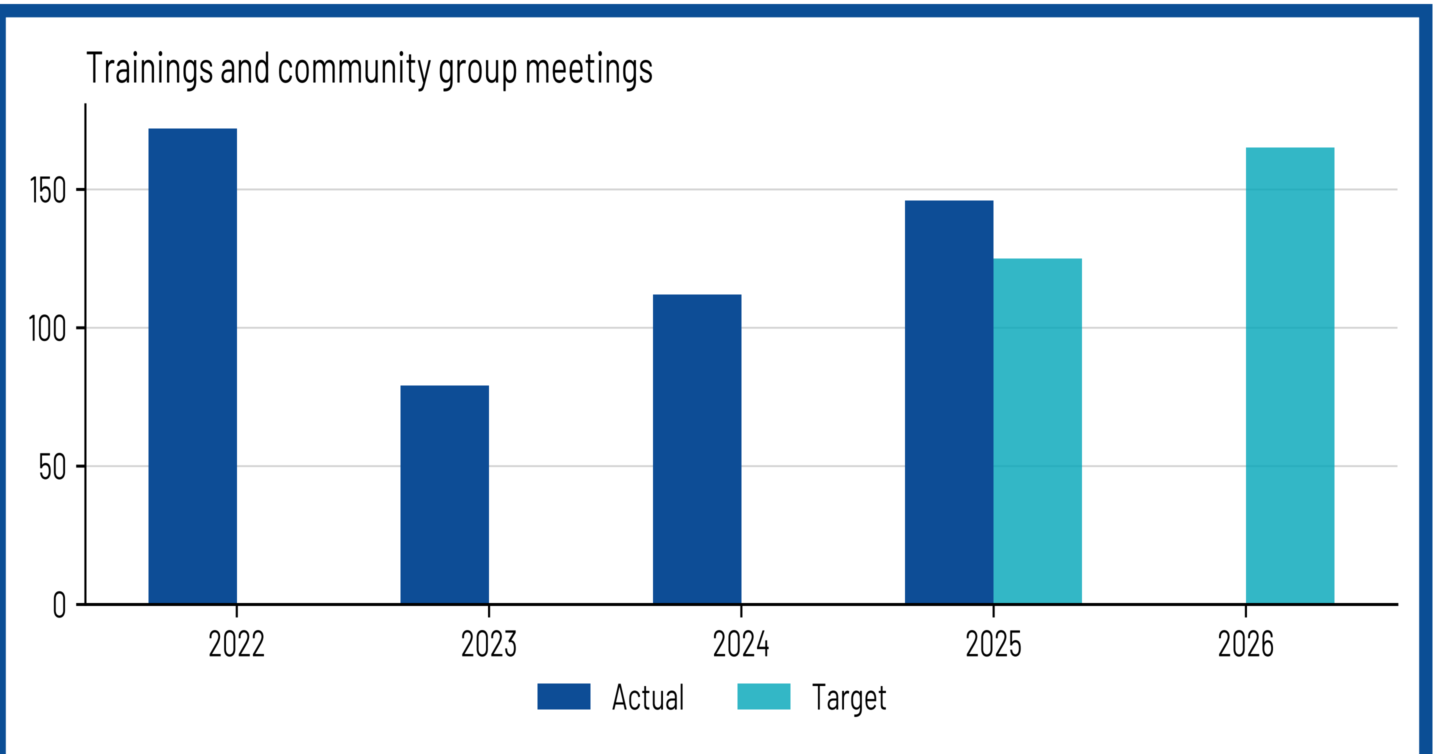
The Department of Human Rights and Ethics (DHRE) works to 1) promote human rights and equality in Cook County, and 2) increase public confidence in ethical conduct among its officials, employees, appointees, and those doing business with the County.

2025 Outcomes

- Improved compliance and investigation processes to manage increased complaints efficiently and enhanced stakeholder experience.
- Advanced fair housing and labor protection research to inform policy and strengthen community partnerships.
- Enhanced community outreach and updated public guides to increase awareness of human rights, labor laws and housing protections.
- Revamped the County immigration website and updated the Human Rights video library to improve public access and reporting transparency.
- Expanded annual ethics trainings and community outreach to strengthen proactive compliance.

2026 Goals

- Leverage new data systems and analytics to streamline human rights investigations process and improve timeliness of investigation closure.
- Expand outreach initiatives to strengthen public awareness of human rights and ethical responsibilities.
- Utilize data collection to inform enforcement methods, outreach, and ethics compliance and audit activities.
- Apply contribution data insights to inform development of guidance for Cook County candidates, officials, and stakeholders.
- Expand online ethics training, fostering a culture of compliance in Cook County.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Continue to ensure Cook County's culture of ethics through regular ethics Lunch and Learns, new and revised guidance and improved procedures.	Increase awareness and understanding of ethical standards and practices into daily operations across the Cook County workforce.	Ethics training attendees	3.9k	3.6k	4.3k	10.4k	4.1k	N/A[c]
		Staff advisory opinions issued	87	69	101	97	60	60
Leverage new case management system to enhance procedural efficiency and data reporting.	Strengthen and expand data infrastructure to improve operational efficiency and reporting integrity.	Annual vendor ethics compliance reviews	532	637	905	562	200	N/A[c]
		Average days to provide staff advisory opinions	4.2 days	2 days	2.4 days	16.5 days	5 days	5 days
		Contributions reviewed	5,640	877	7,467	1,706	600	N/A[c]
Promote local human rights and labor laws via expansive and intentional outreach and enforcement efforts.	Enhance community awareness of human rights, labor laws and housing protections	New complaints filed	116	96	147	321	80	N/A[c]
		Percentage of new complaints categorized as housing	N/A[b]	N/A[b]	25.9%	23.1%	N/A[c]	N/A[c]
		Trainings and community group meetings	172	79	112	146	125	165
	Streamline compliance and investigation processes to increase timeliness and enhance stakeholder experience.	Percent of human rights investigations completed within 180 days	91.7%	67.1%	79.0%	86.9%	100.0%	100.0%
	Strengthen and expand data infrastructure to improve operational efficiency and reporting integrity.	Human rights investigations completed	109	73	81	221	85	85

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Office of the County Auditor

Mission:

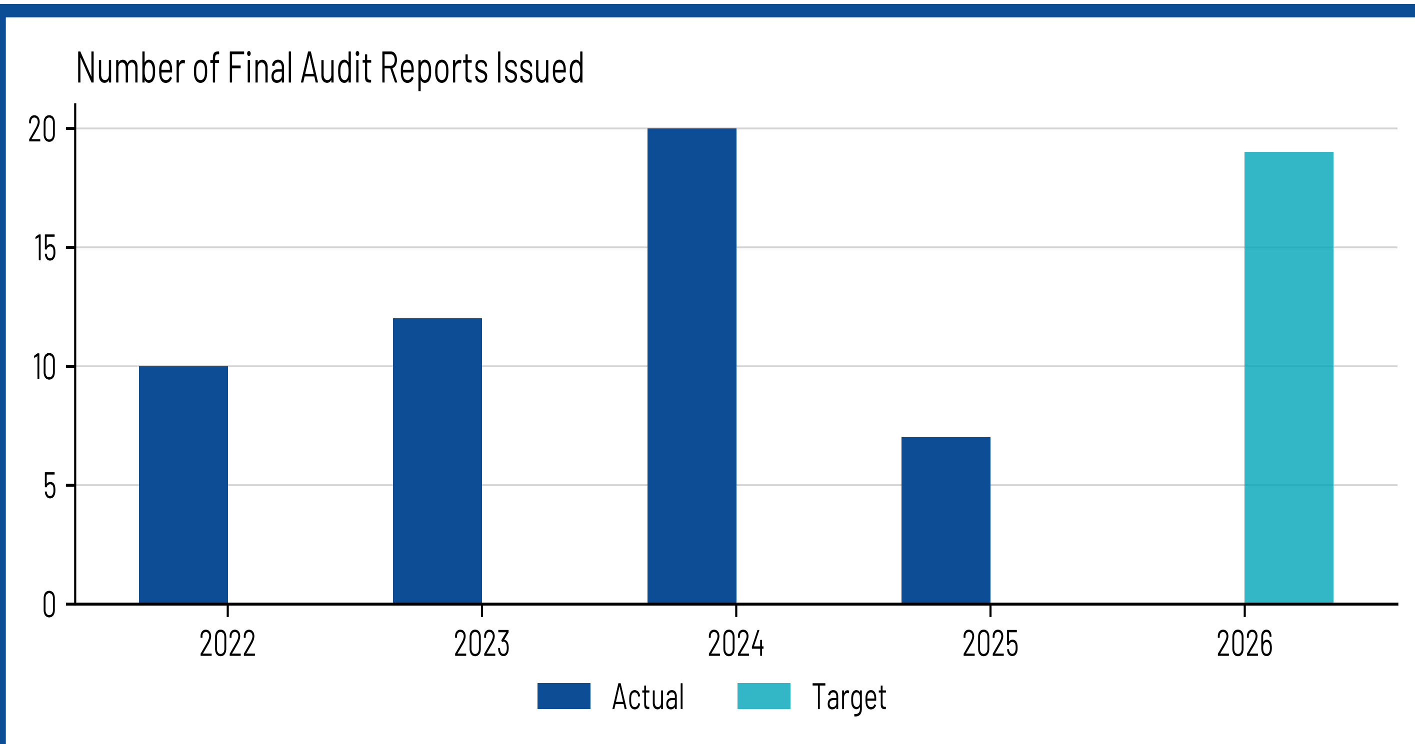
To provide independent, objective assurance and consulting services, designed to add value and improve County operations, while promoting transparency and accountability in government.

2025 Outcomes

- Collaborated with the Bureau of Human Resources to fill seven open positions in the first half of the year and revised job descriptions to ensure full staffing in FY2026.
- Expanded audit coverage and recommendation follow-up by onboarding additional staff, which increased both the number and scope of audits performed throughout the County.
- Increased staff development via governmental auditing training for all staff. Also provided staff the opportunity to register for professional certification courses.

2026 Goals

- Expand audit coverage by reaching full staffing and securing funds to perform IT audits using external specialized support.
- Improve efficiency by integrating automated workpapers to reduce manual tasks, complete audits faster and optimize resource allocation across the department.
- Provide staff and other departments with expanded training opportunities focused on Generally Accepted Government Auditing Standards.



Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Compliance with the continuing professional education requirements	Audit staff possesses and applies current, technical expertise aligned with governmental auditing standards.	Planned staff meeting Yellow Book CPE requirements	N/A[b]	N/A[c]	100.0%
Compliance with the Cook County Auditor's Ordinance	The County's audit function maintains the organizational independence, authority and professional competence required for stakeholders to rely on its findings.	Annual Auditor Ordinance Review	N/A[b]	N/A[c]	Yes
		Fiscal Year reporting to County Board regarding Independence and effectiveness	N/A[b]	N/A[c]	Yes
		Staff Annual Independence Attestation Rate	N/A[b]	N/A[c]	100.0%
Develop Annual Audit Plan	Audit resources are effectively targeted toward the highest risks facing the County, rather than low-value administrative tasks.	FY Risk Assessment of County Participation Rate	N/A[b]	N/A[c]	90.0%
		Planned Audits in High Risk Areas	N/A[b]	N/A[c]	90.0%
Improve customer service with clear communication and transparency	Improved fiscal accountability and trust across all County operations.	Planned Staff Retention Rate	N/A[b]	N/A[c]	90.0%
	Strengthen internal controls, operations and audit efficiency	Number of Final Audit Reports Issued	7	N/A[c]	19
		Planned Audit Report/Memo Issuance Compliance Rate	N/A[b]	N/A[c]	75.0%
		Planned Client Agreement on Recommendations Rate	N/A[b]	N/A[c]	75.0%
		Planned FY26 Audit Plan Completion Rate	N/A[b]	N/A[c]	75.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Secretary to the Board of Commissioners

Mission:

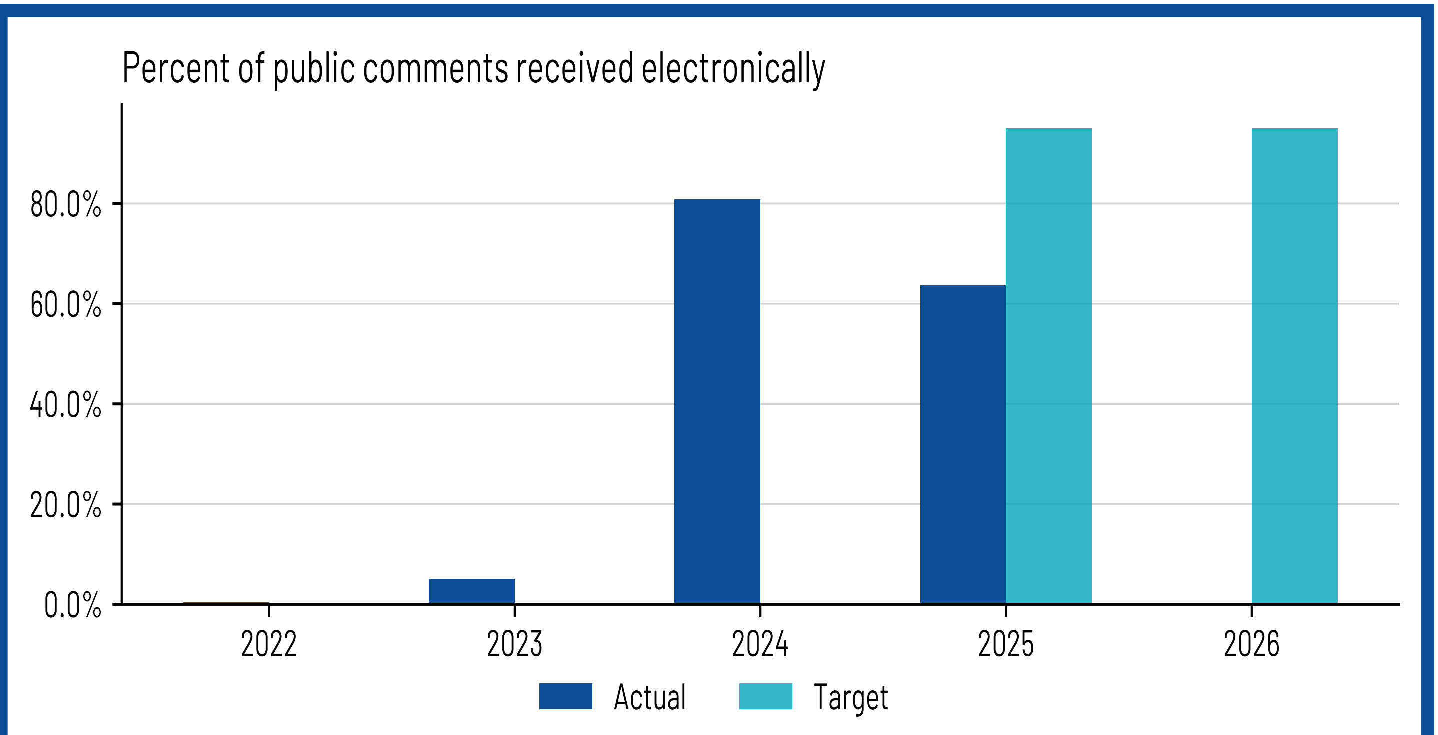
To provide legislative support and related information for the Cook County Board of Commissioners, President, elected officials, agencies, departments and members of the public so items can be presented for consideration. The Secretary to the Board also provides information regarding the proceedings and policies of the Board so the legislative process will be efficient, effective, open and transparent. The Department also maintains the County Archives and Records Office, the agency responsible for the preservation, promotion and publication of the history of Cook County—government, communities and people.

2025 Outcomes

- Expanded archives unit research, collaborations with County departments, historians and museums and increased public engagement by growing partnerships.
- Delivered administrative, system and technology enhancements supporting virtual, in-person and offsite board and committee meetings
- Conducted trainings, orientations and transcript services, and launched closed captioning to improve accessibility and effectiveness of board and committee meetings.

2026 Goals

- Continue to support and coordinate all virtual and in-person meetings of the County Board, Forest Preserves Board, committees and commissions.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Enhance Granicus services for improved efficiency of meetings	Improve transparency and accessibility by digitizing legislative records and enhancing public access to County Board and Commission materials through modern digital platforms.	Meeting minutes prepared and sent to committee chairs within one week of the meeting	N/A[a]	N/A[a]	N/A[a]	191	N/A[c]	200
Ensure effective coordination of all virtual and in-person meetings of the County Board, Forest Preserve Board, committees and commissions with a focus on minimizing paper consumption through digital solutions.	Increase operational efficiency and user experience by upgrading meeting management systems and expanding digital tools for scheduling, pre-registration and documentation.	Information requests processed	N/A[a]	N/A[a]	N/A[a]	318	N/A[c]	313
		Percent of public comments received electronically	0.3%	5.1%	80.8%	63.6%	95.0%	95.0%
		Public speaker materials received	13	28	118	166	25	25
		Public speaker materials received electronically	3,958	553	497	324	79	79
		QR scans per meeting	N/A[a]	N/A[a]	N/A[a]	159	N/A[c]	140

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Offices Under the President

BUREAU OF ADMINISTRATION

Office of Chief Administrative Officer

Mission:

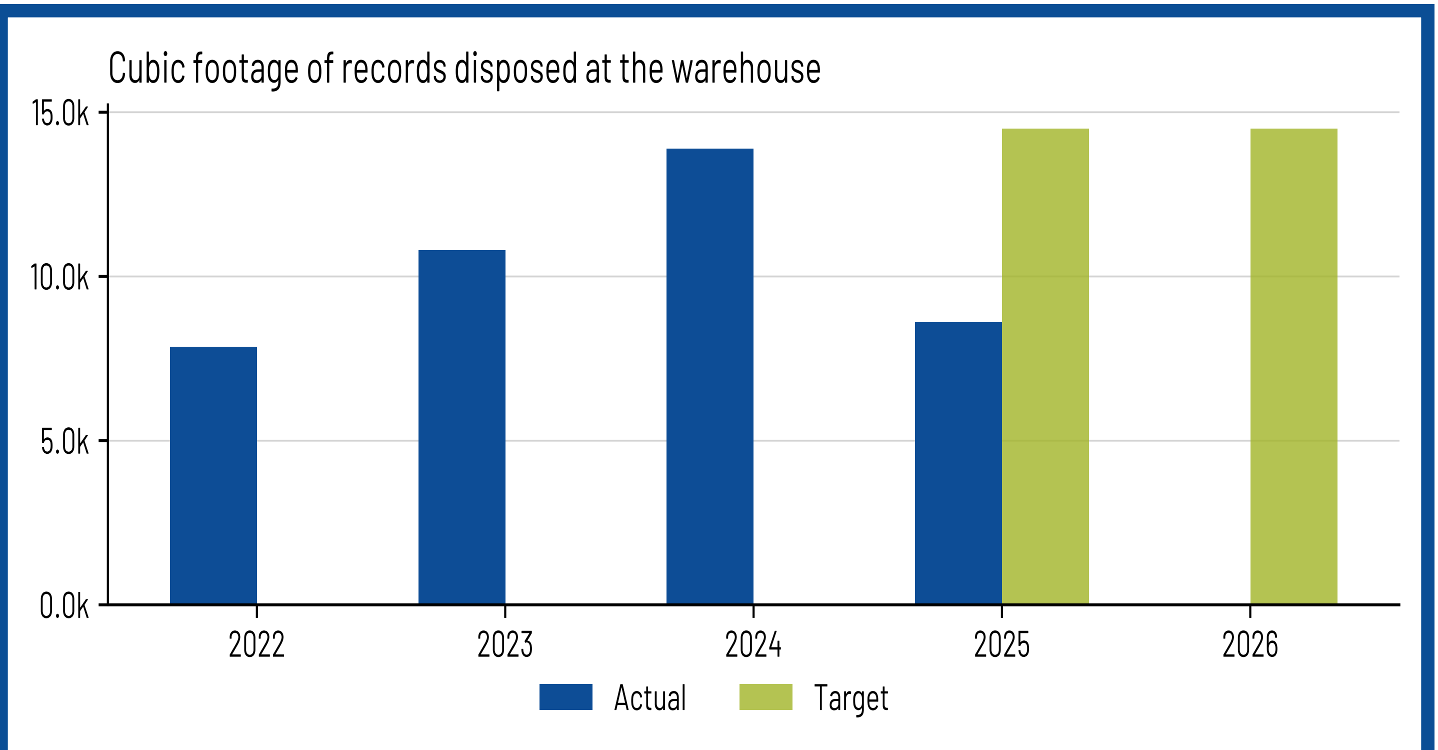
Supports Bureau of Administration (BOA) departments with policy, personnel and procurement while equipping Cook County offices with services through Printing and Graphics Services, Fleet Management, Records and Information Management and Department of Veteran Affairs (CCVA) programs.

2025 Outcomes

- Connected veterans to resources by investing $1.25 million in the Veteran Home Repair Program providing home repairs to 30 veteran or dependent homeowners.
- Expanded the resources and talent of the content and multimedia team to provide transparency and highlight programs the County provides on behalf of residents.
- Implemented AVL/GPS with a new fleet management vendor to provide enhanced vehicle location analytics at a lower cost to increase operational efficiency.

2026 Goals

- Continue a records and information management warehouse assessment initiative to improve operational efficiency and make legal compliance less burdensome.
- Support veterans through an innovative GIS application that will show residents where they can access veteran services and veteran owned businesses in Cook County.
- Revamp the vehicle replacement policy to streamline and make use of expanded metrics in determining when vehicles should be replaced through Fleet Management.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Improve fleet governance and sustainability to strengthen County operations.	Increase operational efficiency of the County fleet.	Fuel efficient vehicle percentage	N/A[a]	N/A[a]	N/A[a]	29.0%	N/A[c]	26.5%
Modernize records management practices to ensure compliance and reduce risk.	Ensure proper records retention and destruction to reduce storage risk and meet compliance standards.	Cubic footage of records disposed at the warehouse	7.8k	10.8k	13.9k	8.6k	14.5k	14.5k
Provide reliable, cost-effective and high-quality printing services to County stakeholders.	Increase investment in technology to provide faster and higher quality printing services	Average cost per printed page	$0.08	$0.12	$0.13	$0.23	$0.13	$0.13
		Printed pages	11.6M	9.4M	8.3M	5.5M	8.0M	8.0M
		Total cost of printing and graphics services	$1.0M	$1.1M	$1.1M	$1.0M	$1.0M	$1.0M

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Environment and Sustainability

Mission:

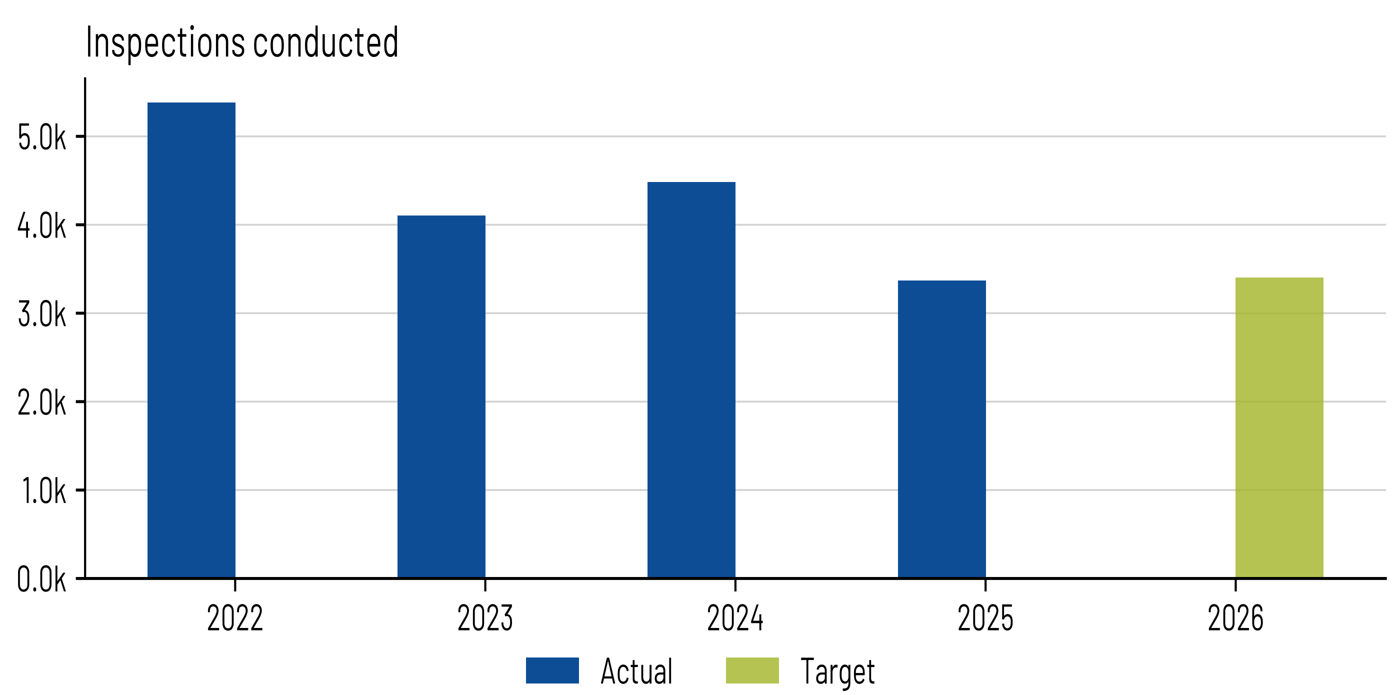
To foster healthy, resilient and thriving communities by improving the quality of life, protecting the environment and promoting sustainability and environmental justice for all Cook County residents and stakeholders.

2025 Outcomes

- Completed more than 300 assessments through the Healthy Homes for Healthy Families averaging a $60,000 investment per home.
- Produced 70 pollution prevention assessments in four business areas through the Businesses Reducing Impact on the Environment program.
- Rebuilt streetscapes and alleys, built a permeable playground, invested in water infrastructure and created flood assessments and plans for ten south suburban municipalities through climate resiliency programs.
- Completed the Environmental Justice Policy Framework (EJPF).
- Issued over 12,500 permits and conducted 3,300 inspections to enforce compliance with permit requirements.
- Enhanced the air monitoring network with to provide improved quality and real-time access to data.

2026 Goals

- Revise the Environmental Control Ordinance in Chapter 30 of the Code of Ordinances of Cook County to reflect updated environmental programs and practices.
- Continue to implement the Cook County Solid Waste Management Plan zero waste and circular economy initiatives, including collection of recyclable materials and organics at large events and subsequent diversion from landfills.
- Assess brownfield sites in suburban Cook County and help prepare the sites for reuse and redevelopment through a new $1.2 million USEPA grant.
- Finalize the EJPF to help inform and guide programming and decision-making across the OUP.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Clean air, land and water for County residents	Continue programs to improve energy and water efficiency in vulnerable communities, including ARPA-funded programs such as Healthy Homes, Sun and Save, and BRITE.	Residents impacted through capacity building/ training programs	N/A[a]	N/A[a]	N/A[a]	330	N/A[c]	330
Enforce Cook County Environmental Control Ordinance	Implement an updated system for permit applications and a new database for regulatory programs. Also update the Cook County Environmental Control Ordinance and associated policies and regulations.	Inspections conducted	5,382	4,101	4,479	3,365	N/A[c]	3,400
	Reduce pollution exposure by continuing to enforce the Environmental Control Ordinance of the Cook County Municipal Code, and conduct brownfield cleanup, stormwater improvement and in-home environmental remediation.	Citations issued	N/A[b]	1,300	1,459	1,414	N/A[c]	1,400
		Permits issued	12.7k	12.4k	13.5k	12.5k	N/A[c]	13.0k
		Permitted facilities inspected	N/A[a]	N/A[a]	N/A[a]	45.0%	N/A[c]	N/A[c]
Engage residents and municipalities in sustainable actions through programming and education initiatives	Finalize the Environmental Justice Policy to help inform and guide programming and policy decision-making across the Offices Under the President	Businesses impacted through capacity building/ training programs	N/A[a]	N/A[a]	N/A[a]	25	N/A[c]	26
		Community outreach/engagement events	68	146	56	27	N/A[c]	50

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Research, Operations and Innovation

Mission:

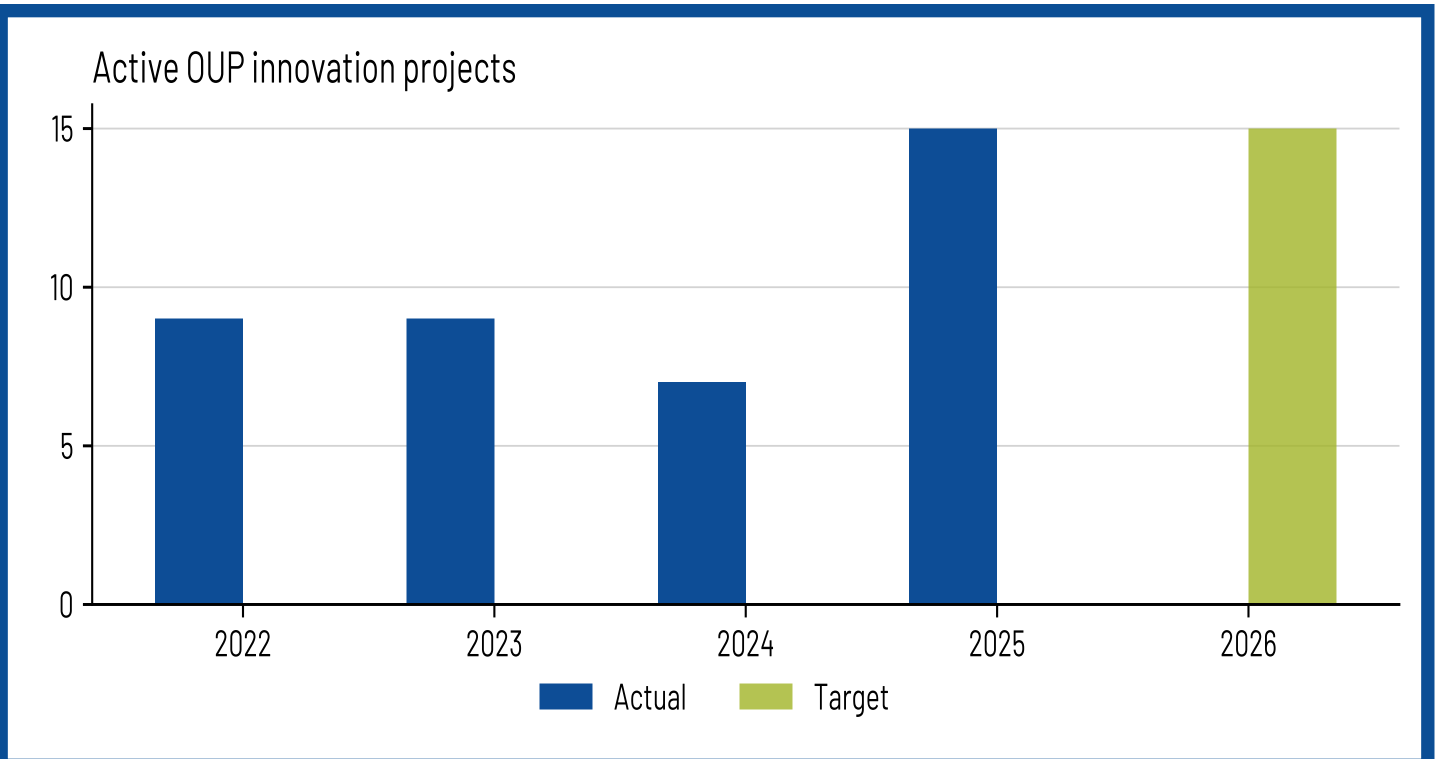
Empower Cook County employees to deliver excellence by supporting continuous improvement in operations and resource utilization.

2025 Outcomes

- Completed performance management assessment and finalized first draft logic models that include meaningful and measurable goals and outcomes, aligning with department metrics across OUP.
- Enabled greater access to and use of data by beginning the automation of data connections to provide more real-time data and reduce the burden of data entry.
- Identified enterprise innovation projects which included an assessment of OUP postage and mailing processes and development of best practices for utilizing standard operating procedures across the County.

2026 Goals

- Continue to implement a new performance management structure that aligns goals, outcomes and metrics across initiatives so that budget, performance and policy measures are aligned.
- Launch research and learning functions to provide evaluation and user research resources, and new training that invests in cultivating a culture of performance and innovation.
- Work with separately elected and appointed agencies to establish logic models, including defined goals and outcomes.



Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Build a culture of innovation and performance across the County	Build organizational capacity and capability in performance, research, innovation, data and learning	Innovation: Community of Practice Innovation and Process Design Projects Underway	19	N/A[c]	20
	Increased staff knowledge of performance, innovation and data	Newsletter opens	3,085	N/A[c]	N/A[c]
Elevate operational effectiveness and optimize County resources to deliver solutions that serve residents by leveraging best practices and data-driven insights	Improved operational efficiency and effectiveness	Active OUP innovation projects	15	N/A[c]	15
		Closed OUP innovation projects	7	N/A[c]	8
Equip departments with performance insights and tools to drive data-informed decisions in operations and resource utilization to meet defined goals	Ensure meaningful and measurable goals, outcomes and metrics for all agencies, departments and programs across the County	Departments/agencies with unified logic models	30	N/A[c]	58
		Percent of OUP departments with additional performance dashboard at the department level	0.0%	N/A[c]	N/A[c]
	Greater access to data for decision-making	Percent of OUP performance measures collected via computer automation	9.3%	N/A[c]	20.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Medical Examiner's Office

Mission:

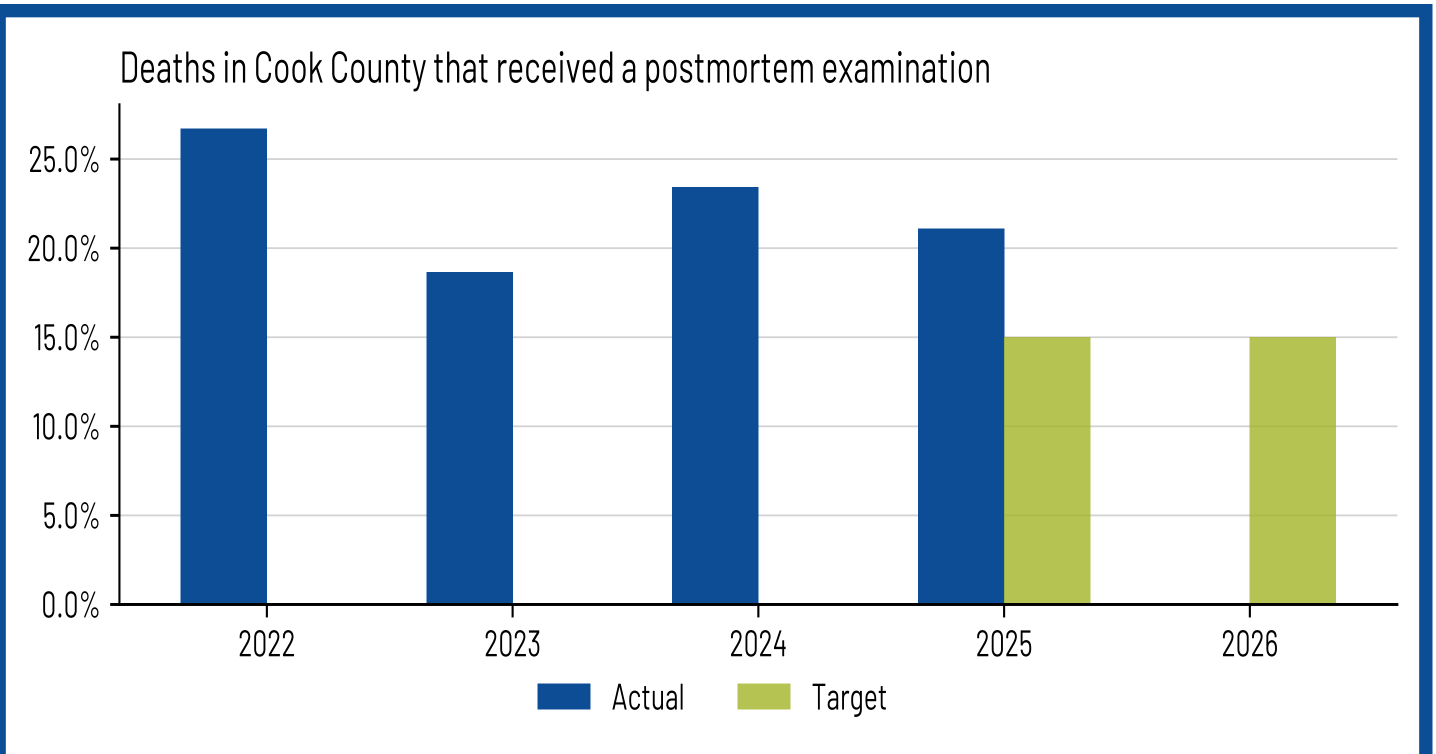
Ensure public health and safety by performing autopsies and postmortem examinations to determine cause and manner of death for individuals who die in Cook County.

2025 Outcomes

- Earned a National Association of Counties (NACo) Achievement Award for the case archive dashboard, expanding public access to life-saving data on opioid, gun violence and heat-related deaths.
- Partnered with the FBI and Illinois State Police to help identify unidentified persons and bring closure to families.
- Increased scene visits that give pathologists faster, more complete information, reducing follow-up requests and speeding determinations of cause and manner of death.
- Reduced the wait for families seeking closure through the use of in-house rapid DNA technology, allowing for the dignified disposition of decedents who are put to rest with a name.

2026 Goals

- Continue the design and construction of the new facility, resulting in a state-of-the art building that will increase operational efficiency and incorporate features that consider the needs of grieving loved ones.
- Work to fully implement the use of digital "live scan" devices to document the fingerprints of all decedents as a complement to rapid DNA technology.
- Continue to expand the use of opioid data through a publicly available dashboard, informing and assuring transparency. Law enforcement partners may use supplied data to identify and target "hot spots," and other agencies will have access to data to make more informed decisions on the deployment of resources.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Conduct thorough autopsies and postmortem examinations on all cases presented to determine cause of death accurately.	Enhance identification efforts by fully utilizing DNA instrument to match donors to missing persons, implementing digital fingerprint scanning for all decedents and conducting thorough autopsies and postmortem exams to accurately determine cause of death and bring closure to families.	Deaths in Cook County that received a postmortem examination	26.7%	18.7%	23.4%	21.1%	15.0%	15.0%
Provide timely and accurate reports for proper closure and decision-making.	Prioritize planning a modernized facility to improve operational efficiency, support staff well-being and accommodate the needs of visiting families.	Average length of stay for indigent decedents	44.5 days	43.5 days	42.2 days	47.3 days	35 days	45 days
		Number of deaths in Cook County	37.1k	34.0k	31.0k	29.5k	35.0k	N/A[c]
		Number of postmortem reports	9,901	6,347	7,257	6,247	6,500	N/A[c]
		Number of postmortem reports completed in 90 days	9,219	5,699	6,647	5,789	N/A[c]	N/A[c]
		Percent of reports completed within 90 days of autopsy	93.1%	89.8%	91.6%	92.8%	90.0%	90.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Emergency Management and Regional Security

Mission:

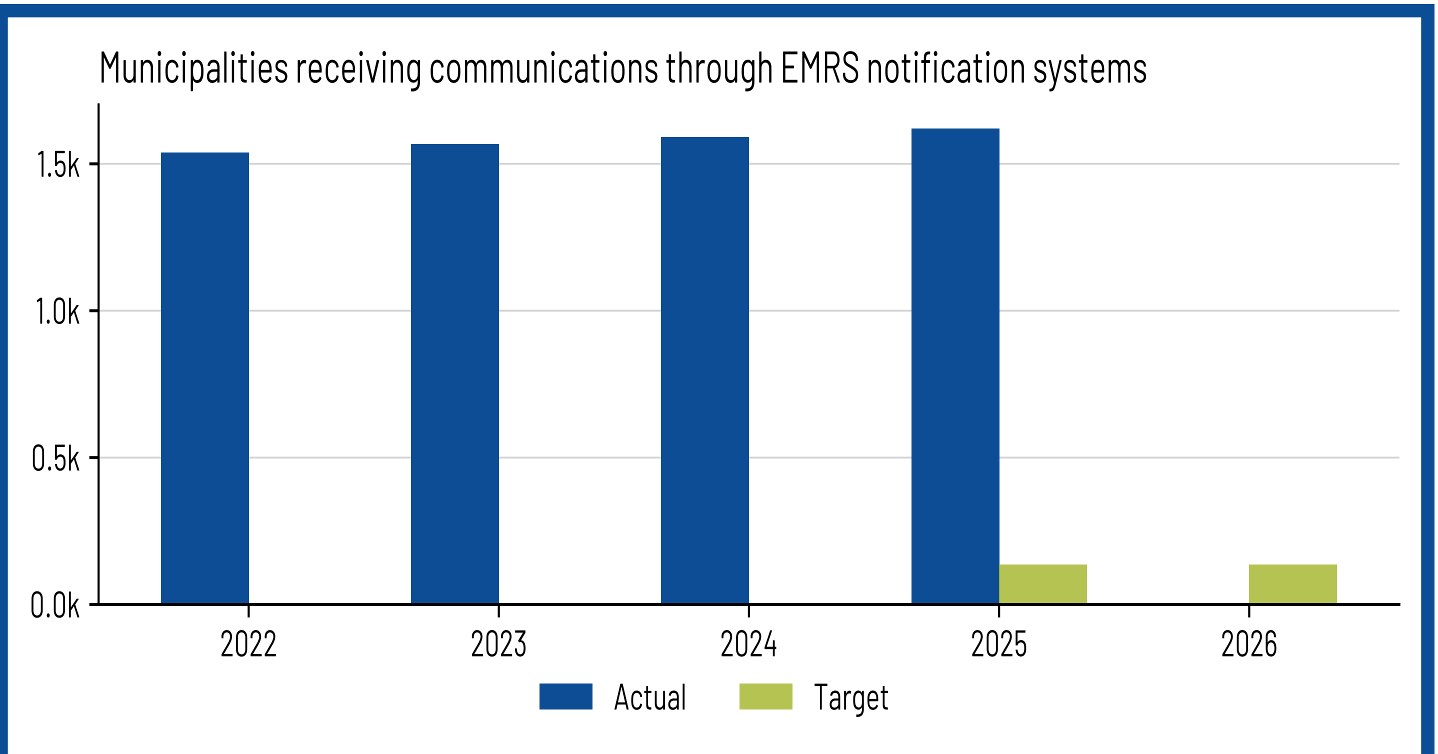
To enhance the safety and security of Cook County and its residents by working to build capacity to prevent, protect against, mitigate the effects of, respond to and recover from all incidents whether human-caused or natural.

2025 Outcomes

- Expanded planning, preparedness and recovery capabilities by creating a unified operating structure that improved safety and resiliency for residents.
- Administered the Cook County Disaster Response and Relief Fund (DRRF) and delivered on the commitment to support municipalities and partners during times of crisis.
- Continued the Emergency Planning Assistance Program, providing virtual and on-site technical assistance that help to ensure County services remain uninterrupted during and after emergencies.

2026 Goals

- Implement strategies to align operational costs that reduce reliance on federal grants and build a sustainable financial foundation that strengthens Cook County's long-term resilience.
- Establish DRRF allocation strategies, streamline reimbursement and build reserves to mitigate municipal reliance on federal emergency funding.
- Increase technical assistance for municipal partners, expand training opportunities, prioritize socially vulnerable communities and ensure that all partners have actionable emergency plans.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Build a culture of readiness through municipal partnerships and enhanced information sharing	Enhance emergency readiness by building staff capabilities, strengthening municipal engagement and expanding training partnerships that foster a countywide culture of preparedness.	Municipalities participating in EMRS training opportunities	199	385	497	429[d]	48[d]	48
		Municipalities participating in the Mass Notification System	33	36	204	60	N/A[c]	69
		Municipalities receiving communications through EMRS notification systems	1,537	1,567	1,591	1,620[e]	135[e]	135
		Opting into the communication platforms managed by EMRS (Alert Cook)[h]	N/A[a]	N/A[a]	N/A[a]	1.6k[f]	N/A[c]	45.0k
	Ensure timely, coordinated responses to emergency assistance requests	Municipalities reporting/using WebEOC	7.9	2.2	2.8	90[g]	90[g]	90
		Municipalities who have received EMRS-managed physical assets and/or direct investments	213	194	154	171[h]	90[h]	90

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.
d EMRS has pivoted how this metric is collected to reflect how many of the 135 Cook County municipalities participate in training within the year. No municipality will be counted twice moving forward even if they have participants included in multiple trainings throughout the year.
e EMRS has pivoted how this metric is collected to reflect how many of the 135 Cook County municipalities receive communications through EMRS notification systems.
f EMRS will be pivoting the way this metric is collected to measure if the 135 Cook County municipalities have received or utilized an EMRS-managed resource or asset throughout the year
g EMRS will be pivoting the way this metric is collected to measure if the 135 Cook County municipalities have utilized WebEOC for reporting throughout the year.
h EMRS will be pivoting the way this metric is collected to measure the total number of opt-in subscribers to the AlertCook notification system.

Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Ensure a prepared Cook County through municipal and resident engagement	Support County, municipal and resident preparedness by providing preparedness outreach and training, continuity planning for emergency operations and continuity of government.	Engagements targeting CERT members and other volunteer groups	44	71	545	81	80	N/A[c]
		Municipalities reached via preparedness outreach	N/A[a]	N/A[a]	N/A[a]	134	134	134
		Municipalities to which EMRS provided planning support	560	882	772	234	120	120
		Residents reached via preparedness outreach efforts	58.9k	58.7k	22.6k	29.7k	25.0k	20.0k
Strengthen internal policies, procedures and guidelines to ensure resiliency	Resilient and professionally managed emergency management workforce supported by effective internal policies and procedures.	Percent of grant funded assets inventoried	26.6%	55.4%	71.7%	98.7%	95.0%	100.0%
		Percent of invoices received and submitted to the Comptroller for payment within seven days	N/A[a]	N/A[a]	N/A[a]	93.4%	100.0%	100.0%
		Percent of sub-recipients monitored	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Department of Transportation and Highways

Mission:

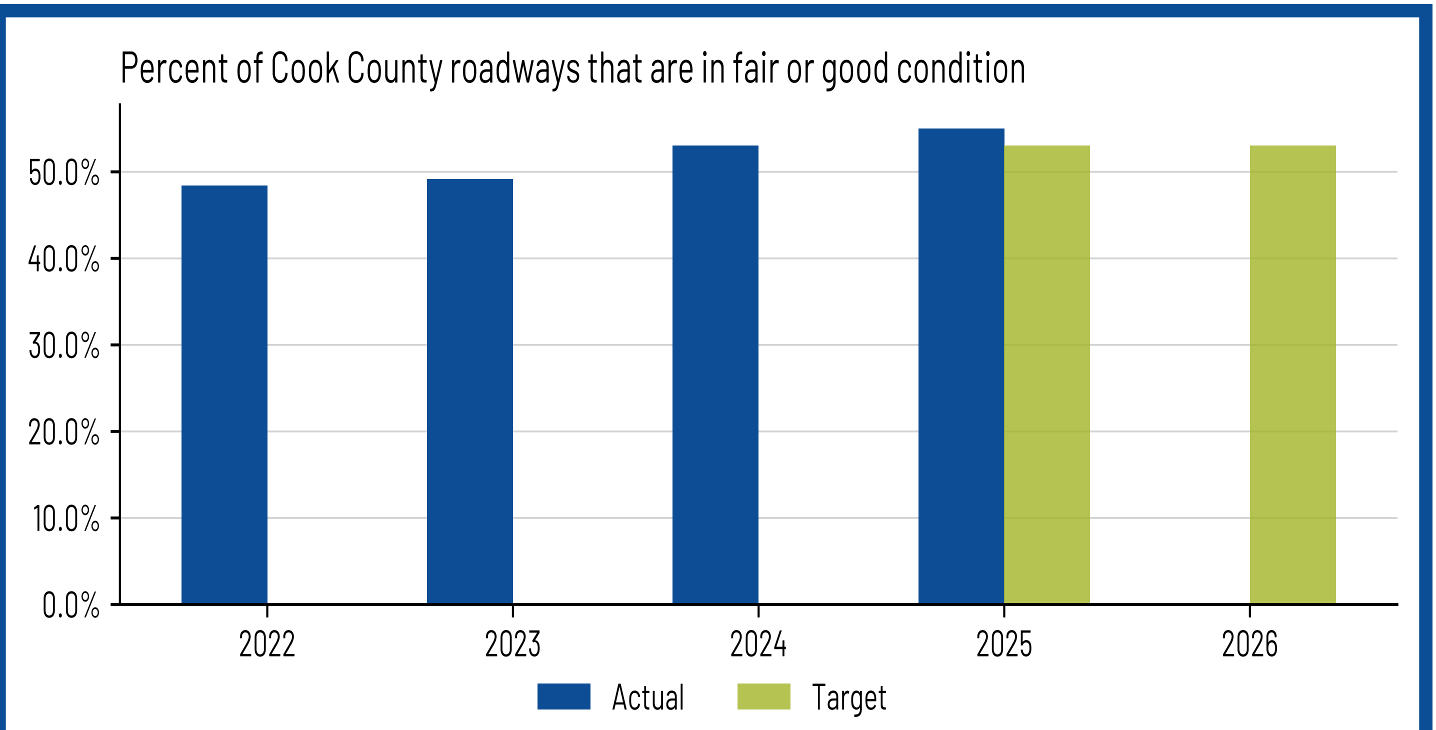
The Cook County Department of Transportation and Highways goes beyond transportation; by promoting and investing in the region, we accelerate economic growth and foster thriving communities.

2025 Outcomes

- Increased investment in transportation through the Invest in Cook program, enabling 32 project awards across Cook County.
- Advanced the implementation of the multi-jurisdictional, regionally significant Touhy Avenue construction contract which improves safety and mobility, including a railroad overpass and new Tollway interchange ramp.
- Improved the state of good repair and safety of transportation infrastructure through pavement preservation contracts and intersection improvements.

2026 Goals

- Leverage County resources to implement local transportation projects and create a pipeline of future projects through the full implementation of ARPA funded projects and the annual Invest in Cook program.
- Enhance operational efficiency by updating the Long-Range Transportation Plan to build upon its successes and reshape priorities for the next ten years.
- Develop the capital program to advance construction projects that implement County goals with a focus on pavement and bridge maintenance.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Increase investments in transportation	Increase investment in transportation systems leading to the expansion of transportation options and support of state of good repair.	Multi-jurisdictional projects enabled by Cook County	64	95	115	165	140	150
		Percent of Cook County Motor Fuel Tax investment in transportation projects matched by other funding	9.0%	11.0%	17.0%	20.0%	25.0%	30.0%
Maintain and modernize what already exists	Enhance operational efficiency through technology adoption and streamlined project delivery methods.	Capital projects that advance to construction	18	11	11	7	10	7
		Percent of capital projects that advance to construction on schedule	55.6%	90.9%	36.4%	82.0%	100.0%	90.0%
	Improve the safety and mobility of existing transportation infrastructure.	Percent of Cook County roadways that are in fair or good condition	48.4%	49.1%	53.0%	55.0%	53.0%	53.0%
		Percent of Cook County structures that are in good condition	55.0%	53.5%	51.1%	54.0%	54.0%	52.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Animal and Rabies Control

Mission:

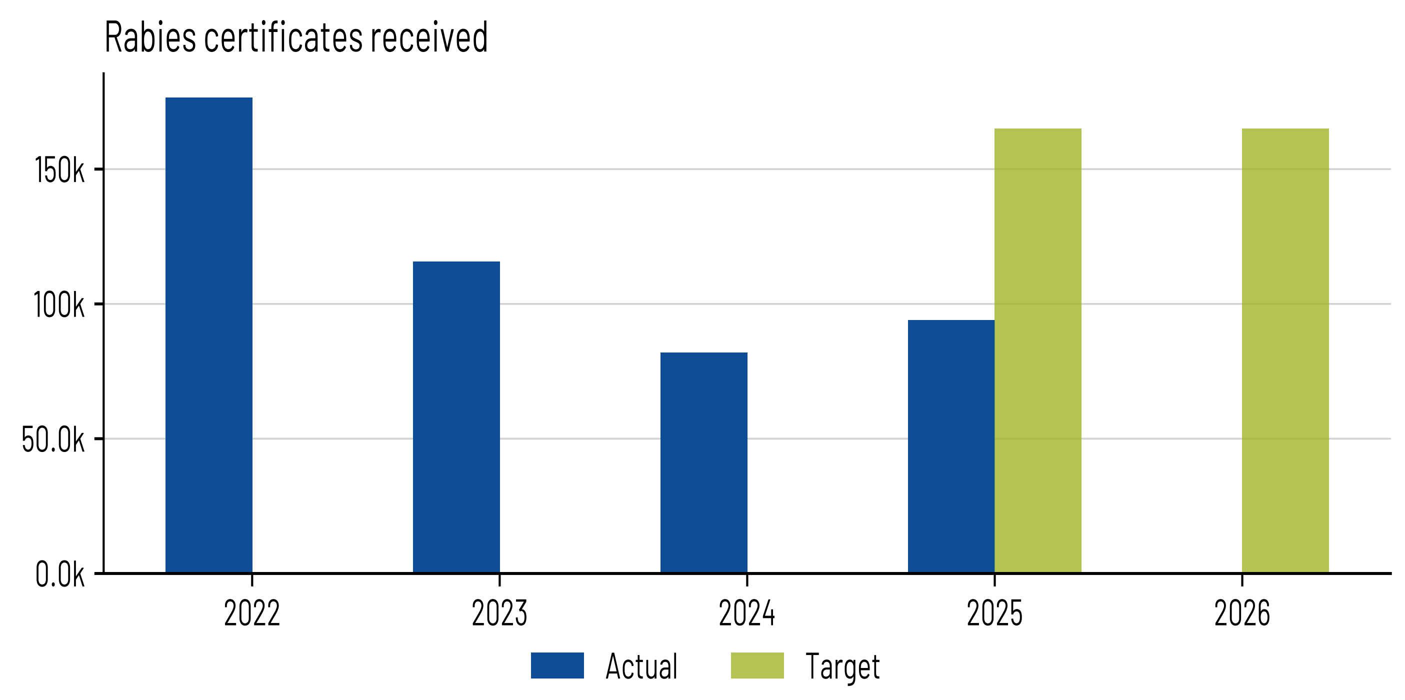
To protect humans and companion animals from rabies and other communicable diseases through education, vaccination, registration, legislation and surveillance and research into wildlife.

2025 Outcomes

- Strengthened community partnerships through the execution of the Pawsome Pets program, providing free adoption and large dog/feral cat population management through spay and neutering.
- Hosted animal welfare education training for more than 30 law enforcement agencies reaching over 240 first responders and launched an online video platform for continued training content.
- Introduced microchip-only clinics and continued the partnership host three Vets and Pets clinics.
- Promoted animal welfare research through wildlife surveillance projects with the Forest Preserves of Cook County.

2026 Goals

- Strengthen partnerships through the Lend-a-Hand mobile clinic for unhoused residents, increase free rabies/microchip clinics and promote pet safety.
- Expand Partners in Prevention clinics with local organizations to prevent the exposure and transmission of rabies.
- Reduce pet overpopulation through the Spay and Neuter Rebate Program.
- Safeguard public health by monitoring animal bites, investigating dangerous dog cases and enforcing quarantine protocols.
- Promote animal welfare and public safety through continued research, education seminars and first responder training.



Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Decrease pet over-population by promoting spay and neuter programs.	Reduce pet overpopulation through spay/neuter services.	Animals participating in Spay and Neuter Rebate Program	3,744	N/A[c]	2,600
		Animals spayed or neutered	2,502	N/A[c]	1,300
		Companion animals spayed and neutered through the County subsidized program	1,248	2,000	2,200
		Feral cats spayed and neutered through the County subsidized program	390	N/A[c]	N/A[c]
		Hospitals participating in the spay/neuter rebate program	64	N/A[c]	65
		Participating organizations in the spay/neuter rebate program	64	N/A[c]	65
Ensure the compliance of quarantine protocol for all animal bite incidents to prevent the transmission of rabies.	Enforce quarantine protocols and monitor animal bites to safeguard public health.	Bite reports received from City	1,183	N/A[c]	1,200
		Bite reports received from County	1,248	N/A[c]	1,200
		Forest Preserve patrolled by Animal Control Wardens	3,948	N/A[c]	4,100
		Total bite reports received	2,431	N/A[c]	2,400
		Visits from Animal Control Wardens to Cook County Forest Preserves and dog friendly areas	3,237	3,200	3,200
Prevent cruelty and abuse of animals pursuant to state and County laws.	Expand and strengthen community partnerships and field operations to improve access to animal care services.	Animals vaccinated through clinics	8,455	N/A[c]	8,600
		Municipalities enrolled in training	134	100	100
		Percent of municipalities participating in ARC training opportunities	86.0%	N/A[c]	90.0%
		Rabies vaccination clinics (1-year tags)	50	N/A[c]	50
	Promote animal welfare through public education, outreach initiatives and research.	Combined media PSA spots	31	N/A[c]	31
		Outreach events	61	N/A[c]	60

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Prevent the transmission of rabies through vaccination, registration, education, legislation and surveillance.	Increase vaccination and microchipping of animals to prevent exposure and transmission of rabies.	Microchips installed	2,700	N/A[c]	2,800
		Partners in prevention free and low cost rabies clinic	49	N/A[c]	50
		Percent of rabies certifica-tions received electronically	71.6%	70.0%	80.0%
		Rabies certificates received	93.9k	165k	165k
		Rabies certificates received electronically	72.6k	105k	105k
		Specimen tests performed	707	N/A[c]	700
		Specimens tested positive for rabies	4	N/A[c]	0

Cook County Law Library

Mission:

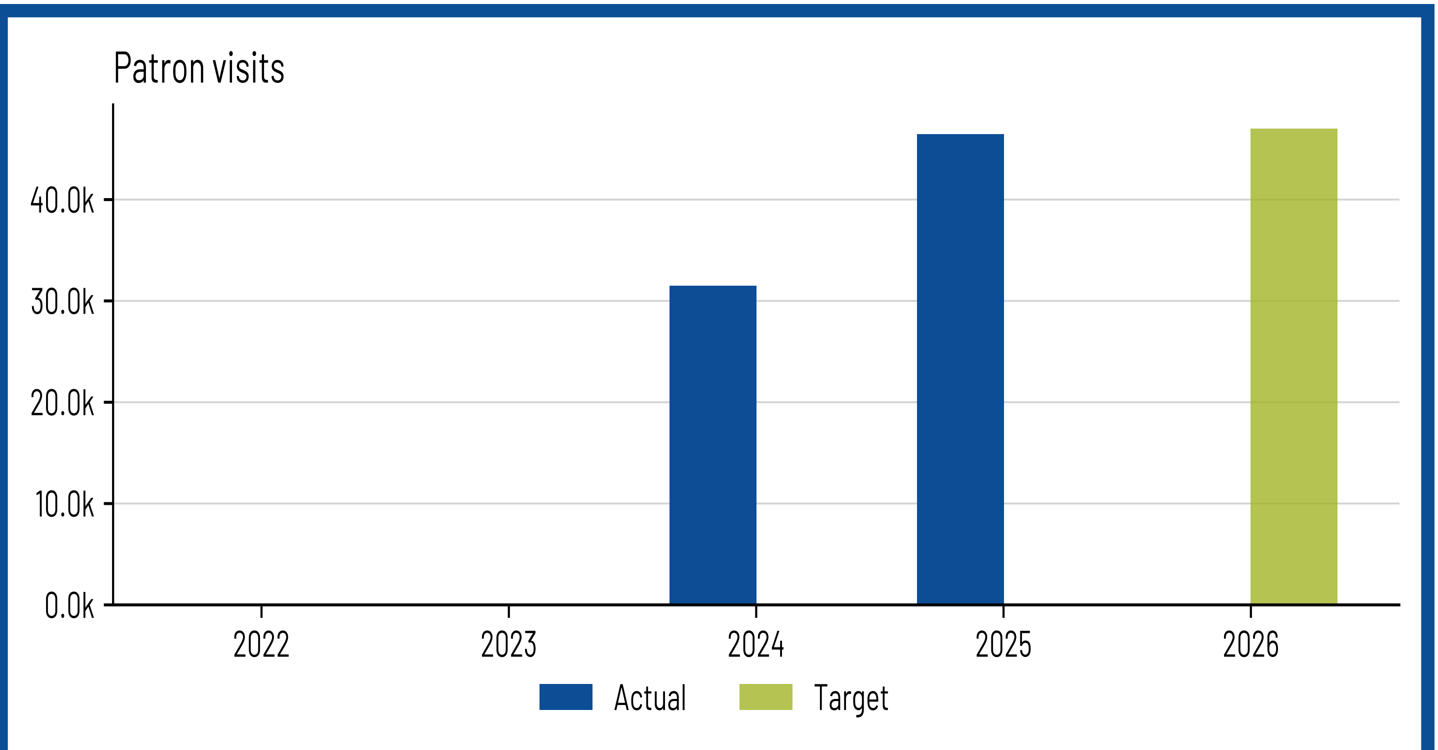
The Cook County Law Library promotes equitable access to justice by providing residents, attorneys and public officials with a robust collection of legal information, resources and technology while offering high-quality legal research assistance.

2025 Outcomes

- Began shaping a new vision to enhance service delivery and improve resident engagement. Site assessments, surveys and reports were completed, with final recommendations due in Q4 FY2025.
- Upgraded public access terminals at all sites, expanding access to premier digital legal research tools for equitable service across six locations.
- Increased training on online legal research tools to help patrons transition from print materials to efficient digital research.

2026 Goals

- Increase awareness of legal research services, expanding access through attendance at community events and social media outreach. Add people counters at entrances to improve reporting on library utilization, which will be combined with data terminal usage, training session attendance and reference questions to better measure overall need.
- Select recommendations from the assessment for a new strategic vision supporting enhanced equitable access to legal resources and services aligned with the needs of residents.
- Continue to update both the County Law Library Illinois State Statute and the Cook County Ordinance, providing optimal resources and services.



Goal	Outcome	Metric	2024 Actual	2025 Actual	2025 Target	2026 Target
Improve staff morale, wellness and community experience	Revise the County Law Library Illinois State Statute and Cook County Ordinance allowing for more staff development and training related to legal support, de-escalation and customer service. Targeted outreach and marketing strategy will elevate public awareness, driving increased engagement with library services and a measurable rise in reference and resource utilization	Annual staff retention rate	95.0%	90.0%	N/A[c]	100.0%
		Patron surveys	N/A[a]	1	N/A[c]	2
		Responses each time the survey is distributed	N/A[a]	43	N/A[c]	45
Increase access to justice and level the legal playing field	Lead a comprehensive visioning process to define the Law Library's long-term direction, supported by updated data collection methods to deliver clearer insights into patron types and needs. Improvements to the physical library environment and expanded outreach to provide targeted training and opportunities for attorneys will reinforce a more welcoming, user-informed space aligned with the evolving vision and user expectations.	Education/training sessions for attorneys, self-represented litigants, and the public	15	36	N/A[c]	36
		Logons access to public access terminals	N/A[a]	5,768	N/A[c]	6,056
		Media exposures/events	N/A[a]	3	N/A[c]	4
		Offsite events offered	N/A[a]	5	N/A[c]	6
		Patron visits	31.5k	46.4k	N/A[c]	47.0k
		Patrons asking specific questions of staff	N/A[a]	21.7k	N/A[c]	22.0k
		Registrations for training	N/A[a]	437	N/A[c]	460
Responsible steward of the revenue and resources received	Establish effective budget management practices to ensure sustainable delivery of these expanded services and strategic priorities.	Percent change in photocopier cost (paper, toner, scanner machine rental, Toshiba rental)	N/A[a]	-46.0%	N/A[c]	-40.0%
		Revenue from copy/print/scan services	$21.7k	$24.6k	N/A[c]	$25.5k

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Offices Under the President

BUREAU OF TECHNOLOGY

Enterprise Technology

Mission:

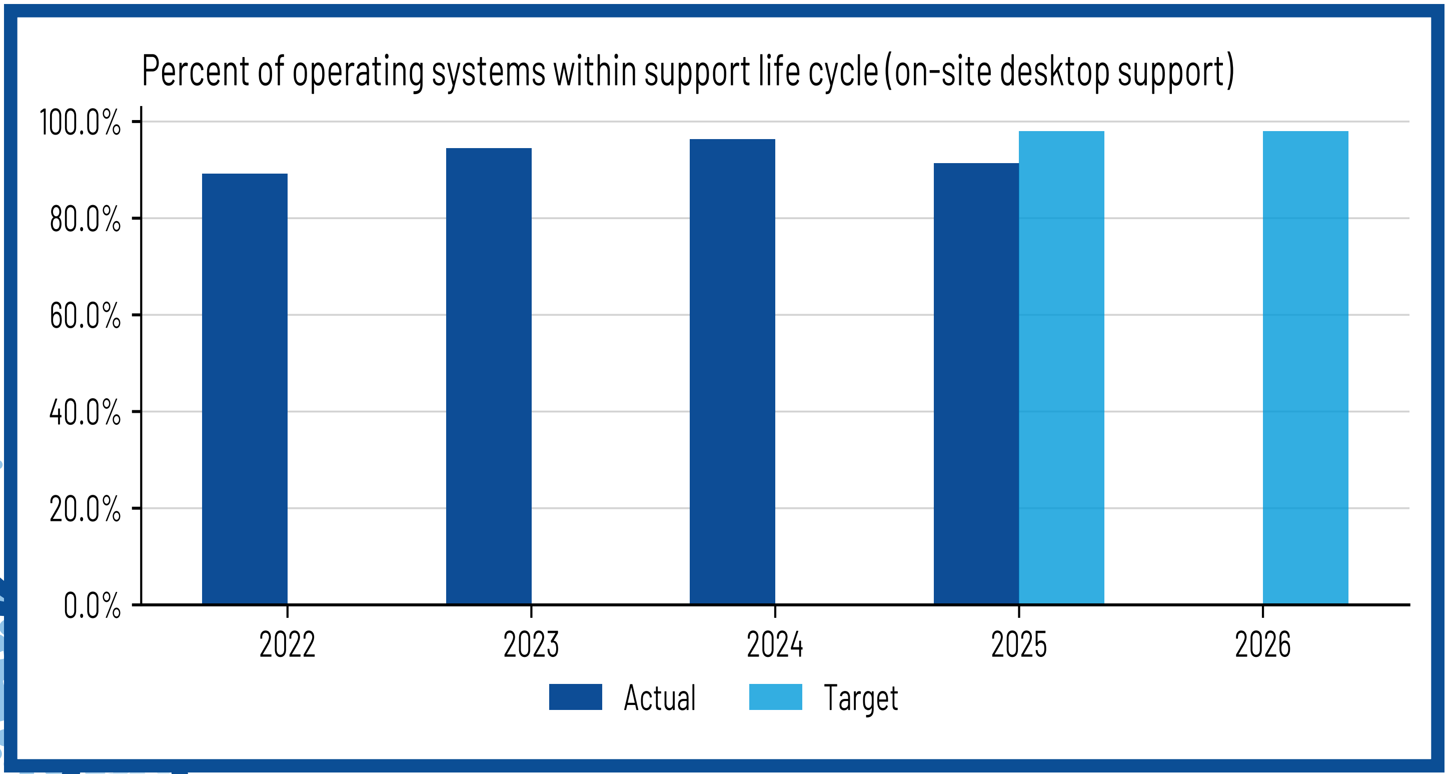
The Bureau of Technology (BOT) provides cost-effective and easy-to-use services for Cook County residents and County employees.

2025 Outcomes

- Finalized Cook County's information security framework, incorporating Artificial Intelligence (AI) risk management.
- Developed a generative AI strategy and launched pilots including Microsoft Copilot and other network optimization tools.
- Completed the second phase of the Identity and Access Management (IAM) project, integrating nine core applications, onboarding three agencies.

2026 Goals

- Implement a cloud-based data lakehouse platform to improve data integrity, governance and secure access.
- Continue disaster recovery and infrastructure consolidation efforts, virtual machine migration and command center setup.
- Implement high priority generative AI use cases and continue executing the Countywide AI roadmap.
- Expand IAM to include additional separately elected offices, enhancing provisioning, security and automation across enterprise.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Direct Countywide technology policy and establish standards to deliver information technology services in an efficient and cost-effective manner.	Improved consistency and effectiveness in project management practices, with staff and stakeholders experiencing clearer processes, more efficient project delivery and initial adoption of AI-enabled tools that reduce manual workload	Active project overall health	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
		Percent milestones by status	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
		Project milestone health	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
Increase accountability through public data sharing while protecting privacy and maintaining public trust.	Provide an opportunity to increase public engagement while decreasing FOIA requests and media inquiries through the Open Data Portal.	Active users in Open Data Portal	N/A[b]	97.5k	151k	190k	N/A[c]	N/A[c]
		Unique public datasets	N/A[a]	N/A[a]	N/A[a]	527	N/A[c]	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Modernize infrastructure and technology services to enhance continuity, standardization and sustainability	Reliable, secure and efficient technology tools that improve daily productivity and reduce system downtime	Average time to complete print jobs - platform computing/operations print team	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
		Error rate in print operations - platform computing/operations print team	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
		Number of machines with operating systems within support life cycle - server engineer team and data center operations	3,183.2	3,521.2	3,073.2	N/A[b]	N/A[c]	3,072.6
		Number of pieces of hardware - server engineer team and data center operations	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
		Number of pieces of hardware within support life cycle - on-site desktop support	4,301	3,195.2	3,303.8	3,011	N/A[c]	N/A[c]
		Number of print jobs processed - platform computing/operations print team	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
		Number of total machines running Operating Systems - Server Engineer Team and Data Center Operations	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
		Percent of hardware within support life cycle - on-site desktop support	66.2%	76.2%	76.9%	91.6%	85.0%	85.0%
		Percent of operating systems within support life cycle (on-site desktop support)	89.2%	94.4%	96.3%	91.3%	98.0%	98.0%

Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Protect the confidentiality, integrity and availability of information and expand the County's cybersecurity capabilities.	County staff and systems benefit from stronger security protections, and greater awareness of AI-related risks, resulting in reduced vulnerabilities and improved confidence in security practices	Alert Assigned to an Analyst (Critical, High, Moderate)	N/A[a]	N/A[a]	N/A[a]	100.0%	90.0%	90.0%
		Stakeholder Notified (Critical, High, Moderate)	N/A[a]	N/A[a]	N/A[a]	100.0%	90.0%	90.0%
Provide cost-effective, reliable and easy-to-use services for residents and County employees.	Ensure more reliable telecommunication services, broader connectivity and improved customer self-service options	Network uptime - Telecommunications and Network Support	99.0%	99.9%	99.9%	99.9%	99.9%	99.9%
	Faster, more efficient expense processing, improved budget planning capabilities, and easier talent acquisition processes through modernized and integrated ERP systems	System uptime percentage - Enterprise Resource Planning (ERP)	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
	Increase access to accurate, map-ready imagery and visualization tools, strengthening decision-making and laying the groundwork for advanced data analytics and warehousing	Average cost per GIS application or service - Geographic Information Systems (GIS)	$830.50	$1,328.70	$877.18	$526.39	$1,200	$1,550
	Stable, efficient environments with fewer service disruptions	Operating systems - Technology Infrastructure	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
	Successfully transition to modern systems with minimal disruption resulting in increased system reliability and accessibility	Percent of Enterprise Technology-supported mainframe and midrange applications with concrete upgrade plans - Enterprise Application Services (EAS)	77.0%	80.0%	95.0%	99.0%	100.0%	100.0%

Offices Under the President

BUREAU OF FINANCE

Office of Chief Financial Officer

Mission:

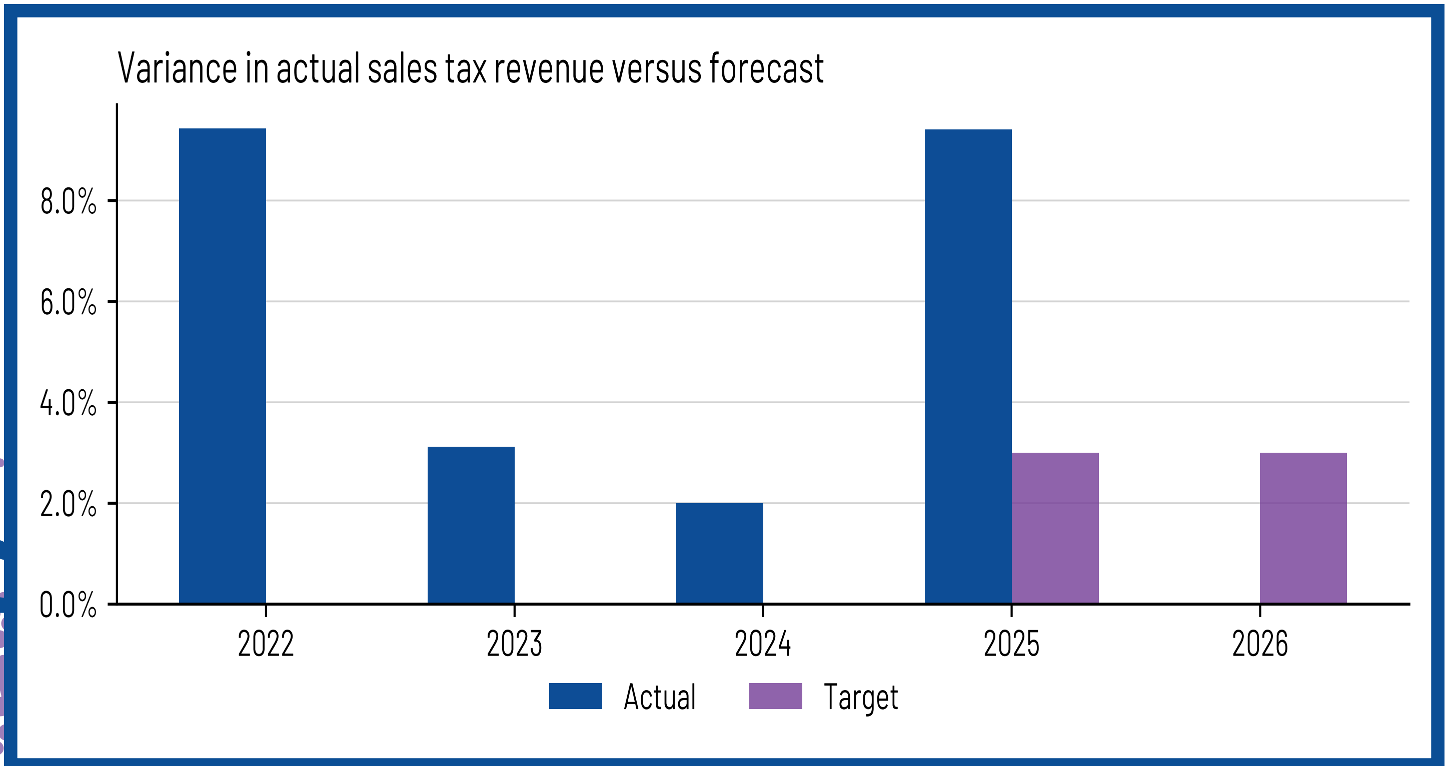
The Office of the Chief Financial Officer (OCFO) ensures the fiscal affairs of the County are managed with the goal of long-term fiscal sustainability. The OCFO will use quantitative and qualitative expertise to support financial operations Countywide.

2025 Outcomes

- Focused on efforts to sustain programs and improvements that were made possible by ARPA funding, while also preparing for potential reductions in federal grant support.
- Enhanced financial forecasting and long-term planning through deeper scenario planning and review of the adequacy and equity of revenue sources.
- Identified and implemented operational efficiencies that streamlined internal processes, reduced administrative burden and supported cross-departmental coordination.

2026 Goals

- Assist with identifying risks, optimize resource allocation and provide collaborative support enterprise-wide.
- Strengthen financial risk and resilience modeling, ensuring greater accuracy and adaptability in a dynamic environment.
- Enhance the County's ability to procure goods and services and manage grants more effectively.
- Invest in staff and targeted professional services to make more strategic use of the County's borrowing authority.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Advance modern practices and innovative solutions that enhance efficiency and effectiveness in county-wide operations.	Efficient and effective county-wide operations	Completed operational improvement projects	N/A[a]	N/A[a]	N/A[a]	21	20	21
		Number of fiscal impact analyses completed	4	2	0	1	N/A[c]	1
Empower County leadership with high-quality data, analytics and tools that support prudent, transparent and timely decision-making.	Data informed alignment of expenses and revenues	Net results for general and health fund	$834M	$525M	$427M	$21.3M	N/A[c]	N/A[c]
		Variance in actual sales tax revenue versus forecast	9.4%	3.1%	2.0%	9.4%	3.0%	3.0%
Ensure responsible, compliant,and forward-looking management of public funds that safeguards the county's financial health and addresses long-term risks and obligations.	Proactive risk management while maintaining fiscal health	Annual funded ratio of pension fund	0.7	0.7	0.7	N/A[b]	N/A[c]	0.7
		Raise or maintain County bond ratings and outlooks (number of upgrades or outlook changes)	N/A[b]	2	4	1	N/A[c]	0
		Unassigned ending fund balance as a percentage of annual expenses	37.3%	34.5%	41.7%	N/A[b]	N/A[c]	N/A[c]
Ensure the long-term sustainability of the County debt payment structure and leverage borrowing authority to advance policy objectives in a fiscally sustainable way.	Debt structuring which allows optimal flexibility and lowest possible debt service costs	Percent change of total annual debt service	N/A[b]	2.2%	2.7%	2.3%	N/A[c]	0.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Revenue

Mission:

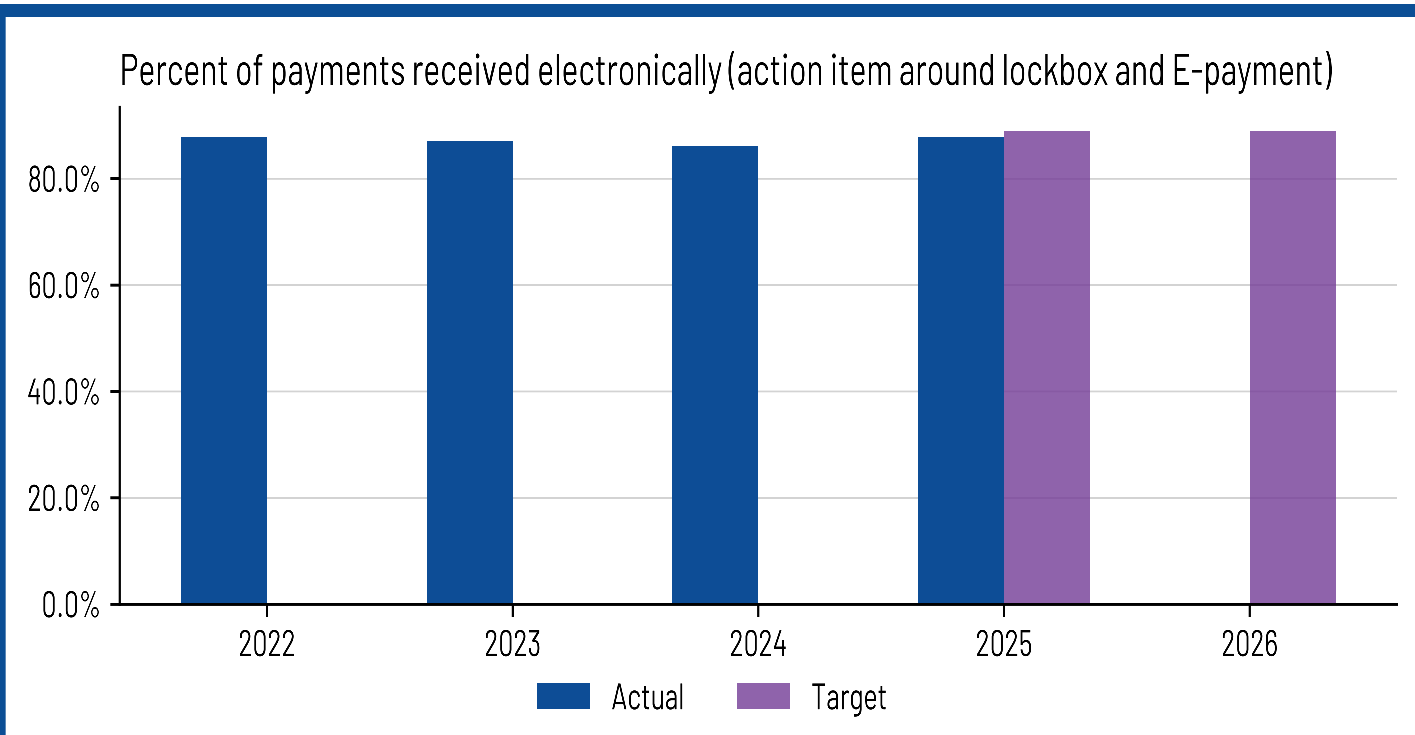
To efficiently administer and equitably enforce compliance with Cook County Home Rule taxes and license codes while providing exceptional customer service to the public. To effectively collect Cook County fines and fees, making services and collections convenient for taxpayers and residents.

2025 Outcomes

- Increased tax audit assessment amount by 30% and collections by 8%, tax discovery collections by 23% and use tax collections by 170%.
- Expanded online payments by adding the option to pay via ACH online for seven additional departments.
- Implemented new investigation strategies to enforce compliance with the liquor license and tobacco tax ordinances and increased business inspections by 22%.
- Implemented compliance programs, including the new individual use tax billing program.

2026 Goals

- Major upgrade of the integrated tax processing system to allow for greater efficiency in processing returns and auditing.
- Implement additional noticing protocols and data interfaces to allow for advanced collection actions to be taken on tax receivables.
- Enhance taxpayer public facing portal to streamline the tax registration process and provide convenience for taxpayers.
- Increase collection of past due debt through property liens, litigation, license holds and other activities.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Efficiently administer and equitably enforce compliance with Cook County Home Rule taxes	Continue to enhance technology and streamline processes to improve revenue collection for Home Rule taxes	Percent of payments received electronically (action item around lockbox and E-payment)	87.8%	87.1%	86.2%	87.8%	89.0%	89.0%
		Revenue from HRT (excluding Tobacco Tax)	$389M	$401M	$417M	$435M	N/A[c]	N/A[c]
		Revenue from Individual Use Tax & NonRetail Use Tax	$17.0M	$15.5M	$16.8M	$17.4M	N/A[c]	N/A[c]
		Revenue from Vehicle Code Violations	$192k	$158k	$251k	$169k	N/A[c]	N/A[c]
		Revenue from tobacco tax (cigarette revenue only)	$89.8M	$83.8M	$75.6M	$73.1M	$77.5M	$67.0M
		Variance - Actual HRT Revenue vs Budget	6.4%	5.2%	1.5%	2.6%	N/A[c]	N/A[c]
	Maximize compliance with all Home Rule taxes and licensing ordinances	Dollars Assessed as a result of HRT Audits	$15.6M	$10.2M	$9.6M	$12.4M	N/A[c]	N/A[c]
		Number of General Business Licenses Issued	N/A[b]	372	94	429	N/A[c]	N/A[c]
		Number of Home Rule Tax Audits Conducted	168	178	165	210	175	175
		Percent Audits Resulting in Tax Liability Assessment	79.0%	68.5%	85.5%	80.5%	85.0%	85.0%
		Percent of Compliant Investigations	91.0%	94.0%	92.5%	95.4%	N/A[c]	N/A[c]
		Revenue from HRT Deficiency & Delinquency Billings	$5.8M	$4.1M	$5.6M	$3.9M	N/A[c]	N/A[c]
		Revenue from Tax Discovery	$0.6M	$1.4M	$1.5M	$1.9M	N/A[c]	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Provide courteous and professional service to the public	Provide convenience and increase service levels for customers and taxpayers by improving the taxpayer public facing portal to streamline registration and payment processes	Average Days to Issue Business License	39 days	19 days	24 days	41 days	40 days	30 days
		Average Days to Process a Refund	180 days	238 days	214 days	149 days	150 days	150 days

Risk Management

Mission:

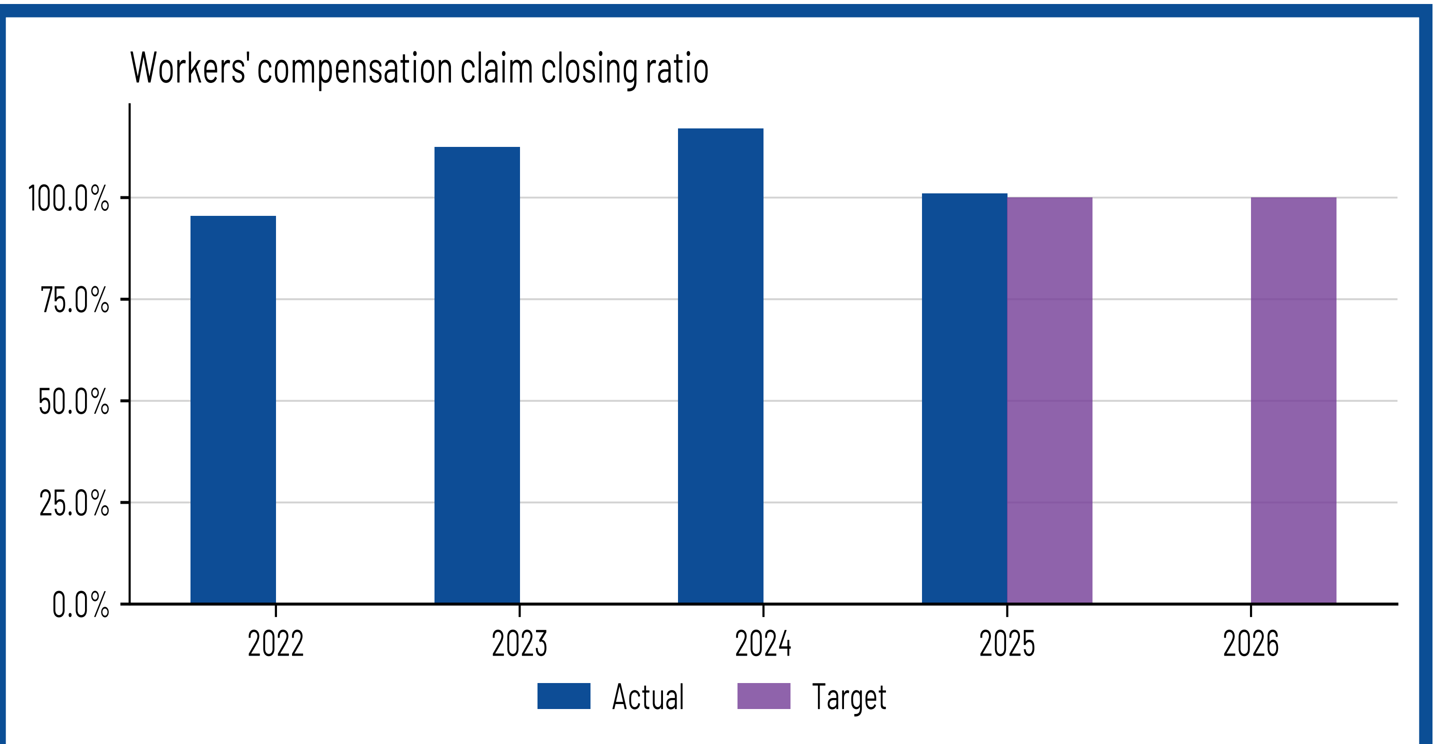
Risk Management is responsible for the cost-effective and customer-focused administration of employee benefits, workers' compensation programs, and general liability programs across all County employers in accordance with local, state, and federal requirements.

2025 Outcomes

- Implemented new life insurance, workers compensation administration and other claims administration contracts.
- Transitioned and enhanced voluntary benefit carriers to better meet the needs of County employees at lower costs.
- Implemented no cost mental health counseling plan design changes, encouraging increased utilization of Employee Assistance Program.
- Updated deferred compensation plan document and implemented updated plan requirements.

