



Cook County Annual **Performance Report**

for Fiscal Year 2021



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.

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Cook County Board President

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Table of Contents

Letter from the President	02
Introduction	03
Offices Under the President	07
Public Health	14
Public Safety	
Clerk of the Circuit Court	17
Public Defender	19
Sheriff	23
State’s Attorney	27
Chief Judge	35
Property and Taxation	
Assessor	40
Board of Review	45
County Clerk	47
Treasurer	51
Economic Development	
HACC	54
Land Bank	56
Forest Preserves	57
Other	
OIG	60
Public Administrator	61
Org Chart	62

Letter from the President

To the Residents of Cook County:

Cook County Government plays a pivotal role in serving and supporting the needs of the 5.27 million residents of Cook County. We provide healthcare to all regardless of the ability to pay, build and maintain critical infrastructure, administer property taxes, promote community and economic development and oversee the criminal justice system. We also care for 70,000 acres of open lands through the Forest Preserves of Cook County and provide affordable housing through the Housing Authority of Cook County and the Cook County Landbank Authority.

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

The *Annual Performance Report* is organized by the Office of Research, Operations and Innovation (ROI) to foster continuous improvement in Cook County Government. The report highlights achievements across all offices, and the data that we use to measure our success. We have also included goals and initiatives in 2022 that we look forward to reporting in our next *Annual Performance Report*.

As part of our effort to be a leader in prudent fiscal stewardship and provide excellent public service, Cook County Government strives year over year to improve efficiencies and save taxpayer dollars while continuously improving services and streamlining processes.

2021 was a challenging and difficult year for all of us. I am incredibly proud of the work Cook County did to meet urgent needs and provide a continuation of services during the crisis. That work is showcased in this *Annual Performance Report*. It is my hope that we will continue to recover equitably from this pandemic in 2022 through the infusion of funds we received through the American Rescue Plan Act (ARPA) in 2021.

Across every agency, the dedicated public servants of Cook County administered relief programs, provided direct aid, adapted to a hybrid workplace model and ensured that our residents, businesses and economy could survive the COVID-19 pandemic. Many of our 2022 goals reflect our commitment to equitable recovery, transparency and responsive leadership.

Sincerely,



Toni Preckwinkle
President Cook County Board of Commissioners



Introduction

Performance Management: The Purpose of this Report

Performance management is the process that organizations, departments and individuals use to meet their goals effectively and efficiently. One key component of that process is the use of data to monitor progress. In Cook County, each separately elected office is responsible for operating their own performance management program:

- In the Offices Under the President, the Office of Research, Operations and Innovation assists departments in establishing key performance indicators (KPIs), manages the performance data platform and facilitates annual performance discussions.
- In early fiscal year 2021 (FY2021) the Forest Preserves and the Assessor's Office began auditing and creating KPIs for each of their departments and aim to complete sets of KPIs before the end of the fiscal year.
- All separately elected offices publish performance data annually, which can be accessed online. The State's Attorney and Assessor's Office also have open data portals.

The purpose of this report is to display to the public and to the Cook County Board of Commissioners the operational achievements of all Cook County offices and sister agencies throughout FY2021 and preview upcoming initiatives for FY2022. It acts as a key part of the Cook County performance management framework by compiling key data points for each office that illustrate those achievements and initiatives, which are published in an accompanying public dataset.

COVID-19 Pandemic

As the COVID-19 pandemic continued through 2021, Cook County Government remained committed to providing public health guidance, economic relief and expanded supports to residents, businesses and municipalities. Cook County also launched a community vaccination program and provided another round of emergency rental assistance. Under the leadership of Cook County Board President Toni Preckwinkle, Cook County Health, Department of Public Health, Sheriff's Office, Medical Examiner's Office and Department of Emergency Management and Regional Security led the County's response to the pandemic. All offices created extraordinary new processes and programs to serve Cook County residents during this tremendously challenging time. In FY2021, Cook County also began a comprehensive planning process for ambitious new programs and initiatives to launch with the \$1 billion in funding received through the American Rescue Plan Act (ARPA). The first of those data-driven programs will launch in FY2022 and will be closely tracked with publicly available metrics.

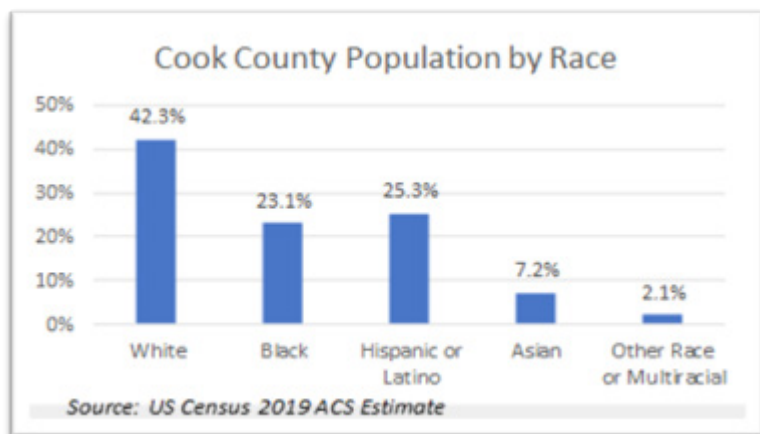
Cook County Government

Cook County Overview

COUNTY GOVERNMENT

Cook County is governed by the County Board President, 17 Board Commissioners and ten additional Cook County Government offices. Eight of these offices are overseen independently by elected officials: the Assessor, three Board of Review Commissioners, Clerk of the Circuit Court, County Clerk, Sheriff, State's Attorney and the Treasurer. The Chief Judge of the Circuit Court is elected by and from the Circuit Court Judges. The Chairman of the Board of Election Commissioners is elected by and from the three Board of Election 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 Offices Under the President (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.



COUNTY PROFILE

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

Cook County, Illinois is the Midwest's cultural and economic center. As the second most populous county in the United States, Cook County is home to 5.27 million residents, comprising 59% of Illinois' total population. The City of Chicago

is the County's largest municipality with 2.7 million residents. Chicago is the third largest city in the United States. Cook County is racially and ethnically diverse, with a growing Latino and Asian population. In the 2020 Census, African Americans made up 22.5% of the Cook County population, Asians 7.7% and non-Hispanic white individuals 40.4%. 26.2% of residents identify as Hispanic or Latino of any race. The remainder of the population self-identity as American Indian, Alaska Native, Native Hawaiian, other Pacific Islander (other race) or multiracial. Cook County became more racially diverse from 2010 to 2020, with notable increases in the Latino (11% increase) and Asian (28% increase) population. Although Cook County is densely populated, the Forest Preserves of Cook County protect over 70,000 acres of natural land or 11% of Cook County.

Cook County Government

Households in Cook County have a median Household Income (In 2020 Inflation Adjusted Dollars) of \$67,886, which is more than the national median annual income of \$64,994 (In 2020 Inflation Adjusted Dollars). About 66% of the population older than 16 is employed, and the most common industries are educational services, health care and social assistance; professional, scientific, management and technical services; and manufacturing (US Census 2019 ACS estimate).

Functions of Cook County

HEALTHCARE

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



CRIMINAL JUSTICE

Cook County maintains and operates the Circuit Court of Cook County, the second largest unified court system in the United States, which hears civil, criminal and administrative cases. The Circuit Court is overseen by the Office of the Chief Judge and administrated by the Clerk of the Circuit Court. The Cook County Jail, overseen by the Sheriff, is one of the largest single-site pretrial detention facilities in the United States. The Juvenile Temporary Detention Center, overseen by the Office of the Chief Judge, is the first and largest juvenile detention facility in the country. The State's Attorney prosecutes and litigates for Cook County Government, and the Public Defender provides court representation for indigent defendants. The Cook County Department of Emergency Management and Regional Security coordinates countywide emergency and disaster preparedness planning and assists jurisdictions in recovering from disaster. The Sheriff's Police conduct investigations, make arrests and provide other police services to unincorporated Cook County, as well as coordinate with municipal police forces throughout the County.

PROPERTY AND TAXATION

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

Cook County Government

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 decides on changes 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 money to over 2,200 local government agencies including school districts, villages, cities, townships, parks and forest preserves, libraries, public health and safety agencies.

ECONOMIC DEVELOPMENT

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



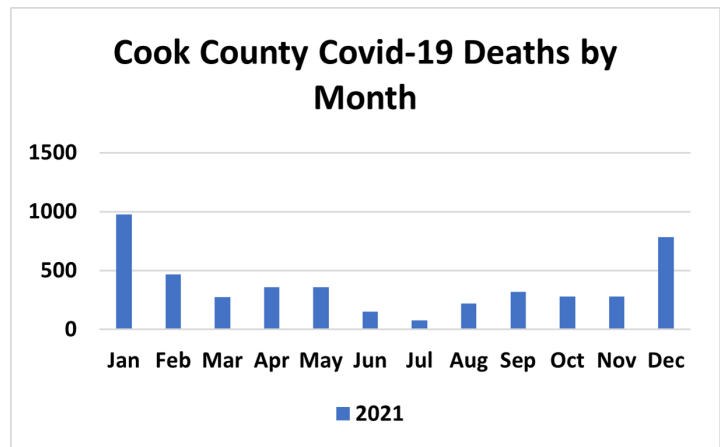
Offices Under the President

Toni Preckwinkle is the 35th President of the Cook County Board of Commissioners, an office she has held since 2010. President Preckwinkle oversees the Offices Under the President (OUP) and is charged with presenting a balanced budget to the Board of Commissioners each year. In 2018, President Preckwinkle published the [Cook County Policy Roadmap: Five-Year Strategic Plan for Offices Under the President](#) – OUP’s first comprehensive, policy-driven strategic plan since the administration’s 2011 transition plan. The Policy Roadmap outlines goals and objectives in 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.

Healthy Communities (Health and Wellness)

Goal: Improve the physical, mental and social wellbeing of Cook County residents and communities.

In FY2021, the Medical Examiner’s Office (MEO) continued to work with the Bureau of Technology to maintain a [public dashboard](#) to track COVID-19 related deaths and map cases against the Social Vulnerability Index (SVI) to demonstrate that COVID-19 infections and deaths were concentrated in more vulnerable communities. While handling an unprecedented caseload that not only includes COVID-19, but also dramatic increases in homicides and opioid overdose deaths, the MEO launched an [online digital portal](#). This portal enables funeral directors to electronically request cremation permits while families and attorneys can request records. The MEO also implemented a communication initiative for funeral directors that includes an email notification system and regular virtual town hall meetings. In FY2022, the MEO will incorporate grief counselors to assist families with the process of identifying loved ones and managing the next steps when a sudden loss has occurred.



In 2021, the Bureau of Asset Management and Cook County Health opened the Belmont Cragin Health Center, a two story, 25,000 square-foot health center designed to provide services in primary care, women’s health, pediatrics and other vital health services. The new facility greatly enhanced the health system’s ability to serve the Belmont Cragin community on the northwest side of Chicago, with the capacity to accommodate 37,000 visits each year.

Offices Under the President

Vital Communities (Economic Development)

Goal: Pursue inclusive economic and community growth by supporting residents, growing businesses, attracting investment and nurturing talent.

In FY2021 the Bureau of Economic Development (BED) continued the work of the [Cook County Community Recovery Initiative \(CRI\)](#), to support businesses and residents in response to the continuing impact of COVID. The Bureau continued to partner with business service organizations and nonprofits to help businesses stay open, workers stay employed and families stay housed with their basic needs met. BED’s CRI programs included small business assistance, housing assistance and legal aid. Cook County continues to target resources to advance the transformation of the Southland. For example, in 2021 with continued support from Cook County, the Southland Development Authority (SDA) Business Growth Services Program assisted an additional 425+ small businesses. (See Community Recovery Initiative table to the right).

2021 Community Recovery Initiative Highlights	
Program Area	Results
Small Business Assistance Program	<ul style="list-style-type: none"> 1500+ businesses served with direct one-on-one direct assistance 66% of businesses served are owned by Black, Brown, Indigenous Nation, Asian American (BBINAA) 800+ attendees in 13+ webinars 16,000 touched by general outreach, phone banking, hotline and door knocking.
Emergency Rental Assistance	<ul style="list-style-type: none"> \$83,666,667.09 was distributed in rental assistance to 9,949 residents
Critical Social Services	<ul style="list-style-type: none"> 1,799 residents received 295,000 shelter nights and 886,000 meals 37,000 calls received by the legal aid hotline 6,400 legal aid referrals made from court proceedings Capacity-building investments in 16 suburban food distribution sites serving over 4,500 households per month

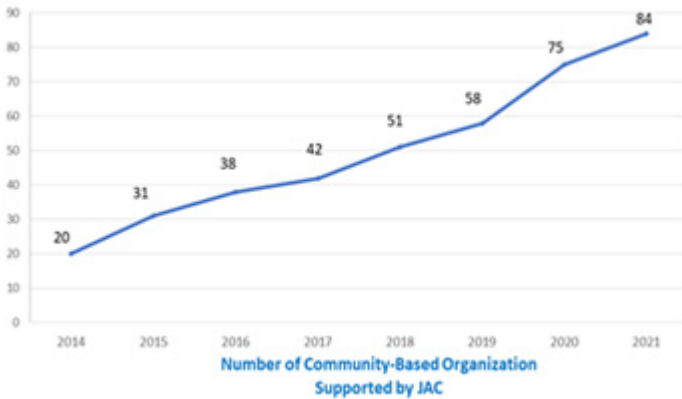
While utilizing over \$100 million in federal funding to continue the above COVID relief programming for Cook County residents and businesses, BED also maintained and advanced its core portfolio of programs. These programs support residents through affordable housing with 158 new housing units, critical social services and local infrastructure investments of \$8.7 million awarded to support 48 capital improvement projects in suburban Cook County.

In 2021, BED also worked to foster business retention and expansion through support of 51 tax incentives that leveraged over \$141.2 million in private investment, closing two projects utilizing Cook County Commercial Property Assessed Clean Energy (C-PACE) program to facilitate investments in sustainability. BED also provided guidance to over 500 businesses with talent solutions and apprenticeships; and created opportunities for over 150 manufacturers to identify new customers.

Offices Under the President

Safe and Thriving Communities (Criminal Justice)

Goal: To create safe communities and an equitable and fair justice system for all residents.