2026 Goals

- Implementing new contracting initiatives to improve employee benefits and general liability claims administration.
- Support continued expansion and integration of the legal matter and billing systems used by the Cook County State's Attorney and Chief Judge.
- Update workers compensation claims management and payment manual.
- Develop self-insurance fund claims cycle mapping standard operating procedures.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Deliver cost-effective and customer focused Workers' Compensation benefits for injuries or illness sustained in the course and scope of employment with Cook County in accordance with the Illinois Workers' Compensation Act	Update workers compensation claims and payment manual	Open workers' compensation claims per adjuster	292	237	250	182	200	176
		Workers' compensation claim closing ratio	95.5%	112.4%	117.0%	101.0%	100.0%	100.0%
Deliver cost-effective and customer-focused employee benefits to all Cook County employees and their dependents in accordance with local, state and federal requirements	Review compliance communications and update plans based on state legislative changes	Percent of employees enrolled in a health plan	98.0%	96.0%	95.0%	91.4%	95.0%	95.0%
Manage and oversee the financial development of Cook County's public liability exposures involving property, medical malpractice, law enforcement, employment practices, automobile, cyber and other claims filed against Cook County and its employees while protecting County assets	Improve self insurance fund claims cycle process	Cost of risk	1.8%	1.5%	2.3%	1.6%	2.0%	2.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Budget and Management Services

Mission:

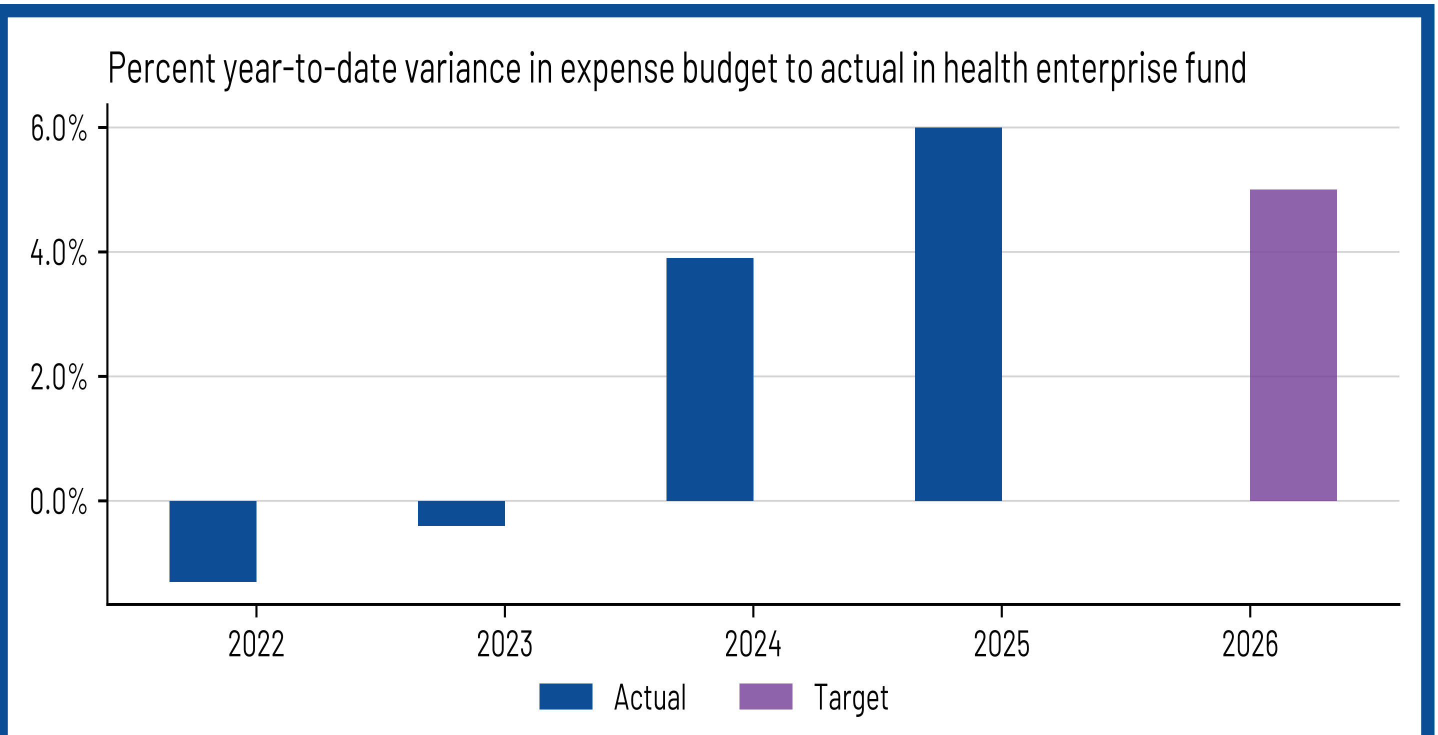
The Department of Budget and Management Services promotes fiscal responsibility by preparing, managing, and executing the County's budget.

2025 Outcomes

- Implemented iExpense to increase the efficiency of employee reimbursement reviews and accelerate reimbursement payments.
- Finalized the new Countywide grants management processes through consultations with stakeholders.

2026 Goals

- Implementation of new grants management policies and processes, starting with a pilot within the OUP.
- Issue requests for proposals to identify a grants management solution and budget planning and forecasting software.
- Execution of departmental competency matrix and skill attainment schedules.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Develop annual appropriation to allocate finite resources based on policy priorities, operational capacity, outcomes and efficiency	End the fiscal year with minimal variance to budget and with a net positive result	Number of special purpose funds with negative fund balance	N/A[b]	5	5	4	N/A[c]	N/A[c]
		Percent year-to-date general fund net result	16.4%	11.0%	9.7%	-4.0%[d]	N/A[c]	5.0%
		Percent year-to-date health fund net result	9.7%	5.7%	4.1%	2.2%	N/A[c]	5.0%
		Percent year-to-date variance in expense budget to actual in general fund	5.4%	4.5%	5.3%	-9.1%[d]	N/A[c]	5.0%
		Percent year-to-date variance in expense budget to actual in health enterprise fund	-1.3%	-0.4%	3.9%	6.0%	N/A[c]	5.0%
	Incorporate performance metric framework into the annual budget request submission and evaluation	Number of measurable datasets provided specific to a funding request	N/A[a]	N/A[a]	N/A[a]	2	N/A[c]	5
Ensure transparency, accuracy and accountability and create efficiency in annual budget development and management	Continue processing employee reimbursement requests timely to elevate employee morale and facilitate timely accounting of costs	Average days to process reimbursement requests	N/A[b]	N/A[b]	10	4	N/A[c]	5
	Identify, procure and implement a Countywide grants management solution	Percent completion of grants management solution RFP	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	50.0%
	Increase data integrity by analyzing and interpreting data in a consistent, validated manner	Number of new dashboards enhanced or created	0	0	1	5	N/A[c]	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.
d The net results were impacted by no expenditures being allocated to the transportation fund revenues as appropriated due to the Circuit Court of Cook County ruling dated January 28, 2026 in case 2018 CH 02992.

Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Maximize external grant funding resources to help advance County's initiatives	Continue financial reconciliation of grant expenditures and revenues	Percent of grants with unreimbursable expenditures at the time of grant ending	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
		Percent variance in grant expenditures in general ledger and sub-ledger	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	N/A[c]
	Implement new Countywide grants management policies and procedures	Percent completion of grants management policies and procedures implementation	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	60.0%
	Increase collaboration on grant application development and processes	Federal awards received (measured by spent) excluding ARPA and COVID-19 funding	$105M	$113M	$91.9M	$112M	N/A[c]	N/A[c]
		Number of grants applied	37	92	32	55	N/A[c]	N/A[c]
		Number of grants awarded	122	114	116	140	N/A[c]	N/A[c]

County Comptroller

Mission:

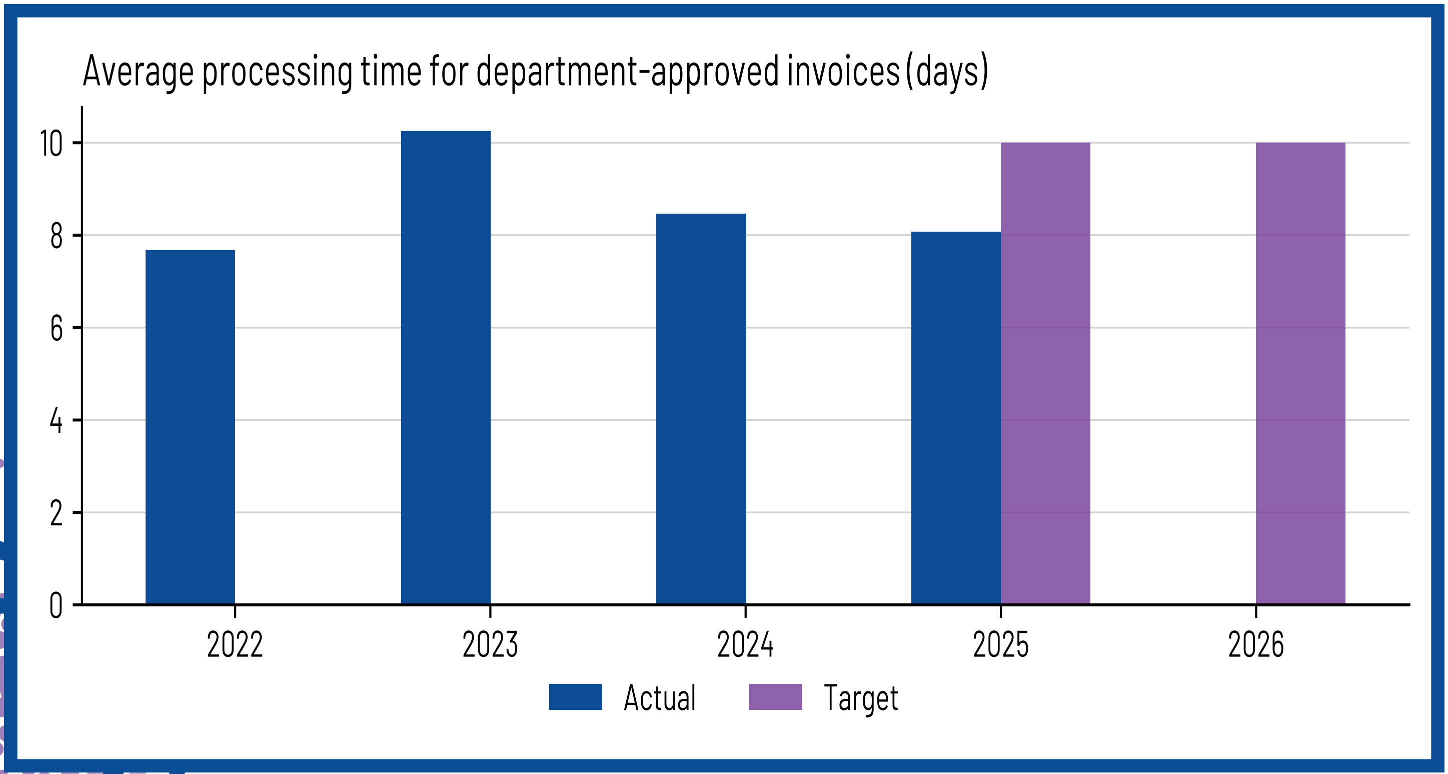
Supervise the fiscal affairs of Cook County by maintaining the accounting records, general ledger (GL), financial reporting (FR), accounts payable (AP), payroll and garnishments (PG) (i.e. disbursing and reconciling the County's multibillion dollar budget).

2025 Outcomes

- Delivered Annual Comprehensive Financial Report on time, receiving the Government Finance Officers Associations' Certificate of Achievement for Excellence in Financial Reporting.
- Implemented the iExpense program for employee reimbursements.
- Implemented the purchasing card program to improve processes while ensuring appropriate oversight of spending.

2026 Goals

- Implement controls to reduce audit adjustments and inefficiencies in County-wide accounting systems.
- Expand the purchasing card program to provide more flexible and effective purchasing options to departments.
- Enforce procedures to process payments within 10 working days of invoice receipt from department.
- Complete monthly revenue and expense reporting within 30 days of month end to promote transparency and accountability.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Compliance with standards and legislative mandates	Promote compliance with the Local Government Prompt Payment Act by enforcing procedures to process accounts payable payments in a timely manner	Average processing time for department-approved invoices (days)	7.7 days	10.2 days	8.5 days	8.1 days	10 days	10 days
Promote fiscal transparency and accountability	Complete the audit and issue the Financial and Single audit reports by 5/31	Was ACFR issued by May 31st?	Yes	Yes	Yes	Yes	Yes	Yes
	Timely completion of mandated reports to promote fiscal transparency and accountability	Days to issue the revenue and expense report	30 days	30 days	30 days	30 days	30 days	30 days

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Office of the Chief Procurement Officer

Mission:

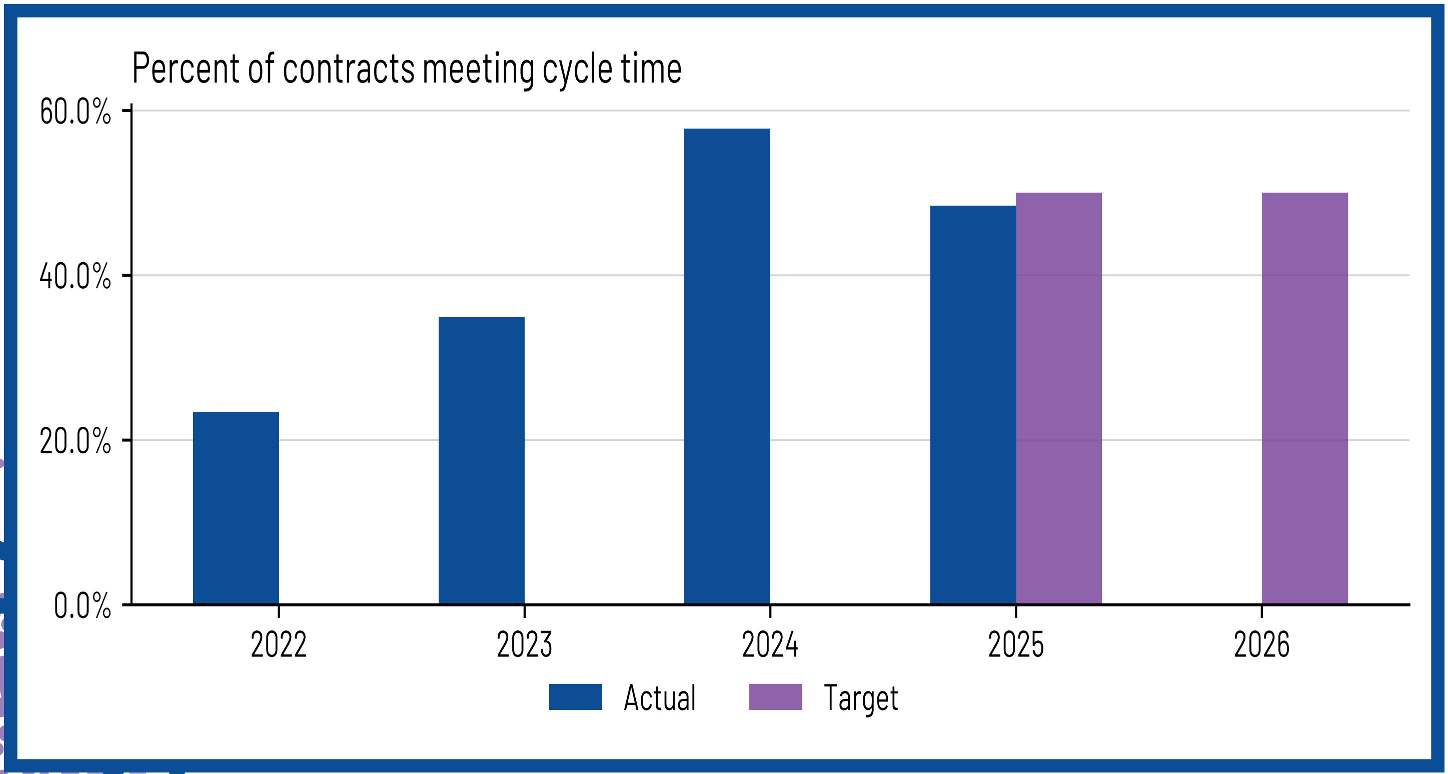
To provide an open and transparent procurement process that promotes maximum competition, contract diversity, implements efficient procurement practices, leverages the County's overall resources to achieve best value and quality, strives to increase the pool of qualified diverse vendors who are in position to participate in Cook County contracting opportunities, and monitors and tracks all contracts to ensure compliance with the MWBE ordinance.

2025 Outcomes

- Expanded certification participation and developed a micro, small and medium enterprise program to broaden access to County contracting opportunities.
- Enhanced contract goal-setting practices using market data to support program integrity and alignment with applicable legal standards.
- Expanded vendor engagement through the Pathways to Cook County Summit.
- Introduced new digital outreach tools to broaden access to procurement education.

2026 Goals

- Strengthen outreach and process improvements to support growth and accuracy within the certified vendor directory.
- Continue to improve goal-setting methodology and decreasing the time to set contract specific goals.
- Grow the Pathways to Cook County Summit including connecting the event with suburban Cook County procurement departments and other suburban procurement organizations.
- Continue improvements to outreach efforts including broadened use of the internet, hosting and attending outreach events and increased connections with the community.



Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Implement efficient procurement processes and practices.	Improve solicitation cycle times especially through the Procurement Transformation Project which has been undertaken in collaboration with the Office of the CFO.	Contracts executed	N/A[b]	250	250
		Contracts meeting cycle time	90	N/A[c]	90
		Median cycle time for IFB's	N/A[b]	N/A[c]	N/A[c]
		Median cycle time for JOC work orders	N/A[b]	N/A[c]	N/A[c]
		Median cycle time for RFP/RFQ/RFIs	N/A[b]	N/A[c]	N/A[c]
		Median cycle time for Sole Source contracts	N/A[b]	N/A[c]	N/A[c]
		Median cycle time for contract amendments	N/A[b]	N/A[c]	N/A[c]
		Number of amendments meeting cycle time	188	N/A[c]	N/A[c]
		Percent of amendments meeting cycle time	78.7%	N/A[c]	N/A[c]
		Percent of contracts meeting cycle time	48.4%	50.0%	50.0%
Increase the pool of qualified vendors who are in a position to participate in Cook County contracting opportunities.	Continue to increase the number of certified firms in the MBE/WBE directory.	Average time to process certification applications	N/A[b]	N/A[c]	N/A[c]
		Certification applications received	N/A[b]	N/A[c]	N/A[c]
		New certification applications approved	N/A[b]	N/A[c]	N/A[c]
		Newly certified firms	52	N/A[c]	N/A[c]
		Percent increase in distinct NAICS code categories represented in the certified vendor pool year over year	N/A[b]	N/A[c]	N/A[c]
		Percent increase in priority NAICS vendors	N/A[b]	N/A[c]	N/A[c]
		Total certified firms	654	N/A[c]	N/A[c]
Promote maximum competition and opportunities.	Continue to work to increase average number of bids/proposals/qualification packages submitted in response to solicitations.	Average number of bids/proposals/qualification packages submitted in response to a solicitation	3.2	N/A[c]	N/A[c]
		Contracts that are product of a competitive process	134	N/A[c]	N/A[c]
		Contracts that are product of a non-competitive process	50	N/A[c]	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Promote racial parity, contract diversity and continued transparency with industry best practices.	Continue to ensure contract opportunities are available to MBEs, WBEs, and small businesses to drive further equity in the County's procurement operations.	Average contract award size to M/WBE firms	N/A[b]	N/A[c]	N/A[c]
		Percent of dollars committed to M/WBE firms	N/A[b]	17.5%	17.5%
		Total dollars awarded to M/WBE firms	$209k	N/A[c]	N/A[c]
		Total dollars paid to M/WBE firms	$99.8M	N/A[c]	N/A[c]
		Zero goal contracts	105	258	258
Provide an open and transparent procurmeent process.	Continue to promote public confidence in procurement operations with timely and clear information that is accessible in user-friendly ways.	Certification workshops facilitated	N/A[b]	N/A[c]	N/A[c]
		In person outreach events hosted	22	N/A[c]	N/A[c]
		In-person or virtual workshops	N/A[b]	N/A[c]	N/A[c]
		Newsletters delivered	212k	N/A[c]	N/A[c]
		Newsletter click through rate	N/A[b]	N/A[c]	N/A[c]
		Newsletter open rate	40.0%	N/A[c]	N/A[c]
		Outreach events attended	N/A[b]	N/A[c]	N/A[c]
		Percent of newsletter open rate	N/A[b]	N/A[c]	N/A[c]
		Percent of solicitations advertised on time	N/A[b]	N/A[c]	N/A[c]
		Virtual event attendees	N/A[b]	N/A[c]	N/A[c]
Provide training for County staff.	Advance staff proficiency and consistency in application of procurement requirements through additional training and improved resources, forms and guidelines.	Staff attending professional development courses (e.g., webinars, etc.)	N/A[b]	N/A[c]	N/A[c]
		Staff earning professional certifications (e.g., UPPCC, NIGP, ACCA, etc.)	N/A[b]	N/A[c]	N/A[c]

Offices Under the President

BUREAU OF HUMAN RESOURCES

Department of Human Resources

Mission:

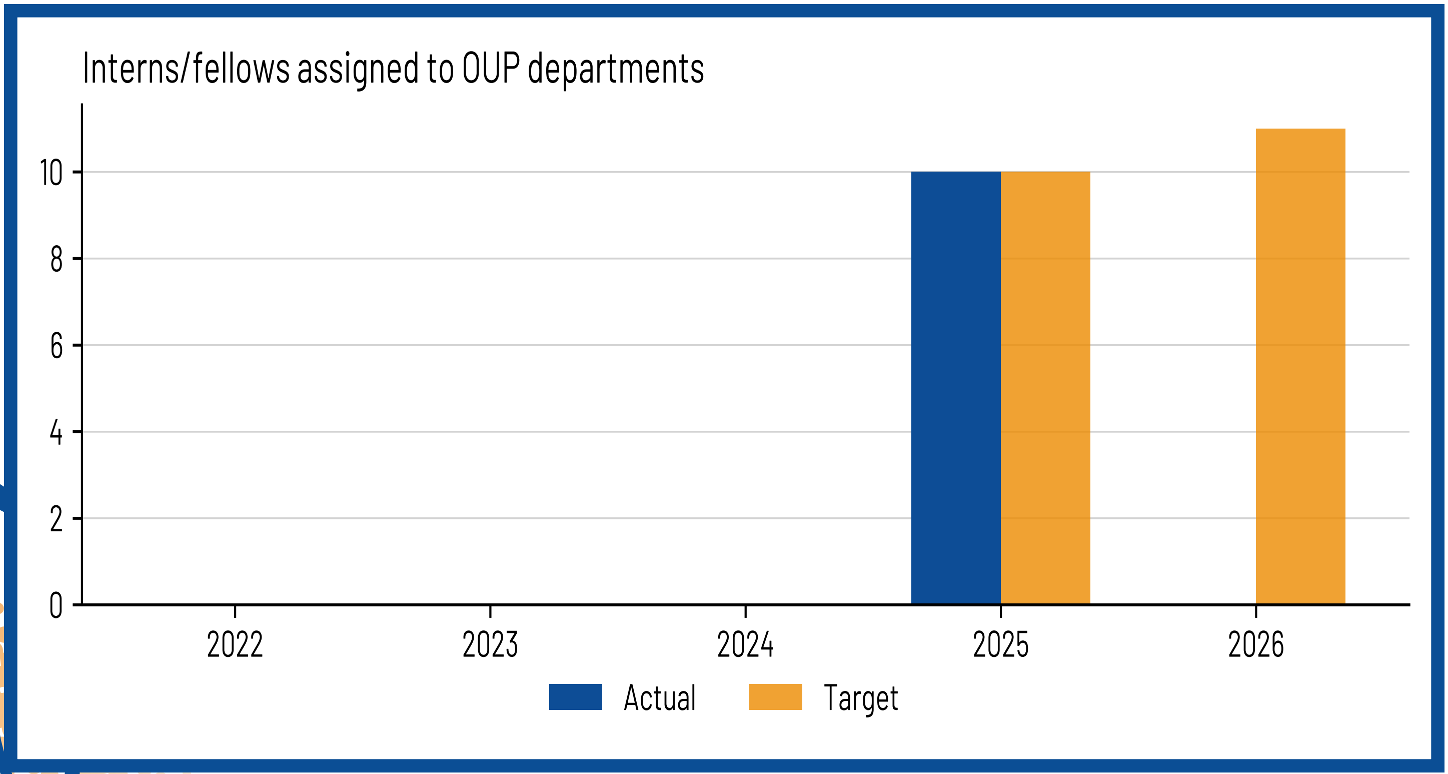
To align Cook County's policies, practices, and processes to its position as an employer of choice through collaboration, valuing diversity, and leveraging subject matter expertise in all HR functional areas to support Bureaus and Departments in Offices under the President.

2025 Outcomes

- Implemented a standardized, goal-oriented employee performance evaluation process and automated system to ensure consistent performance assessment across bureaus and departments.
- Procured industry-leading professional development resources and issued guidance to aid departments with assigning employee training effectively.
- Established the early talent programs team and reinstated the President's Summer Fellows Program under the talent pipeline initiative.
- Enhanced the County's applicant tracking system to capture talent pools before a position is posted, enhancing functionality and recruitment efficiency.

2026 Goals

- Continue progress in talent and pipeline development.
- Develop succession planning guidance for Offices under the President.
- Design a targeted employee engagement strategy informed by the feedback received from Cook County's inaugural employee engagement survey.



Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Implement Employee Engagement Initiative	Establish baseline assessment of how engaged employees are to perform in the workplace and develop an employee engagement strategy based on the feedback.	Completion rates	N/A[b]	N/A[c]	75.0%
		Engagement scores	N/A[b]	N/A[c]	5
Strengthen Cook County's early talent pipeline	Expand the early talent pipeline team, reinstitute the President's Summer Fellows Program and assume responsibility for fellowship programs	Interns/fellows assigned to OUP departments	10	10	11

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Offices Under the President

BUREAU OF ECONOMIC DEVELOPMENT

Office of Economic Development

Mission:

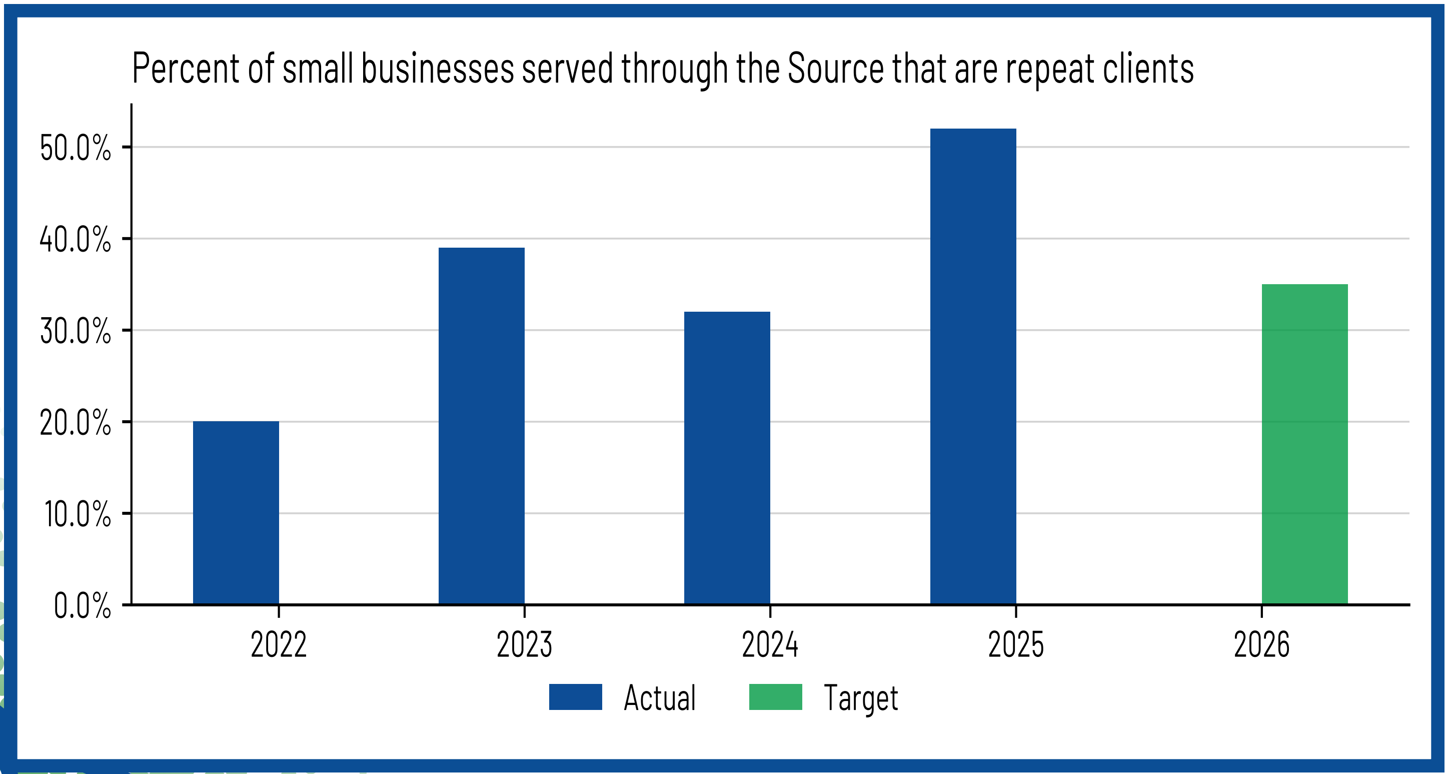
The Bureau of Economic Development's mission is to enhance quality of life for Cook County residents through transformative and equitable economic and community development.

2025 Outcomes

- Served 33,900 residents and provided 25,800 free legal consultations through Cook County Legal Aid for Housing and Debt (CCLAHD). Evictions placed for Sheriff enforcement were 22.7% below pre-pandemic levels.
- Directly served over 8,400 small businesses through the Small Business Source providing advising, webinars and networking events.
- Launched and completed technical assistance to help ten communities improve water affordability. Replaced 134 lead service lines at childcare facilities in 29 municipalities through LeadCare Cook County.
- Engaged 179 stakeholders and attracted over $800,000 in support of locally defined community goals through Transforming Places networks.

2026 Goals

- The Community Information Exchange pilot, serving chronically homeless residents with significant health concerns, will launch in early 2026. This will ease access to care and help residents attain stable housing
- Continue providing legal aid to residents facing eviction, foreclosure and debt through CCLAHD with a goal to reduce evictions filed with the Cook County Sheriff's Office by 2%.
- Continue to help local governments address lead service line and water affordability issues via webinars and technical assistance.
- Continue to provide high quality advising, webinars and other programs through the Small Business Source, maintaining its nearly 40% rate of repeat clients.



Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Build capacity of and support local governments to achieve locally desired economic and community development goal	Provide assistance and support to municipalities to strengthen their capacity to serve residents over time	Percent of local governments benefitting from BED investments in their communities who also received BED provided or funded TA/capacity building	61.0%	N/A[c]	N/A[c]
Build up capacity of and support local nonprofits to grow self-sustaining, community-based institutions	Provide assistance and support to local non-profits to strengthen capacity to serve communities over time	Percent of local non-profits receiving BED funding who also received BED provided or funded TA/capacity building	72.0%	N/A[c]	N/A[c]
Grow the small business ecosystem, support innovation and entrepreneurship, and build wealth for historically excluded communities	Strengthen the capacity of small business owners over time	Percent of small businesses served through the Source that are repeat clients	52.0%	N/A[c]	35.0%
Meet the talent needs of employers in key sectors to increase opportunity for and access to good jobs	Increase the placement of individuals into quality employment	Percent of program participants employed after receiving County-supported workforce training	53.0%	N/A[c]	60.0%
Promote residents' economic security and increase economic mobility	Increase resident economic security and mobility by providing targeted services.	Percent change in eviction orders filed with the Cook County Sheriff's Office for Enforcement	-9.5%	N/A[c]	-2.0%
Transform implementation by improving internal practices, building programs that address root causes and investing in transparency and partnerships	Support and expand partnerships at all levels	Percent of programs that leverage external funding	74.0%	N/A[c]	N/A[c]
Transform the County's homeless and housing services to achieve housing security for our most vulnerable residents	Increase exits from temporary shelters to more stable, permanent housing	Percent of exits to stable housing for County-funded services for the unhoused	40.0%	N/A[c]	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Planning and Development

Mission:

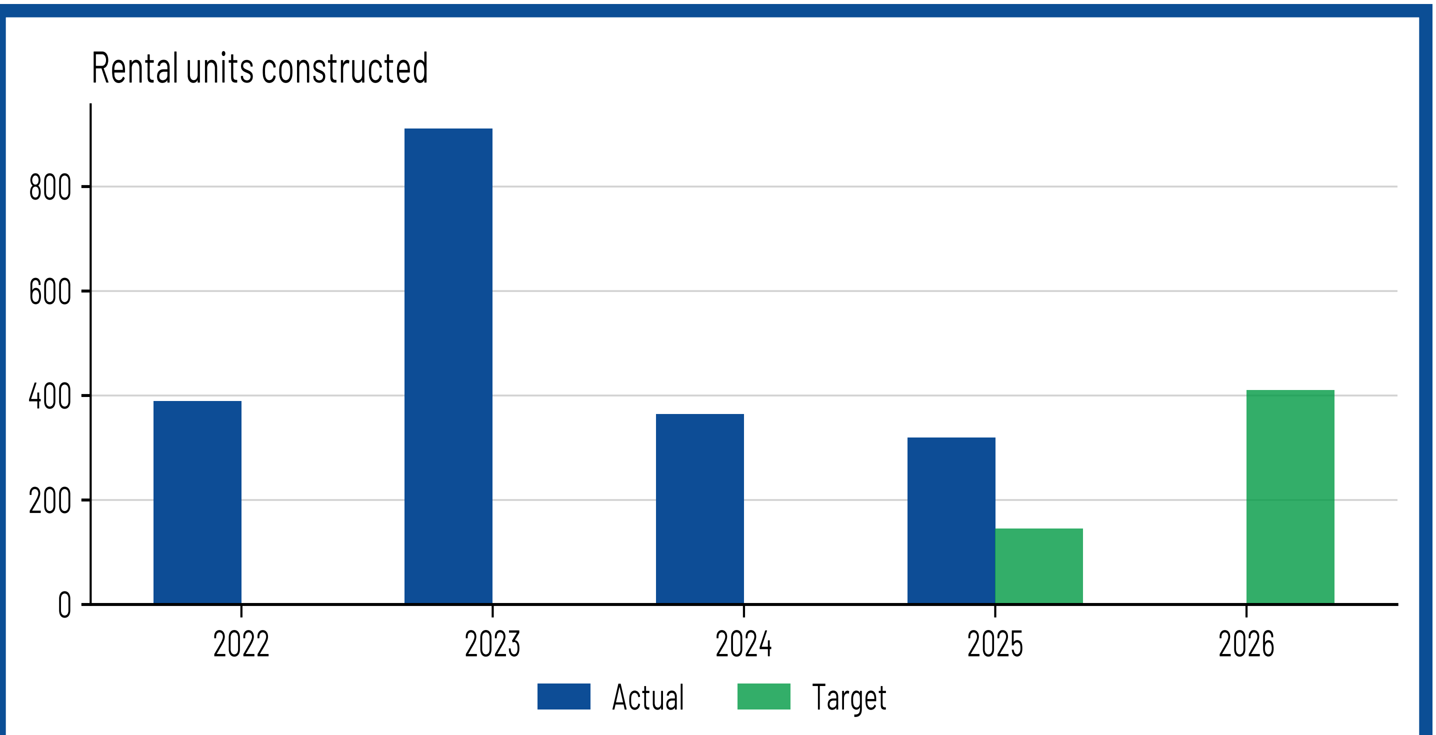
The Cook County Department of Planning and Development (DPD) is committed to cultivating vital communities by fostering economic opportunities and business development, preserving, and expanding the supply of affordable housing, and providing subsidies to critical supportive services.

2025 Outcomes

- Led Uplift Cook, a Comprehensive Economic Development Strategy guiding federal grant investments across suburban Cook County.
- Secured funding for fixed-site shelters and three presidential disaster declarations in 2023–2024 through the Community Development Block Grant – Disaster Recovery program.
- Structured a $20 million grant and Class 8 Micro incentive to recruit PsiQuantum to Chicago's south side lakefront campus and secured incentives for Freedman Seating, retaining 630 FTE and creating 200 jobs, representing $22.7 million in private investment on Chicago's west side.
- Delivered new affordable housing units, resulting in 121 new units spanning Palatine, Harvey, and Humboldt Park. Advanced high-impact housing projects by deploying approximately $6M in County funds to catalyze over $68M in total development costs.

2026 Goals

- Break ground on 250 affordable units for low-income households and residents with disabilities while strengthening HUD policy compliance and aligning housing programs for long-term stability and impact.
- Deliver approximately 30 ARPA-funded modular homes, expand down payment assistance participation and maximize households served and private capital leveraged per County dollar invested.
- Implement the Disaster Relief Plan to address critical suburban infrastructure challenges and deploy disaster recovery resources efficiently and equitably. Advance the development of the Southland Hydrogen Tech Park by positioning Cook County to support the creation of a 100-acre clean energy innovation hub anchored by green hydrogen production.



Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Attract, retain and expand businesses by facilitating redevelopment and reactivating markets	Provide tools to facilitate private sector redevelopment that meets public sector goals	Private investment leveraged (PACE and Tax Incentives)	$242M	N/A[c]	N/A[c]
Build capacity of and support local governments to achieve locally desired economic and community development goals	Invest in infrastructure needed to help communities grow and thrive	Cities and villages assisted with infrastructure activities	22	N/A[c]	N/A[c]
Promote better access to and coordinate social services for residents	Increase awareness of social services for residents	Persons assisted with public service activities	6,774	N/A[c]	N/A[c]
Provide a continuum of quality, affordable housing for all	Increase the number of affordable housing units	Private investments leveraged (housing projects)	$181M	N/A[c]	N/A[c]
		Rental units constructed	319	145	410
		Rental units rehabbed	135	N/A[c]	N/A[c]
Transform the County's homeless and housing services to achieve housing security for the most vulnerable residents	Decrease the average length of stay in emergency shelter	Average shelter stay (in days)	1,126 days	N/A[c]	N/A[c]
	Increase the number of beds available in shelters	Persons assisted with homeless prevention assistance	1,014	N/A[c]	N/A[c]
		Persons assisted with overnight shelter	1,932	1,000	1,100
		Shelter beds created	111k	N/A[c]	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Building and Zoning

Mission:

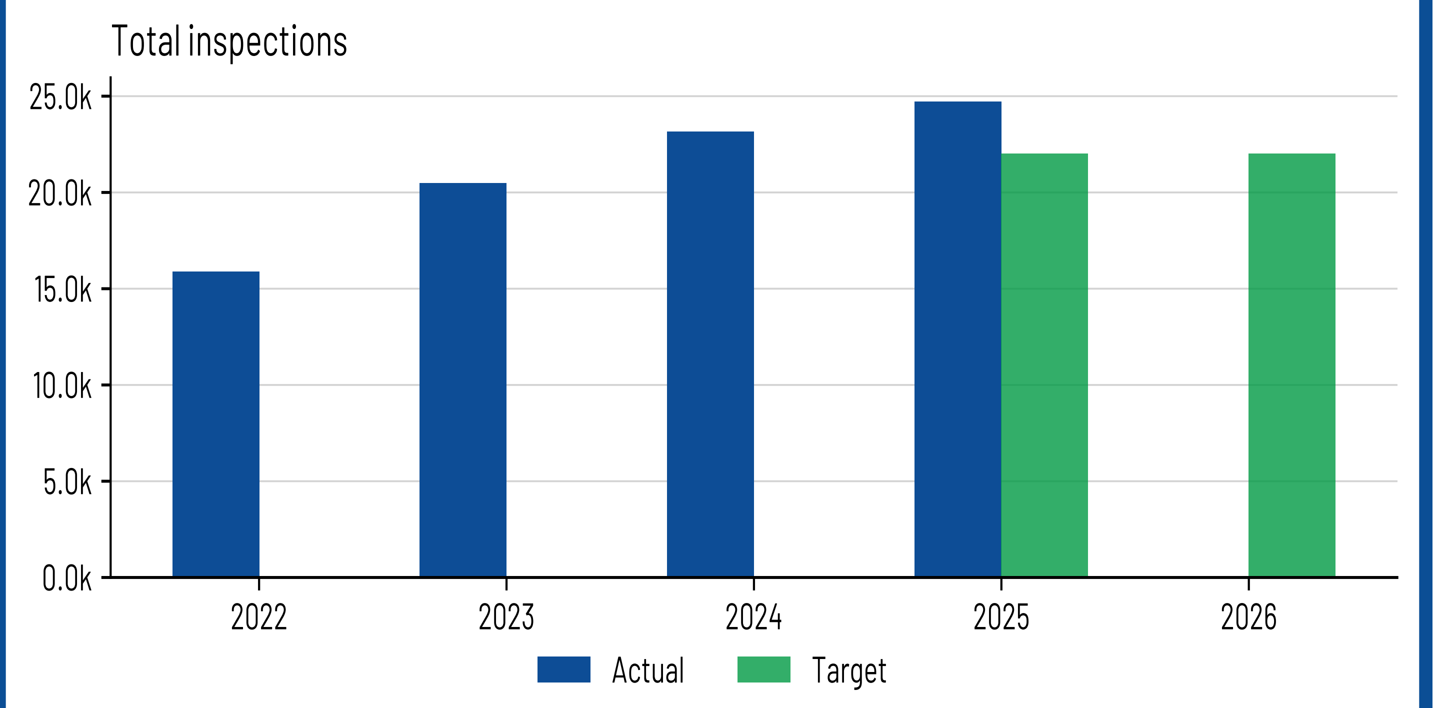
The Department of Building and Zoning promotes the health, safety, and welfare of Cook County residents by performing responsible and timely inspections of buildings and properties and enforcing all applicable building codes and zoning ordinances.

2025 Outcomes

- Added an ACH payment option to the web payment page. Previously, credit cards were the only payment option.
- Completed initial testing of the public facing contractor registration module within the online permitting system. Anticipated to launch the new module in Spring 2026.