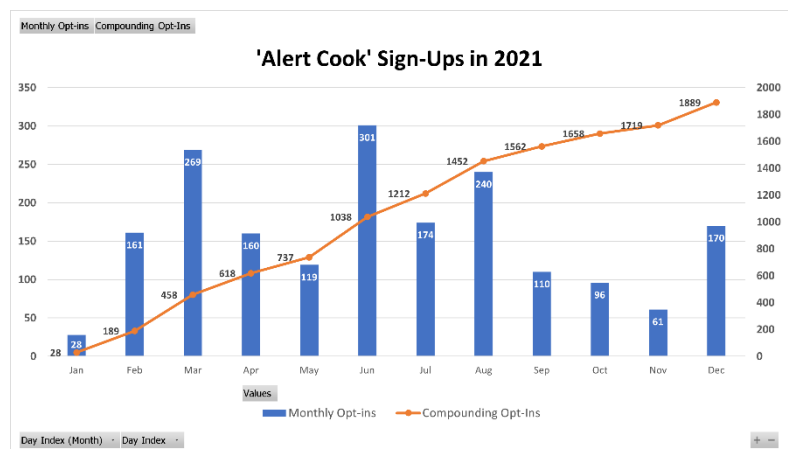


In FY2021, the Justice Advisory Council (JAC) continued oversight of the County’s investment to community-based services focused on violence prevention and reduction, recidivism and restorative justice. The JAC also continued the funding and coordination of housing-related services for individuals who return to the community after a period of incarceration but experience housing insecurity, including homelessness. The JAC ended 2021 having stewarded a cumulative investment of over \$50 million across its service portfolio, growing the investment from an annual allocation of \$5 million in 2015 to over \$14 million in the current budget.

These programs in support of people and communities most impacted by crime, violence or contact with the justice system compliment Cook County’s continued participation in the “Safety and Justice Challenge”—a reform initiative funded by the MacArthur Foundation since 2015 to reduce reliance on courts and jails and their disparate impact on Black and brown communities. At the end of 2021, the MacArthur Foundation continued its support of this initiative and further awarded the JAC one of only four grants the foundation made nationwide to lead work with community partners focused on the persistent racial inequity within the justice system.

The JAC enters 2022 committed to substantially expanding its service portfolio particularly to address gun violence, domestic violence and victim services, leveraging an unprecedented infusion of federal funding to aid communities most impacted during the global pandemic. These investments over the next few years coincide and align with JAC participation in local efforts to implement historic justice system reforms that includes the elimination of money bond as grounds for incarceration. Due to the combination of strategic investments in community-based services and innovation in policy and practice, Cook County is well-positioned to advance community safety and ensure a more fair and equitable justice system.

The Department of Emergency Management and Regional Security (EMRS), in partnership with the Cook County Department of Public Health and the President’s Office, launched “Alert Cook,” an emergency text alert system, in March 2020. “Alert Cook” offers subscribers a direct line of communication to receive public health and emergency management updates from Cook County. Sign-ups reached nearly 45,000 residents by the end of 2020. In 2021, “Alert Cook” gained 1,889 subscribers. Additionally, EMRS continues to provide physical assets and/or direct investments such as personal

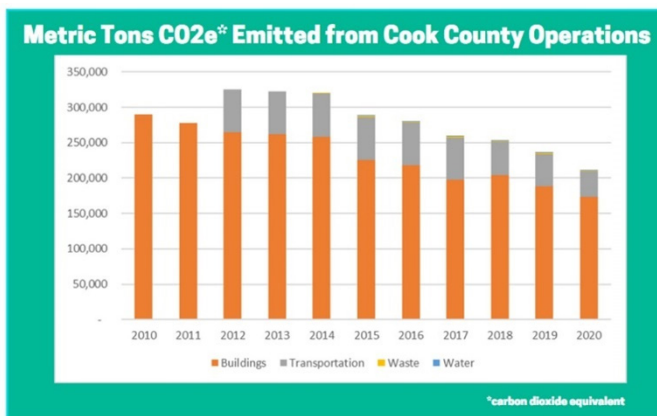


Offices Under the President

protective equipment, message boards, light towers and when necessary, the usage of a Unified Command Post to more than 75% of municipalities. EMRS trained a variety of personnel from 84 municipalities, representing 63% of all counties in Cook in 2021. From those municipalities, 1,277 personnel were trained coming from fire, law enforcement, emergency management agencies and other backgrounds. These personnel brought 26,621 hours of specialized training back to their communities from 51 courses and 3 major exercises.

Sustainable Communities (Environment & Sustainability)

Goal: Support healthy, resilient communities that thrive economically, socially and environmentally.



In 2021, Cook County won a National Association of Counties Achievement award for its Clean Energy Plan, which details the County's path to carbon neutrality for County facilities and operations. It shows the way to reach the goals of a 45% reduction in carbon emissions and using 100% renewable electricity by 2030 and making County-owned facilities carbon neutral by 2050. Cook County has already reduced emissions from its buildings by 40% since 2011. As part of implementing that plan, the County released a request for proposal to procure a large portion of its energy from a renewable source.

Also in 2021, the Department of Environment and Sustainability and the Bureau of Economic Development launched the [Cook County Commercial Property Assessed Clean Energy \(CPACE\) Program](#). C-PACE financing is an innovative tool that provides low-cost, long-term financing for energy efficiency, renewable energy, water conservation and resiliency projects in commercial buildings. Cook County commercial property owners can obtain up to 100% upfront financing from private capital providers for qualified upgrades such as HVAC, lighting and solar photovoltaic systems, among others, in both existing buildings and new construction projects. Annual utility savings are generally greater than the annual C-PACE financing payments, generating positive cash flow from day one. The first two C-PACE projects, a renovation of the historic Ramova Theater in Chicago's Bridgeport neighborhood and an innovative indoor urban agriculture facility in south suburban Chicago Heights, were approved last year.

Cook County is also:

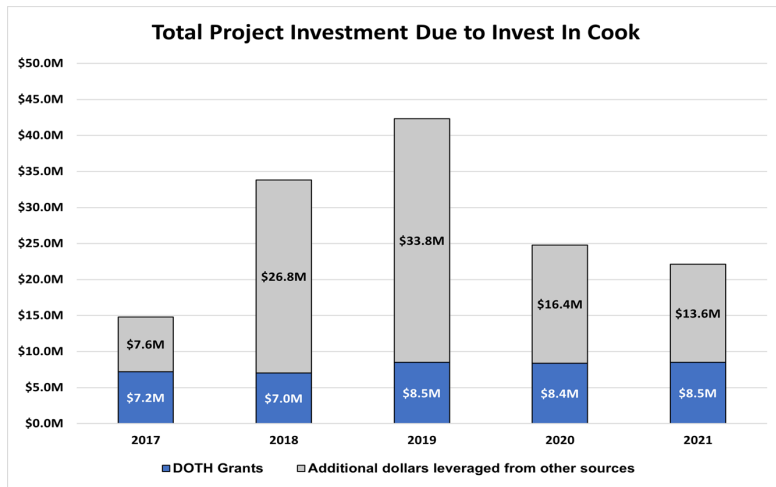
- Developing the Cook County Bike Plan, which will focus on expansion, equity and enhancement.
- Granting 16 Solar Schools funds to educate youth about renewable energy.
- Achieving significant sustainability milestones from 2019-2020, including a 10.7% overall reduction in greenhouse gas emissions from County facilities and operations and a 5.3% reduction in water use.

Offices Under the President

Smart Communities (Public Infrastructure)

Goal: To provide innovative infrastructure that will change how residents live, work and connect.

In 2017, the Department of Transportation and Highways (DoTH) launched Invest in Cook to cover the costs of planning and feasibility studies, engineering right-of-way acquisition and construction associated with transportation improvements sponsored by local and regional governments and private partners. The 2021 Invest in Cook program consisted of four transit projects, three freight projects, 12 roadway projects and 15 bicycle/pedestrian projects. Twenty-nine municipalities received funding, with 67% of all program funds going to high-need communities. Cook County's investment of \$8.5 million in grants leveraged an additional \$13.8 million in other funds to enable over \$22.9 million in transportation project activity.



In FY2021 DoTH continued to leverage funding and forge multi-jurisdictional partnerships to bring much needed infrastructure investments to communities across Cook County and improve the quality of life for all residents. DoTH's partnership with the Forest Preserves of Cook County advanced a \$25 million commitment to modernize and expand their network of trails, improve safety infrastructure and improve connectivity to existing regional trails.

The Fair Transit South Cook program, a three-year pilot project to improve transit service for the residents of south suburban Cook County and the south side of Chicago, just completed its first year. The pilot launched in January 2021 and supported essential workers and local businesses as the County dealt with the ongoing impacts of COVID-19. This partnership between Cook County, Metra, Pace and the Regional Transit Authority offers riders reduced fares on the Metra Electric and Rock Island lines as well as extended service along the Pace Route 352 Halsted. Fair Transit South Cook targets residents in south Cook and north Will counties who may not own a car, spend more than an hour commuting to work and spend up to 50% of their income on transportation costs.

In the coming year DoTH will launch two Countywide transportation plans: the Cook County Bike Plan and the Cook County Transit Plan. Both are the first of their kind for the department. Each will refine County priorities for multimodal transportation infrastructure while supporting the transportation network. Throughout 2021, DoTH hosted public engagement activities and solicited multiple rounds of feedback from regional stakeholders on plan proposals. The Bike Plan will be published in summer 2022 and the Transit Plan will be published in winter 2022.

In July of 2021, all Cook County employees returned to the office. In preparation, the Department of Facilities Management (DFM) upgraded HVAC systems to increase fresh air intake and improve air circulation, increased janitorial staffing for more frequent sanitation and distributed hand sanitizer, disinfectant wipes, gloves and masks to all County tenants. DFM set up plexiglass in County buildings to mitigate airborne particle transfer and created physical distancing signage, decals and queuing throughout all Cook County properties, including all courtrooms. Hand sanitizer dispensers were installed and maintained throughout all facilities, as well. To better understand COVID-19 positivity rates, the Bureau of Asset Management created a comprehensive tracking system to record the positive cases among Cook County employees, allowing for data-driven decision making.

Offices Under the President

Open Communities (Good Governance)

Goal: Ensure that Cook County provides responsive, transparent services and develops a thriving, professional workforce that reflects the communities served.

As the second largest county in the United States, with revenue sources within eight major, non-major and proprietary funds, it is essential that investors in the County's municipal debt obligations and the public can easily access the County's financial information. However, prior to 2019, anyone who wanted to better understand the County's budgetary data would have to read through a three-volume PDF that measures well over 1,200 pages.

Seeing an opportunity to provide greater transparency in the financial data within the executive budget recommendation submitted by the County Board president and the annual appropriation bill passed by the Cook County Board of Commissioners each year, the County Board president, the County's chief financial officer, chief data officer and budget director created an interactive website. This new feature allows users to interact with and navigate the County's budget data in an easy manner, instantly seeing through data visualization. Through the use of "drill-down" features, the public can review the various types of revenue the County collects across its funds and how that funding will be used over the course of the fiscal year. In its second full year, the data features historical data back to 2018 so that users can see changes in the annual budget over time.

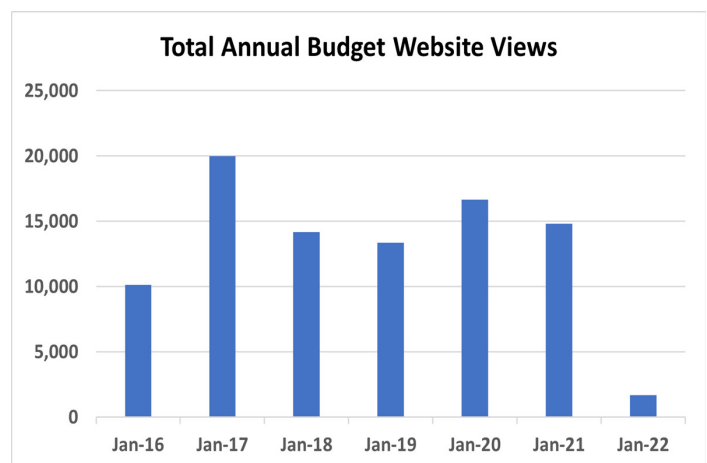
This new budget site, [Cook County Open Budget](#), provides numerous interactive charts and graphs of budget data so residents can easily access and understand the financial details of a budget that distributed millions of dollars in federal relief efficiently, effectively and equitably for pandemic-related needs while also furthering Cook County's goal of advancing diversity, equity and inclusion. The interactive budget provides user-friendly options to get a fuller and more detailed picture of the comprehensive equity efforts of President Preckwinkle and Board of Commissioners.

In addition, one of the main considerations driving the open budget initiative was to ensure consumers of budget information - no matter their experience or background with financial data - would be able to navigate and understand the County's budget and how the County uses its financial resources year after year.

Supplemental Data:

One of the goals for the project was to increase the use/views of the County data. When designing the website, particular attention was given to prioritizing relevant data (avoiding confusing or irrelevant data points) and creating visuals that help viewers understand the data at its simplest level. A good measure of success for the program is how many times the site has been viewed, the data downloaded and user engagement.

Prior to the implementation of the new interactive budget website, Cook County's main budget website averaged about 1,200 views per month between 2016 (when electronic copies of the budget books were first placed on the budget website) and 2020, with the bulk of visitor traffic happening around the release of a budget publication in June and October through January. With each successive phase of the website initiative, total



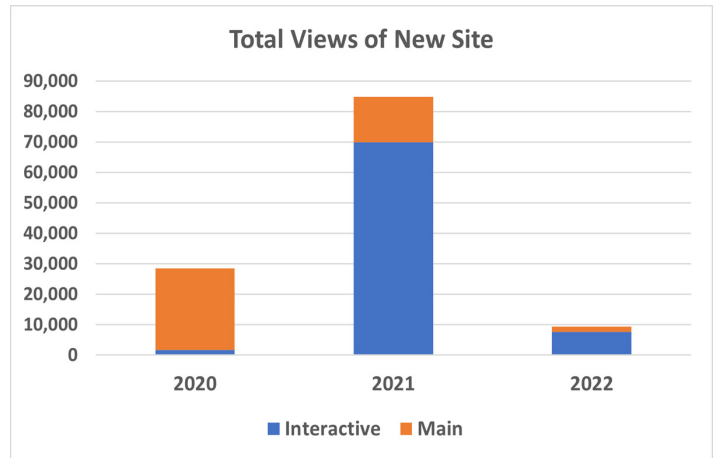
Offices Under the President

annual views of the budget website have grown. While the main budget page was seeing renewed and increased viewership, the new interactive budget website and open data portal was experiencing even higher traffic. Total views by year of the new site are below:

While the main budget page was seeing renewed and increased viewership, the new interactive budget website and open data portal was experiencing even higher traffic.

Total views by year of the new site are below:

- 2020: 1,620 (for a total of 28,480 when combined with views of the main budget site and the interim interactive budget website, [Cook County Open Budget](#))
- 2021: 69,951 (for a total of 84,785 when combined with views of the main budget site)
- 2022: 7,655 (for a total of 9,353 for the month of January, which is forecasted to surpass 2021 in total views based on January’s viewership numbers).



Total views increased 113% from 2019 to 2020 and a staggering 198% increase from 2020 to 2021. This is a good indication of the increased use of the budgeted data by viewers and the familiarity the public now has with how the budgeted data is presented.