2026 Goals

- Launch the contractor registration public facing portal on the online permitting system in spring 2026. Working with the Department of Revenue to add a fee for credit card transactions to the web payment page. The new ACH payment option will remain free to users.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Support economic and community development in unincorporated Cook County	Ensure compliance by enforcing all applicable building codes and zoning ordinances	Admin Hearing cases complied within 30 days	584	774	650	782	N/A[c]	N/A[c]
		Cases complied before first Admin Hearings date	1,088	1,912	2,164	2,532	N/A[c]	N/A[c]
		Cases sent to Admin Hearings	640	1,334	1,018	2,340	N/A[c]	N/A[c]
		Cases sent to Circuit Court	160	102	66	34	N/A[c]	N/A[c]
		Percent of Admin Hearing cases complied in 30 days	22.9%	17.5%	10.5%	17.3%	N/A[c]	N/A[c]
		Percent of cases complied before first Admin Hearings date	57.8%	61.9%	66.3%	22.0%	N/A[c]	N/A[c]
	Ensure the health, safety and welfare of Cook County residents by performing responsible and timely inspections of building and properties	Length of time to approve permit	88 days	110 days	99 days	101 days	N/A[c]	90 days
		Total inspections	15.9k	20.5k	23.1k	24.7k	22.0k	22.0k
		Violation inspections	2,478	3,181	3,144	4,903	N/A[c]	N/A[c]
	Provide thorough and efficient inspections to preserve and support the maintenance of quality housing	Electrical permits issued	289	413	286	527	N/A[c]	500
		Express permits issued	854	881	838	874	N/A[c]	900
		Full permits issued	804	788	1,501	1,103	N/A[c]	1,500
		Percent of multi-family housing dwellings with required annual inspections	100.0%	98.4%	100.0%	99.7%	100.0%	100.0%
		Plumbing permits issued	481	415	283	415	N/A[c]	500
		Residential dwelling licenses	N/A[a]	N/A[a]	N/A[a]	6,115	N/A[c]	N/A[c]
		Residential rental dwelling inspections	N/A[b]	1,742	1,214	1,386	N/A[c]	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Zoning Board of Appeals

Mission:

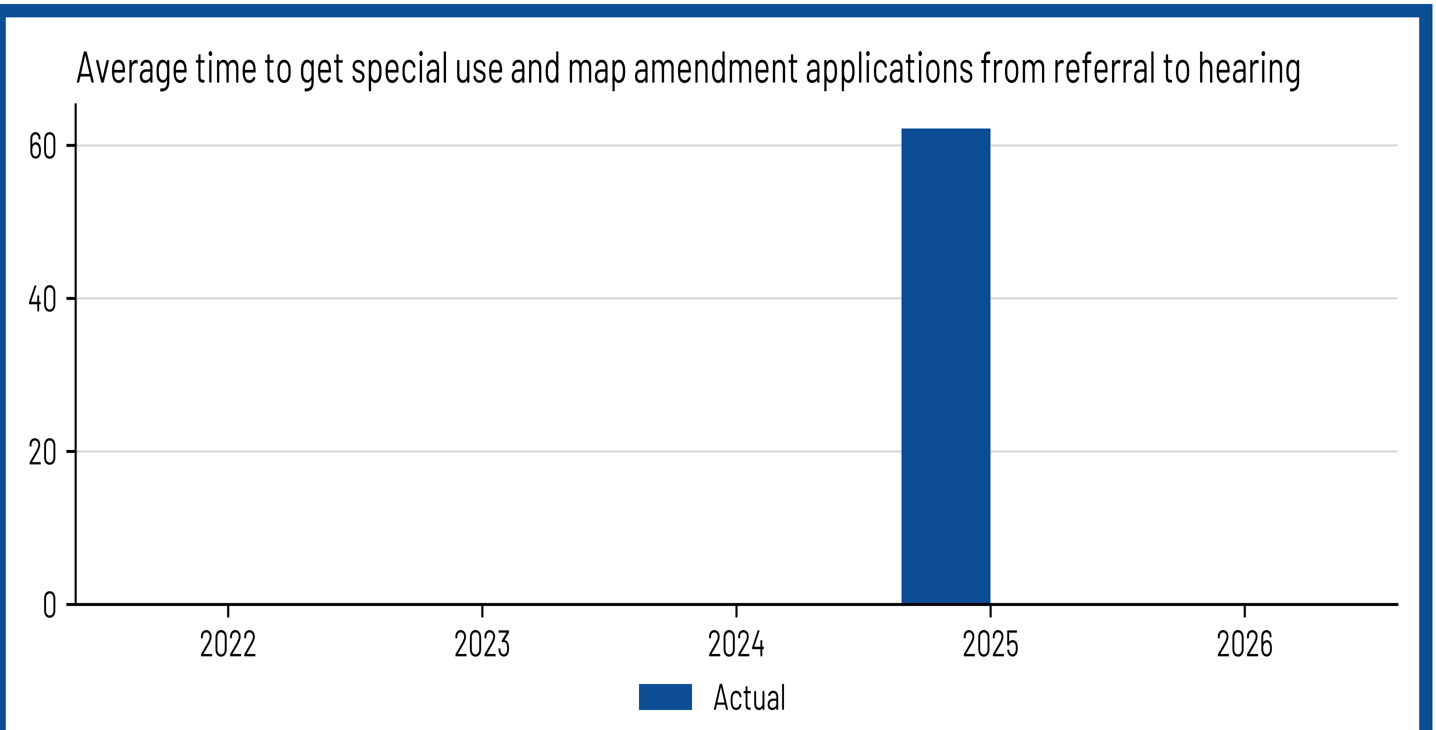
To preserve community safety and property values in unincorporated Cook County by assisting in the enforcement of land development standards in compliance with the Cook County Zoning Ordinance and Comprehensive Land Use Plan.

2025 Outcomes

- Conducted 15 public hearings providing residents the opportunity to participate in the zoning relief process and applicants the opportunity to present their needs to the Board of Commissioners and the public.
- Efficiently processed 53 variance applications providing zoning relief to residents of unincorporated Cook County
- Efficiently processed five special use, unique use and combination zoning cases providing zoning relief to residents of Cook County.

2026 Goals

- Complete the ongoing project of digitizing records from 2,000 to present.
- Continue work with the Department of Building and Zoning to keep the ordinance updated on a more regular basis to ensure it is as current as possible and accounting for modern uses.
- Continue partnerships with Bureau of Technology team to keep all County maps up to date, and Zoning Board of Appeals processes running efficiently and accurately.



Goal	Outcome	Metric	2025 Actual	2025 Target	2026 Target
Support economic and community development in unincorporated Cook County	Continue providing exemplary service by conducting public hearings in a transparent, timely and equitable manner.	Average time to get special use and map amendment applications from referral to hearing	62.2 days	N/A[c]	N/A[c]
		Average time to get variance applications from referral to hearing	46.1 days	N/A[c]	N/A[c]
	Continue to improve the appeals process by collaborating with Building and Zoning, streamlining the appeals process and making changes to the zoning ordinance.	Special use and map amendment applications received	6	N/A[c]	N/A[c]
		Variance applications received	53	N/A[c]	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Offices Under the President

BUREAU OF ASSET MANAGEMENT

Office of Asset Management

Mission:

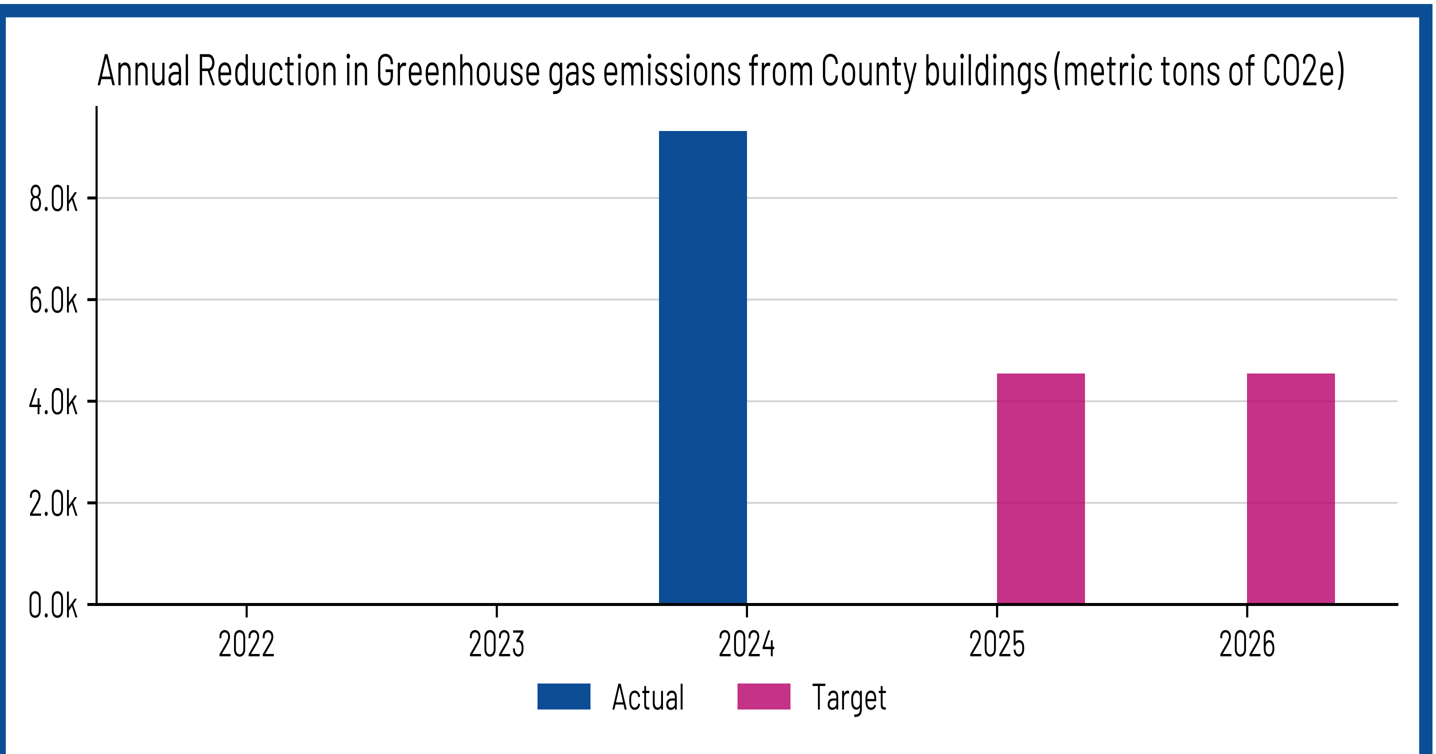
The Bureau of Asset Management serves as a steward of County assets and optimizes the asset life cycle through Real Estate, Capital Planning, Facilities Management, and Energy Management. The Bureau's mission is to build equitable and sustainable communities for all residents.

2025 Outcomes

- Completed Markham Courthouse rooftop and Skokie rooftop and parking garage solar projects to reduce operational costs of utilities and CO2 emissions.
- Began implementation of the asset management system to enhance operational efficiency, cost-effective facility management and data driven capital planning.
- Fully renovated the Bronzeville Health Center to expand access to ambulatory services on the south side of Chicago.

2026 Goals

- Complete the remaining 40 construction and engineering Build Up Cook projects in under-resourced suburban communities and provide capacity building workshops.
- Update the County's green building standards to ensure all retrofits and new construction meet maximum energy savings and meet the Clean Energy Plan goals.
- Advance parking, ambulance access, elevator upgrades and core building systems at Provident Hospital through the construction manager at risk delivery method. At Stroger Hospital, roofing, lighting, elevators and wayfinding will also be improved.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Ensure fair access to resources and opportunities while prioritizing the health and prosperity of all community members.	Increase the value and participation of women- and minority-owned businesses in County contracts to 45% by 2027	Percent of contract spend to women and/or minority-owned suppliers	N/A[b]	N/A[b]	N/A[b]	N/A[b]	N/A[c]	35.0%
Focus on environmental stewardship and building resilience to climate challenges for long-term viability	Reduce greenhouse gas emissions due to energy consumption of County facilities by 50% by 2033.	Annual Reduction in Greenhouse gas emissions from County buildings (metric tons of CO2e)	N/A[b]	N/A[b]	9,316	N/A[b]	4,543[d]	4,543
Foster an environment that encourages teamwork, open communication and shared values to achieve common goals.	Improve project management excellence by achieving 65% of projects completed on time, on budget and on benefit by 2026	Percent of capital improvement projects completed on schedule	100.0%	90.0%	81.5%	85.7%	65.0%	65.0%
		Percent of capital improvement projects completed within budget	96.7%	87.5%	87.0%	83.3%	65.0%	65.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.
d 2025 Actual value to be determined

Department of Facilities Management

Mission:

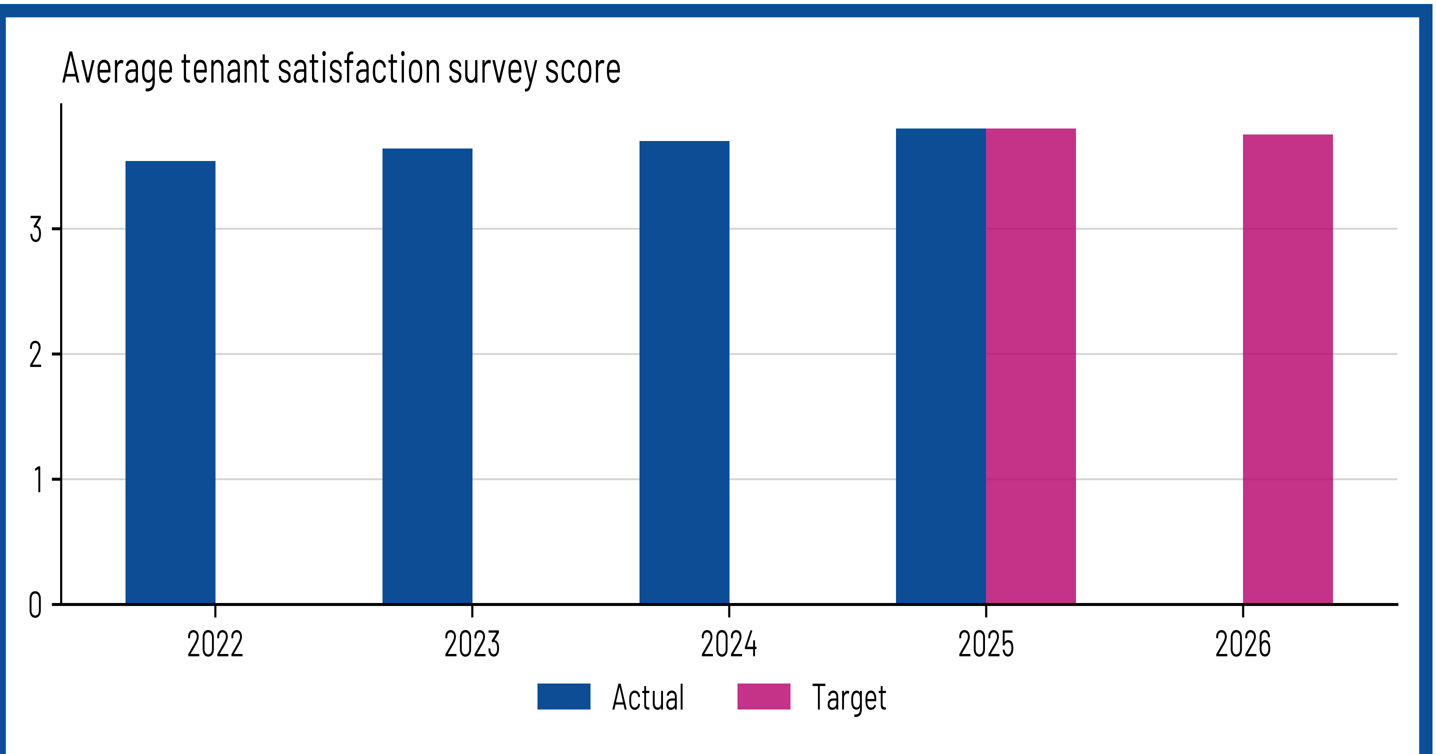
To maintain and operate Cook County facilities for the general public and Cook County Departments in a cost-effective manner and provide safe, reliable and clean facilities that support the business and services of the County.

2025 Outcomes

- Cataloged over 8,000 building assets which were uploaded directly into the new asset management system to provide more accurate building system equipment information for facility condition assessment and replacement.
- Partnered with Local 399 to provide the trainee program with County facilities to provide an inclusive training program that allows trainees to become licensed engineers.

2026 Goals

- Finalize scope for the digital concierge platform to increase County transparency in buildings serving the public, allowing for wayfinding, the posting of County announcements and events along with sharing specific building related information.
- Utilize the new asset management system to provide a robust central maintenance system to track things such as work records, equipment useful life and preventative maintenance.



Goal	Outcome	Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Consistently provide high-quality services that meet or exceed community expectations.	Increase tenant satisfaction with County facilities from 3.6 to 3.8 by 2027	Average tenant satisfaction survey score	3.5	3.6	3.7	3.8	3.8	3.8
		Percent of employees who participate in the tenant satisfaction survey	23.6%	22.5%	23.6%	30.0%	25.0%	30.0%
	Operate facilities in an efficient and cost-effective manner	Average number of hours to complete work orders	N/A[a]	N/A[a]	N/A[a]	0.1 hours	N/A[c]	0.1 hours
		Dollar value of in-house work	$1.1M	$1.6M	$1.5M	$1.1M	$1.3M	$1.3M
		Operational cost per square foot	$4.63	$5.03	$5.65	$4.94	$5.20	$5.20
		Percent of work orders completed within SLA	52.0%	53.6%	91.4%	55.6%	93.0%	93.0%
		Volume of in house work	N/A[a]	N/A[a]	N/A[a]	$1.0M	N/A[c]	$1.3M
		Work orders completed	N/A[b]	N/A[b]	N/A[b]	118k	N/A[c]	118k

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

PUBLIC HEALTH

Health System Administration

Mission:

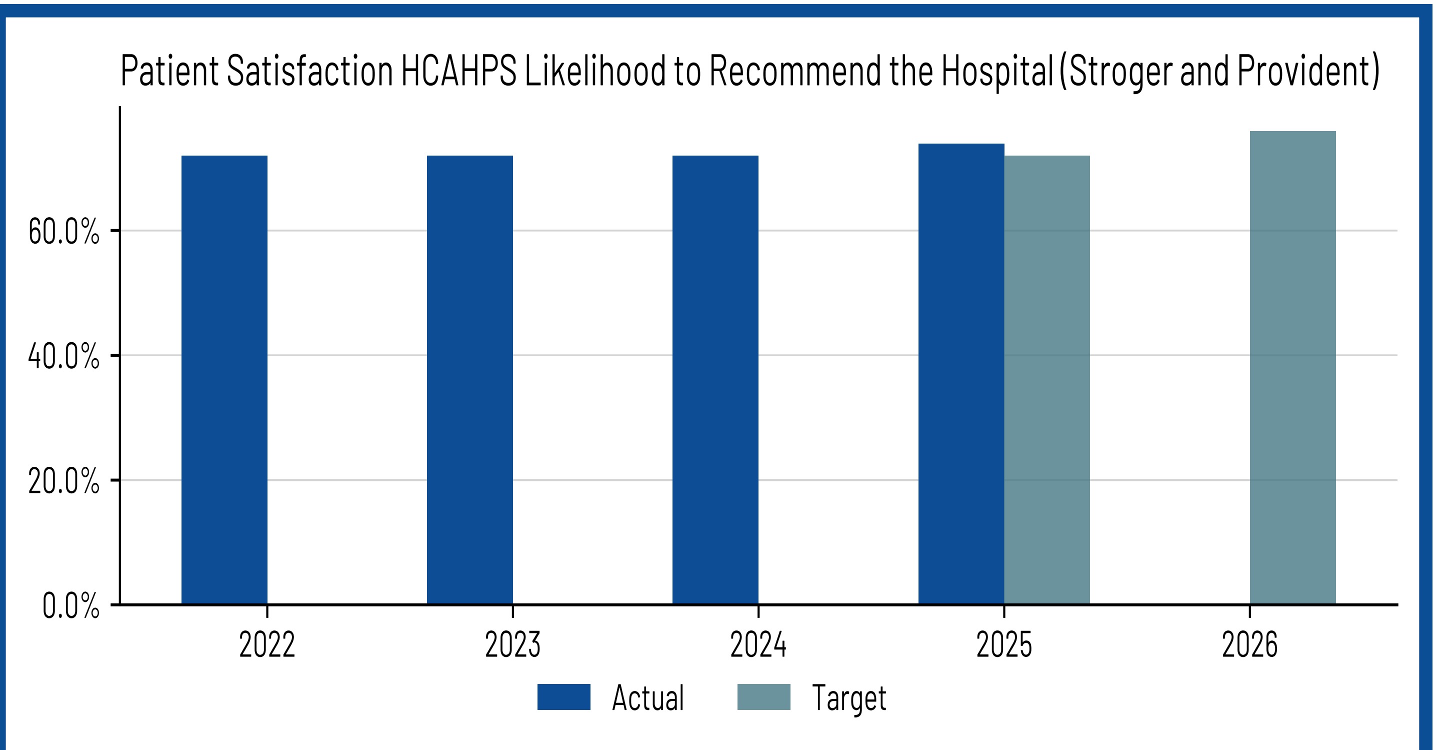
Establish universal access to the world's best care and health services for all Cook County residents, regardless of the ability to pay, so all may live their healthiest life.

2025 Outcomes

- Established a doula program to provide support for deliveries by empowering the birthing persons and/or couple throughout their pregnancy, labor and afterwards with postpartum and newborn care.
- Achieved a 58% increase in year-over-year hiring and a 30% reduction in agency spending.
- Entered into an affiliation and clinical services agreements with University of Illinois Chicago, UI Health and Rush University Medical Center.
- Launched the new Food as Medicine website to help patients access programs that connect nutrition and medical care.
- Earned the equity certification from the Joint Commission.

2026 Goals

- Continue progress in reducing the vacancy rate and reduce agency utilization.
- Enter into additional value-based care contracts to drive higher quality outcomes and to yield positive financial impact.
- Improve and maintain a positive operating margin through denial reduction, increased claims submissions, note closures and improved billing technology.
- Implement performance and process improvement initiatives throughout the organization including hiring, procurement, surgical optimization and throughput improvements.
- Leverage emerging technologies and continue to improve electronic medical records.
- Continue to improve quality ratings and metrics and increase patient and member satisfaction scores.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
NDNQI Indicator: Patient Falls with Injury per 1,000 Patient Days for Med Surg Units	111	42	36	32	32	30
Number of grants obtained	13	75	68	79	101	99
Patient Satisfaction HCAHPS Likelihood to Recommend the Hospital (Provident)	56.0%	59.0%	54.0%	64.1%	55.0%	65.8%
Patient Satisfaction HCAHPS Likelihood to Recommend the Hospital (Stroger and Provident)	72.0%	72.0%	72.0%	73.9%	72.0%	75.9%
Patient Satisfaction HCAHPS Likelihood to Recommend the Hospital (Stroger)	72.0%	72.0%	73.0%	74.4%	73.0%	76.5%
Total dollars generated overall	$8.4M	$44.8M	$118M	$29.3M	$51.0M	$42.8M
Year-end Average Time to Hire	106 days	97 days	120 days	105 days	96 days	96 days

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Cermak Health Services of Cook County

Mission:

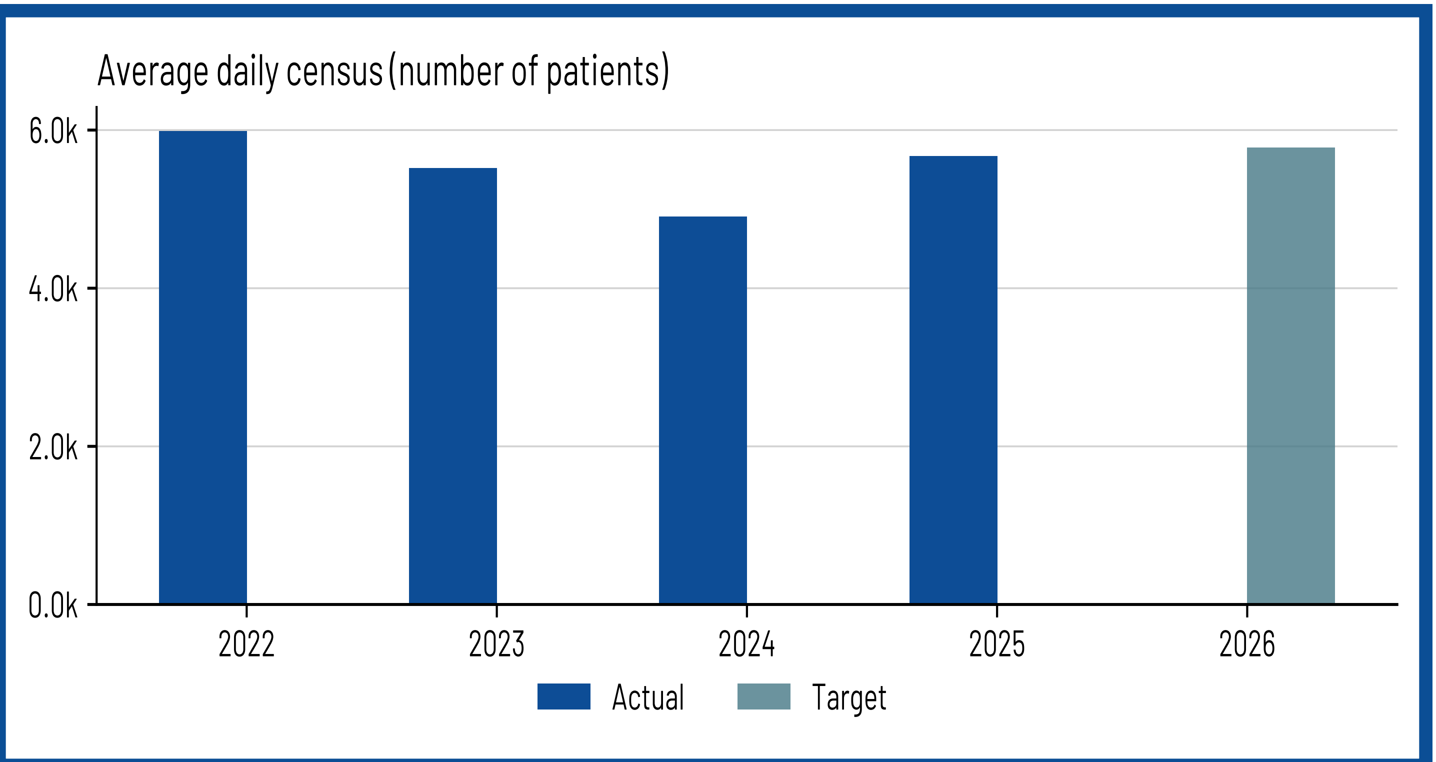
To provide high quality, timely, and cost-efficient healthcare services in a correctional setting in accordance with acceptable community standards, accreditation, and regulatory requirements as a continuum of care within CCH and the community.

2025 Outcomes

- Secured equipment for increasing access to specialty care services using telehealth technology.
- Worked to improve medication documentation moving from manual to electronic documentation systems, increasing accuracy and efficiency resulting in improved patient safety.
- Continued the goal of significantly reducing vacancies, and the Cermak opioid treatment program successfully achieved reaccreditation.

2026 Goals

- Introduce additional clinical specialty/sub-specialty services to reduce the number of offsite transfers from Cermak to the Stroger Hospital campus.
- Prepare to apply for National Commission on Correctional Healthcare (NCCHC) mental health accreditation, paving the way for Cermak to be evaluated for the NCCHC Pinnacle Award, the highest distinction in correctional healthcare recognizing a facility's meeting of the highest standards across three key areas of healthcare: jail health services, mental health services and opioid treatment programs.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average daily census (number of patients)	5,987	5,516	4,902	5,672	N/A[c]	5,776
Average number of patients on Medical Caseload per day	708	670	580	577	N/A[c]	542
Average number of patients on Methadone Assisted Treatment (MAT) Caseload per day	129	137	132	149	N/A[c]	139
Avg. # of patients on Mental Health Caseload per day	2,702	2,377	2,073	2,391	N/A[c]	2,318
Doses of medication dispensed	5.2M	4.7M	4.6M	5.1M	N/A[c]	4.9M
Number of Health Screenings (includes health, mental health and substance use) completed upon entering the jail (intake) by clinical staff	31.8k	29.3k	24.9k	29.8k	N/A[c]	29.6k

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Health Services - Juvenile Temporary Detention Center

Mission:

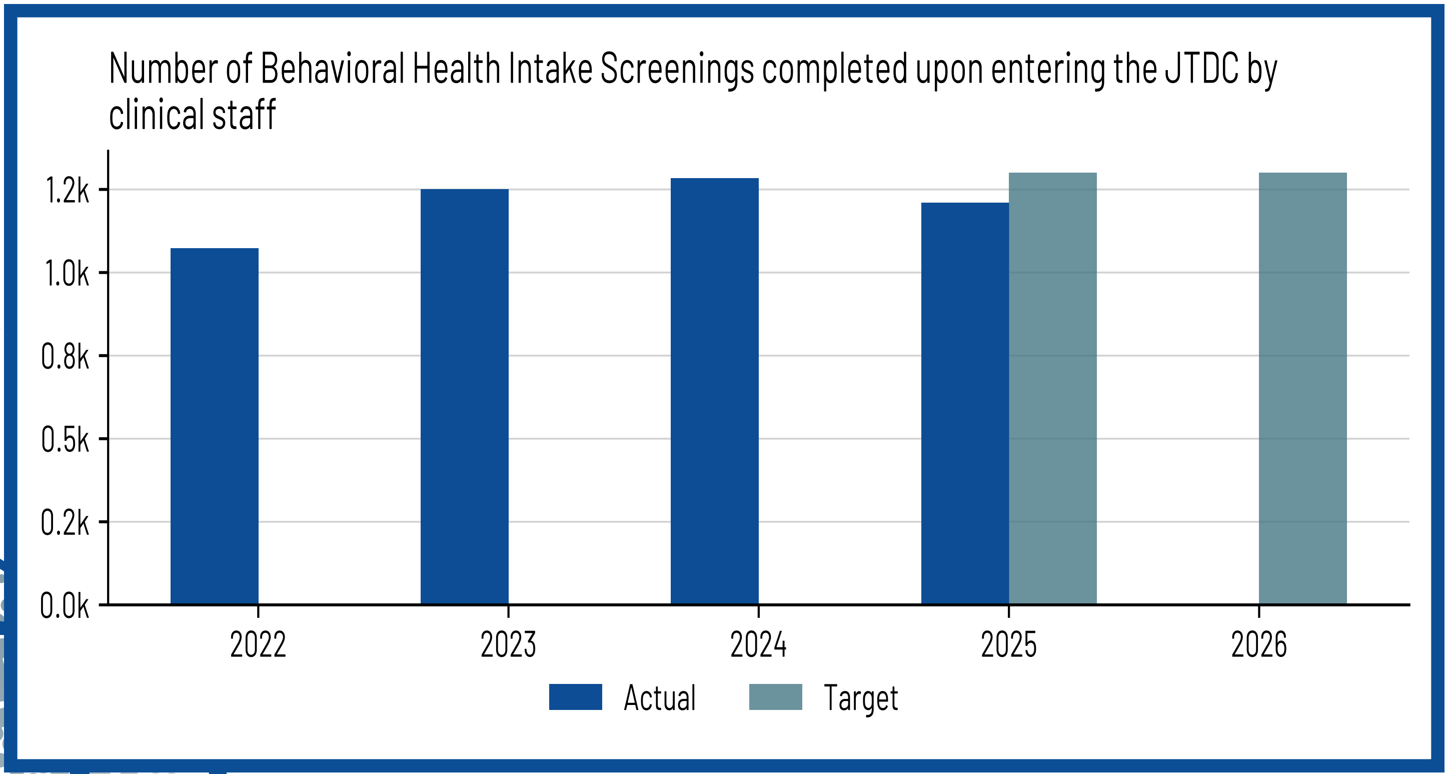
To provide integrated trauma-informed health services for youth at the Cook County Juvenile Temporary Detention Center, promote health education for self-care, and establish community linkages for soon-to-be-released residents that exceed community and regulatory standards of care.

2025 Outcomes

- Sustained a low health-related grievance rate of 0.17 per 100 residents reflecting timely and effective responses to residents' concerns, while patient satisfaction surveys showed that more than 90% of patients were satisfied with care.
- Developed a youth health services resources booklet, linking residents to medical, dental and mental health services following release which improved discharge services.
- Achieved 100% compliance during a two-day National Commission on Correctional Health Care survey, confirming full adherence to nationally recognized juvenile health standards.
- Exceeded all 36 applicable juvenile health standards through an eight-day biennial review by Illinois Supreme Court's Administrative Office.

2026 Goals

- Maintain involvement in the deferred prosecution program, which early research links to reduced recidivism among participants.
- Implement care plans for youth with chronic conditions, mental health needs or other special health concerns, ensuring follow-up care during and after detention.
- Provide emergency contraception to eligible individuals as part of reproductive health support.
- Focus on increasing immunization rates for influenza, HPV and meningococcal vaccines.
- Introduce Medicaid and CHIP benefits to cover limited services for eligible incarcerated youth approaching release, helping bridge care between detention and community reintegration.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Number of Behavioral Health Intake Screenings completed upon entering the JTDC by clinical staff	1,072	1,250	1,283	1,210	1,300	1,300
Number of Behavioral Health Referrals	7,422	9,815	5,970	5,073	6,500	6,500
Number of HSRF Encounters	4,302	4,216	5,171	5,417	4,694	5,370
Number of Receiving Screenings completed upon entering the JTDC by nursing staff	1,936	2,101	2,118	1,866	2,110	2,000
Number of total Behavioral Health Clinical Activities (intakes, referrals, counseling sessions, psychiatric evaluations, confinement assessments, consultations, collateral contacts, suicide reassessments, clinical rounds)	N/A[b]	60.7k	54.8k	43.1k	55.0k	55.0k

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Provident Hospital of Cook County

Mission:

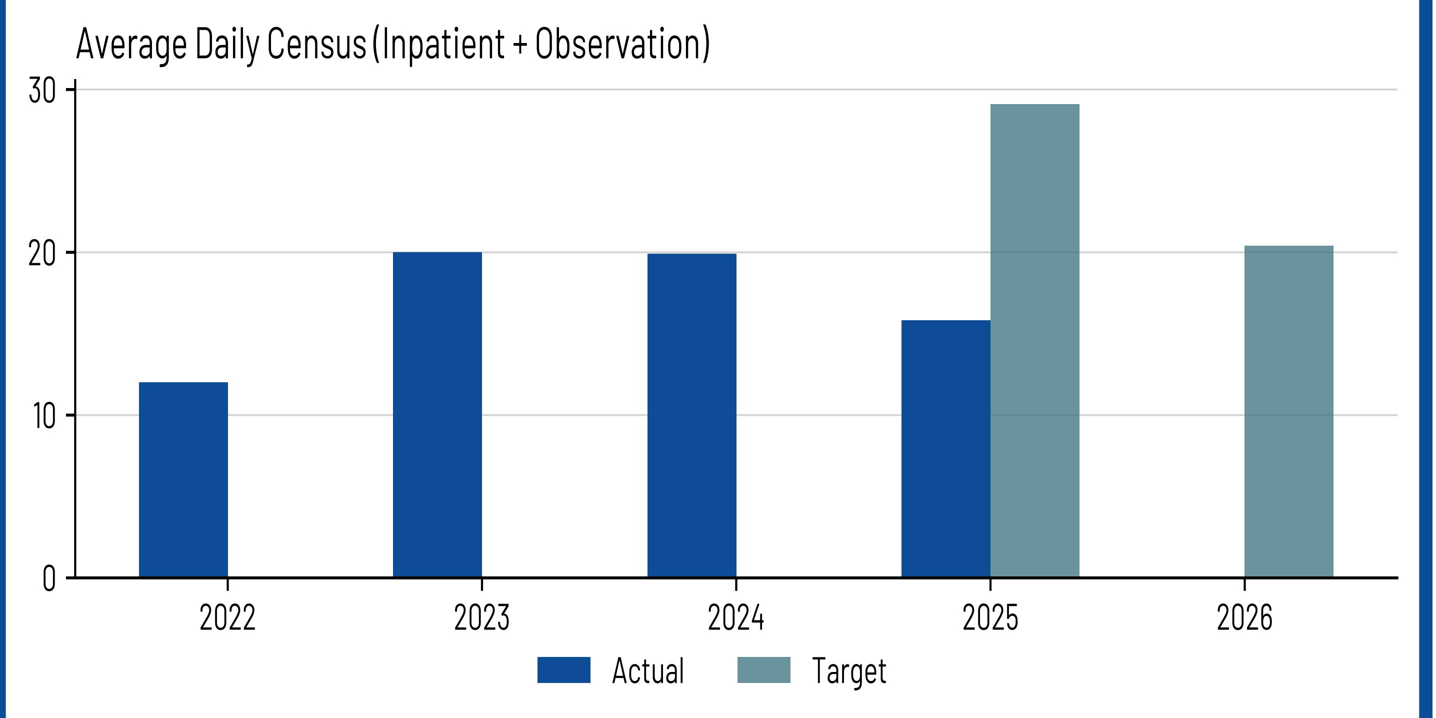
To deliver integrated health services with dignity and respect regardless of a patient's ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies that promote the physical, mental, and social well-being of the people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

2025 Outcomes

- Achieved 2025 Leapfrog Organization's "Top Hospitals" designation for the second straight year.
- Awarded 90 scholarships through the Provident Scholarship Fund to students pursuing careers in health care who are dedicated to caring for underserved communities.
- Expanded community outreach activities in conjunction with CountyCare.
- Added pain management and plastic surgery clinics in Sengstacke Specialty Clinic.
- Repurposed the observation unit to peri-op services to streamline peri-operative procedures.
- Upgraded the patient examination rooms in the Sengstacke Specialty Clinic.
- Facility investments and improvements including HVAC systems and compactor replacement and upgraded patient examination rooms at Sengstacke Specialty Clinic.

2026 Goals

- Plan for a neurology/stroke program that includes a new MRI facility.
- Expand GI services to expand endoscopy services to Monday through Friday and include inpatient consultation services to decrease transfers to Stroger.
- Expand OBGYN, urology, GI, oral/maxillofacial and general surgery services.
- Add pain procedural services to ambulatory surgery services.
- Improvements to HVAC, elevator, ambulance bays, hospital interiors, pharmacy clean room
- Collaborate with CountyCare to expand community wellness, awareness and access to care.
- Complete a successful triennial joint commission survey.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
30 Day Readmission Rate	N/A[b]	4.7%	3.5%	9.7%	3.3%	3.0%
Average Daily Census (Inpatient + Observation)	12	20	19.9	15.8	29.1	20.4
Discharges	544	896	764	714	1,150	803
Emergency Room Visits	22.4k	26.1k	26.4k	24.4k	26.4k	25.9k
Length of Stay (LOS)	5.5 days	4.6 days	4.6 days	3.7 days	4.6 days	3.7 days
Observation Discharges	820	1,316	1,675	1,506	3,089	1,556
Surgery Cases (Main Operating Room)	3,033	3,442	3,019	2,484	2,976	2,900

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Ambulatory and Community Health Network of Cook County

Mission:

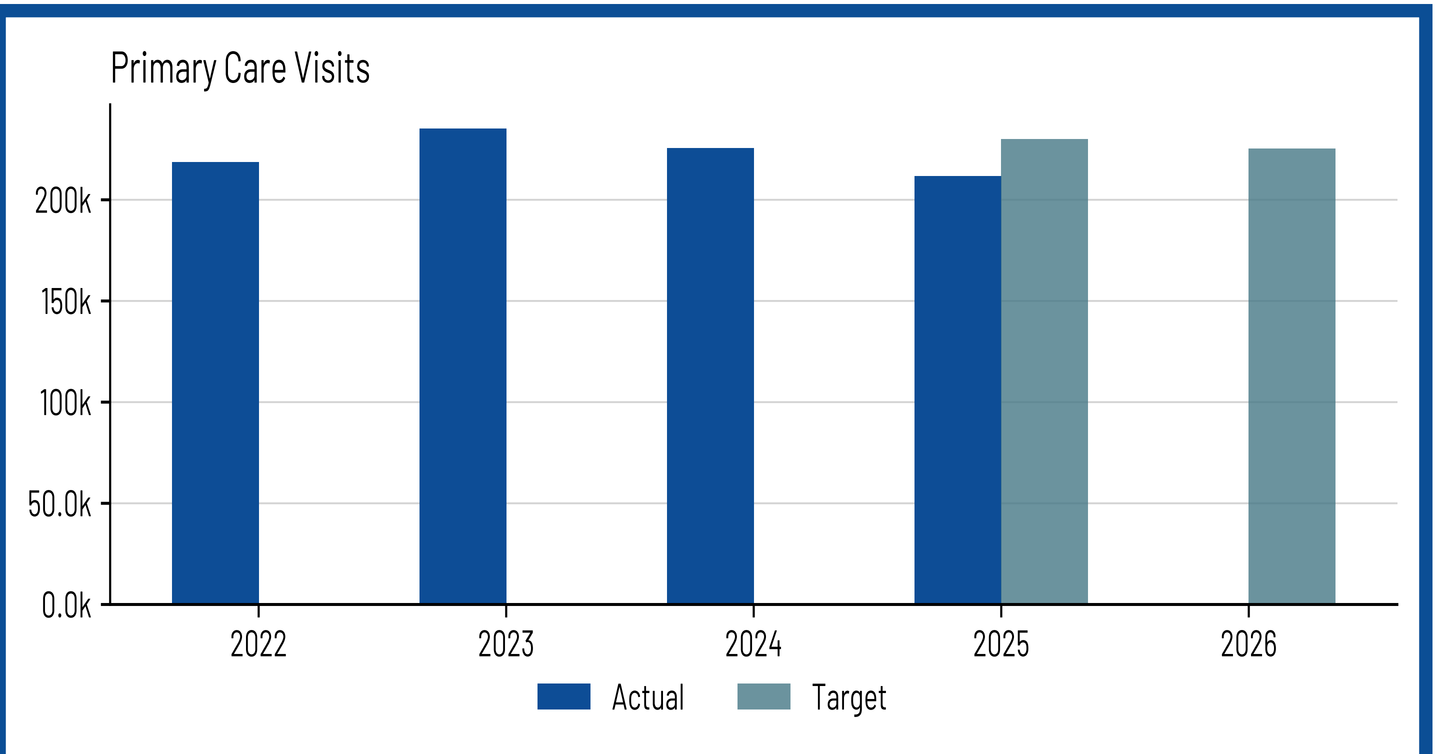
To deliver quality health services with dignity and respect regardless of a patient's ability to pay; partner with communities and providers to enhance the health of the public; and advocate for policies promoting the physical, mental, and social well-being of Cook County's citizens.

2025 Outcomes

- Finalized contracts for four Medicaid managed care plans, and new workflows were created and implemented to close care gaps.
- Opened Bronzeville Health Center, opened the first optical shop through specialty care and launched three new dental clinics.
- Began offering specialty dentistry for pediatric patients in Belmont Cragin, and services were reestablished at the Cottage Grove clinic.
- Expanded the clinic network within the Provident community by offering new pain management and plastics services.
- Implemented a doula workforce.
- Redesigned primary care call routing which reduced patient wait times.
- Expanded the central triage call center to support seven locations by answering 60,000 calls with an average answer speed of 22 seconds.

2026 Goals

- Open an imaging center and provide immediate care services in the Arlington Heights clinic.
- Add endodontics at Belmont Cragin.
- Promote awareness of the immediate virtual care program.
- Implement a fourth trimester patient access model that connects birthing persons to primary care immediately after delivery.
- Increase pediatric specialty volume by strengthening partnerships with external referral sources and optimizing care coordination pathways.
- Improve access to pediatric behavioral health and pediatric psychiatry by expanding appointment availability.
- Pursue renewal of the cancer center's Commission on Cancer accreditation for another three-year term.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Oral Health Visits	15.2k	16.0k	15.8k	18.0k	18.0k	18.0k
Patient Satisfaction HCAHPS Likelihood to Recommend the Hospital	64.0%	65.0%	65.0%	68.5%	66.0%	69.0%
Primary Care Visits	219k	235k	225k	212k	230k	225k
Specialty Care Visits	365k	381k	383k	379k	352k	419k

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Ruth M. Rothstein Core Center

Mission:

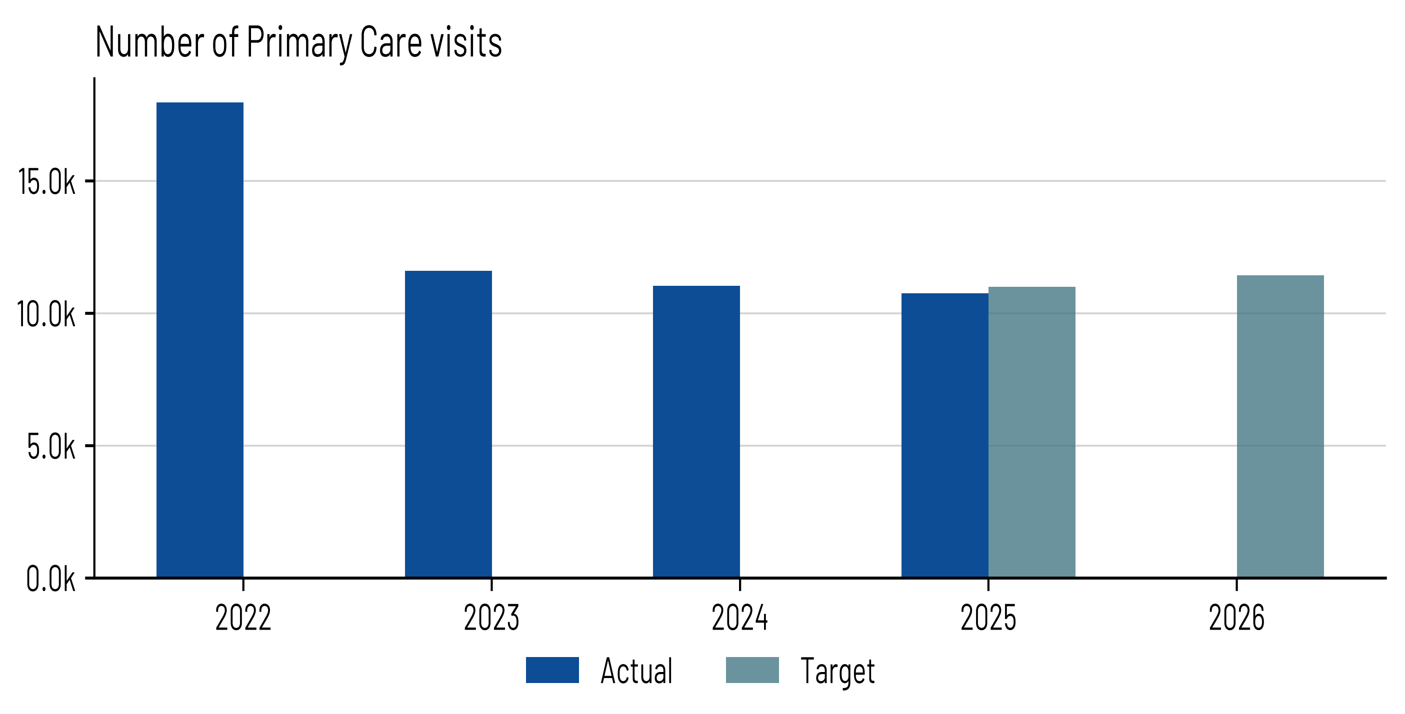
To provide the highest quality care for persons infected or affected by infectious diseases with respect, dignity, and compassion without regard to their ability to pay; to ensure a client-centered and consumer-guided environment; and to seek to better understand and to prevent these diseases through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

2025 Outcomes

- Remained focused on integrating low-barrier care access and health equity into the HIV integrated programs population-centered health home model of care.
- Certified four additional staff and completed 1,298 FibroScans for staging of liver disease.
- Achieved an overall patient satisfaction rate of 97%.
- Re-engaged and linked 515 patients back into care across HIV programs; conducted 5,624 HIV tests to community members and linked 493 PrEP patients into the HIV Prevention program.
- Awarded $500,000 additional funds to expand the "Getting Some" multi-platform marketing campaign, raising HIV awareness.
- Awarded nine new grants.
- Selected as a site for six new clinical trials, and continued enrollment in two ongoing cohort study networks.