Website Views Per Year	
2016	10,120
2017	20,004 (Increase public interest due to the repeal of a key County tax)
2018	14,165
2019	13,346
2020	16,660 (release of interim interactive website in February 2020 and the current site in October 2020)
2021	14,834
2022	1,698 (only reflects one month of viewership data)

In addition to the ongoing work of supporting a partially remote workforce, the Bureau of Technology (BOT) had several major accomplishments in FY2021. The Enterprise Resource Planning (ERP) Department completed their move to Oracle Cloud Infrastructure which provides both reduced costs and improved performance. Major progress was made on the Integrated Property Tax System (IPTS) for the Assessor’s Office and the Integrated Tax Processing System (ITPS) for the Department of Revenue.

In 2022, the Bureau of Technology will also continue their efforts to replace paper forms with digital alternatives, enabling departments and elected offices to achieve cost savings by reducing paper usage and effectively streamlining processes.

Cook County Health

For more than 180 years, **Cook County Health** (CCH) has served as the largest safety net healthcare provider in Cook County, and CCH provides integrated health services with dignity and respect regardless of a patient's ability to pay or citizenship status.



CCH is one of the largest integrated public health systems in the nation. It is comprised of several outstanding institutions, consisting of two hospitals and a strong network of more than a dozen community health centers, which includes the Ruth M. Rothstein CORE Center and the Cook County Department of Public Health. In addition, the system includes Correctional Health Services, which provides health care to individuals at the Cook County Jail and the Juvenile Temporary Detention Center. Furthermore, CountyCare is the largest Medicaid managed care health plan in Cook County. CCH cares for more than 500,000 individuals each year and records nearly 1 million outpatient visits and 25,000 admissions. As guided by its strategic plan, CCH is transforming the provision of health care in Cook County by promoting community-based primary and preventive care helping to grow an innovative and collaborative health plan while enhancing the patient experience.

FY2021 ACHIEVEMENTS

In FY2021, CCH demonstrated its ability to adapt to evolving situations by modifying services and protocols due to the COVID-19 pandemic. CCH continued to achieve progress towards its transformation by executing the Impact FY2023 Strategic plan. Approved by the CCH Board and Cook County Board of Commissioners, this plan guides CCH's strategy of providing high quality healthcare, growing to serve and compete, fostering fiscal stewardship, investing in resources, impacting social determinants of health and advocating for patients. CCH focused on the provision of COVID-19 vaccines and administered more than 800,000 doses in FY2021. During this time, CCH also launched a multi-million-dollar, award winning public education and awareness campaign called "My Shot." CCH achieved over \$7 million in savings by renegotiating terms and pricing on existing vendor contracts and has improved revenue cycle initiatives by decreasing denials and improving payer rates and collections.

The COVID-19 pandemic significantly impacted FY2021 initiatives and operations in **Correctional Health Services**. CCH staff at the Cook County Jail have worked tirelessly since the beginning of the pandemic to curb COVID-19 transmission. Efforts included social distancing, opening new buildings, masking enforcement, extensive testing, effective quarantine practices and compassionate treatment. The protocols created serve as a model for other correctional facilities and were recognized by the Centers for Disease Control and Prevention (CDC) (<https://www.medrxiv.org/content/10.1101/2020.07.12.20148494v1>). Over 8,000 patients have been vaccinated on the jail campus since February 2021, and vaccination programs are expected to continue into FY2022. Patient census continues to rise, increasing from just over 5,000 in FY2020 to as high as 6,000 patients in FY2021. Despite the pandemic, goals for FY2021 were achieved including the successful implementation of CCH Tableau, the data analytics software, to enhance productivity monitoring, and innovative use of tele-health to mitigate the spread of COVID-19 while increasing efficiency and access to residents. Additional goals that CCH achieved include the successful launch of the Juvenile Justice Care Coordination program and preparation for the FY2022 National Commission on Correctional Health Care re-accreditation survey.

Provident Hospital maintained its focus on providing patients with safe, high-quality healthcare during the pandemic. The hospital is accredited by The Joint Commission and features a regional health care center that offers same day surgery, comprehensive diagnostic imaging service, cardiac diagnostics, laboratory services and rehabilitative services, as well as 16 medical specialties. Provident Hospital began providing hemodialysis to patients

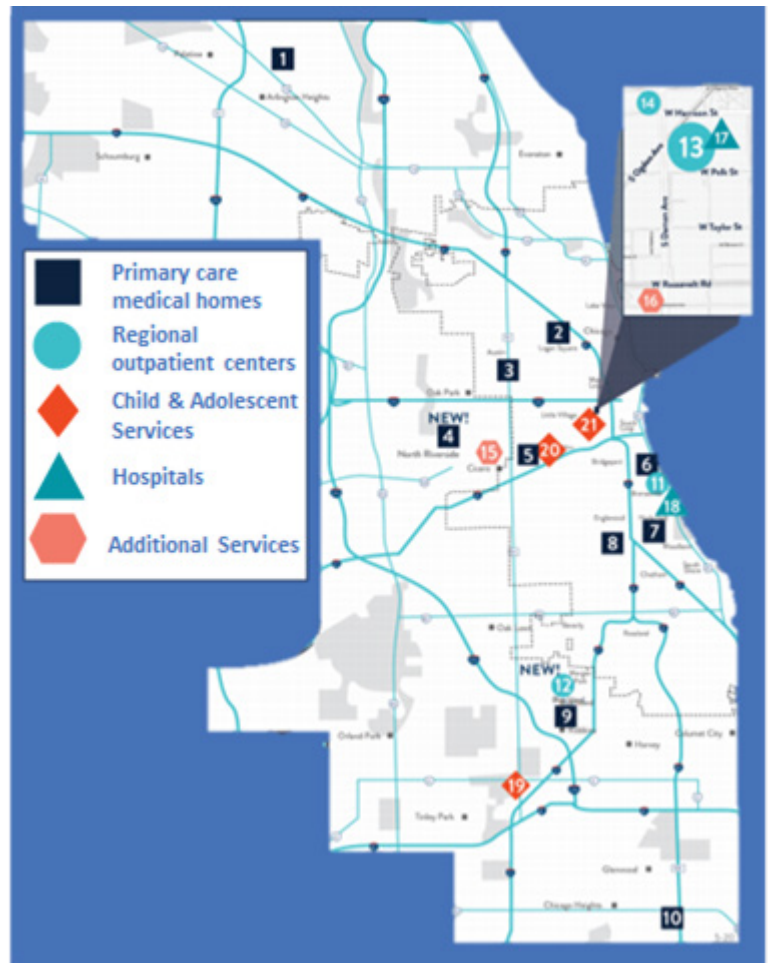
Cook County Health

in the brand-new, cutting-edge dialysis center and offers educational classes to patients in the state-of-the-art lifestyle center. Investments over \$5 million in equipment and supplies were made to expand surgical and diagnostic imaging services, which includes an upgraded CT scanner and MRI unit.

The CCH flagship **John H. Stroger, Jr. Hospital** remains at the forefront of new therapies and innovations in healthcare. Built in 2002, Stroger Hospital continues to maintain a strong commitment to the health care needs of Cook County's underserved population while also offering a full range of specialized medical services for all segments of the community. Stroger Hospital was named first in Illinois and seventh in the nation for racial inclusivity by the Lown Institute Hospital Index. The 450-bed teaching hospital serves as the hub for CCH staff to deliver specialty and sub-specialty care. Stroger Hospital has one of the busiest Level I trauma centers in the nation and the hospital's emergency room treats approximately 120,000 adults and children annually. For the third year in a row, Stroger Hospital was recognized by U.S. News and World Report as a leading hospital for heart failure care. Additional honors by U.S. News and World Report include high performance in chronic obstructive pulmonary disease, pneumonia and heart attack care.