2026 Goals

- Strengthen central campus emergency department collaboration by improving coordination with John Stronger emergency department to streamline referral of patients screened for STIs, HIV and hepatitis to the Core Center.
- Enhance population health management by continuing to improve outcomes across key measures, including STI treatment, statin use, A1C and blood pressure control, vaccine coverage and hepatocellular carcinoma screening for patients with advanced liver fibrosis or cirrhosis.
- Expand chronic disease management visits with new continuous glucose monitoring clinic and Implement pharmacist/nursing targeting diabetes and hypertension visits for management between primary care follow-ups.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average number of visits per patient per year	1.3	1.4	1.4	2	1.4	1.4
Number of Primary Care visits	18.0k	11.6k	11.0k	10.7k	11.0k	11.4k
Number of Specialty Care visits	11.2k	10.3k	9.8k	11.0k	10.3k	9.6k
Patient Satisfaction	92.0%	85.0%	88.0%	97.0%	92.0%	93.0%
Percent of HIV patients on HAART	94.0%	95.0%	100.0%	100.0%	99.0%	99.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Public Health

Mission:

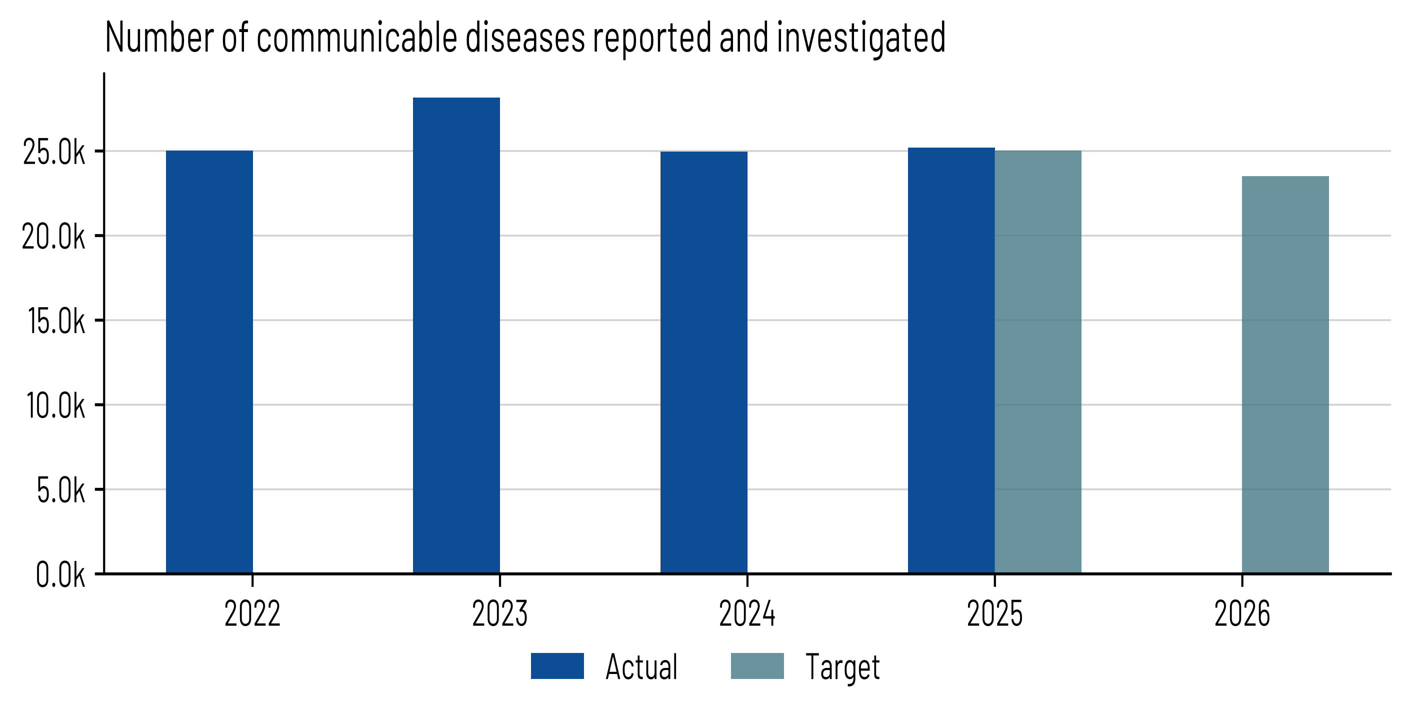
To optimize and achieve health equity for Cook County residents through leadership and collaborations, focusing on health promotion and prevention, while advocating for and ensuring the environment and social conditions necessary to advance physical, mental, and social well-being.

2025 Outcomes

- Hosted 23 COVID/flu vaccine clinics, administering 1,783 vaccines in partnership with County Care and the Ambulatory and Community Health Network.
- Leveraged approximately $18 million in funding from the Centers for Disease Control and Prevention, the American Rescue Plan Act and other grants to expand access to prevention services and resources, advance a racially and socially equitable local food system, promote worker rights and safety and built community capacity for health equity-driven policy and systems change.

2026 Goals

- Expand the recently established community immunization program.
- Continue to augment health data systems, including the Cook County Health Atlas.
- Identify a modernized office location to consolidate resources, elevating the agency's brand and value.
- Implementing the Community Health Improvement Plan and sustaining implementation of a variety of community-serving programs.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Cost per Inspection	$248.00	$212.00	$200.00	$201.00	$200.00	$200.00
Naloxone Kits Distributed	1,611	1,989	4,999	8,821	5,000	5,500
Number of communicable diseases reported and investigated	25.0k	28.2k	24.9k	25.2k	25.0k	23.5k
Number of inspections processed per inspector	402	470	498	498	450	450
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	70.0%	82.0%	75.0%	77.2%	80.0%	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Health Plan Services

Mission:

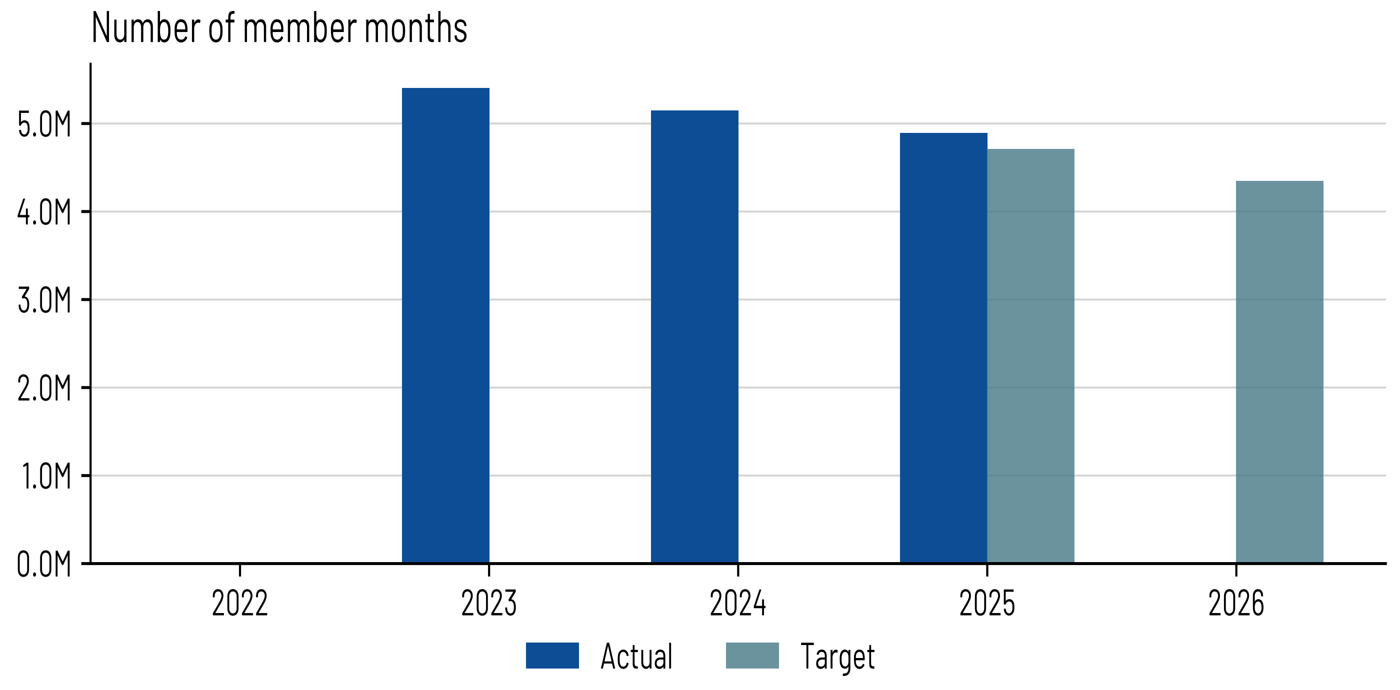
To manage comprehensive Medicaid benefits for Cook County residents enrolled in CountyCare health plan. In addition, the department aims to efficiently administer the infrastructure to implement all aspects of the Health Plan as required by federal and state authorities.

2025 Outcomes

- Received the highest-quality rated Medicaid plan in Illinois for CountyCare, earning a 4-star rating from the National Commission on Quality Assurance (NCQA).
- Expanded CountyCare provider network by adding 700 new providers.
- Increased the number of CountyCare members filling their prescriptions with CCHpharmacy.

2026 Goals

- Continue to improve quality ratings and metrics.
- Achieve NCQA Health Equity Accreditation.
- Further implement cost savings and cost-control strategy measures aimed at reducing medical, pharmacy and administrative costs while maintaining quality care for our members.
- Continue to increase medical and pharmacy utilization of CountyCare patients at CCH facilities.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
CCHHS Net Impact Per Member	23.1	21.7	26	28	30	23
Cost per member served	$519.00	$599.00	$638.00	$744.00	$673.00	$767.00
Medical Loss Ratio	92.0%	97.0%	95.0%	97.8%	94.0%	94.0%
Number of member months	N/A[b]	5.4M	5.1M	4.9M	4.7M	4.3M
Percentage of Claims paid in less than 30 days	89.0%	92.0%	71.0%	58.0%	90.0%	90.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

John H. Stroger, Jr. Hospital of Cook County

Mission:

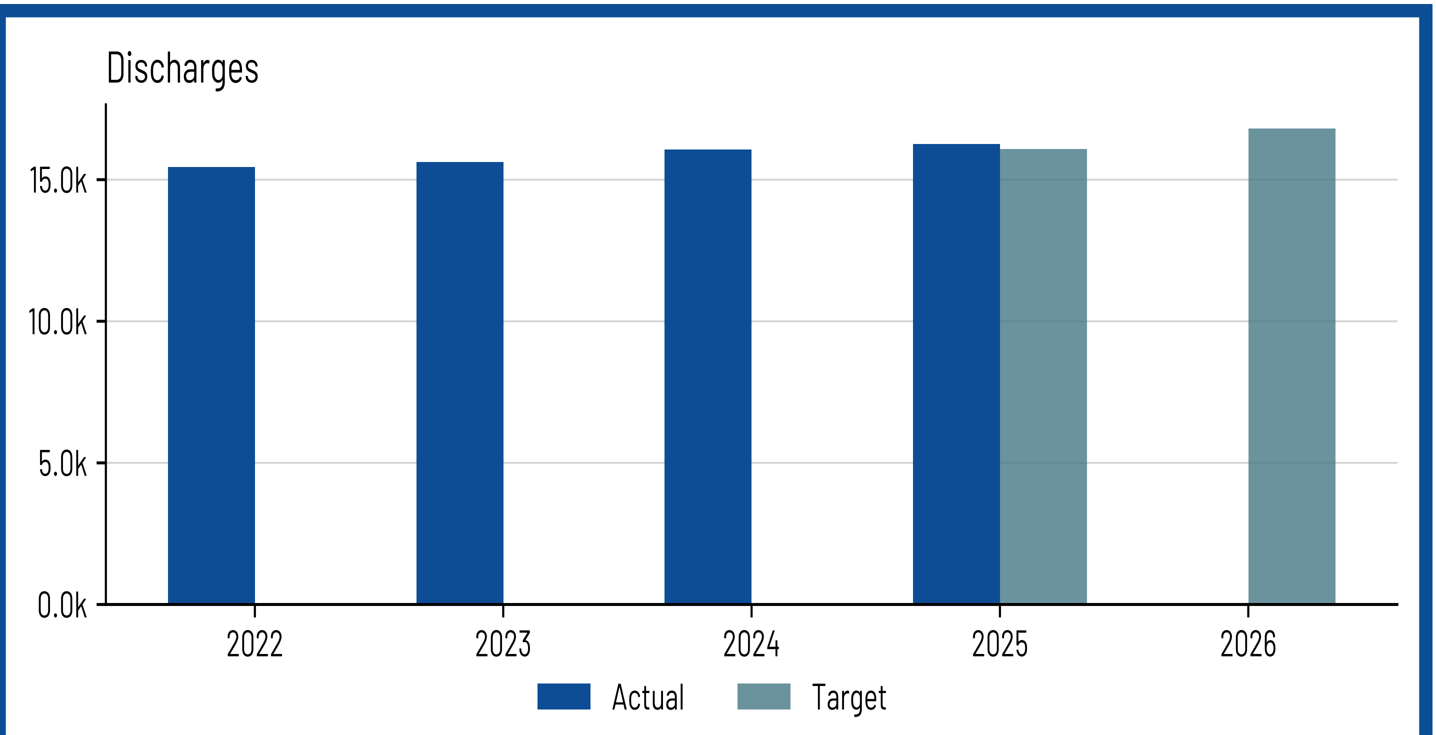
Establish universal access to the world's best care and health services for all Cook County residents, regardless of the ability to pay, so all may live their healthiest life.

2025 Outcomes

- Maintained a grade of B from Leapfrog in the most recent grading period.
- Completed six different accreditations.
- Established a robust nursing excellence framework by embracing the Pathway to Excellence standards, a comprehensive professional practice model.
- Achieved the Silver Beacon Award for Excellence by the American Association of Critical Care Nurses for the neuro ICU and burn ICU.
- Implemented tele-sitter technology enhancing patient safety and supporting continuous monitoring of high-risk patients.

2026 Goals

- Achieve higher rating in the Leap Frog Safety Grade and CMS Star Rating.
- Decrease patient wait times and continue focus on throughput optimization.
- Optimize surgical efforts including growing volume and achieving operational efficiency.
- Continued growth in key service lines including neurosciences, cardiovascular, oncology and surgical services.
- Replace MRI equipment, renovate sterile processing and interventional radiology rooms and implement building improvements including interior signage and parking garage.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
30 Day Readmission Rate	10.1%	9.6%	9.1%	4.7%	9.0%	9.0%
Average Daily Census (Inpatient + Observation)	279	305.7	330	301.9	316.8	305.7
Deliveries	777	949	1,149	1,119	950	1,045
Discharges	15.4k	15.6k	16.0k	16.3k	16.1k	16.8k
Emergency Room Visits	80.0k	85.8k	90.9k	87.9k	92.0k	89.5k
Length of Stay (LOS)	6 days	6.4 days	6.6 days	5.9 days	6.1 days	5.5 days
Observation Discharges	6,308	6,946	7,550	9,455	6,902	9,060
Surgery Cases (Main Operating Room)	11.0k	11.1k	11.4k	11.3k	10.0k	10.6k

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

PUBLIC SAFETY

Clerk of the Circuit Court

Mission:

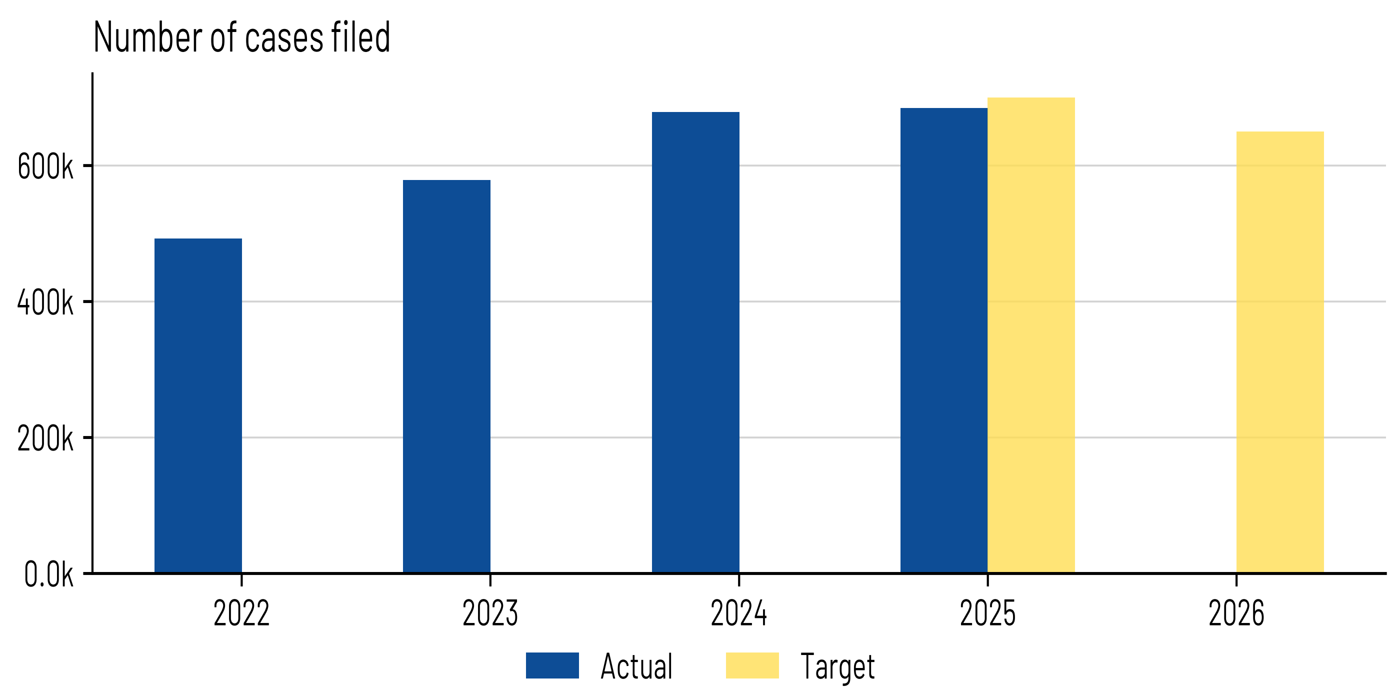
The Office of the Clerk of the Circuit Court of Cook County strives to serve the public with excellence. Our goal is to provide efficient, transparent, and technologically advanced court services to all participants in the judicial system, ensuring an accurate and complete court record, strong financial stewardship, and equal access to justice for all. Our dedicated workforce reflects the diversity of our communities and is committed to delivering exceptional service and upholding the integrity of the judicial process.

2025 Outcomes

- Reengineered customer experience by providing customer service training to all employees and created an anonymous reporting tool to obtain customer service feedback.
- Improved the relationships with stakeholders by fulfilling backlogged statutory reporting obligations and creating a dashboard to improve transparency.
- Created efficiencies by improving technologies and developing policies and procedures.

2026 Goals

- Provide adequate staffing of courtrooms and sufficient funds for various court operations.
- Create and continue to document the policy and procedures of the office.
- Create efficiencies in operational and administrative areas to enhance accessibility.
- Ensure an accurate and complete court record, exercise sound financial stewardship and promote equal access to justice.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Bond deposits (millions)	$7.00	$26.23	$4.50	$2.30	$3.00	$1.00
Credit card collections as a percentage of total revenue	34.0%	26.0%	18.0%	15.8%	15.0%	15.0%
Expungement cases filed	8.7k	15.1k	29.7k	30.8k	25.0k	28.0k
Number of case activities	$6.9M	$6.4M	$12.5M	$13.6M	$11.0M	$13.0M
Number of cases e-filed activity	$2.6M	$1.6M	$2.9M	$3.0M	$3.0M	$3.0M
Number of cases filed	493k	578k	678k	684k	700k	650k
Number of civil appeals cases	1,242	1,087	1,299	1,456	1,000	1,000
Number of fraud, abuse and sexual harassment cases	6	93	54	69	40	60
Number of orders of protection cases	11.5k	15.1k	14.1k	17.2k	15.0k	16.0k
Percentage of fraud, abuse and sexual harassment cases completed	90.0%	53.0%	97.0%	65.0%	90.0%	85.0%
Total Clerk of the Circuit Court revenue (millions)	$75.00	$80.36	$77.70	$84.40	$72.90	$80.00
Training hours of employees and outsider attendees	34.2k hours	24.2k hours	24.9k hours	45.6k hours	25.0k hours	30.0k hours

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Public Defender

Mission:

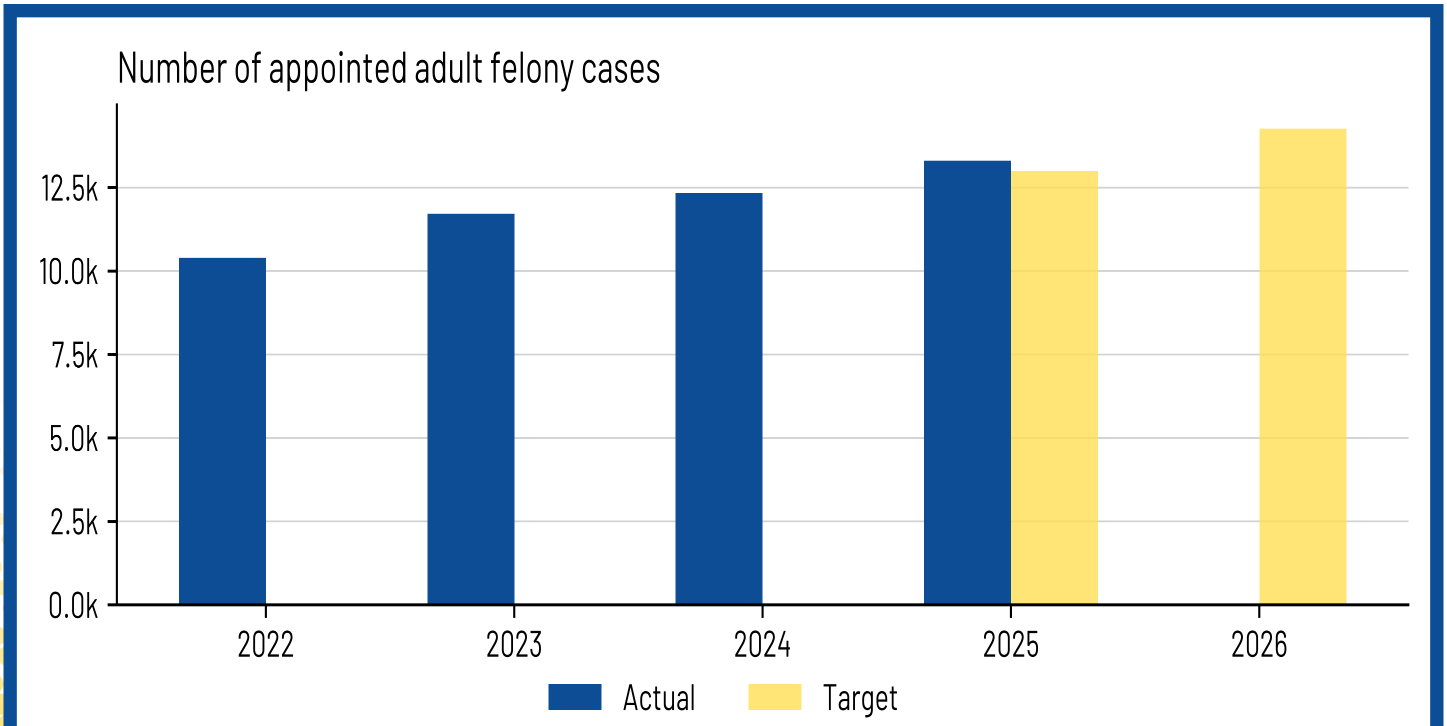
The mission of the Law Office of the Cook County Public Defender is to protect the fundamental rights, liberties, and dignity of each person whose case has been entrusted to us by providing the finest legal representation.

2025 Outcomes

- Reduced workloads to ensure zealous advocacy of clients. Hired additional legal and non-legal personnel to continue to incrementally work towards meeting national workload standards.
- Enhanced technology by reducing the life cycle of employee computers to three years.
- Completed a request for information process and released a request for proposals for a new case management system. Also expanded the technology available in the professional development division, implemented an e-discovery platform and are in the process of purchasing a new system for the Forensics Division.
- Used the retention bonus program to retain talented staff.

2026 Goals

- Reduce workloads to ensure zealous advocacy of clients by hiring additional legal and non-legal personnel to continue to work toward meeting national workload standards.
- Enhance technology by starting the development process for a new case management system, implement a new electronic discovery system in tandem with the State's Attorney, build out the trial technology team and employ a new instance of Taleo.
- Acquire necessary office space for employees by leasing additional space near the Maywood Courthouse location.
- Improve the quality of legal representation through training by expanding its portfolio of training opportunities.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Number of appointed adult felony cases	10.4k	11.7k	12.3k	13.3k	13.0k	14.3k
Number of appointed adult misdemeanor cases	29.4k	29.2k	26.1k	28.9k	23.3k	31.8k
Number of appointed homicide cases	384	299	194	221	126	241.8
Number of appointed juvenile cases	2,172	2,588	2,473	2,233	2,363	2,013.0
Number of appointed pretrial felony cases	4.8k	5.6k	9.1k	14.4k	14.9k	22.4k
Number of arrest response hotline calls	4,041	4,692	6,076	7,331	7,868	8,734.5
Number of arrest response police station visits	748	990	1,275	1,842	1,642	2,659.1
Number of disposed adult felony case	11.3k	12.3k	11.9k	13.9k	11.5k	16.8k
Number of disposed adult misdemeanor cases	21.5k	23.3k	24.7k	25.0k	26.1k	25.1k
Number of disposed homi-cide cases	354	334	252	267	190	278.5
Number of disposed juvenile cases	1,587	2,114	2,234	2,159	2,361	2,082.8
Number of disposed pretrial felony cases	4.2k	5.3k	7.8k	10.0k	11.4k	12.9k

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

State's Attorney

Mission:

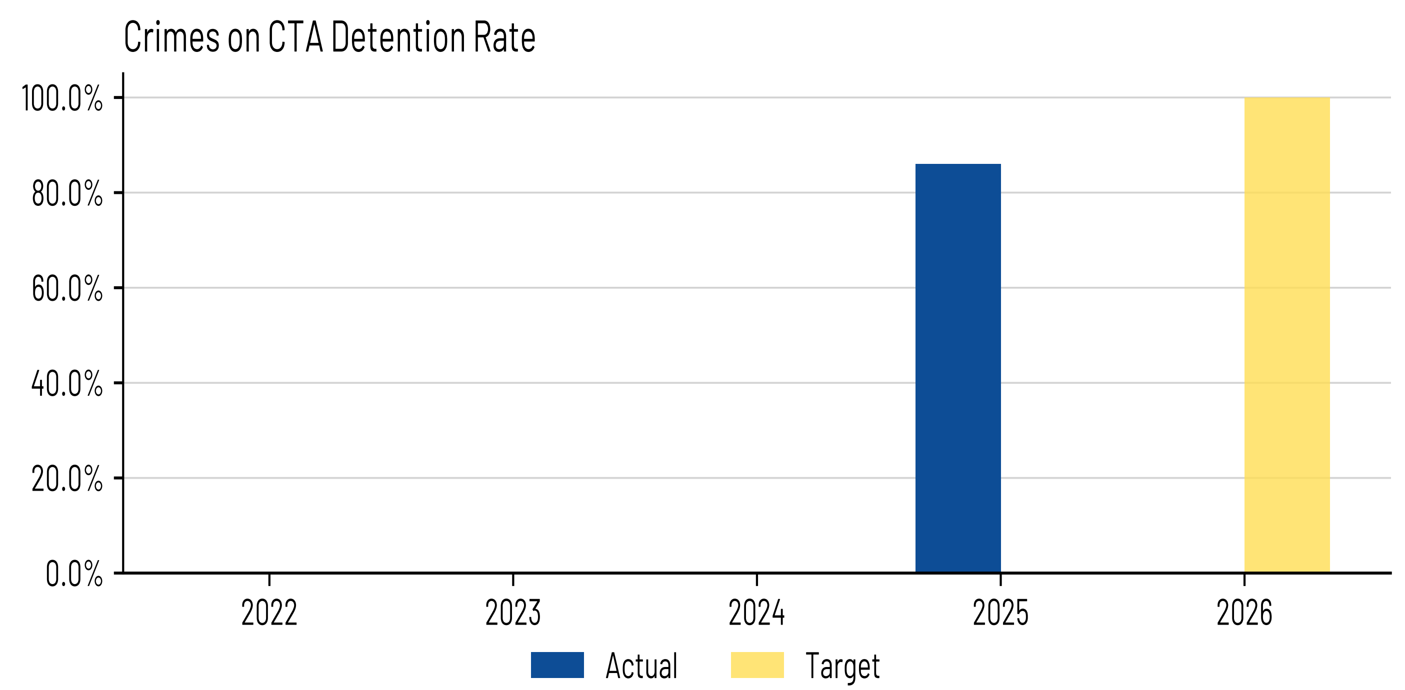
To uphold justice and public safety in Cook County by fairly, ethically, and effectively prosecuting crime, supporting victims, and protecting the rights of all residents.

2025 Outcomes

- Addressed the crisis of gun violence by seeking pre-trial detention and jail time when assault weapons or machine gun conversion devices are utilized in a felony crime.
- Launched the first-in-nation Choice Protection Unit to train prosecutors on best practices to protect women and their reproductive rights legally.
- Created a robust training program, including a boot camp for incoming attorneys, to educate staff on best practices for efficient and effective prosecutions.

2026 Goals

- Focus on domestic violence by increasing resources, staffing and training to represent survivors better and hold perpetrators accountable.
- Address the County-wide increase in crime on public transit and the CTA by creating specialized training and collaboration with other government and law enforcement agencies.
- Restaff the Cook County State's Attorney's Office by focusing on increasing hiring and implementing new programs that increase retention.



Metric	2025 Actual	2025 Target	2026 Target
All staff receving a performance review	1,201	N/A[c]	1,200
Average # Administrative Staff	472	N/A[c]	500
Average # Assistant States Attorneys	855	N/A[c]	900
Average # Investigators	125	N/A[c]	130
Average case length in days (City of Chicago) - Felony	63 days	N/A[c]	60 days
Average case length in days (City of Chicago) - Misdemeanor	50 days	N/A[c]	45 days
Average case length in days (Suburban Cook County) - Felony	73 days	N/A[c]	67 days
Average case length in days (Suburban Cook County) - Misdemeanor	70 days	N/A[c]	65 days
Community Engagement - Persons Reached	450	N/A[c]	500
Crimes on CTA Detention Rate	86.0%	N/A[c]	100.0%
Crimes on CTA Felony Approvals	289	N/A[c]	300
Crimes on CTA Felony Detentions Requested	130	N/A[c]	150
Deferred Prosecution Particpants	2,039	N/A[c]	2,100
Domestic Violence Detentions Requested	646	N/A[c]	700
Domestic Violence Felony Approvals	541	N/A[c]	550
Domestic Violence Felony Detention Rate	80.0%	N/A[c]	100.0%
Domestic Violence Misdemeanor Detention Rate	54.0%	N/A[c]	100.0%
Domestic Violence Misdemeanor Detentions Requested	3,273	N/A[c]	3,500
Domestic Violence Misdemeanors Filed	13.2k	N/A[c]	13.5k
Employee Training Hours - Completed	22.0k hours	N/A[c]	25.0k hours
Escape (EM) Detention Rate	93.0%	N/A[c]	100.0%
Escape (EM) Detentions Requested	98	N/A[c]	100
Escape (EM) Felony Approvals	116	N/A[c]	120
Felony Automatic Firearm Approvals	735	N/A[c]	750
Felony Automatic Firearm Detention Rate	66.0%	N/A[c]	100.0%
Felony Automatic Firearms Detention Requests	666	N/A[c]	750
First Time Bar Taker Pass Rate	93.2%	N/A[c]	90.0%
Number of Appeal Cases Handled	696	N/A[c]	650
Number of cases handled - Civil	47.1k	N/A[c]	46.0k
Number of cases received - Juvenile	4,398	N/A[c]	4,200
Number of Felony approvals	14.5k	9.5k	14.0k
Number of Misdemenor Cases Prosecuted	35.1k	N/A[c]	35.0k
Number of Post Conviction Cases Handled	587	N/A[c]	580

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Metric	2025 Actual	2025 Target	2026 Target
Technolgy - Application Stack Items	35	N/A[c]	40
Technolgy - Help Desk Tickets Resovled	9,377	N/A[c]	9,600
Technology - Help Desk Tickets Requested	9,599	N/A[c]	9,600

PUBLIC SAFETY

SHERIFF

Sheriff's Police Department

Mission:

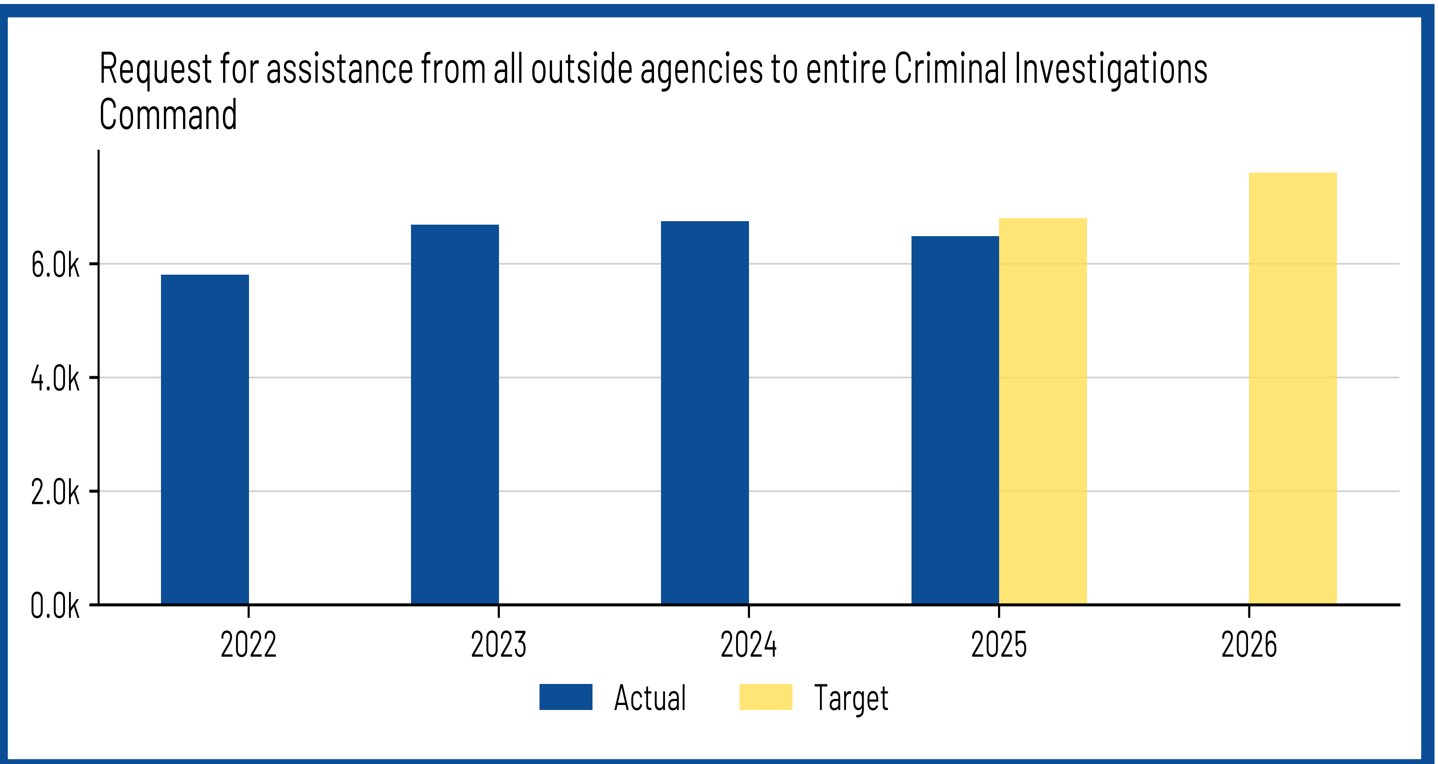
The Cook County Sheriff's Police Department (CCSPD) strives to maintain peace through patrol and police services, community policing and non-traditional community support initiatives.

2025 Outcomes

- Expanded the Treatment Response Team and Co-Responder Virtual Assistance Program, solidifying the CCSO as a national leader.
- Focused on organized criminal enterprises through the Retail Theft Task Force and received nearly $1 million in grant funding since 2023. This funding has enabled the recovery of nearly $6 million in merchandise and 1,793 arrests.
- Acquired a helicopter to fly specific missions to support law enforcement, assisting ground level units to intervene in cases of drivers utilizing expressway shoulders to bypass traffic.

2026 Goals

- Continue to collaborate with the suburbs and City of Chicago to reduce violent crime and expand community engagement. This will continue to build connections between law enforcement and the people we serve.
- Continue to deploy the helicopter for a variety of mission profiles including emergency responses and search and rescue operations. The helicopter assists ground units track stolen vehicles regularly, limiting the need for high-speed chases.
- Continue to focus on organized criminal enterprises and retail theft through data driven strategies.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Assists per officer to outside agencies from the criminalistics section	8.9	2.4	2	2	2	2
Case reports assigned and patrol personnel dispatched per telecommunicator	11.9k	13.4k	12.3k	13.2k	12.9k	13.7k
Guns recovered, invento-ried, and traced	963	993	1,016	1,114	1,100	1,126
Law enforcement calls for services in Chicago per day	173.8	225	170	203	200	215
Law enforcement contacts resulting in arrest for illicit narcotics	163	203	149	211	175	220
Overall computer aided dispatch incidents from the 911 center	1.0M	1.1M	1.1M	1.2M	1.2M	1.3M
Percentage of cases classi-fied as Juvenile cases	8.0%	13.0%	16.0%	20.0%	20.0%	22.0%
Percentage of public record requests that generate revenue	9.5%	10.0%	8.0%	6.0%	10.0%	8.0%
Request for assistance from all outside agencies to en-tire Criminal Investigations Command	5,802	6,681	6,744	6,479	6,800	7,600
Total DUI Reports	104	122	130	137	137	145
Weapons marked for destruction	359	414	442	473	450	485

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Sheriff's Administration and Human Resources

Mission:

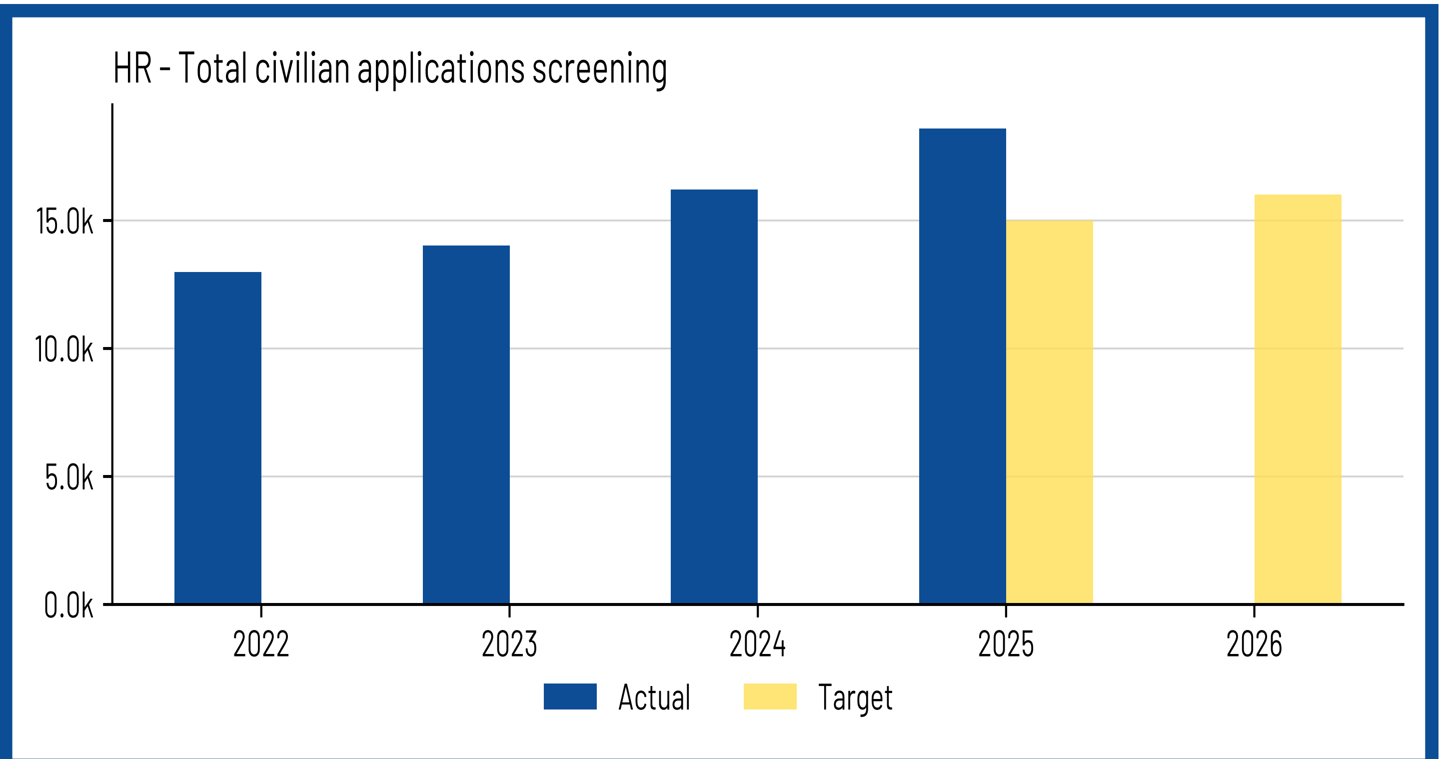
Sheriff's Administration supports Sheriff's Office operations. Functional areas include Human Resources, Legal, Training, Education and Operational Policy, Use of Force Review, Vehicles, Quality Improvement, Data Driven Strategies, Peer Support, Finance, Supply Chain and Building Management and Construction.

2025 Outcomes

- Continued to cast a wide recruitment net, educating the public through multiple avenues to showcase the opportunities the CCSO has to offer. These efforts produced some of the largest classes of recruits in many years.
- Hosted the first law enforcement symposium, bringing law enforcement professionals together for reflection, connection and growth. Participants engaged in workshops and discussions focused on leadership, accountability, community trust and holistic wellness including mental, physical, financial and spiritual well-being.