CountyCare is the largest Medicaid managed care health plan in Cook County that provided benefits to more than 400,000 members in FY2021. CountyCare continues to develop new medical cost action plan initiatives to deliver savings opportunities and cost strategies across all areas of the health plan. Initiatives have resulted in pharmacy cost savings, administrative efficiencies and improvements in medical costs. Special efforts in FY21 included assisting members in accessing COVID-19 vaccinations. **Ambulatory and Community Health Network (ACHN)** is a network of health centers that coordinate primary and specialty outpatient care in community and hospital settings. The network emphasizes preventive care and provides diagnostic services for residents of all ages. ACHN led the efforts for the community vaccination program through CCH's community health centers, Stroger and Provident Hospitals, six mass vaccination sites and hundreds of mobile clinics. ACHN consolidated Woodlawn and Near South Primary Care locations into Sengstacke Health Center and opened a new Belmont Cragin Health Center replacing and increasing the services previously provided at the Logan Square location.

The **Ruth M. Rothstein CORE Center** remains one of the largest HIV/AIDS clinics in the U.S. and provides integrated services to patients with HIV. In FY2021, the CORE Center continued to integrate services within CCH to expand PreExposure Prophylaxis treatment to reduce HIV transmission, HIV testing, health education and more into other County facilities. With nearly 500 diabetic patients living with HIV, pre-clinic huddles incorporate diabetic screening and other measures to determine if a patient is high-risk and utilize a multidisciplinary approach of intensive case management.



Cook County Health

In FY21, the **Cook County Department of Public Health (CCDPH)** continued to focus on the COVID-19 response. The response focused on advancing health equity throughout the suburbs with special attention to communities of color who were hit hardest during the pandemic. CCDPH conducted outbreak investigations, responded to workplace complaints and offered infection control guidance to hospitals, long-term care facilities and other congregate settings. The department assisted schools with monitoring community risk and implementing plans for safe instruction. Mobile and in-home vaccination initiatives continued to bring COVID-19 vaccines to vulnerable communities and individuals who were prioritized as part of CCDPH's commitment to vaccine equity. Contact tracing efforts also ramped up to help slow the spread. CCDPH responded to more than 15,000 COVID-19 hotline calls, distributed over 100,000 rapid antigen tests and led the receipt and distribution of COVID-19 vaccines throughout suburban Cook County. CCDPH continued to support the implementation of the Good Food Purchasing Program in Cook County. Departments and agencies convened at the annual Food Policy Summit focused on building an equitable food system in Cook County.

FY2022 Goals

In FY2022, CCH is aiming to continue interventions surrounding COVID-19 containment and mitigation, including programmatic initiatives for screening, treatment and vaccination. Overall, efforts will continue to focus on expanding outpatient ambulatory primary care, specialty care, diagnostic imaging, same-day surgeries with streamlined operational processes and workflow, increased staff engagement and strengthening the collaboration among clinical teams.

There are several initiatives embedded in the FY2022 budget for implementation throughout the year. At Provident Hospital, CCH is planning to increase the utilization of operating rooms, expand hemodialysis services and ophthalmology care, re-establish ICU operations and restore ambulance runs. At Stroger Hospital, CCH is expecting to return to pre-pandemic volumes and is strengthening several service lines including neurology, cardiology and oncology. CCH will continue to work to attract CountyCare members' utilization of CCH services.

For FY22, CCDPH will continue to monitor and respond to the COVID-19 pandemic, with a focus on addressing COVID-19 health disparities. With funding from the CDC, CCDPH will maintain contact tracing and resource coordination, increase access to prevention services and resources, address worker rights such as health and safety as well as build community capacity to implement programs and advance policies and system changes that address social and health inequities. CCDPH has continued to identify an increased need for public health initiatives addressing opioid use, behavioral health issues, community engagement, environmental health and sexually transmitted infections prevention within the context of COVID-19 emergency response and regular operations.

Office of the Clerk of the Circuit Court of Cook County

The Office of the Clerk of the Circuit Court of Cook County is the official keeper of records for all judicial matters brought into one of the largest unified court systems in the world. The Office is mandated by the state of Illinois to attend all circuit court sessions and is responsible for preserving and maintaining all court files and papers in addition to making and keeping a complete record of all proceedings and determinations of all court cases.

The Office also provides specialized customer service assistance to both self-represented litigants and attorneys by allowing them to electronically file (e-file) circuit court cases, while also managing and organizing case information in the most efficient and effective ways possible. The Office is required to charge, collect and disburse the fines and fees of the court as determined by the Clerks of Courts, Criminal, Civil and Traffic Assessment Acts. Other duties are also performed as required by law.

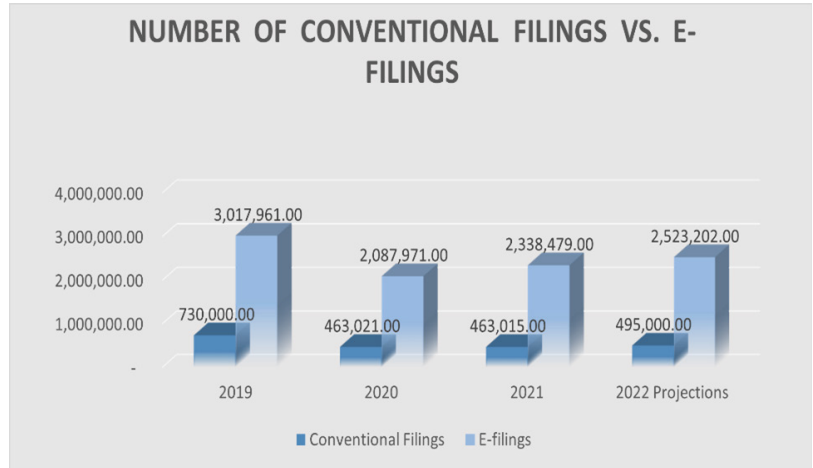
The Office serves the citizens of Cook County and participants in the judicial system in an efficient, effective and ethical manner. The Office provides all services, information and court records with courtesy and cost efficiency.

E-filing enables court users to electronically file cases from the comfort of their homes or offices. This saves time, travel, parking costs and ultimately reduces redundant paperwork, allowing for efficient processing of documents and fees online. The e-filing system also manages the flow of information between filers, clerks, court personnel and judges within the State of Illinois. On July 1, 2018, e-filing became mandatory for all new and subsequent civil case type filings. In Illinois, the official e-filing system for courts is e-FileLL.

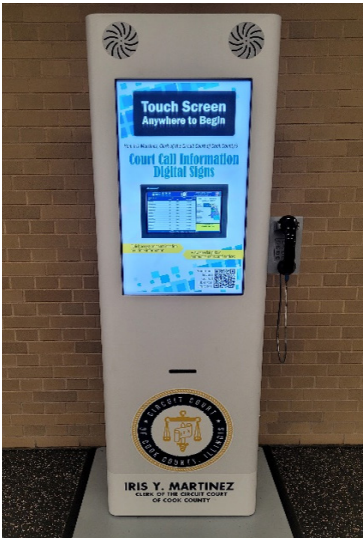
At the end of FY2020, a little more than 2 million e-filings were submitted using the new online system. In FY2021, there were more than 2.5 million Cook County e-filings, which is over 130,000 more filings than the Office projected due to the COVID-19 pandemic. In 2022, the Office anticipates about the same number of e-filings as last year. This prediction is based upon a successful mitigation of COVID-19 in spring 2022.

The Office continues to implement the Odyssey Case Management system (CMS). On February 13, 2018, the Office implemented the CMS for the County division. All criminal areas of law were implemented in November 2019. In June 2021, the Office expanded e-FileLL to accommodate all criminal subsequent filings. The civil areas of law were implemented beginning in July 2021 and the remaining divisions of civil were implemented in December 2021. The implementation of the traffic division will take place soon. The CMS will serve all areas of law and eliminate the use of the old mainframe legacy system helping to leverage advanced technology to improve efficiency and reduce costs.

The Office engaged 30 law enforcement agencies to implement the new e-ticketing system technology as a part of the new CMS in June 2019, replacing its old e-ticketing software. The electronic ticketing system provides a mobile citation solution to the Circuit Court of Cook County and police agencies. Instead of hand-written citations that must be manually entered into the Office's information management system, police officers can easily enter citation information using a mobile device. With e-ticketing, officers reduce the time it takes to issue each citation by three minutes, which decreases the amount of time officers and defendants are exposed to traffic. The e-ticketing structure has resulted in more accurate and enforceable citations, to increase revenue.



Office of the Clerk of the Circuit Court of Cook County



In fall 2020, the Office completed the implementation of its new Disaster Recovery Plan. The Plan and supporting solutions help the Office prevent severe loss of systems and core business data in the event of a major outage or catastrophic disaster.

Self-service smart kiosks provide court customers with detailed information digitally about their court appearances scheduled for the current day. In FY2020, the Office expanded its smart kiosks to the Daley Center along with court call Information monitors. By placing kiosks at strategic locations, the Office can assist more customers with important information to create a highly efficient user experience and increased customer satisfaction. The kiosks are touchscreen and provide information in English, Spanish and Polish. They're ADA compliant by providing for the visually impaired with an audio option. In addition to streamlining the general consumer experience, the smart kiosks are expandable and can be used to share other critical information with the public like census news or public announcements.

LOOKING AHEAD

In FY2022, the Office continues to address operational needs to ensure initiatives such as the e-filing registration team, e-filing customer service center, e-filing troubleshooting team, pro se and attorney assistance help desk, e-filing accept and reject team, quality assurance team, scanning team, back scanning team and printing team are operating properly. Additionally, the Office undertakes opportunities to identify advanced technology opportunities to improve the efficiency of court operations, reduce costs, identify additional revenue opportunities, improve customer service and enhance the public's access to information.

One opportunity the Office identified to create better access to justice was to create a call center. The Office proposed and allocated funds in its FY2022 budget that will make it easier for residents to get answers to court questions without having to physically go to a County facility. The new resource will benefit the elderly, the differently abled and those facing language or other barriers. The call center will be a new and efficient resource that will enhance transparency in the Office while leveraging existing assets.

Another opportunity the Office identified to improve the efficiency of court operations is through the Custody Flag project. Working with the Office of the Chief Judge, the Cook County Sheriff's Office and other justice partners to implement within the online CMS, a Custody Flag tells the Sheriff's Office if the defendant in custody will participate on their court date either by Zoom or in-person. With continued COVID- 19 pandemic measures still in place, this integration is significantly helpful when determining the number of defendants that can be present in the courtroom.

The Office's staff continues to provide specialized customer service to both self-represented litigants and attorneys for them to e-file successfully, while managing and organizing case information in the most efficient and effective ways possible. Due to the COVID-19 pandemic, the Office implemented remote access services for court users in March 2020 and will continue them going forward, as needed, to provide services in a safe and efficient manner. The Office is also working to eliminate paperwork within the court process. Instead of paperwork for bond court, the Office will transmit the same information electronically through the Enterprise Service Bus. This new process will improve the efficiency for applicable criminal justice agencies to receive arrest information.

For a more detailed discussion of the past year and plans for the future, please review Circuit Court Clerk Martinez's: [State of the Circuit Court Clerk's Office Report-December 1, 2021](#).

Law Office of the Cook County Public Defender

The Law Office of the Cook County Public Defender is one of the largest criminal defense firms in the country. Approximately 400 attorneys and nearly 650 employees represent thousands of Cook County residents accused of felony, misdemeanor, traffic and juvenile offenses. The Office also represents hundreds of biological parents in family reunification matters. The Public Defender's mission is to protect the fundamental rights, liberties and dignity of each person whose case has been entrusted to the Office by providing the finest legal representation.

The Public Defender has the responsibility to staff courtrooms throughout the Circuit Court of Cook County and represents clients in 14 separate locations, including five suburban courthouses: juvenile court, domestic relations court, traffic court, Chicago branch courts and the Leighton Criminal Courthouse. The Public Defender's Office is committed to providing County clients with the most responsive legal representation possible. Given how broad the areas of law in which assistant public defenders practice and how diverse the courts are throughout the County, the Public Defender's Office has numerous divisions and units. Some units are organized by location such as the suburban courthouses, while others are organized by practice type such as the Forensic Science and Juvenile Justice Divisions as well as the Police Station Representation and Mental Health Units, which assist clients regardless of where their cases are pending.

FY2021 Initiatives

Sharone R. Mitchell Jr. was appointed Public Defender of Cook County on April 1, 2021. Under his leadership, the Public Defender's Office has prioritized initiatives that seek to ensure the Office is better positioned to fulfill its constitutional mandates and mission, while expanding the role that defenders play in effectuating criminal justice policy reform at the state and local levels.

Public Defender Case Appointments During COVID-19

During FY2020 and FY2021, the Public Defender's Office was appointed to fewer new cases than before the pandemic. However, as we move into FY2022, case appointments are rising significantly. A study of the data gathered during the first two months of FY2022 suggest that appointments will far exceed FY2020 and FY2021 in juvenile and murder cases. FY2022 numbers are projected to eclipse FY2019 marks.

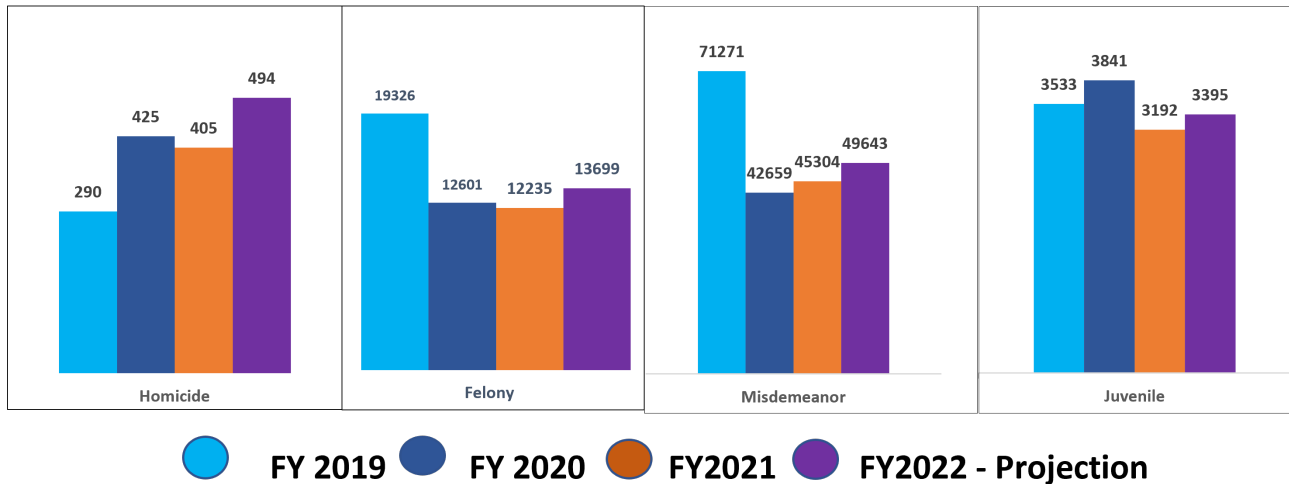
This rise in appointments to pre-pandemic levels is exacerbated by the fact that resolving cases of a complex nature during the pandemic significantly slowed despite the reduction of new case appointments. This led to the COVIDcliff crisis, which means new case appointments are up, but the most complicated cases from the pandemic remained on caseloads.