2026 Goals

- Procure more energy efficient buses and vans through vehicle services and provide more training to increase in-house repairs to realize cost savings.
- Continue to work with operational units to monitor and review processes and recommend policy revisions and operational improvements.
- Continue to provide state-of-the-art training for all staff that promotes professionalism, crisis intervention and de-escalation, while expanding leadership and staff development.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Building and Construction - Percentage of Work Orders Entered and Completed Within Year	97.0%	96.2%	98.0%	100.0%	100.0%	100.0%
Building and Construction - Total work orders entered	20.2k	19.0k	16.6k	19.0k	19.0k	19.0k
Building and Construction - Work orders entered per employee	2,530	2,709	3,330	3,700	3,700	3,700
Bureau of Intelligence and Investigations - Number of intelligence information reports produced	1,295	1,939	1,710	2,724	1,800	3,000
Bureau of Intelligence and Investigations - Number of Requests for Information (RFI's) processed per staff person	929	622	950	1,055	1,000	1,200
CRC - Cases closed monthly	54	63	413	682	300	850
CRC - Evictions social services new cases opened per employee	708	368	375	495	450	550
CRC - Total evictions social services cases opened	705	736	749	1,421	775	1,675
Custodial Investigations - Cases per investigator	315	231	230	247	240	250
Custodial Investigations - Percentage of cases closed	70.0%	82.0%	82.0%	90.0%	90.0%	90.0%
Custodial Investigations - Total cases received	7,567	6,240	7,311	7,420	7,400	7,500
Fiscal - Invoices paid within 30 days of invoice date (entire Sheriff's Office)	82.0%	73.0%	75.0%	82.3%	85.0%	85.0%
Fiscal - Invoices processed per Fiscal Administration staff	2,442	2,635	2,663	2,554	2,667	2,633
Fiscal - Total invoices processed	7,326	7,906	7,990	7,663	8,000	7,900
HR - Days between FMLA application receipt and decision	7 days	5 days	6 days	7 days	5 days	5 days
HR - Final screenings (i.e., skills test, ranking, etc.) complete within two weeks of position posting period	90.0%	90.0%	100.0%	100.0%	100.0%	100.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
HR - Percentage of success in completing HR back-ground checks	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
HR - Total civilian applica-tions screening	13.0k	14.0k	16.2k	18.6k	15.0k	16.0k
HR - Total employee status changes	5,500	4,174	4,727	3,588	4,000	3,000
Legal - FOIA requests processed & monitored	4,233	4,520	5,924	7,965	6,000	9,956
Legal - FOIA requests processed, monitored per employee	1,693	1,130	1,481	1,593	1,200	1,991
Legal - FOIA requests prop-erly responded to within statutory timeframe	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Payroll - Employees paid per timekeeper	543	419	358	310	304	310
Payroll - Total employees paid per pay period	5,431	5,025	5,021	5,282	5,171	5,282
Peer Support - Total in-per-son Trainings	0.7k	8.2k	10.8k	15.6k	11.0k	16.0k
Peer Support - Total Peer Support Counseling Ses-sions	N/A[b]	16.0k	19.4k	32.3k	20.0k	34.0k
Policy - Sheriff's Office Department Manuals - policies/procedures/post orders released and/or updated	244	234	245	330	200	250
Policy - Total number of Knowledge Management System (KMS) published policies/procedures/ post orders worked on per employee	82	78	82	110	67	67
Supply Chain - Average weekly collection (pounds)	461	492	416	473	490	490
Supply Chain - Percentage of waste replaced with recycling	32.0%	48.0%	34.0%	39.0%	43.0%	45.0%
Supply Chain - Total Pounds of Recycling Collected	$1.4M	$1.9M	$1.0M	$1.7M	$2.0M	$1.8M
Training - Number of recruits trained	325	257	392	428	450	450
Training - Number of recruits trained per training employee	13	11	16	19	19	19
Training - Percentage of targeted training goal	72.0%	61.0%	93.0%	95.0%	100.0%	100.0%
UFRU - Reviews completed	1,895	1,681	1,642	1,864	1,500	2,000

Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
UFRU - Training Completed	N/A[a]	N/A[a]	N/A[a]	374	N/A[c]	400
Vehicle Services - Oil changes per mechanic	344	345	360	392	410	400
Vehicle Services - Percentage of vehicles over 100,000 miles	41.0%	35.0%	41.0%	36.0%	30.0%	30.0%
Vehicle Services - Total number of oil changes	4,133	4,146	3,605	3,924	4,100	4,000

Office of Professional Review, Professional Integrity and Special Investigations

Mission:

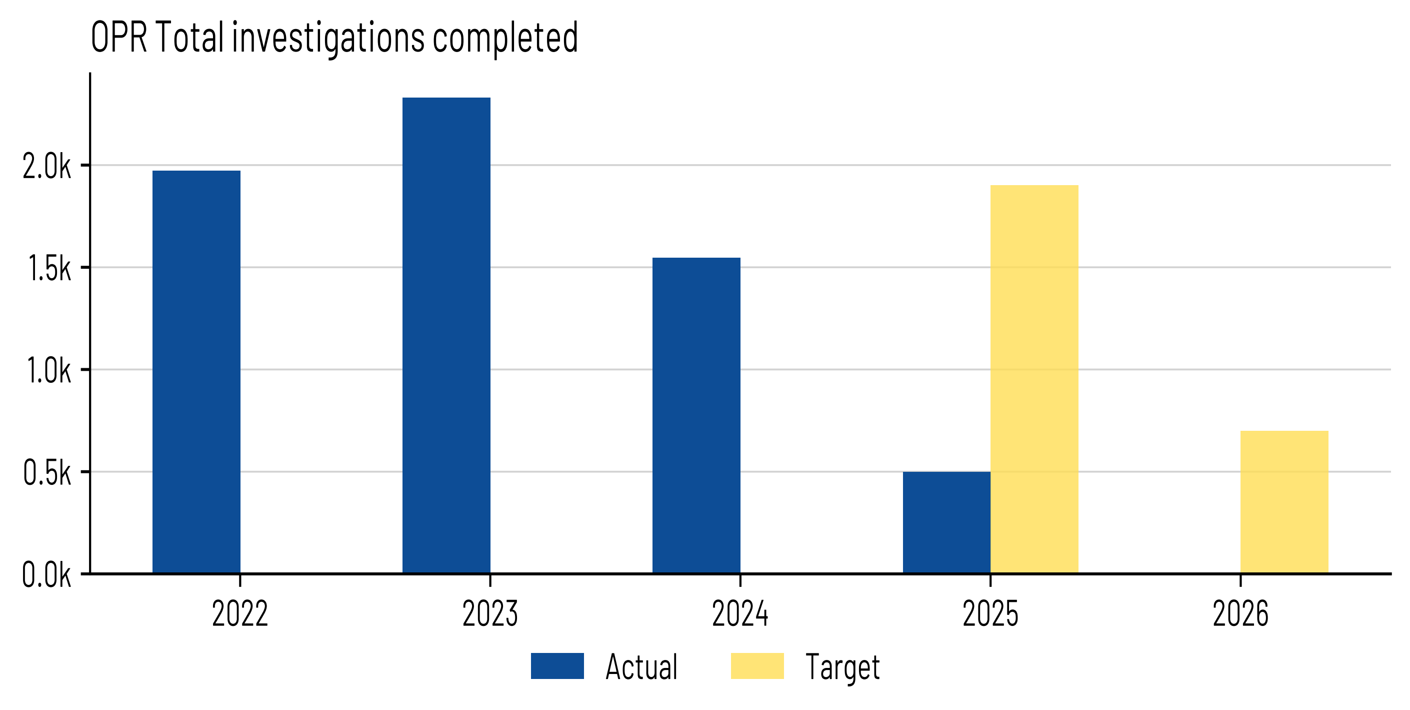
The Office of Professional Review (OPR) conducts investigations of administrative and criminal allegations of employee misconduct, fraud, abuse, and violations of integrity laws that govern the Sheriff's Office.

2025 Outcomes

- Continued conducting thoughtful, independent and comprehensive investigations in a timely manner.
- Continued to strive to maintain the highest level of integrity and professionalism by conducting accurate, impartial and fact driven investigations.
- Continued to identify misconduct as well as exonerate Sheriff's employees of allegations found to be false.

2026 Goals

- Continue to complete investigations in a timely and comprehensive manner to uphold the integrity and effectiveness of the CCSO disciplinary systems. These systems correct and deter wrongful conduct, increase workplace safety, productivity and morale. This results in an increase in public trust in one of the largest law enforcement agencies and correctional institutions, ensuring that the CCSO operates with integrity and respect for the people of Cook County.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
OPR Total cases initiated	2,145	2,578	1,581	3,337	1,900	1,800
OPR Total cases open	500	673	1,074	336	600	500
OPR Total investigations completed	1,972	2,330	1,547	497	1,900	700

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Sheriff's Information Technology

Mission:

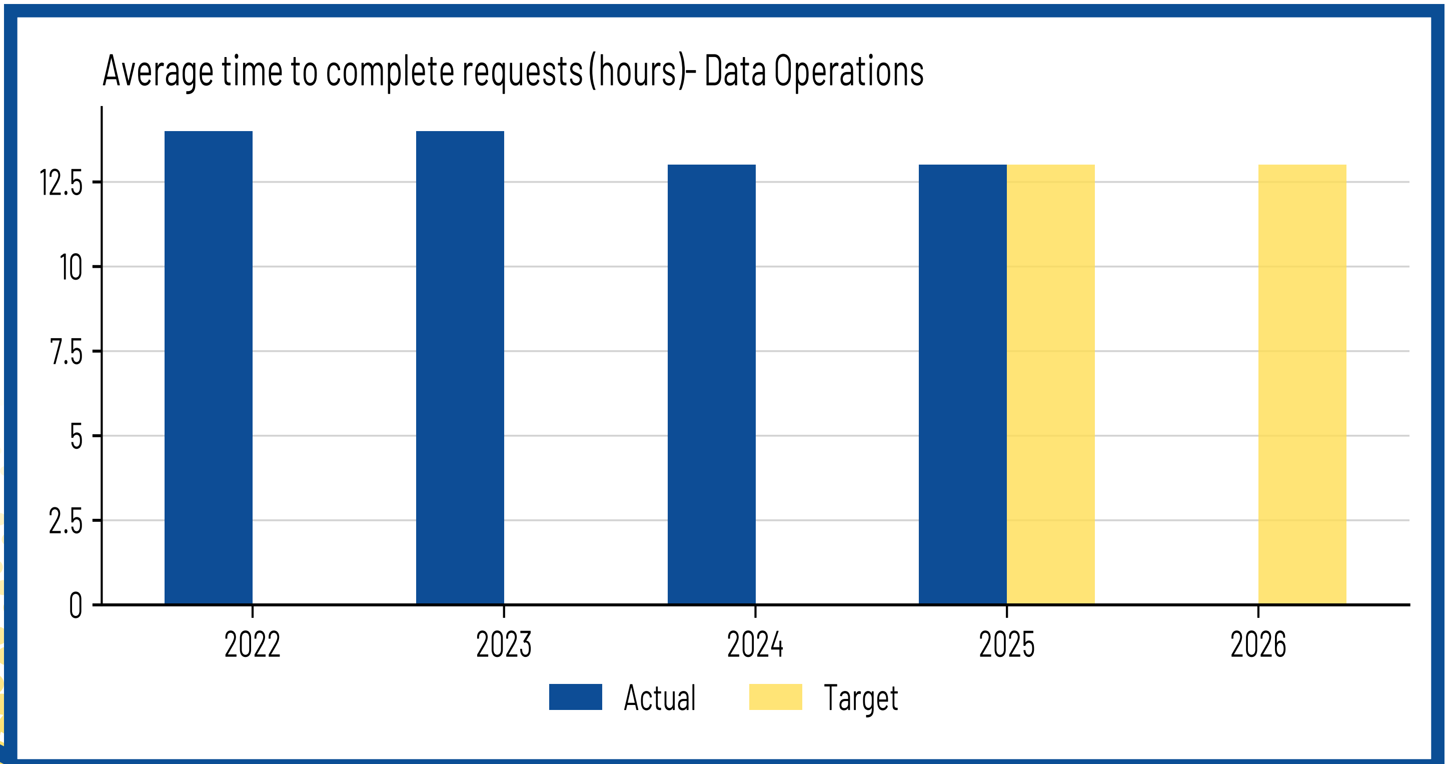
The Bureau of Information and Technology plans, implements, maintains, and secures the Sheriff's Office's technology enterprise according to these principles: transparency, collaboration, integration, cloud-smart, resiliency, sustainability, continuity and "best-fit" procurement practices.

2025 Outcomes

- Focused on continuing efforts to modernize the CCSO, creating an online solution for those needing to file an order of protection, allowing for a swifter response while keeping the filer safe.
- Assisted the CCSO Gun Team to recover ghost guns and retrieve guns from individuals that have had their FOID card revoked.
- Used technology tools, including bots, within the Special Victims Division, to combat human trafficking, while still maintaining a victim centered approach.

2026 Goals

- Continue efforts to reduce redundancy and increase streamlining throughout CCSO.
- Continue exploring and vetting AI to ensure adherence to the most ethical standards.
- Continue to diligently collect and maintain data and protect all data using the highest compliance standards.
- Invest in tools to utilize and analyze this data to further streamline and enhance operations. These tools will continue practices of efficiency and proactiveness while maintaining public safety.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average time to complete requests (hours)- Data Operations	14 hours	14 hours	13 hours	13 hours	13 hours	13 hours
Data analysis requests completed by due date- Data Operations	100.0%	100.0%	90.0%	100.0%	100.0%	100.0%
Data preserved related to incidents and/or staff misconduct	20.0k	21.0k	23.0k	26.1k	24.0k	27.0k
Data preserved within 30 days of incident (prior to data loss)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Incident initial review and preservation	25.0k	26.9k	25.5k	35.5k	30.0k	35.5k
Percentage of system up-time	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%
Total Criminal Aprehension Booking System (CABS) percentage of system up-time	99.0%	99.0%	99.0%	99.0%	100.0%	100.0%
Total Help Desk Tickets Closed - Information Security Office/Computer Aided Booking System	N/A[b]	4.1k	5.4k	10.8k	5.7k	11.5k
Total help desk tickets closed- Information Security Office (ISO)/CABS	5.4k	4.1k	5.4k	10.3k	5.7k	11.5k
Total Help Desk Tickets Created - Information Security Office/Computer Aided Booking System	N/A[b]	4.2k	5.5k	10.8k	5.3k	10.6k
Total help desk tickets created- ISO/CABS	5.4k	4.2k	5.5k	10.9k	5.3k	11.2k
Total number of requests - Data Operations	2,556	2,754	2,711	2,721	2,700	2,725

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Court Services Division

Mission:

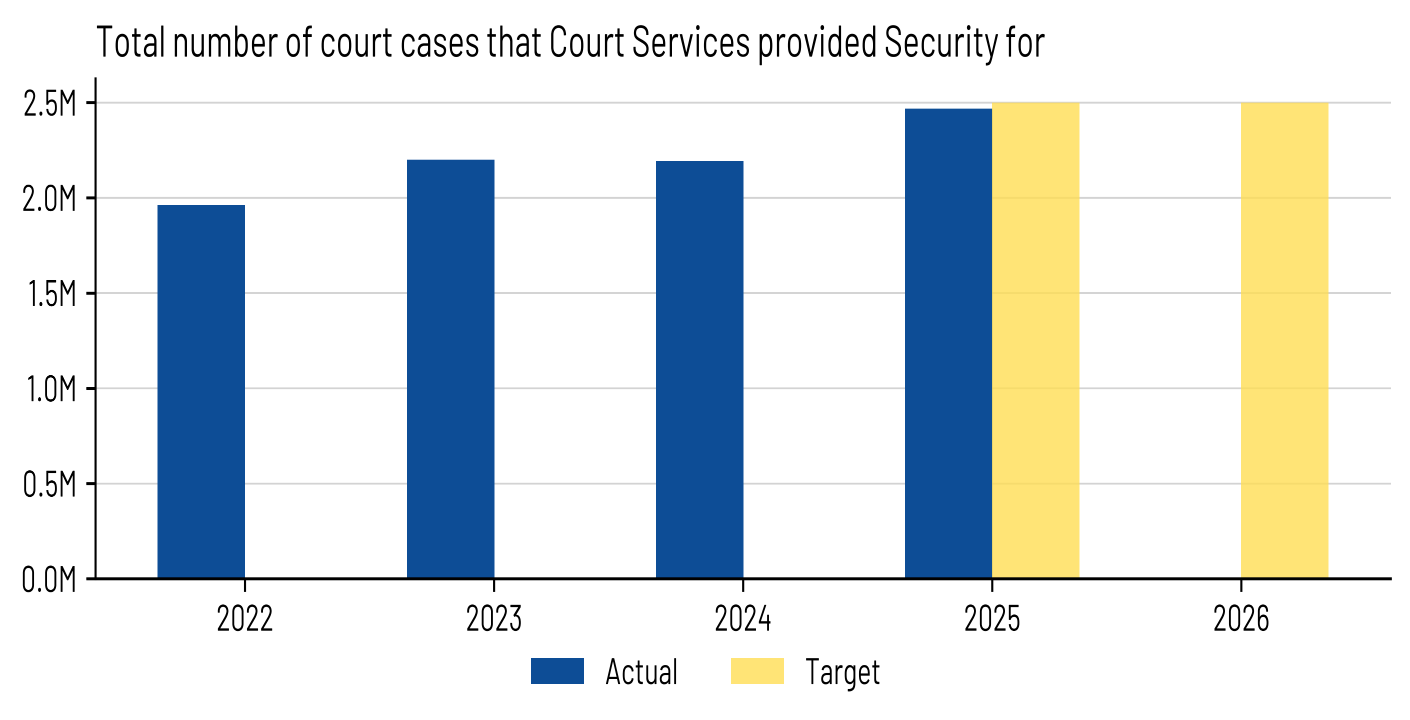
Court Services provides a safe environment for employees, litigants, visitors, and all who enter courthouses, as well as timely and effective service of process and execution of court orders, including evictions.

2025 Outcomes

- Implemented a system to dispatch protective orders to a deputy sheriff closest to the address for service attempts. This dispatching system had an immediate impact on same day service attempts, increasing them by 50%.
- Continued commitment to work with domestic violence advocates and survivors to provide timely information on protective orders safely and thoughtfully. The Survivor Portal allows advocates and survivors to communicate with the Cook County Sheriff's Office (CCSO) and safely provides updates regarding the status of service.

2026 Goals

- Continue to handle search warrants and assist with enforcement under Karina's Law. This includes serving summons, petitions and orders. Continue to oversee the surrender and inventory of firearms during protective order services.
- Continue implementation of Treatment Response Team tablets to all Cook County Circuit Court courthouses. These tablets will allow visitors in mental health crises to connect directly with clinicians for service linkages.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Court Documents Processed per Deputy Sheriff	4,172	4,207	4,336	1,311	4,000	1,400
Individuals in custody processed per Deputy Sheriff	350	200	310	200	250	250
Percentage of Served Process Returned to Clerk's Office Monthly	35.0%	34.0%	42.0%	45.0%	50.0%	50.0%
Pieces of property transported to Evidence and Recovered Property Section (ERPS)	2,144	1,335	1,207	2,101	1,500	2,200
Total number of court cases that Court Services provided Security for	2.0M	2.2M	2.2M	2.5M	2.5M	2.5M

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Department of Corrections

Mission:

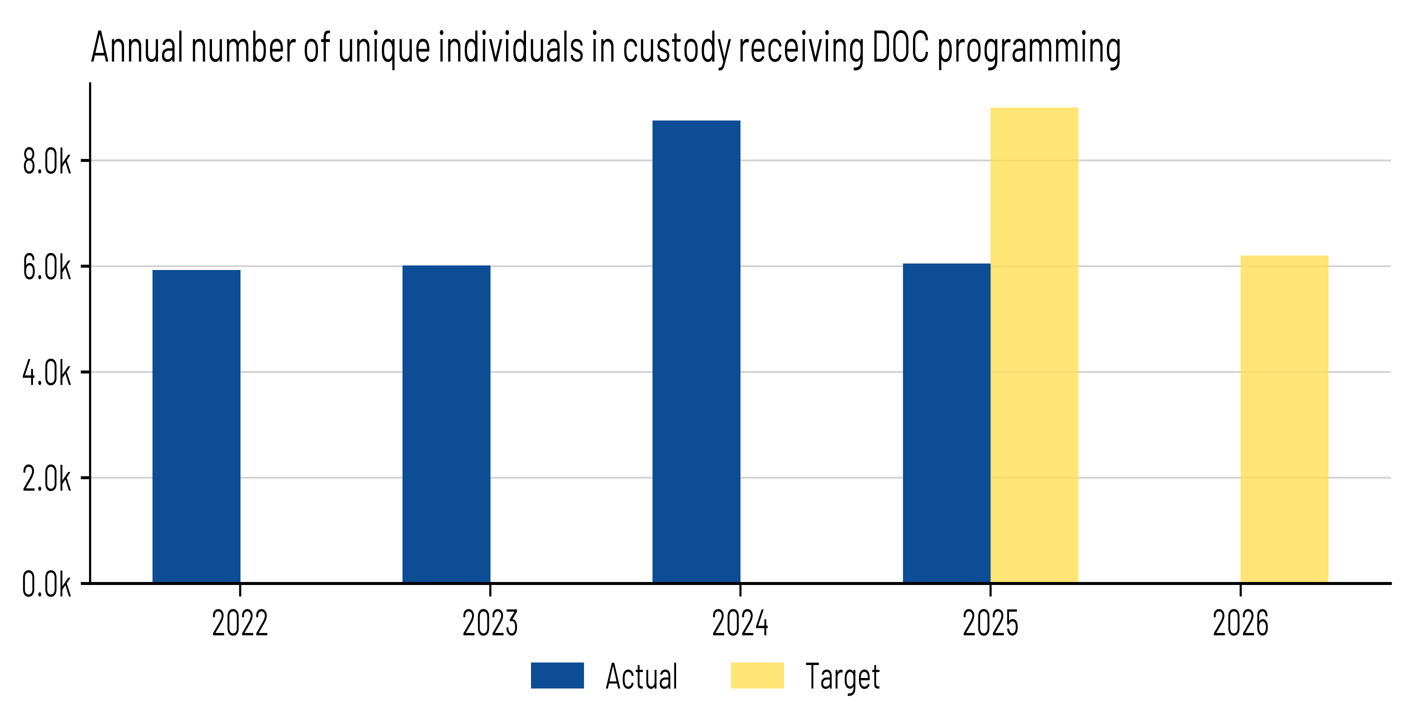
The Cook County Department of Corrections (CCDOC) strives to provide a safe, secure, humane, efficient, and constitutionally operated corrections environment for its staff, visitors, and those in its custody.

2025 Outcomes

- Expanded the trauma-informed and therapeutic approach through the Clinical Assessment and Rehabilitation Program, which uses evidence-based treatment to provide clinical support for those who have exhibited violent and aggressive behaviors.
- Enhanced search processes at intake with data driven initiatives and increased use of technology to better detect contraband within the divisions and when moving an individual in custody.

2026 Goals

- Increase the safety and security of the jail and decrease costs associated with injuries to staff and individuals in custody.
- Continue the Individualized Assessment for Strategic Assignment program, allowing for better engagement with the population's programming needs resulting in decreased dangerous and maladaptive behaviors.
- Continue to develop specialized search units and rely on video monitoring unit to detect suspicious activity and recover contraband in a timely manner.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Annual number of unique individuals in custody receiving DOC programming	5,922	6,012	8,751	6,044	9,000	6,200
Annual number of unique individuals who participated in the Individualized Assessment for Strategic Assignment (IASA) program througout the year	N/A[b]	0.2k	11.5k	24.4k	25.0k	30.0k
Average daily population	5,670	5,307	4,874	5,686	N/A[c]	N/A[c]
Average length of stay (days) for those released from Cook County Department of Corrections (CCDOC) custody	72 days	76 days	76 days	70 days	N/A[c]	N/A[c]
Percentage of Individuals in custody receiving programming	72.0%	76.0%	70.0%	63.8%	75.0%	85.0%
Ratio of DOC program staff to DOC program participants	40	41	38	42	40	42

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Sheriff's Merit Board

Mission:

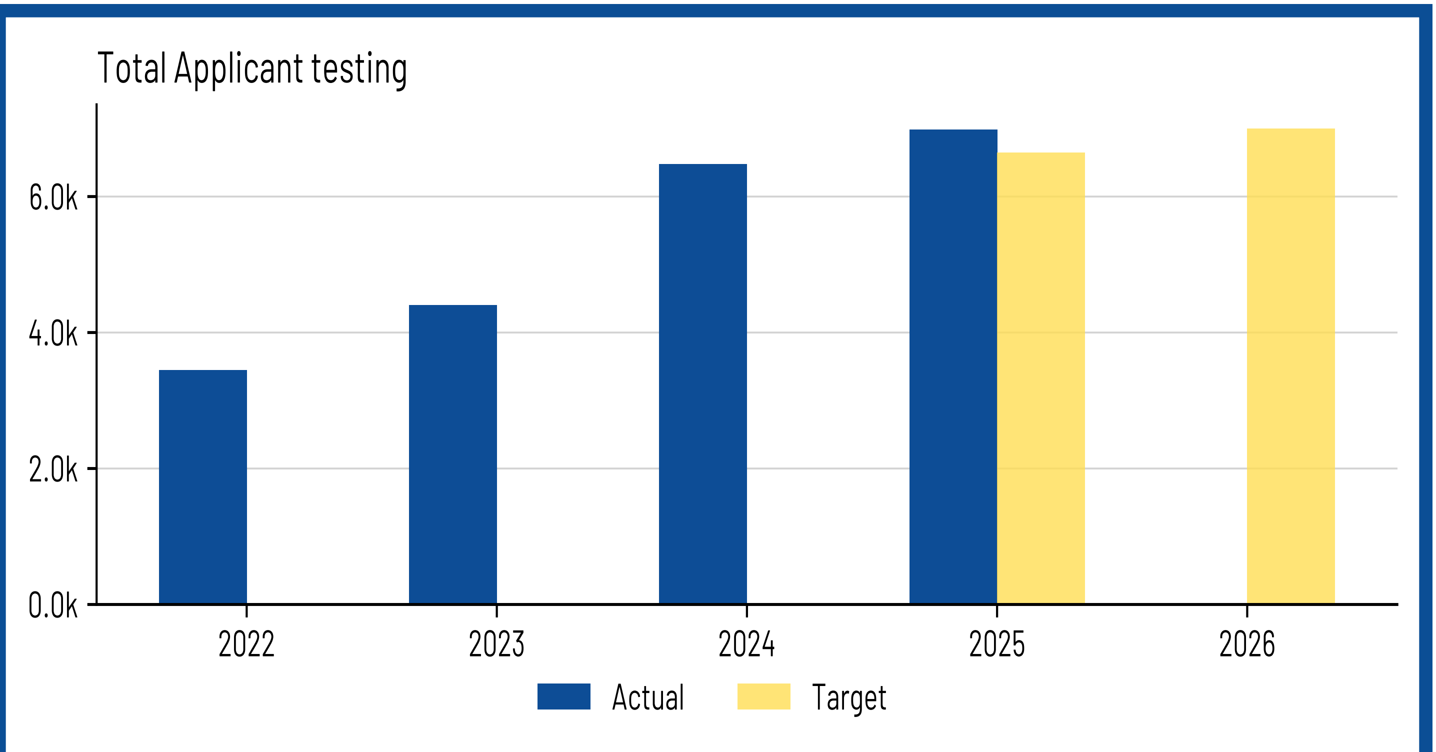
The Cook County Sheriff's Merit Board is bifurcated by Law and Regulations to assure fairness in the certification of Correctional Officer applicants to become eligible for appointment consideration as well as promotions within Police, Corrections and Courts and has the authority to conduct a statutorily founded disciplinary proceedings involving merit rank employees.

2025 Outcomes

- Ensured that the certification, promotional and disciplinary processes were conducted equitably and in conformance with the Merit Board rules and regulations for all sworn, merit rank employees and applicants.
- Amended the Sheriff's Merit Board rules and regulations to streamline disciplinary processes and ensure due process is afforded in a fair and timely manner.
- Conducted a fair and equitable promotional examination process for supervisory merit rank positions.

2026 Goals

- Continue to create a certified roster of eligible applicants for pre-hire correctional officer positions to become eligible for appointment to the CCSO.
- Utilize electronic filings and the Webex platform for Merit Board proceedings, continuing to expedite hearings and decisions.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Applicant Scheduled for 1st Written Exam (NCJOS12)	N/A[b]	4,404	6,478	6,993	5,760	7,200
Applicants Tested per Administrative Staff Person	N/A[b]	2,202	3,239	2,096	2,880	3,600
Number of Hearings and Trials	N/A[b]	709	391	424	432	432
Percentage of applicants who complete certification process	10.0%	12.0%	10.0%	17.3%	9.0%	20.0%
Total Applicant testing	3,449	4,404	6,478	6,983	6,644	7,000
Total number of hearings and trials	578	709	391	424	352	425

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

PUBLIC SAFETY

OFFICE OF THE CHIEF JUDGE

Office of the Chief Judge

Mission:

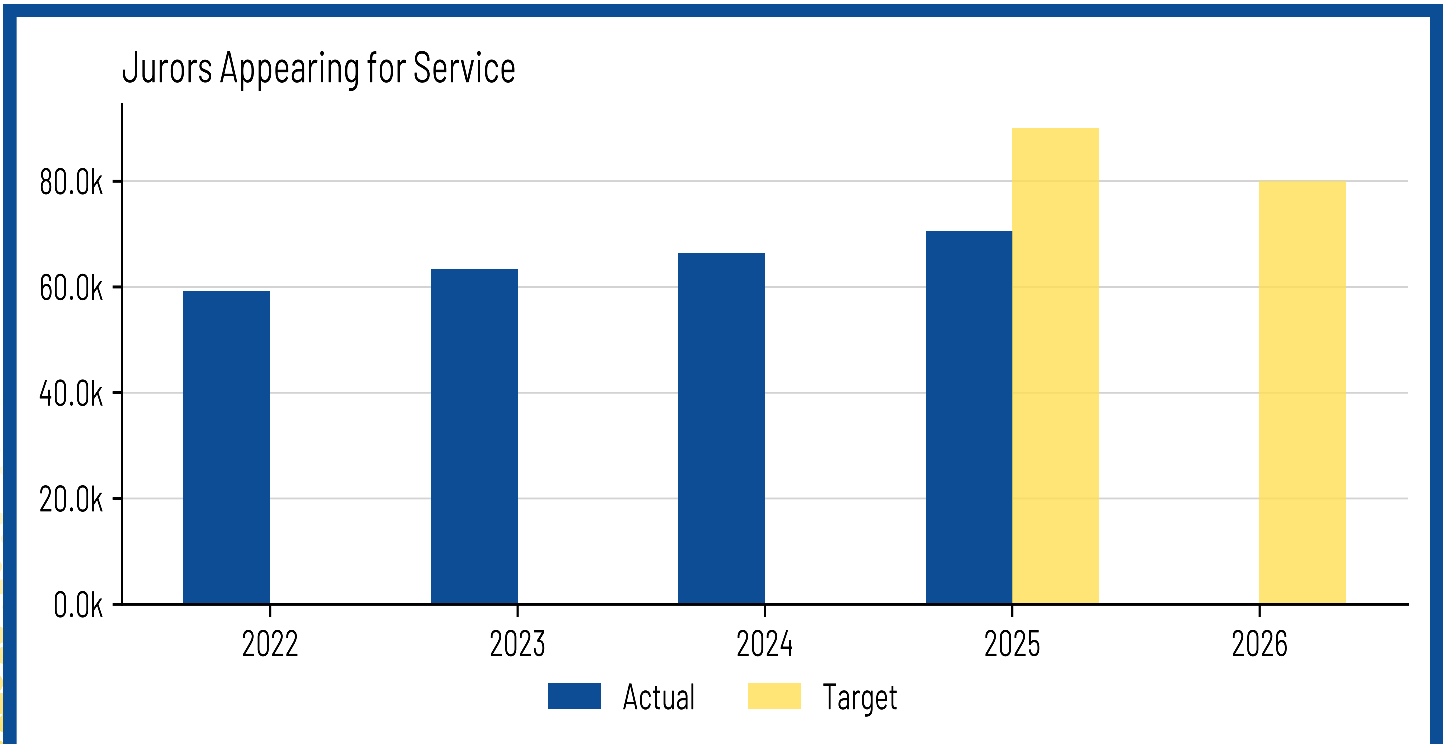
The Office of the Chief Judge is the administrative office serving the Circuit Court of Cook County. The office supervises non-judicial employees who provide wide-ranging services to the Circuit Court, to litigants and to the general public, including judicial support, probation, guardianship, juvenile detention, clinical, and other support.

2025 Outcomes

- Implemented a new jury administration system and migrated all systems off of legacy and outdated mainframe and AS400 hardware.
- Completed additional technology upgrades in accordance with Illinois Supreme Court Rules 45 and 241. Continues to optimize operations with data driven decision making.
- Implemented a new billing system for indigent attorney fees, resulting in a quicker payment cycle.

2026 Goals

- Implement additional IT security upgrades and enhancements to the judicial security program.
- Reopen the children's waiting room in the Leighton Courthouse in early FY2026 (all other courthouse waiting rooms have reopened) with additional funding secured to upgrade the rooms to accommodate a range of children from infants to young adults as well as mandated staff training.
- Continue to receive referrals from the Cook County State's Attorney's Office for the four Restorative Justice Community Courts. This trend is expected to continue through FY2026.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Adults involved in mediation sessions (Family Mediation)	3,844	4,150	4,177	4,349	4,300	4,590
ASL Interpreting Cases	1,087	1,050	689	833	500	600
Average Number of Juror Calls per Juror Support Staff Member	22.9k	18.4k	19.3k	19.6k	20.0k	20.0k
Cases per ASL interpreter	212	201	193	248	200	200
Children interviewed for mediations	0	0	404	514	416	600
Clients reporting satisfaction with service on office Satisfaction Surveys (Family Mediation)	96.0%	98.0%	99.0%	91.0%	100.0%	100.0%
Cost per Participant (Family Mediation)	$50.00	$50.00	$50.00	$50.00	$50.00	$50.00
Duration of services by CARPLS per client at the Municipal Court Advice Desk (minutes) (Family Mediation)	30 minutes	30 minutes	30 minutes	30 minutes	30 minutes	30 minutes
Duration of services per client at the Guardianship for Minors Help Desk (hours)	1 hours	1 hours	1 hours	1 hours	1 hours	1 hours
Emergency Interventions ordered by Court	0	0	9	18	20	25
Guardianship for Minors Help Desk completed services (Family Mediation)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Juror Support Calls	137k	110k	116k	118k	130k	120k
Juror Utilization (Chicago Facilities)	53.2%	55.2%	48.0%	45.4%	65.0%	65.0%
Jurors Appearing for Service	59.1k	63.4k	66.4k	70.6k	90.0k	80.0k
Mediation sessions per staff person (Family Mediation)	226	244	262	256	270	295
Mediation sessions scheduled (Family Mediation)	3,844	4,150	4,177	4,349	4,300	4,590
Non-Response - Failure to Appear Percentage from Summonses Mailed	15.2%	18.6%	20.0%	19.8%	10.0%	15.0%
Number of individuals who attend Focus on Children Classes (Family Mediation)	0	3	758	1,594	1,000	1,800
Number of mediation sessions held per family (Child Protection)	547	541	671	619	650	1,800

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Number of mediations per mediator (Child Protection)	78	72	86	71	80	75
Number of minors involved in mediation cases (Child Protection)	876	784	1,107	1,000	950	950
Number of people served by the Guardianship for Minors Help Desk	3,984	5,348	5,568	3,875	5,000	5,000
Number of Services/Con-sultations provided at the Municipal Court Advice Desk	9.6k	10.0k	8.8k	8.1k	7.5k	7.5k
Operating Cost per Juror Appearing for Service	$99.00	$114.00	$113.00	$109.00	$95.00	$105.00
Percentage of Juror Yield	72.0%	54.9%	48.0%	47.6%	50.0%	50.0%
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	98.0%	94.0%	92.0%	92.0%	87.0%	87.0%
Remote access assistance provided	46.6k	47.7k	45.6k	34.9k	33.0k	33.0k
Return Mail Percentage from Summons Mailed	11.9%	11.0%	14.0%	14.0%	15.0%	15.0%
Summonses Mailed	1.1M	0.9M	0.9M	0.9M	0.1M	0.9M
Survey of Jurors (Percent of positive responses)	77.0%	74.0%	75.0%	74.0%	80.0%	80.0%

Adult Probation Department

Mission:

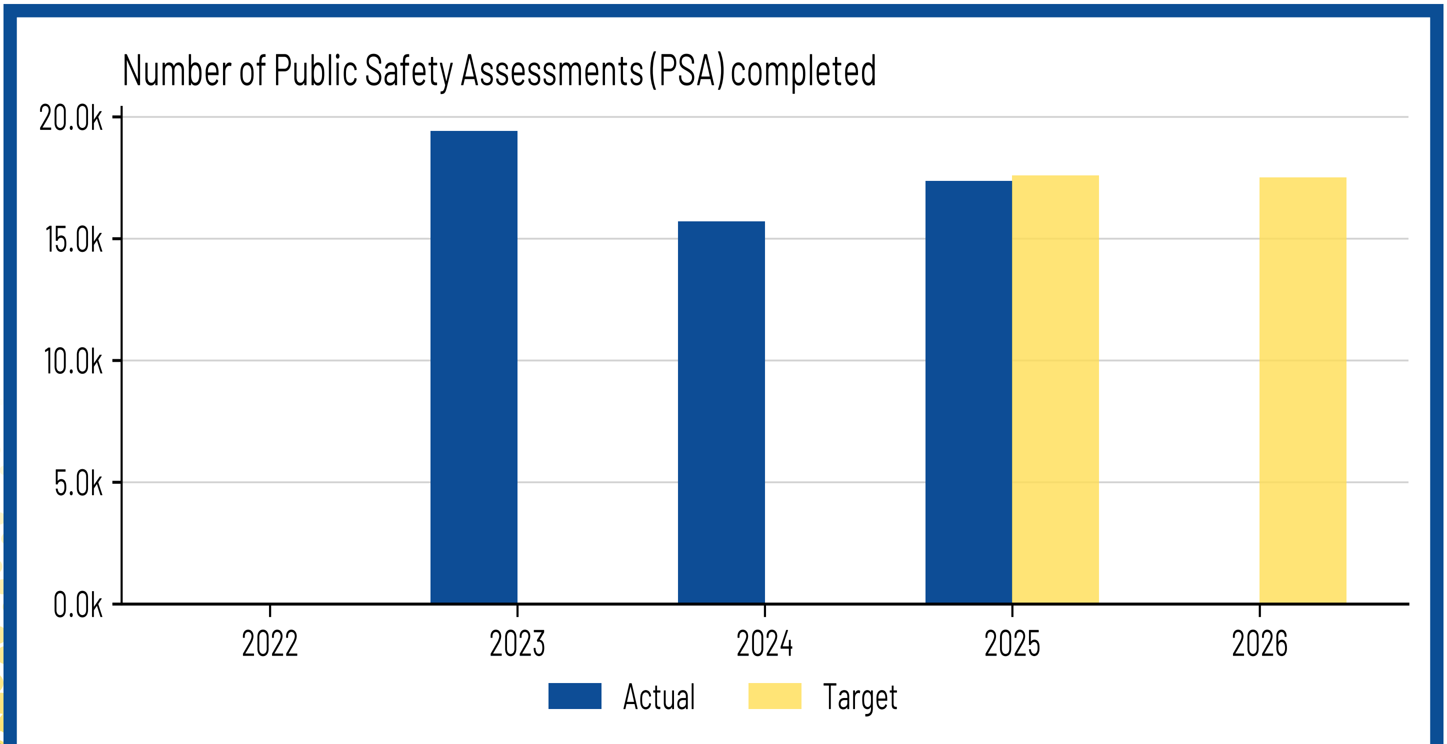
Probation is the presumptive sentence for most criminal offenses and the component of the criminal justice system whose primary mission is rehabilitation. The Adult Probation Department (APD) supervises sentenced individuals, assesses pretrial risk, and supervises pretrial defendants.

2025 Outcomes

- Continued to invest in evidence-based practices with the expanded use of core correctional practices and new contracts with behavioral health treatment providers in the community.
- Digitized processes, seeking to reduce the amount of paper used.
- Implemented other initiatives to streamline staff processes for data entry and allow individuals under supervision to make online payments for supervision fees and restitution.
- Transitioned all electronic monitoring to the Adult Probation Department. Implemented supporting processes, including hiring plans, capital equipment, facilities, and training, which will continue in FY26.

2026 Goals

- Continued focus on electronic monitoring, including an expanded home confinement unit and a fully supported pretrial services division, allowing the department to expand the use of best practices.
- Support more targeted supervision of individuals on electronic monitoring through additional staffing, allowing other pretrial staff to more fully support other supervised individuals, ensuring that the program continues to meet a high standard for safety and accountability, while respecting the rights of individuals under supervision.
- Continue to update policies and procedures to reflect shifts from the Pretrial Fairness Act, changes in statewide pretrial services oversight and shifts in electronic monitoring.



Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average caseload size per probation officer	82.9	85.5	83	84.2	83
Average daily active cases on supervision	5,485	5,596	7,077	5,956.5	6,517
Average length of probation supervision term	22 months	28 months	26 months	25 months	26 months
Average number of pretrial interviews completed per day	43	33	35	38	36
Average number of Public Safety Assessments completed per day	52	43	48	42.5	48
Average number of training hours completed per FTE per fiscal period	40 hours	31 hours	27 hours	33.5 hours	32 hours
Core Correctional Practices (CCP) contacts completed	N/A[a]	N/A[a]	44.6k	40.5k	42.5k
Core Correctional Practices (CCP) contacts per month	N/A[a]	N/A[a]	3,713	3,378.3	3,545.5
Cost per Publc Safety Assessment, direct salary and payroll fringe costs	164	220	245.9	244	330
Drug Treatment Court CCP contacts completed per fiscal period	N/A[a]	N/A[a]	1,964	1,220	1,592
Drug Treatment Court CCP contacts per month	N/A[a]	N/A[a]	164	101.7	133
Drug Treatment Court percent of cases terminated successfully	63.0%	62.0%	44.0%	63.0%	54.0%
Drug Treatment Court risk assessments completed per fiscal period	140	149	103	331.5	217
Mental Health Unit/Court CCP contacts completed per fiscal period	N/A[a]	N/A[a]	1,333	1,020	1,177
Mental Health Unit/Court CCP contacts per month	N/A[a]	N/A[a]	111	85	98
Mental Health Unit/Court percent of cases terminated successfully	56.0%	61.0%	57.0%	61.0%	59.0%
Mental Health Unit/Court rate of risk and supervision level match	0.8	0.6	0.7	0.7	0.7
Mental Health Unit/Court Risk assessments completed per fiscal period	82	170	172	220.5	196
Number of cases active on pretrial supervision	5,401	5,596	7,077	5,498.5	6,288
Number of cases active on probation supervision	15.2k	15.6k	15.2k	15.4k	15.3k
Number of court date outcomes entered per fiscal period	33.0k	45.0k	48.1k	42.5k	45.3k
Number of court date outcomes entered per staff person per fiscal period	2,360	3,215	3,435	3,499.5	3,467
Number of GPS installations per fiscal period	39.1k	6.3k	9.9k	5.4k	7.7k

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Number of pretrial interviews completed	15.9k	12.0k	12.6k	13.9k	13.3k
Number of Public Safety Assessments (PSA) completed	19.4k	15.7k	17.4k	17.6k	17.5k
Number of radio frequency installations per fiscal period	973	486	144	870	507
Number of referrals to services	N/A[a]	N/A[a]	4,338	N/A[c]	4,500
Number of training hours completed	962 hours	866 hours	675 hours	883.5 hours	950 hours
Percent of cases ordered to probation that appear in an active caseload	N/A[a]	N/A[a]	84.0%	100.0%	100.0%
Percent of cases terminated successfully	81.0%	79.0%	72.0%	80.5%	76.0%
Percent of cases with accurate supervision type	N/A[a]	N/A[a]	96.0%	100.0%	100.0%
Percent of enrolled individuals who complete a service	N/A[a]	N/A[a]	5.0%	N/A[c]	20.0%
Percent of interviews completed	82.0%	76.0%	72.0%	85.0%	85.0%
Percent of risk assessments completed	99.0%	97.0%	99.0%	100.0%	100.0%
Percent of Standard probation cases terminated successfully	85.0%	78.0%	73.0%	81.5%	77.0%
Percent staff meeting training benchmark	71.0%	39.0%	48.0%	100.0%	100.0%
Pretrial public safety rate	86.0%	82.0%	80.0%	84.0%	82.0%
Probation Risk assessments completed	9,094	6,965	7,268	8,208	7,738
Proportion of referred individuals enrolled in services	N/A[a]	N/A[a]	56.0%	N/A[c]	65.0%
Public safety rate for pretrial RF cases	85.0%	80.0%	77.0%	81.5%	79.0%
Resource referrals per month	178	307	277	226	252
Sex Offender Unit CCP contacts completed	N/A[a]	N/A[a]	$3,219.00	$1,416.00	$2,318.00
Sex Offender Unit CCP contacts per month	N/A[a]	N/A[a]	268	118	193
Sex Offender Unit percent of cases terminated successfully	N/A[a]	N/A[a]	84.0%	85.0%	85.0%
Sex Offender Unit risk assessments completed per fiscal period	N/A[a]	N/A[a]	41	64	53
Total EM installations per installation team	298	333	515	321	418

Forensic Clinical Services

Mission:

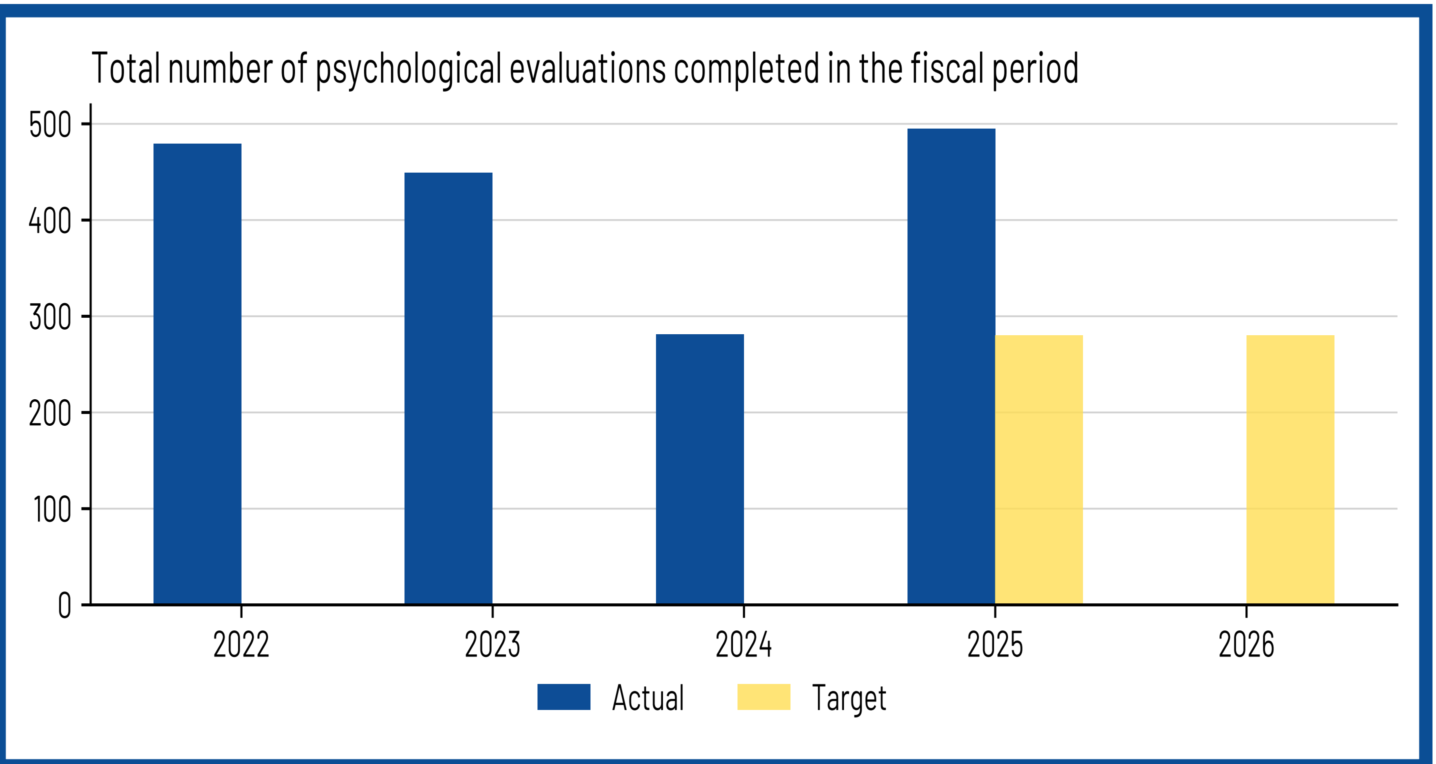
The Forensic Clinical Services Department provides the court with independent and unbiased forensic evaluations, testimony and other consultations regarding adult criminal defendants, conducted pursuant to orders of the court.

2025 Outcomes

- Utilized the case management system to efficiently track and manage all active and archived cases.
- Worked with other agencies to continue efforts to streamline data sharing.
- Successfully utilized Zoom to provide expert witness testimony to the courts, thereby expediting court proceedings.

2026 Goals

- Continue education and rollout to enable clinicians to provide expert witness testimony primarily via Zoom for the municipal districts and branch courts. These efforts are expected to significantly decrease the need for repeat evaluations, allowing clinicians to provide other needed services to the court.
- Focus on changes to testimony, data sharing, interagency collaboration and training.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average number of court testimonies per psychiatrist in the fiscal period	19	18	23	18	22	20
Average number of court testimonies per psychologist in the fiscal period	16	17	18	19	18	15
Average number of evaluations completed per psychiatrist in the fiscal period	162	124	113	141	110	110
Average number of evaluations completed per psychologist in the fiscal period	120	128	70	124	70	70
Average number of evaluations completed per social worker in the fiscal period	68	77	73	82	75	85
Percent of mentally-ill defendants in the fiscal period found unfit to stand trial or legally insane	23.0%	27.0%	24.0%	22.0%	25.0%	25.0%
Total number of court-ordered cases examined at FCS, per fiscal period	741	771	704	803	720	820
Total number of evaluations of all types and court testimonies in the fiscal period	1,333	1,298	681	1,326	700	1,350
Total number of psychiatric evaluations completed in the fiscal period	394	372	283	422	280	300
Total number of psychiatric testimonies provided in court in the fiscal period	56	55	57	55	55	60
Total number of psychological evaluations completed in the fiscal period	479	449	281	495	280	280
Total number of psychosocial evaluations completed in the fiscal period	341	363	365	409	380	425
Total number of single individual appearances in court by staff psychologists to provide direct expert-witness testimony in the fiscal period	63	59	52	76	50	75

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Social Service Department

Mission:

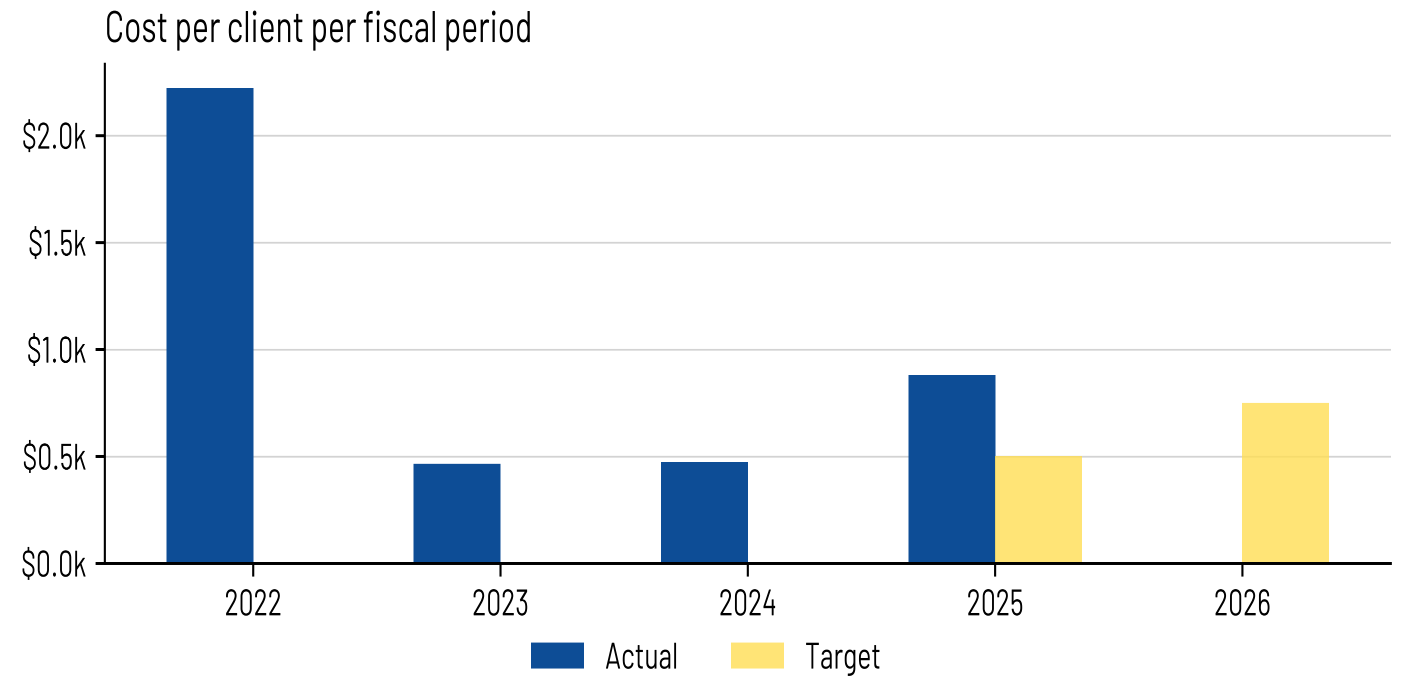
The Social Service Department of the Circuit Court of Cook County (SSD) is a community corrections and court service agency mandated to monitor adult felony and misdemeanor offenders and help them satisfy court-ordered conditions thereby restoring offenders to "useful citizenship".

2025 Outcomes

- Transferred the electronic monitoring program to the Adult Probation Department, resulting in a significant increase in the number of clients in the Social Service Department.
- Implemented fieldwork in the Social Service Department, providing casework officers the ability to enhance client services.
- Garnered over 4,600 DUI evaluations that were able to meet the needs of the court and the clients, creating efficiencies by reducing the initial 8-week wait time for scheduling evaluations to within two to three weeks.

2026 Goals

- Continue to serve as a Partner Abuse Intervention Program (PAIP) provider for clients charged with domestic violence against intimate partner cases.
- Expand clients serviced through PAIP by adding groups to locations that currently do not provide services.
- Train staff to implement a new domestic violence ancillary tool for intimate partner cases.
- Continue training on CCP and fieldwork, which will further assist officers with their client engagement and overall service delivery.
- Expand services through the DUI evaluation and monitoring program to clients in need of Secretary of State evaluations.
- Advance the integration of the case management system to enhance data accessibility and strengthen coordination.



Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Active diversified case total at the end of the fiscal period	5,744	5,869	4,806	6,000	5,000
Audit of timely entry of court outcome data	72.0%	77.0%	79.9%	75.0%	80.0%
Average caseload per caseworker at the end of the fiscal period (Diversified Caseload Program)	196.5	163	126.5	165	135
Average caseload per caseworker at the end of the fiscal period (Domestic Violence and Sex Offender Program)	66.1	88	62.9	80	70
Average caseload per caseworker at the end of the fiscal period (DUI Program)	31	147	88	140	95
Cost per client per fiscal period	$467.00	$472.00	$879.40	$500.00	$750.00
Courtesy Supervision Program active case total at the end of the fiscal period	795	1,051	736	950	800
CSP active case total at the end of the fiscal period	494	524	1,073	600	800
Department caseload totals	12.3k	15.7k	12.0k	16.0k	17.0k
Domestic Violence and Sex Offender programs active case totals at the end of the fiscal period	1,123	1,406	1,141	1,500	1,200
DUI Program active case total at the end of the fiscal period	844	2,802	2,826	3,000	3,000
Number of PSA's completed per worker in the fiscal period	323.8	360	389	400	375
Percent of community service hours completed in the fiscal period	51.2%	65.0%	60.2%	70.0%	65.0%
Percent of CSP cases terminated satisfactorily in the fiscal period	68.8%	87.0%	84.3%	85.0%	85.0%
Percent of diversified cases terminated satisfactorily in the fiscal period	61.7%	74.0%	88.8%	70.0%	85.0%
Percent of domestic violence and sex offender cases terminated satisfactorily* in the fiscal period	75.9%	82.0%	89.8%	75.0%	80.0%
Percent of DUI cases terminated satisfactorily in the fiscal period	73.6%	83.0%	93.2%	80.0%	90.0%
Percent of total department cases terminated satisfactorily during the fiscal period	65.2%	79.0%	83.2%	80.0%	80.0%
PSA risk assessments completed in the fiscal period	15.2k	18.7k	19.4k	20.0k	22.0k
Total number of cases presented in court during the fiscal period	18.3k	33.1k	29.8k	34.0k	30.0k
Young adults supervised by the Restorative Justice Community Court	348	348	838	N/A[c]	800

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Juvenile Probation and Court Services

Mission:

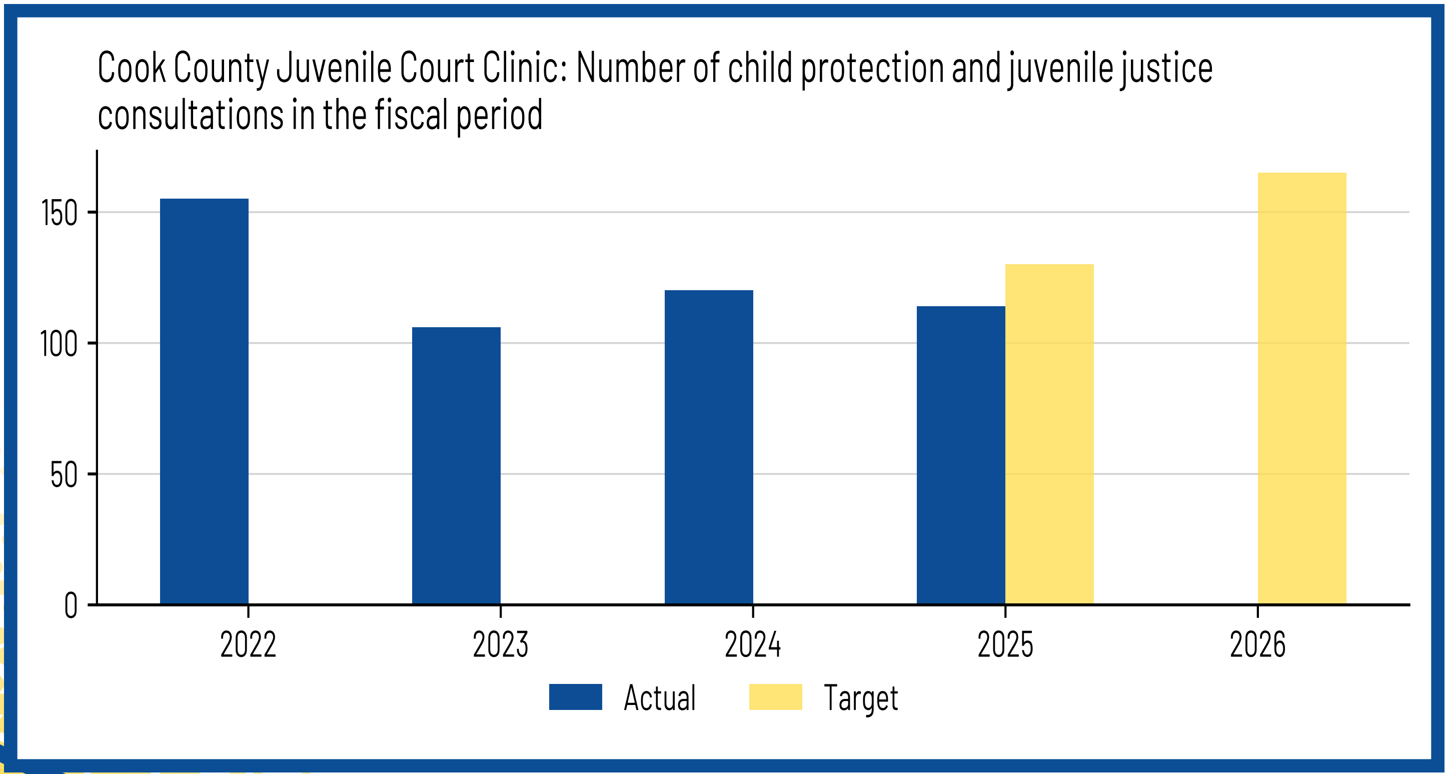
The mission of the Juvenile Probation and Court Services Department is to keep all court-involved children in the community, where they can receive equitable, focused, individualized intervention and opportunities to prevent further system involvement and harm.

2025 Outcomes

- Approved 14 hours of training curriculum for reimagining juvenile justice and effective practices in supervision.
- Prioritized an operational focus on core performance indicators, including contacts, connections and supervision, embedding these measures into daily practice, the summer safety plan and year-long operations.
- Sharpened focus on performance outcomes, especially successful case closures, and launched an ongoing evaluation process extending into future fiscal years.

2026 Goals

- Expand specialized services and capacity by launching an anti-human trafficking program unit to meet growing assessment needs for both male and female youth, while executing a targeted hiring plan to fill critical vacancies.
- Strengthen systems, tools and workforce readiness through the implementation of the statewide detention screening tool. This will include comprehensive sworn-staff training and investment in data analytics, language access for non-English-speaking youth and families and professional development to sustain high-quality, industry-leading practices.



Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Active probation cases during the fiscal period	1,198	1,403	1,407	1,550	1,512
Active supervision cases during the fiscal period	554	653	786	120	605
Average length of time a youth is on electronic monitoring bracelet during the fiscal period	N/A[a]	N/A[a]	126 days	N/A[c]	30 days
Average number of active diversion cases for an officer during the fiscal period	N/A[a]	N/A[a]	28	N/A[c]	28
Average number of active probation/supervision cases for a probation officer during the fiscal period	23	21	20	25	25
Cook County Court Clinic: Average elapsed time in weeks from referral to completion of Fitness Evaluations for the Juvenile Justice Division	5.3 weeks	5.5 weeks	5.4 weeks	4.3 weeks	4.3 weeks
Cook County Juvenile Court Clinic: Average elapsed time in weeks from referral to completion of forensic evaluations for non-custodial youth for sentencing	6.6 weeks	6.1 weeks	7.3 weeks	6 weeks	6 weeks
Cook County Juvenile Court Clinic: Average elapsed time in weeks from referral to completion of forensic evaluations of in-custody youth for sentencing	4.9 weeks	5.2 weeks	5.6 weeks	5 weeks	5 weeks
Cook County Juvenile Court Clinic: Intake Interviews conducted by clinical coordinators for both child protection and juvenile justice courtrooms in the fiscal period	324	307	327	250	250
Cook County Juvenile Court Clinic: Number of child protection and juvenile justice consultations in the fiscal period	106	120	114	130	165
Cook County Juvenile Court Clinic: Positive Customer Service Survey results: Child Protection Forensic Evaluations	77.4%	N/A[b]	N/A[b]	80.0%	N/A[c]
Cook County Juvenile Court Clinic: Positive Customer Service Survey results: Clinical Coordination Services	86.1%	N/A[b]	N/A[b]	80.0%	N/A[c]
Cook County Juvenile Court Clinic: Positive Customer Service Survey results: Juvenile Justice Forensic Evaluations	81.8%	N/A[b]	N/A[b]	80.0%	N/A[c]
Cook County Juvenile Court Clinic: Positive Customer Service Survey results: Testimony	77.5%	N/A[b]	N/A[b]	80.0%	N/A[c]
Cook County Juvenile Court Clinic: Referrals to Cook County Juvenile Court Clinic for child protection and juvenile justice courtrooms (CCJCC) in the fiscal period	224	213	226	205	200

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Juvenile Redeploy: Average length of stay in program	N/A[b]	204 days	332 days	365 days	365 days
Juvenile Redeploy: Number of youth who received Redeploy services in the fiscal period	N/A[b]	41	43	45	100
Juvenile Redeploy: Percent of Redeploy youth who experience increased protective factors	N/A[b]	41.0%	72.0%	65.0%	65.0%
Number of assessments completed by the Anti-Human Trafficking Unit	N/A[a]	N/A[a]	57	N/A[c]	65
Number of care and recognition awards provided to youth during the quarter	35	38	227	160	180
Number of community partners actively recruited and pending a linkage agreement with the Aligned Partner Unit	51	39	50	50	50
Number of completed, in person, contacts with a youth within the fiscal period	N/A[a]	N/A[a]	28.1k	N/A[c]	30.0k
Number of employees with approved FMLA leave (both intermittent and blocked timeframes) during the fiscal period	18	36	31	36	36
Number of internship applicates accepted and working with the OCS internship coordinator	18	15	9	22	20
Number of internship applications received for each semester/quarter	46	49	28	54	20
Number of referrals made by officers to community partners within the fiscal period	N/A[a]	N/A[a]	3,379	N/A[c]	3,700
Number of reports of on-the-job injuries in the fiscal period	5	3	0	1	1
Number of youth attending positive youth justice programs	N/A[b]	483	309	2,270	2,350
Number of youth in a pretrial status pending court action	N/A[a]	N/A[a]	1,623	N/A[c]	1,500
Number of youth ordered by the court to wear electronic monitor (EM) bracelets during the fiscal period	1,702	1,278	1,511	1,406	1,500
Number of youth referred for educational support in the fiscal period	328	456	541	502	550
Number of youth referred to attend a Reporting Center (RC) in the fiscal period	352	1,035	1,400	1,140	1,400
Number of youth screened with Risk Assessment Instrument (RAI)* in the fiscal period	2,893	2,730	2,253	3,003	2,400
Number of youth served in the fiscal period whose cases were diverted by the State's Attorneys office	979	820	677	900	900
Percent of adjudicated youth with a new referral pending before the court	23.0%	20.0%	18.0%	10.0%	10.0%
Percent of African American youth active with probation/supervision	74.0%	72.0%	69.0%	N/A[c]	N/A[c]

Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Percent of existing policies reviewed per fiscal period	1.0%	7.0%	20.0%	24.0%	26.0%
Percent of female youth active on probation/supervision	9.0%	10.0%	12.0%	N/A[c]	N/A[c]
Percent of Latinx youth active with probation/supervision	19.0%	22.0%	22.0%	N/A[c]	N/A[c]
Percent of male youth active on probation/supervision	91.0%	90.0%	88.0%	N/A[c]	N/A[c]
Percent of newly sworn probation staff who completed the mandatory 40 hours of training required by the AOIC per calendar year	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of support staff who completed the mandatory 10 training hours per calendar year	90.0%	100.0%	100.0%	100.0%	100.0%
Percent of sworn probation staff who completed the mandatory 20 hours of training required by the AOIC per calendar year	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of total department salaries devoted to administrative, human resources (HR), finance and technology staff	2.0%	2.0%	5.5%	2.0%	2.0%
Percent of White youth active with probation/supervision	6.0%	5.0%	7.0%	N/A[c]	N/A[c]
Percent of youth 13 and under sentenced to probation/supervision	4.0%	4.0%	3.0%	N/A[c]	N/A[c]
Percent of youth aged 14-15 sentenced to probation/supervision	22.0%	25.0%	23.0%	N/A[c]	N/A[c]
Percent of youth aged 16-17 sentenced to probation/supervision	55.0%	56.0%	52.0%	N/A[c]	N/A[c]
Percent of youth aged 18-20 sentenced to probation/supervision	19.0%	15.0%	17.0%	N/A[c]	N/A[c]
Percent of youth assessed as high risk	7.0%	5.0%	5.0%	N/A[c]	N/A[c]
Percent of youth assessed as low risk	59.0%	64.0%	67.0%	N/A[c]	N/A[c]
Percent of youth assessed as moderate risk	35.0%	31.0%	29.0%	N/A[c]	N/A[c]
Percent of youth terminated from a probation or supervision order during quarter closed as a successful termination	55.0%	58.0%	58.0%	68.0%	68.0%
Percent of youth who did not receive a new referral to court while active on electronic monitoring during fiscal period	98.0%	97.0%	96.0%	97.0%	97.0%
Percent of youth whose ethnicities are categorized as other or NA active on probation/supervision	1.0%	1.0%	2.0%	N/A[c]	N/A[c]
Percentage of youth referred to Project Lifeline that received an academic scholarship (referrals in spring quarter only)	N/A[a]	N/A[a]	85.0%	N/A[c]	90.0%
Percentage of youth that do not meet the threshold for a secure hold and is held non-secure or released that are present at the first court date following screening	99.0%	100.0%	97.0%	97.0%	97.0%

Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Successfully signed linkage agreement between a community partner and the Aligned Partner Unit	7	3	9	10	10
Total number of technical violations initiated for approved filing	7	87	89	75	75
Utilization rate for Reporting Centers in the fiscal period	20.0%	25.0%	25.0%	75.0%	75.0%
Youth active in the Reporting Center program who are arrest-free while in the program	97.0%	96.0%	96.0%	97.0%	97.0%
Youth held "non secure" by detention screening	15.0%	15.0%	17.0%	N/A[c]	N/A[c]
Youth held by detention screening	62.0%	65.0%	65.0%	N/A[c]	N/A[c]
Youth released by detention screening	24.0%	21.0%	18.0%	N/A[c]	N/A[c]
Youth successfully terminated with Diversion during fiscal period	56.0%	57.0%	61.0%	68.0%	68.0%
Youth who attended all court hearings during the pretrial stage of court involvement	94.0%	96.0%	96.0%	97.0%	97.0%

Juvenile Temporary Detention Center

Mission:

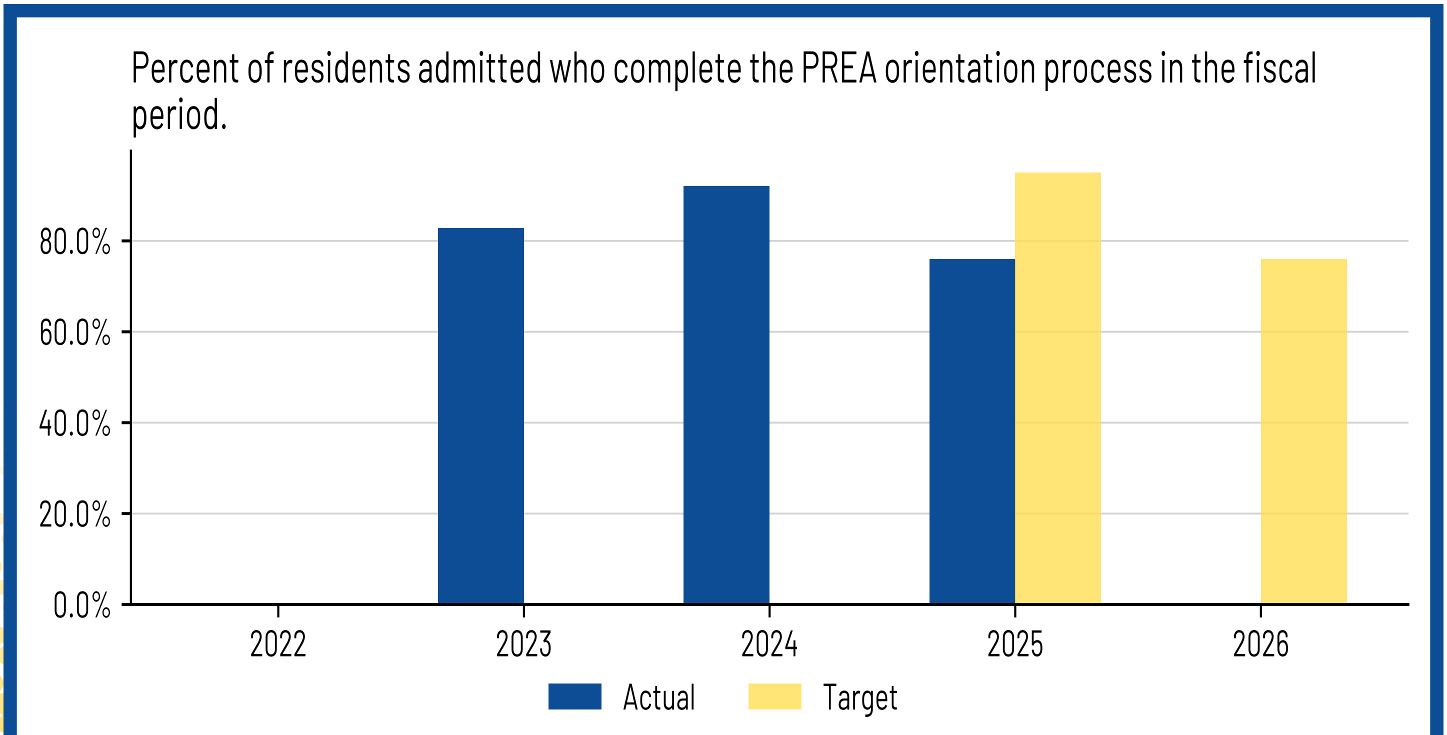
The Juvenile Temporary Detention Center community provides a safe and secure environment that offers the highest quality of integrated services where youth are challenged to make positive changes.

2025 Outcomes

- Advanced its mission to provide a safe, structured and program rich environment for youth while exceeding oversight standards across security, healthcare, education and operations.
- Continued strategic upgrades to ensure facility-wide compliance with all required codes.
- Achieved ten high school graduations and 13 middle school promotions during school year 2024–2025.
- Reduced behavioral room time by 65% through restorative practices.
- Onboarded 35 new hires during Q1–Q3 of FY2025.
- Expanded certified training opportunities for staff.

2026 Goals

- Create a support group for residents who may be committed to Illinois Department of Juvenile Justice, Illinois Department of Corrections or the County jail. This group would offer the ability to answer questions and prepare the residents for transfer.
- Reach and maintain a full complement of staff.
- Meet training requirements and maintain training compliance.
- Complete an external Prison Rape Elimination Act (PREA) audit to achieve PREA accreditation.



Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average amount of time expended in processing a PREA resident assessment in hours in the fiscal period	1.9 hours	0.5 hours	0.6 hours	0.5 hours	0.5 hours
Average amount of time expended in processing an internal PREA allegation in hours in the fiscal period	52.0 hours	31.1 hours	21.9 hours	25 hours	25 hours
Average amount of time expended in processing PREA referrals and conducting Multi-Disciplinary Team Meetings (MDT) in hours in the fiscal period	11.9 hours	14.4 hours	10.9 hours	6 hours	12.5 hours
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	1.9 days	1.8 days	1.4 days	2 days	2 days
Average daily cost of housing a minor at JTDC in the fiscal period	718	1,083	1,068	990	N/A[c]
Average employee discipline case processing time in the fiscal period (hours)	12 hours	16 hours	16 hours	16 hours	16 hours
Average employee grievances case processing time in the fiscal period (hours)	13 hours	19 hours	20 hours	20 hours	20 hours
Average number of clinical contacts in the fiscal period per Mental Health Clinical FTE	3,373	3,021	2,593	N/A[c]	N/A[c]
Average number of clinical contacts in the fiscal period per psychiatry FTE	11.3k	7.4k	5.7k	N/A[c]	N/A[c]
Average number of clinical contacts per clinical FTE during the fiscal period	3,629	3,401	2,992	N/A[c]	N/A[c]
Average number of emergency and non-emergency responses per staff per day in the fiscal period	0.2	0.4	4.7	N/A[c]	N/A[c]
Average number of events captured on video processed per video analyst in the fiscal period	66	58	991	N/A[c]	N/A[c]
Average resident length of stay by gender in fiscal period - females (days)	21 days	19 days	17 days	N/A[c]	N/A[c]
Average resident length of stay by gender in fiscal period - males (days)	32 days	35 days	37 days	N/A[c]	N/A[c]
Average time to fill an open position from posting to onboarding in the fiscal period	88 days	27 days	98 days	35 days	30 days
Behavior Management Program hours provided on average per center in the fiscal period	218k hours	218k hours	235k hours	238k hours	235k hours
Clinical rounds completed in the fiscal period	12.1k	11.6k	9.9k	N/A[c]	N/A[c]
Completion rate of Litigation Support requests in the fiscal period	100.0%	100.0%	100.0%	100.0%	100.0%
Daily average number of nursing health assessments completed per nurse in the fiscal period	16	53	51	55	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Daily average number of patients served per dentist in the fiscal period	5.9	8	9	8	9
Daily nursing sick calls completed per nurse in the fiscal period	12	14	15	15	N/A[c]
Due Process Hearings completed within 4 Hours	90.0%	80.0%	77.0%	100.0%	100.0%
End-of-year retention rate of that year's hires	92.0%	91.0%	70.0%	100.0%	100.0%
Estimated percent of residents who participate in Large Muscle Exercise program	100.0%	100.0%	100.0%	100.0%	100.0%
Hearings Conducted Per Hearing Officer Average number of hearings conducted by each hearing officer in the fiscal period	569	182	858	N/A[c]	N/A[c]
Hours of Large Muscle Exercise offered to residents per year	63.5k hours	68.7k hours	68.4k hours	68.7k hours	68.4k hours
Implementation of Effective Case Management total hours per fiscal period	445k hours	485k hours	476k hours	236k hours	476k hours
Internal Prison Rape Elimination Act (PREA) allegations	37	71	102	80	91
Litigation Support average time to process a request in the fiscal period (hours)	5 hours	4 hours	4 hours	4 hours	3 hours
Litigation Support Services completed	157	164.8	190	205	209
Mental health follow-up (MHFU) counseling sessions conducted during the fiscal period	5,133	4,776	3,183	N/A[c]	N/A[c]
Number of admissions processed in the fiscal period	2,138	2,131	1,888	N/A[c]	N/A[c]
Number of dental services provided in fiscal period	3,224	3,022	3,437	1,000	N/A[c]
Number of employee discipline referrals processed in the fiscal period	195	204.8	145	146	141
Number of employee grievances initiated in the fiscal period	138	144.9	84	100	81
Number of events captured on video and archived in the fiscal period	530	742	935	N/A[c]	N/A[c]
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	48.7k	43.7k	46.5k	N/A[c]	N/A[c]
Number of investigations in the fiscal period resulting from alleged violations of the JTDC, Court, or County policies and procedures or other infractions	156	114	251	50	200
Number of nursing health assessments completed in the fiscal period	46.7k	93.4k	148k	155k	N/A[c]
Number of nursing sick calls completed in the fiscal period	4,276	5,131	5,417	5,000	N/A[c]
Number of pay discrepancies in the fiscal period	223	32	135	0	0
Number of paychecks processed using CCT	12.2k	15.7k	12.2k	14.2k	14.3k

Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Number of PREA Resident Assessments in the fiscal period	1,732	1,685	1,510	1,700	1,597
Number of psychiatric hospitalizations in the fiscal period	5	6	4	N/A[c]	N/A[c]
Number of releases processed in the fiscal period	2,120	2,136	1,918	N/A[c]	N/A[c]
Number of resident grievances in the fiscal period	725	1,117	1,266	N/A[c]	N/A[c]
Number of staff positions filled during the fiscal period	76	57	49	59	50
Number of staff that received training in the fiscal period	571	1,673	1,053	580	536
Number of staff trained on the PREA in the fiscal period	821	932	824	580	536
Number of volunteers that received training in the fiscal period	178	117	178	N/A[c]	N/A[c]
Payroll Proficiency Rate	98.0%	85.0%	92.0%	100.0%	100.0%
Percent of all admissions and release data in the fiscal period entered into RMIS during the fiscal period	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of completed employee discipline per fiscal period	83.0%	89.0%	84.0%	100.0%	100.0%
Percent of detention staff that received the 40 hours of training required by AOIC's Detention Staff Training Standards in the fiscal period	95.0%	100.0%	100.0%	100.0%	100.0%
Percent of each gender in residence during the fiscal period - females	7.0%	8.0%	9.0%	N/A[c]	N/A[c]
Percent of each gender in residence during the fiscal period - males	93.0%	92.0%	91.0%	N/A[c]	N/A[c]
Percent of employee grievances completed per fiscal period	51.0%	33.0%	29.0%	100.0%	100.0%
Percent of Internal PREA Investigations successfully completed in the fiscal period	100.0%	100.0%	88.0%	90.0%	90.0%
Percent of open positions filled during the fiscal period	81.0%	27.0%	25.0%	100.0%	100.0%
Percent of PREA Referrals and Multi-Disciplinary Team (MDT) meetings successfully completed in the fiscal period	100.0%	99.0%	100.0%	100.0%	100.0%
Percent of PREA Resident Assessments successfully completed in the fiscal period	85.0%	78.0%	80.0%	95.0%	85.0%
Percent of residents admitted who complete the PREA orientation process in the fiscal period	82.8%	92.0%	76.0%	95.0%	76.0%
Percent of residents by race or ethnicity - Black	66.0%	62.0%	62.0%	N/A[c]	N/A[c]
Percent of residents by race or ethnicity - Mexican	10.0%	10.0%	10.0%	N/A[c]	N/A[c]

Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Percent of residents by race or ethnicity - Other	7.0%	12.0%	12.0%	N/A[c]	N/A[c]
Percent of residents by race or ethnicity - Other Hispanic, Latino, or Spanish	5.0%	6.0%	7.0%	N/A[c]	N/A[c]
Percent of residents by race or ethnicity - Puerto Rican	1.0%	1.0%	1.0%	N/A[c]	N/A[c]
Percent of residents by race or ethnicity - White	11.0%	9.0%	8.0%	N/A[c]	N/A[c]
Percent of residents who report being satisfied with medical services at JTDC	98.0%	96.0%	99.0%	98.0%	100.0%
Percent of staff trained according to PREA training standards who attained a passing score on the PREA training exit examination in the fiscal period	100.0%	100.0%	100.0%	100.0%	100.0%
PREA Multi-Disciplinary Team (MDT) meetings in the fiscal period	3	0	0	1	2
PREA Referrals in the fiscal period	155	251	45	200	284
Psychiatric follow-up visits conducted in the fiscal period	701	723	575	N/A[c]	N/A[c]
Rate of compliance in the fiscal period by psychiatrists and other Qualified Mental Health Providers (QMHP) with chronic disease treatment protocols	100.0%	100.0%	100.0%	100.0%	100.0%
Rate of overall client satisfaction as reported by residents in the Youth Satisfaction Survey	97.0%	93.0%	97.0%	90.0%	90.0%
Rate of Residents participating in Behavioral Management Program	100.0%	100.0%	100.0%	100.0%	100.0%
Resident Disciplinary Due Process Hearings	2,275	2,807	1,441	N/A[c]	N/A[c]
Satisfaction Rate on Parent Satisfaction Survey	68.0%	68.0%	87.0%	100.0%	100.0%
Staff age 26 to 30 in the fiscal period	28	30	39	N/A[c]	N/A[c]
Staff age 31 to 35 in the fiscal period	48	34	40	N/A[c]	N/A[c]
Staff age 36 to 40 in the fiscal period	72	69	58	N/A[c]	N/A[c]
Staff age 41 to 45 in the fiscal period	87	80	77	N/A[c]	N/A[c]
Staff age 46 to 50 in the fiscal period	64	64	66	N/A[c]	N/A[c]
Staff age 51 to 55 in the fiscal period	99	93	82	N/A[c]	N/A[c]
Staff age 56 to 60 in the fiscal period	59	66	72	N/A[c]	N/A[c]
Staff age 61 to 65 in the fiscal period	28	26	28	N/A[c]	N/A[c]
Staff age 66 to 70 in the fiscal period	20	18	17	N/A[c]	N/A[c]
Staff over age 70 in the fiscal period	3	10	7	N/A[c]	N/A[c]
Staff percents of non-white employees in the fiscal period	90.0%	90.0%	90.0%	90.0%	N/A[c]
Staff percents of white employees in the fiscal period	10.0%	10.0%	10.0%	10.0%	N/A[c]

Metric	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Total number of responses in the fiscal period to emergency and non-emergency assistance calls for residents	451	892	714	N/A[c]	N/A[c]
Total number of training hours provided to JTDC staff during the fiscal period	51.3k hours	127k hours	68.6k hours	5.7k hours	70.0k hours
Work orders submitted to the Cook County Department of Facilities Management in the fiscal period	2,899	3,164	4,682	N/A[c]	N/A[c]

Office of the Public Guardian

Mission:

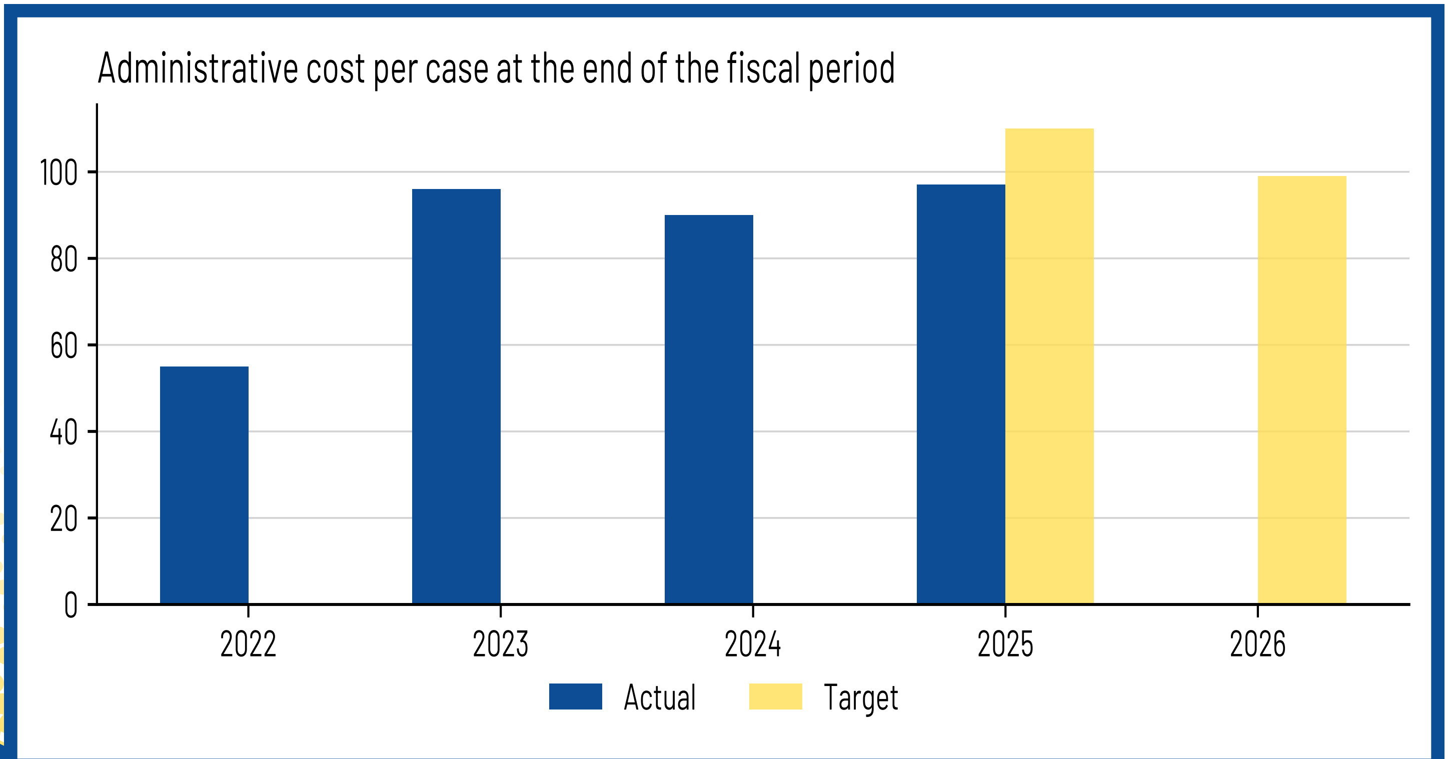
The Office of the Public Guardian serves society's most vulnerable people who are targets for exploitation and abuse. The department represents abused and neglected children, children in highly contested custody cases, and acts as guardian for adults with disabilities and their estates.

2025 Outcomes

- Negotiated and signed an intergovernmental agreement with the Illinois Department of Children and Family Services and Cook County worth approximately $3.6 million annually in federal payments under Title IV-E of the Social Security Act to expand programs representing children in abuse and neglect proceedings.
- Completed a request for proposal and evaluation of the responses for a comprehensive, web-based software solution for the juvenile division practice. Negotiated and signed the contract with the successful vendor and started mapping the new system.

2026 Goals

- Collect federal payments under Title IV-E of the Social Security Act to expand programs.
- Go live with new software solution for the juvenile division.
- Accept appointments for a new conflicts unit that will provide superior representation while saving the taxpayers the expense of paying for private bar attorneys in these cases.
- Continue to provide the highest quality legal representation for the 6,000 children in the Juvenile and Domestic Relations Courts, guardianship services for the 600 adults with cognitive disabilities under the agency's guardianship, maintain a third of the people under guardianship in the community, generate approximately $2.4 million in fees and recover more than $1 million in assets in financial recovery cases.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Administrative cost per case at the end of the fiscal period	55	96	90	97	110	99
Appellate cases for Adult Division, Juvenile Division and Domestic Relations Division at the end of the fiscal period	298	369	385	352	385	150
Average number of appeal cases per Appeals Unit staff member at the end of the fiscal period	60	74	77	70	20	75
Average number of estate cases at the end of the fiscal period per FTE in AGE's Asset Custody and Annual Accounting Services staff	126	126	135	142	120	121
Average number of estate cases at the end of the fiscal period per FTE in AGE's Benefit and Intake staff	176	110	118	124	105	106
Average number of estate cases at the end of the fiscal period per FTE in AGE's Case Management Services staff	59	55	59	62	52	53
Average number of estate cases at the end of the fiscal period per FTE in AGE's Financial Recovery Services staff	441	441	471	497	422	425
Average number of estate cases at the end of the fiscal period per FTE in AGE's Financial Services staff	186	176	188	199	140	170
Average number of estate cases at the end of the fiscal period per FTE in AGE's Home Care Services staff	221	221	236	248	211	213
Average number of estate cases at the end of the fiscal period per FTE in AGE's Legal staff	63	63	67	71	60	61
Average number of estate cases at the end of the fiscal period per FTE in AGE's Property and Support Services staff	147	147	157	166	140	142
Average yearly cost per case being served at the end of the fiscal period	861	849	655	651	687	687

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Cases per administrative staff member at the end of the fiscal period	2,274	1,394	1,486	1,408	1,383	1,383
Cases per support staff member at the end of the fiscal period	350	334	357	325	332	319
Cases per upper management team member at the end of the fiscal period	1,819	1,672	1,783	1,689	1,660	1,660
Cases served per child advocate staff member at the end of the fiscal period	339	296	262	245	268	250
Cases served per legal staff members at the end of period	138	111	99	78	127	80
Cases served per Legal Supervisor staff member at the end of the fiscal period	474	414	401	367	491	375
Cases served per Paralegal staff member at the end of the fiscal period	647	517	494	392	462	400
Cost per case being served at the end of the fiscal period as a percentage of the average cost of private counsel	25.0%	24.0%	18.0%	18.0%	33.0%	33.0%
Number of cases being served by Adult Guardianship Estate at the end of the fiscal period	882	882	942	993	800	850
Number of cases served by Legal Juvenile at the end of the fiscal period	7,112	6,207	6,417	5,878	6,000	6,000
Number of open and closed cases being served by Domestic Relations at the end of the fiscal period	805	903	1,170	1,223	1,170	1,170
Number of pieces of IT equipment maintained per information technology staff in the fiscal period	160	143	173	173	175	175
Number of pieces of Public Guardian IT equipment maintained and supported during the fiscal period	320	286	346	345	350	350
Number of Public Guardian cases served by support staff at the end of the fiscal period	9,097	8,361	8,914	8,446	8,300	8,300

Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Percent of the total number of disabled clients at the end of the fiscal period of Adult Guardianship Estate maintained in the community	33.0%	33.0%	32.0%	30.0%	33.0%	33.0%
Successful Appeals	90.0%	100.0%	98.0%	95.0%	100.0%	100.0%
Total number of cases managed by upper management staff at the end of the fiscal period	9,097	8,361	8,914	8,446	8,300	8,300
Total Public Guardian cases at the end of the fiscal period	9,097	8,361	8,914	8,446	8,000	8,300

PROPERTY TAXATION

Cook County Assessor

Mission:

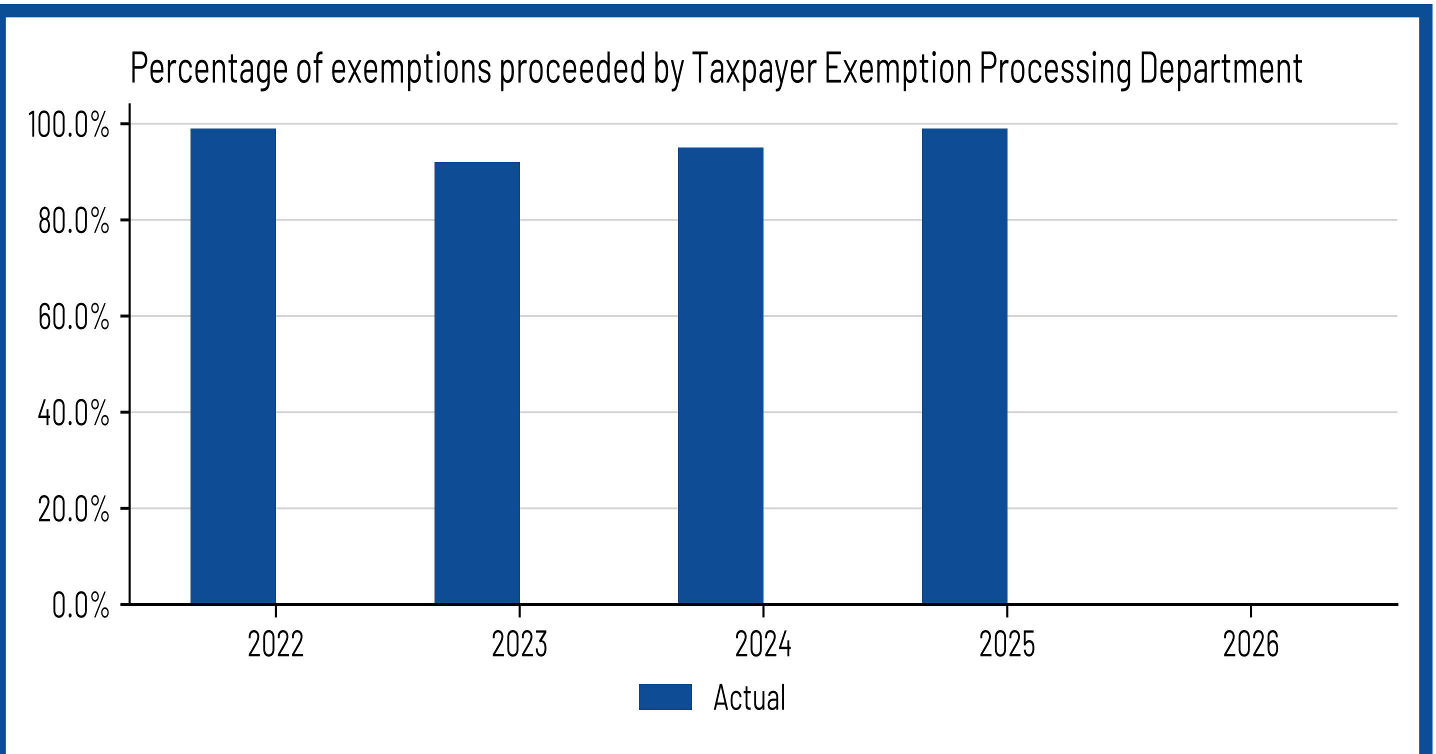
To deliver accurate and transparent assessments of all residential and commercial properties. We serve every community in the County through ethical stewardship within the property tax system.

2025 Outcomes

- Reassessed the northern suburbs of Cook County.
- Enhanced customer service in exemptions by launching an online renewal application, installing a new digital kiosk for in-person visits and call-back system on phone system.
- Expanded outreach events, resulting in 240 events including 75 in Spanish.
- Hired 36 full-time employees with only six vacancies projected by year-end, reflecting strong recruitment and internal promotion efforts. These hires bolstered the Valuations Department, focusing on commercial analysis, permit review and field inspections.
- Advanced the implementation of the iasWorld system across all offices, laying the foundation for improved exemption processing, appeal management and customer service resolution.

2026 Goals

- Reassess the south and west suburbs of Cook County.
- Focus hiring on data integrity, commercial valuation and operational departments.
- Implementation of strategic plan goals, including revisions of valuation processes that use a fully implemented iasWorld system throughout the County.
- Focus on streamlining exemption applications, assessment appeals and error corrections to make it easier for taxpayers to resolve issues with assessments through the availability of iasWorld throughout the County.
- Implement a new customer service system, which will help track inquiries and resolve property owners' concerns faster.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Commercial / Industrial PINS appealed	26.9k	25.1k	36.4k	24.9k	25.0k	20.0k
Count of Taxpayers Served	34.8k	178k	159k	150k	185k	180k
Division Jobs Created	708	828	787	776	850	750
Email inquiries	12.2k	13.8k	14.0k	10.7k	14.0k	11.0k
Field Dept. Parcels Received	79.5k	120k	94.1k	110k	100k	100k
Freedom of Information Data Requests Processed per (3) IT FTE's	66	94	90	90	90	90
Investigations Conducted per Investigator	2,969	5,294	4,804	5,272	3,500	3,750
Number of End Users serviced per (3) IT FTE's	232	235	250	280	275	290
Number of invoices processed per year	611	775	624	995	700	1,000
Outreach Events	103	201	217	240	250	240
Parcels processed and inspected per FTE	0.6k	16.6k	22.5k	12.7k	1.5k	25.0k
Percentage of exemptions proceeded by Taxpayer Exemption Processing Department	99.0%	92.0%	95.0%	99.0%	N/A[c]	N/A[c]
Phone requests for service	174k	189k	89.3k	91.1k	150k	120k
PIN numbers investigated	24.1k	26.5k	27.6k	26.0k	25.5k	27.0k
Residential online appeals	130k	216k	400k	333k	325k	120k
Residential PINS appealed	275k	216k	400k	335k	300k	250k
Vacancies filled annually	31	51	80	66	65	40

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Board of Review

Mission:

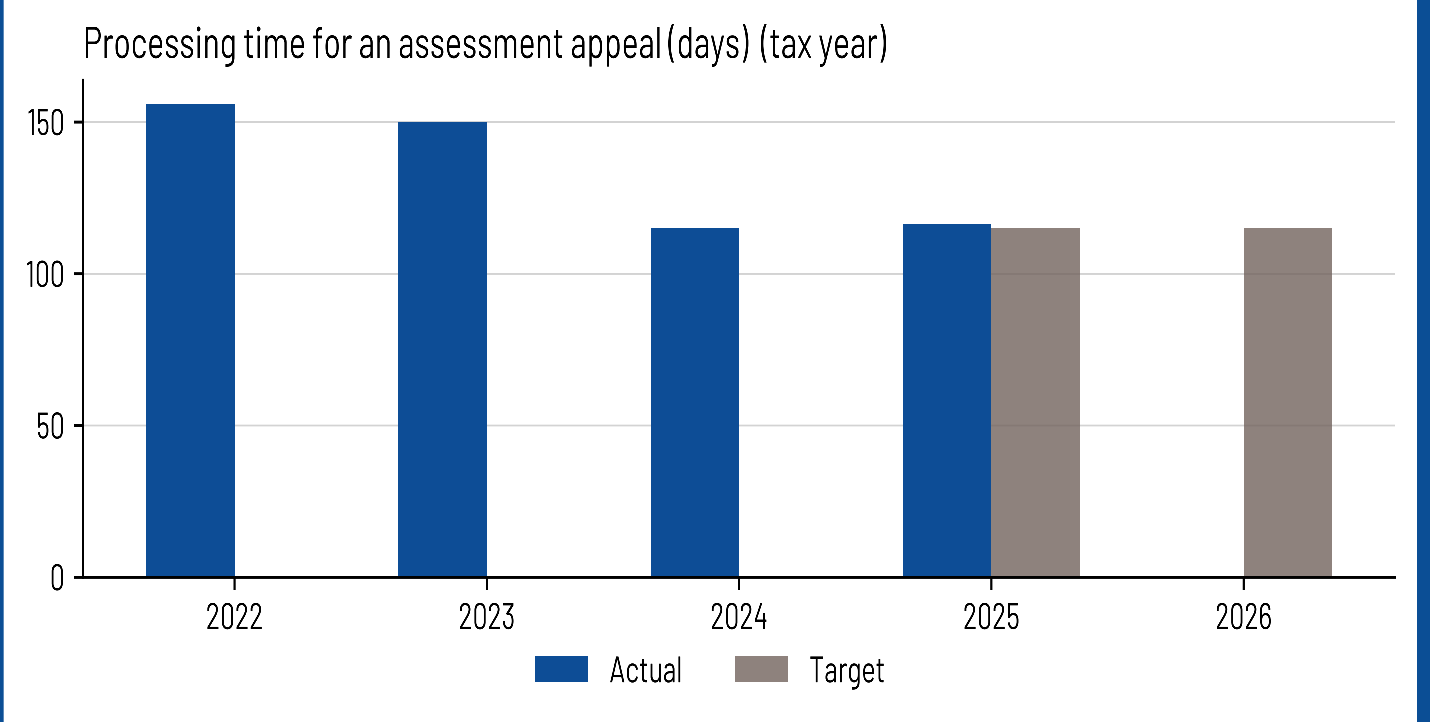
The Cook County Board of Review (CCBOR) is charged by the Illinois State Legislature to review all assessment appeals in Cook County and make corrections, as it deems equitable. Our goal is to provide accurate and fair analysis of assessment appeals to allow the timely distribution of tax revenue.

2025 Outcomes

- Successfully concluded the work for the 2024 tax session ahead of schedule, despite receiving a record number of appeals.
- Completed a comprehensive audit of job classifications and compensation structures, resulting in departmental realignments designed to better serve taxpayers.
- Established enhanced data quality control processes to ensure the accuracy and integrity of assessment data received from the Cook County Assessor's Office (CCAO).

2026 Goals

- Implement the agency's first collective bargaining agreement.
- Continue advancing the recommendations of the Commercial Valuation Report as a member of the Cook County Property Tax Reform Group, which aims to ensure fair, accurate and equitable property assessments throughout the County.
- Initiate the electronic data interchange project with Bureau of Technology support to enhance the automation and system integration with CCAO.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Number of appeals (tax year)	249k[d]	240k	248k[d]	274k[d]	N/A[c]	N/A[c]
Number of Assessor Recommendations (AR's) Processed (days) (tax year)[d]	36 days	118 days	85 days	106 days	N/A[c]	N/A[c]
Number of Certificate of Correction (C of C) (days) (tax year)[d]	316 days	139 days	233 days	264 days	N/A[c]	N/A[c]
Number of Certificate of Error (C of E) (days) (tax year)[d]	279 days	137 days	1,197 days	124 days	N/A[c]	N/A[c]
Number of Exemption filings (tax year)[d]	1,372	650	739	832	N/A[c]	N/A[c]
Number of new interviews	N/A[b]	N/A[b]	77	88	N/A[c]	N/A[c]
Number of Omitted Assessments Processed (tax year)[d]	14	140	103	116	N/A[c]	N/A[c]
Number of parcels appealed (tax year)[d]	538k	470k	412k	578k	N/A[c]	N/A[c]
Number of Property Tax Appeal Board (PTAB) appeals (tax year)[d]	33.6k	38.2k	50.8k	34.8k	N/A[c]	N/A[c]
Processing time for an assessment appeal (days) (tax year)[d]	156 days	150 days	115 days	116.2 days	115 days	115 days

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.
d Number represents prior Assessment Year (i.e., FY 2025 Actual = Assessment Year 2024)

County Clerk

Mission:

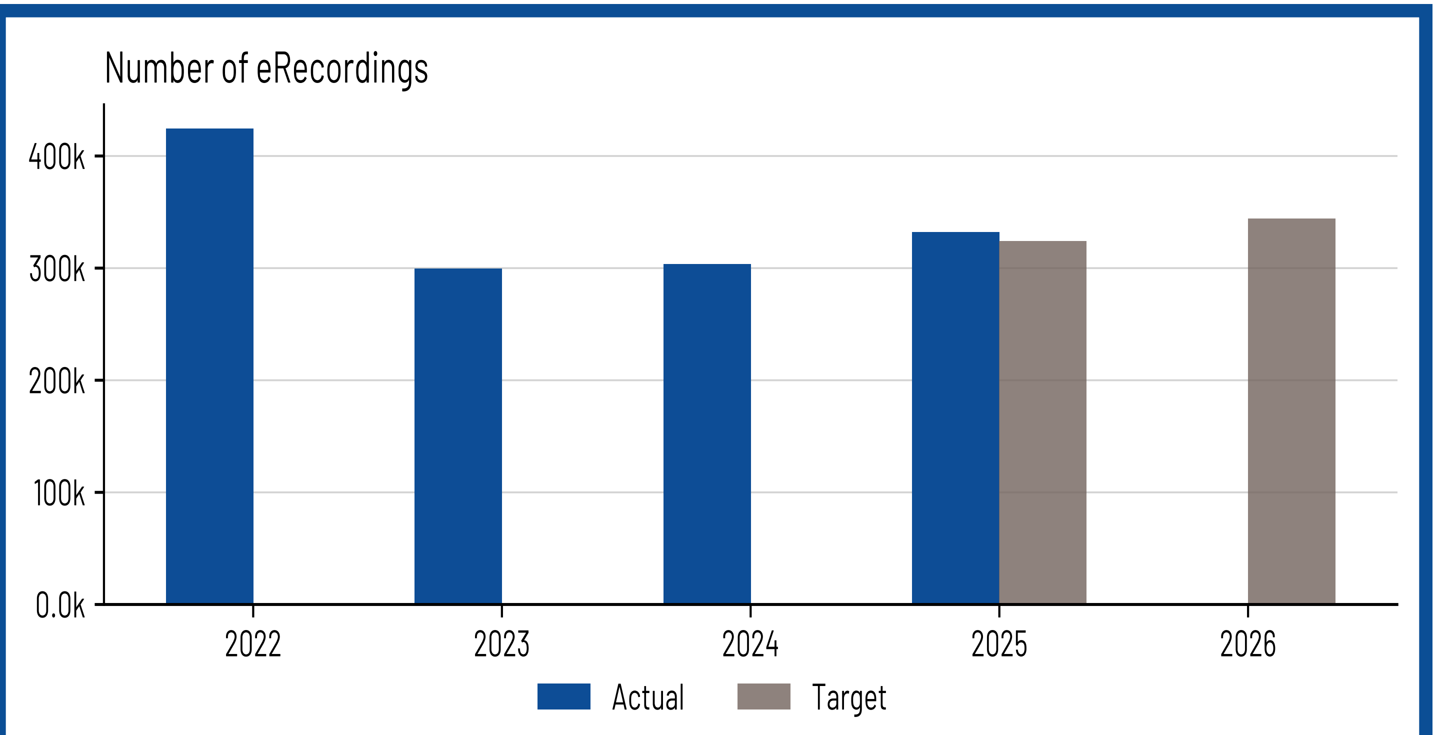
The Cook County Clerk's Office is committed to providing quality and efficient services for the purchasing of vital records, recording of land records, collection of delinquent taxes, governing elections, and recording of County Board proceedings.

2025 Outcomes

- Reallocated resources from vital records to virtually eliminate wait times at the downtown location.
- Implemented a new queuing system, allowing for streamlined check-ins and scheduled appointments.
- Adopted the mail tracking system for vital records, providing customers with real-time visibility throughout the document process.
- Piloted a live automated elections drop box to address physical security threats and optimize ballot handling processes, improving voter communication by providing timely updates on mail ballot status.
- Implemented a third-party payroll processor for all part-time election workers.

2026 Goals

- Continue assisting victims of fraudulent recordings, coordinating efforts with law enforcement.
- Provide ongoing support to veterans and their families, including discharge record retrieval and administration of the discount program.
- Educate residents about property fraud prevention and cost-effective property transfer options.
- Streamline tax redemption processes through the launch of the integrated property tax system.
- Implement enhanced GPS tracking of 1,431 voter supply carriers to improve election day logistics.
- Implement a new election management system, offering dynamic dashboards to deliver real-time data and boost staff efficiency and constituent service.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average number of documents processed per FTE	134k	153k	85.5k	204k	75.0k	200k
Average number of maintenance requests per FTE	80.0k	92.9k	99.4k	90.5k	90.0k	90.0k
Average number of Tax Extension maintenance request per FTE	N/A[b]	92.9k	99.4k	110k	100k	100k
Number customer transaction completed per FTE per hour	4	4.2	4.2	6	5	6
Number of Birth Records Issued	N/A[b]	270k	277k	389k	248k	213k
Number of cases managed	86	16	80	51	50	75
Number of customers helped in person & on the phone	65.6k	92.5k	168k	109k	170k	115k
Number of election judge applications	13.5k	4.5k	12.5k	6.2k	6.8k	13.5k
Number of election machines prepared & tested per FTE per day	150	150	150	150	150	150
Number of eRecordings	424k	300k	303k	332k	324k	344k
Number of Job Openings Filled	13	14	38	36	30	30
Number of Lexis Nexis requests	114k	94.6k	147k	212k	120k	212k
Number of mail ballots requested & mailed	218k	130k	382k	194k	200k	400k
Number of New/Moved Voters in Cook County	178k	233k	241k	159k	215k	215k
Number of precincts requiring equipment preparation	2,860	1,431	1,430	1,430	1,430	1,430
Number of Recordings	534k	392k	398k	427k	405k	430k
Number of records issued	0.3M	0.3M	0.3M	1.5M	0.3M	1.2M
Number of tax year searches	10.9k	13.5k	48.9k	54.4k	10.0k	75.0k
Percentage of application development projects completed on time	100.0%	100.0%	100.0%	95.0%	95.0%	95.0%
Percentage of ballot accuracy before proofing	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Percentage of cases completed within 21 calendar days	24.0%	43.0%	40.0%	70.0%	100.0%	100.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Percentage of contracts renewed or awarded 30 days or more before expiration	100.0%	92.0%	92.0%	95.0%	95.0%	95.0%
Percentage of filings submitted online	70.0%	70.0%	83.0%	85.9%	80.0%	80.0%
Percentage of precincts with fewer than one missing judge	30.0%	40.0%	28.0%	30.0%	20.0%	20.0%
Percentage of Recordings that are eRecordings	N/A[b]	0.8	N/A[b]	0.8	0.8	0.8
Percentage of tax rates calculated on time	100.0%	100.0%	100.0%	50.0%	100.0%	100.0%

Cook County Treasurer

Mission:

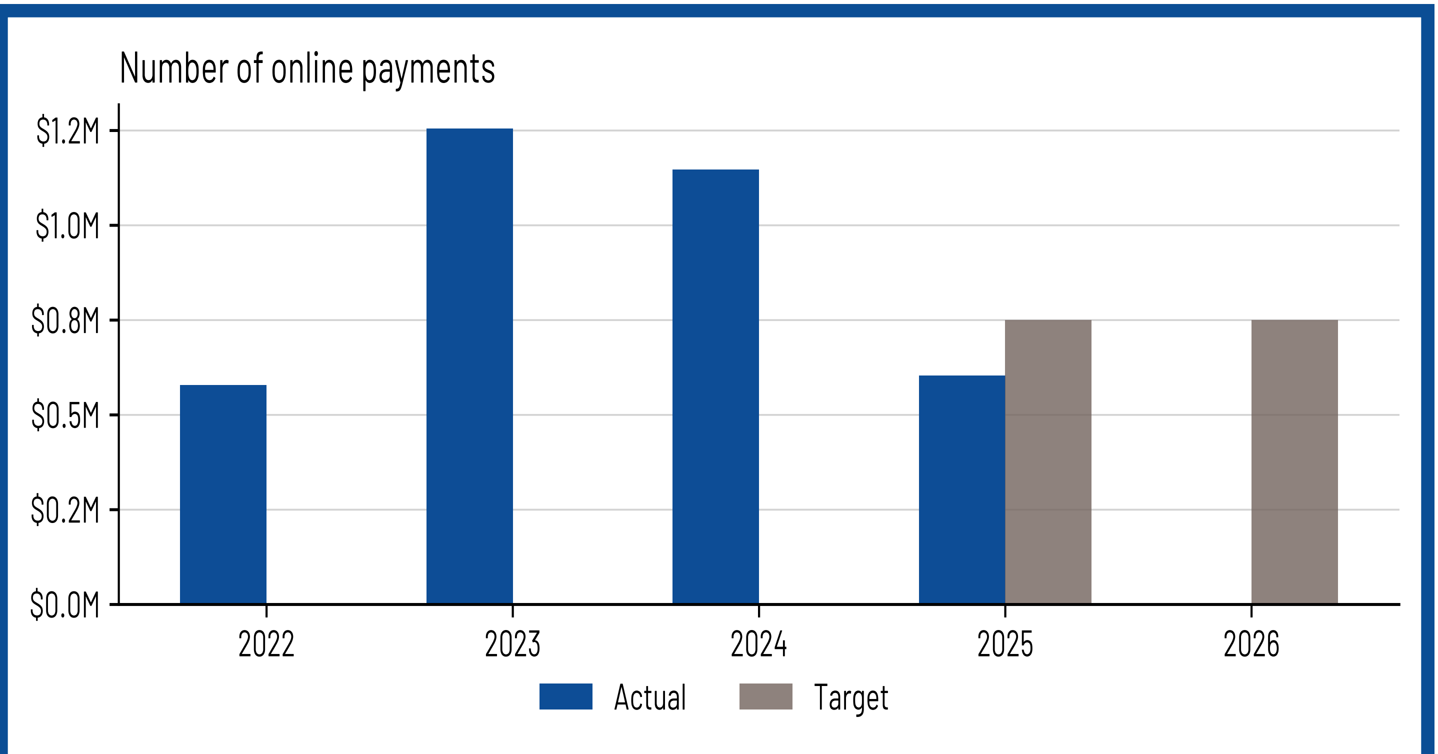
The County Treasurer's Office (CCTO) is responsible for collecting, safeguarding, investing and distributing property tax funds.

2025 Outcomes

- Released an assessment appeals study, which found that homeowners in the highest-income areas appealed their assessments 46% of the time, while those in the lowest-income areas appealed just 11%. Also issued an analysis that found higher property tax referendum turnout in wealthier, predominantly white communities compared to areas with mostly minority populations.
- Redesigned tax bills to include the amount owed and how much the bill changed, displaying taxing districts and how much is paid to each taxing body.
- Created an AI department to support utilization of AI and machine learning.
- Launched an initiative to directly reach Black and Latino homeowners, including a "Black Houses Matter" radio show.

2026 Goals

- Continue to prioritize outreach to taxpayers, helping taxpayers claim overpayment refunds and missing exemptions, utilize cutting-edge AI, release in-depth studies about the property tax system and advocate for true property tax reforms.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average number of weeks to process C of E refunds	4 weeks	4 weeks	4 weeks	N/A[b]	5 weeks	4 weeks
Average number of weeks to process PTAB/SP refunds	3 weeks	3 weeks	4 weeks	N/A[b]	3 weeks	3 weeks
Average time to resolve a general Help Desk request (min)	13 minutes	13 minutes	13 minutes	13 minutes	15 minutes	15 minutes
Number of days for printing, folding, & inserting Property Tax bills	9 days	9 days	9 days	9 days	14 days	14 days
Number of online payments	$0.6M	$1.3M	$1.1M	$0.6M	$0.8M	$0.8M
Percentage of individual taxpayer payments that were completed online	30.6%	27.2%	31.6%	33.7%	20.0%	20.0%
Percentage of IT Projects completed within estimated deadline	99.0%	99.0%	99.0%	N/A[b]	100.0%	N/A[c]
Tax Payer Satisfaction - Excellent Service rating percentage	96.0%	98.0%	96.0%	96.0%	96.0%	N/A[c]

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

INDEPENDENT AND APPOINTED AGENCIES

Land Bank Authority

Mission:

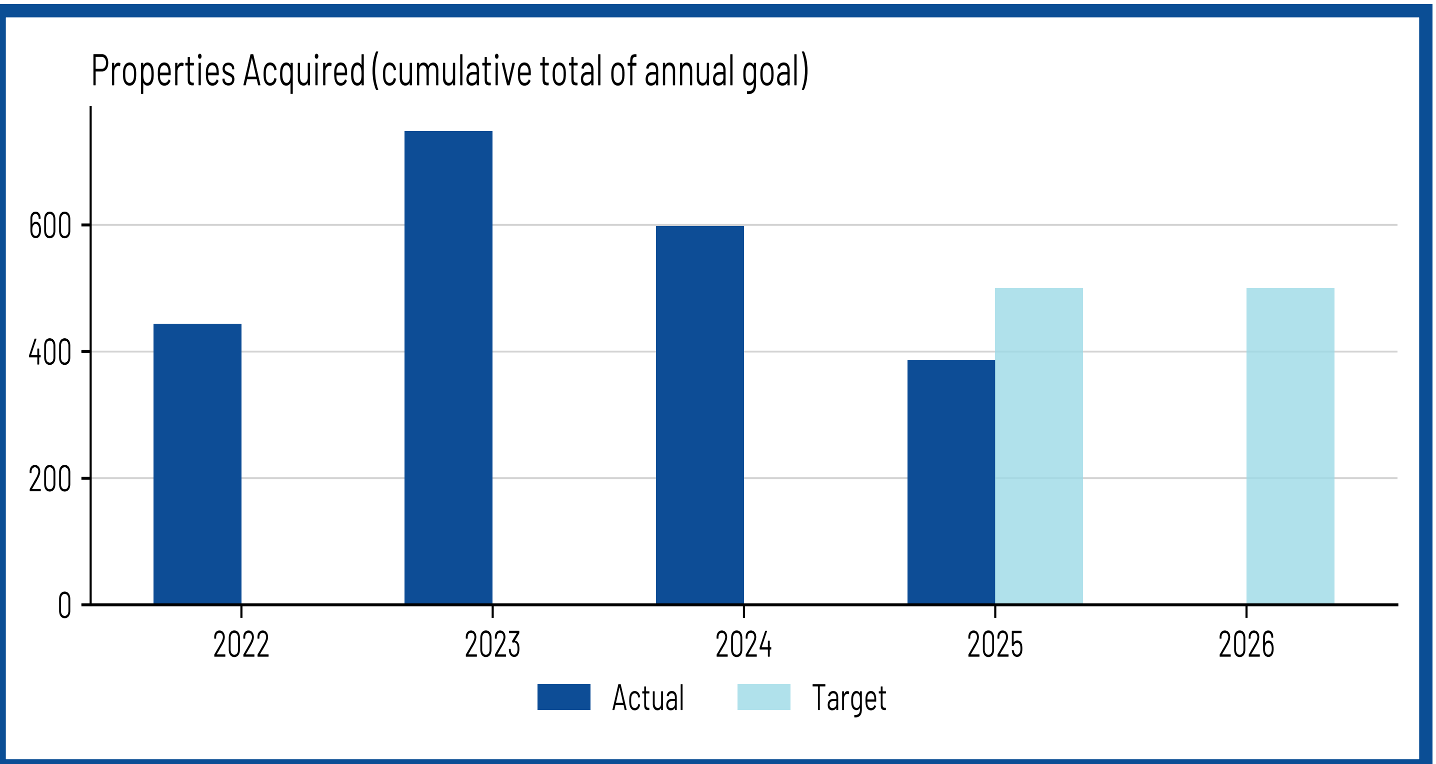
The Cook County Land Bank Authority (CCLBA) will acquire, hold properties in the name of Cook County, and transfer interest in real property throughout Cook County to promote redevelopment and reuse of vacant, abandoned, foreclosed, or tax delinquent properties; support targeted efforts to stabilize neighborhoods; and stimulate residential, commercial, and industrial development consistent with the goals established by local government partners and other community stakeholders.

2025 Outcomes

- Acquired 500 parcels, creating approximately $30 million in community wealth and selling 80% of all properties for homeownership. These initiatives resulted in more stabilized neighborhoods, increased family stability, a stronger tax base and wealth creation.
- Acquisitions totaled 386, or 77% of the goal. Community wealth reached $64 million representing 114% of target, sales for homeownership are at 89% and the aged inventory has been reduced by 18.5%, or 103.5% of the goal.
- Generated $9.6 million in revenue, and municipal sales have continued, totaling $722,000, including CTA Red Line, the City of Chicago, Villages of Markham, Bellwood, Maywood, Crestwood, County Club Hills, Oak Park, South Holland and Matteson.
- Awarded 58 families purchase assistance grants totaling $876,000.

2026 Goals

- Target property acquisition in areas of market activity, acquiring 500 properties based on location and community impact.
- Continue purchase assistance grant efforts; over 105 families have been award over $1.6M to date.
- Achieve the community wealth goal of $30 million.
- Sell 250 properties to homeowners, community developers, nonprofit organizations, community development corporations and businesses.
- Continue to offer the Homebuyer Direct Program working to match properties needing rehab with homebuyers.
- Reduce the amount of aged inventory by 15%, thereby reducing the maintenance and operations costs.
- Expand homeownership-focused programming, strengthen municipal partnerships and continue the implementation of the new database system.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Community Wealth (cumulative Percentage of Annual Goal	100.0%	100.0%	100.0%	114.0%	100.0%	100.0%
Percentage of Properties Sold for Homeownership (cumulative)	80.0%	88.0%	80.0%	89.0%	80.0%	80.0%
Properties Acquired (cumulative total of annual goal)	444	748	598	386	500	500
Reducing Aged Inventory	N/A[b]	N/A[b]	0.1	0.2	0.1	0.1

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Office of the Independent Inspector General

Mission:

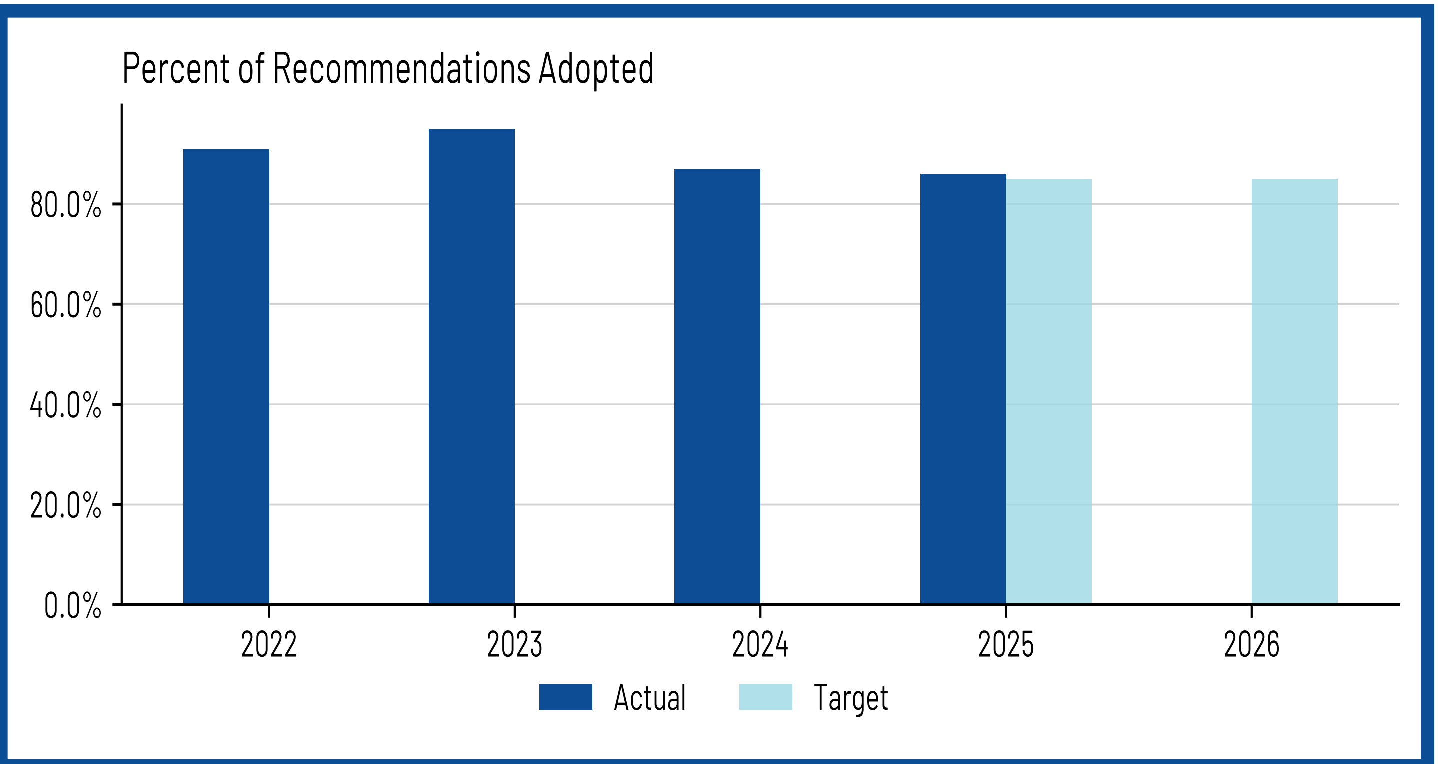
The OIIG's mission is to detect and deter corruption, fraud, waste, mismanagement, unlawful political discrimination and other misconduct in the operation of Cook County Government and the Forest Preserves of Cook County.

2025 Outcomes

- Filled five of seven vacant positions.
- Received news coverage pertaining to the budgetary floor and as a result, received five new positions or a 25% budget increase.
- Conducted quarterly case evaluations which resulted in an increase in finished summary reports and cold case closures.

2026 Goals

- Work to fill new positions for the Shakman Compliance and Compliance and Program Review divisions. Also plan to fill other existing staff openings.
- Relocate to another office to accommodate the entire staff on one floor to foster more collaboration and office storage space.
- Gain more legislative and public support for the OIIG budgetary floor.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Average Number of New Complaints per Investigator	81	63	69	87	60	60
Media Advisories and Notices	N/A[b]	0	0	2	2	2
Number of New Complaints	937	818	759	773	800	800
Percent of Recommendations Adopted	91.0%	95.0%	87.0%	86.0%	85.0%	85.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

Office of the Public Administrator

Mission:

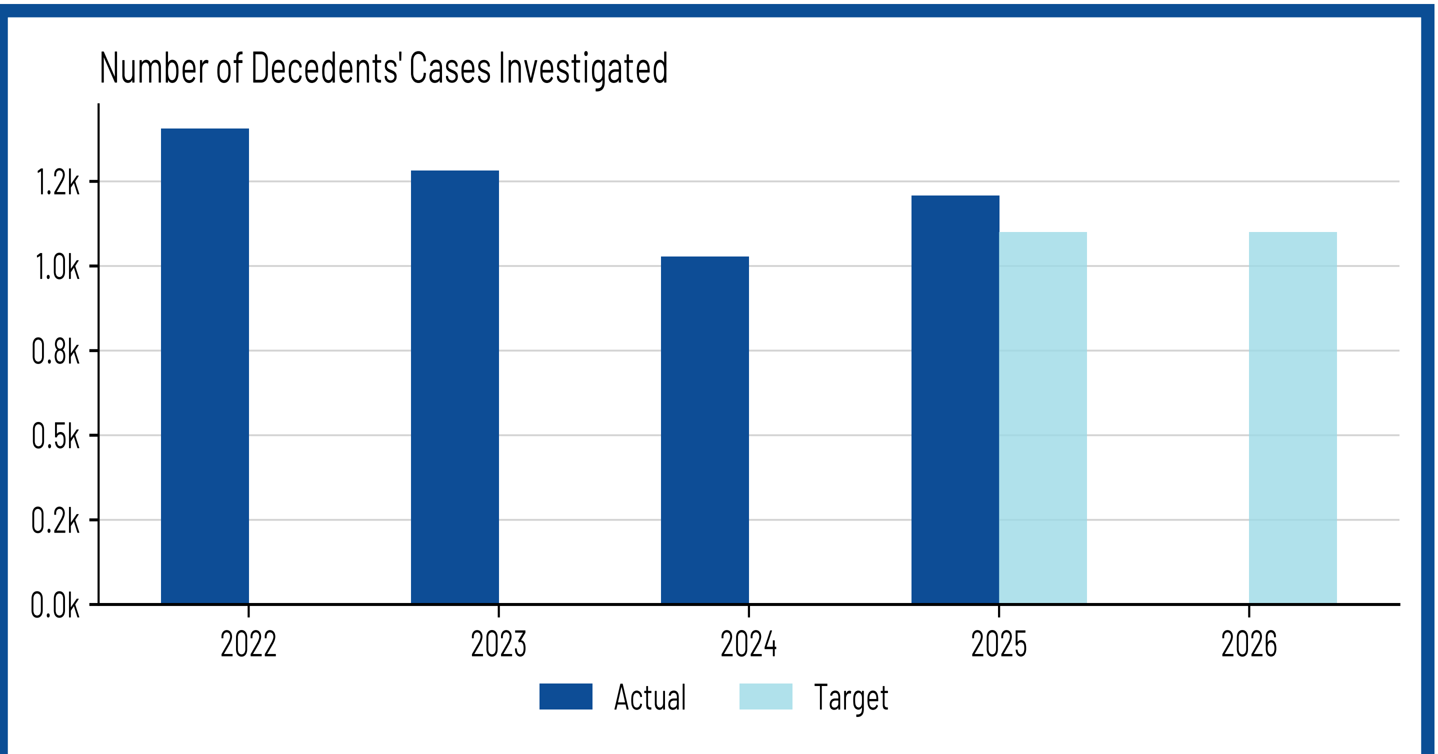
The Office of the Public Administrator of Cook County administers estates of deceased Cook County residents. The mission of the Public Administrator is to efficiently and securely administer the estates of decedents as required by law pursuant to the Illinois Probate Act.

2025 Outcomes

- Returned over $40 million to heirs and legatees through the mandate under the Illinois Probate Act.
- Management of decedents' real property resulted in 34 closings in Cook County, with sales netting more than $10 million.
- Continued to operate on a zero-based budget, returning $2.2 million to Cook County as revenue.

2026 Goals

- Continue efforts to efficiently probate decedents' estates by thoroughly investigating cases referred to the Office, responsibly managing real property and all other assets.
- Continue compassionately communicating with decedents' loved ones, ensuring distribution is made to the proper parties, and maintaining transparency as the Public Administrator probates estates for the residents of Cook County.



Metric	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Target	2026 Target
Cost per investigation	$852.00	$941.00	$1,205.00	$1,096.00	$1,000.00	$1,000.00
Number of Decedents' Cases Investigated	1,406	1,281	1,027	1,208	1,100	1,100
Number of Probate Cases Pending	408	403	402	418	390	370
Return to County per investigation	$1,094.00	$1,001.00	$1,279.00	$1,249.00	$1,200.00	$1,200.00
Total Revenue to County as % of Operating Budget	340.0%	236.0%	278.0%	121.0%	200.0%	130.0%

a New/Emerging Metric (Tracking began in FY2026 or as of first reported date)
b Data for period is not available.
c No Target Set / In Development.

GLOSSARY

Activity - Actions the agency carries out to effect change and achieve intended outcome.

Administrative Unit - Distinct organizational entity within government that is responsible for managing functions, resources and personnel. Administrative units may include departments, divisions, programs, or other operational groupings and serve as the primary structure through which budgets are allocated, activities are executed and performance is monitored.

Agency – Refers to an entity identified as an organization by Cook County that has budgeted departments or programs within it. For example, Cook County Health is an agency, but has multiple budgeted departments.

Department – An entity identified within the Cook County Annual Appropriation Ordinance as a department. The current level at which ROI establishes logic models.

Goal – Broad statement that describes what an agency and its administrative units aim to accomplish over time.

Input – Resources needed for conducting activities such as personnel, partners, materials, funding, equipment, data.

Key Performance Indicator (KPI) – Critical metrics that signal progress towards priority areas.

Logic Model – Framework that outlines an administrative unit's relationships between available operational resources, activities undertaken to accomplish goals and the impact intended.

Measure – Basic numbers, like counts or totals, that describe activities, service delivery and results.

Metric – Calculated measure, such as a rate, percentage or average, that helps leadership or programs understand performance over time.

Mission – Concise statement of the fundamental public purpose of the agency and its administrative units.

Outcome – The intended change or public benefit that indicates progress toward a desired goal.

Output – The number of services or deliverables created by the activities of an administrative unit.

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