The chart below displays outlier homicide cases, which rose throughout the pandemic. In FY2019, there were 290 new homicide case appointments in the Public Defender's Office. By FY2021, that number rose to 405. That is a nearly 40% increase in homicide cases over two years when overall new case assignments were down. Homicide cases often require vast resources from discovery management, the engagement of experts, advanced mitigation services and hours of investigation.

During FY2021, the Office prioritized onboarding new staff including new attorneys, paralegals, mitigation specialists and other support staff, to ensure that the Public Defender's approach to representing clients fosters the zealous and comprehensive criminal defense of each client.

Law Office of the Cook County Public Defender

Public Defender Case Appointments



Police Station Representation Unit

The Police Station Representation Unit (PSRU) provides free legal representation to anyone held in police custody in Cook County who requests counsel. PSRU in-person visits with clients in police custody were severely limited in FY2020 and FY2021 due to COVID-19. Instead, representation was frequently accomplished by phone calls with clients and police officers, email and faxes to police stations.

In FY2021, attorneys working in the PSRU represented 705 clients detained at police stations. Of those, 114 clients were released without charges. Since the PSRU’s inception in April 2018 through November 2021, attorneys in the PSRU have visited 3,171 clients. Approximately 18% or 588 of those clients were released uncharged.

Immigration Unit Pilot

The Public Defender’s Office routinely represents noncitizen clients who face potential deportation, pending the outcome of their criminal case. The Public Defender’s Office, working in partnership with several community supporters who formed the Defenders for All coalition, created a new immigration unit pilot project. This project officially launched in September 2020 when an attorney supervisor with several years of experience working in immigration court was hired. Despite hiring challenges due to the pandemic, in December 2021 the unit added a paralegal. In February 2022, the unit added two staff attorneys. Together, all three have nearly 30 years of immigration legal experience.

The immigration pilot unit has three primary functions:

- Ensuring that the Public Defender’s Office meets its constitutional obligation under the United States Supreme Court’s *Padilla v. Kentucky* decision to advise noncitizen clients how their criminal case outcome will affect their ability to remain in the United States.
- Providing much-needed representation to noncitizens appearing before the Chicago immigration court.
- Educating assistant public defenders and noncitizens regarding their rights and the intersection between the criminal and immigration courts.

Law Office of the Cook County Public Defender

FY2022 Initiatives and Goals:

Immigration Unit Pilot Expansion

During FY2022, the Public Defender's Office will hire additional staff including attorneys, social workers and another paralegal with the goals of:

- Significantly increasing the number of Padilla consultations provided to assistant public defenders.
- Represent between 30 - 40 individuals before the immigration court. The addition of social workers will enable the Office to incorporate holistic representation to clients facing deportation, many of whom have social service needs beyond their legal case.
- The Office will create educational and outreach materials for community members and generally expand community outreach efforts.

Police Station Representation and the SAFE-T Act Trailer Bill

In January 2022, a trailer bill to the SAFE-T Act passed the Illinois General Assembly and was signed by Governor J.B. Pritzker, which guarantees that an arrestee is given access to a phone within three hours of arrival to a police station. The bill also guarantees that the arrestee is allowed to make three phone calls and reaffirms that these rights and the Office's PSRU phone number (844-817-4448) must be displayed at each police station in Cook County. Through this new statute and increased social media and community outreach efforts in FY2022, the Office will create more public awareness of the PSRU and an increase in police station visits.

Investigations Division

During FY2022, the Office will seek to enhance the investigations division by:

- Reducing the ratio of attorneys to investigators to alleviate unnecessary delays and help attorneys prepare cases for trial in a timely manner.
- Equip investigators with new technology and investigative equipment that will enable them to be more productive and safer while working in the field.
- Provide professional development and training opportunities.

Records Management

During FY2022, the Public Defender's Office will prioritize the development of a new system for records management to allow the Office to maintain, retrieve and dispose of files in a more effective and efficient manner. The Office will create a new records management division and hire new records management professionals, who will work with the Bureau of Administration to develop a strategic plan of short-term and long-term records management goals.

Professional Development Division

The Professional Development Division is the Public Defender's Office training wing and has traditionally been utilized to coordinate off-site training opportunities for attorneys. The new administration has committed to change the focus of the division, prioritizing in-house professional development training for attorneys, support staff, investigators and specialists. In FY2021, the Office created a new deputy of professional development position

Law Office of the Cook County Public Defender

to lead the Office's efforts to review current practices as well as design and implement a new, more cost-effective model that capitalizes on the in-house talent the Office enjoys and expands training opportunities beyond traditional attorney-focused offerings.

The newly staffed division has identified three initial goals:

- Ensure that 25% of the in-house trainings administered by the Office be targeted toward or inclusive of non-legal professionals.
- Ensure that 25% of the external training offerings be made available to non-legal professionals.
- Provide entry level assistant public defenders with at least 150 hours of training prior to being assigned to a courtroom.

Sheriff's Office

The Sheriff's Office is committed to improving the quality of life of every person who engages with the Office by providing them with a safe and secure environment, treating them with dignity and respect in connection with every phase of their engagement, providing them with the services they need in an efficient, effective, and timely manner, collaborating with other agencies and stakeholders as needed and remaining fiscally responsible. The Cook County Sheriff's Police Department (CCSPD) is responsible for patrolling in unincorporated Cook County, collaborating on targeted crime reduction initiatives in Chicago and the suburbs and promoting community engagement efforts. The Court Services Department provides security, which includes having detained individuals appear in front of jurors, in all courthouses and is responsible for the service and enforcement of summons, evictions and orders of protection. The Department of Corrections is responsible for housing pre-trial defendants and County-sentenced individuals, providing them programming aimed at reducing recidivism, maintaining order in the jail and monitoring those ordered to Community Corrections. We do this by incorporating innovative and effective services in the Sheriff's daily operations to support community engagement and provide vital public safety services.

FY2021 HIGHLIGHTS:

Due to its vital public safety mission, the Sheriff's Office remained completely operational during the COVID-19 pandemic. In fact, the Office increased operations and programs to support the community. The Office worked tirelessly to mitigate the spread of the virus in the jail to protect staff and individuals detained.

The Community Engagement Unit continued to support communities during the pandemic by delivering food, conducting outreach to the homeless and creating the Sheriff Rebuild Program to assist small business owners. These efforts were critical to ensuring stability for vulnerable communities that were more severely impacted by the pandemic and economic downturn. In addition to these innovative programs, the Community Engagement Unit coordinated pop-up events with the Mobile Care Foundation to provide community members with vaccinations, medical care, food and back to school supplies.

In FY2021, the CCSPD joined the Vehicular Hijacking Task Force and served as the main source of data collection from the Chicago Police Department, Illinois State Police and more than 100 suburban agencies to create a comprehensive database dedicated solely to vehicular hijacking incidents dating back to January 1, 2020 (roughly 3,700 cases). This information has been vital to assisting law enforcement agencies with evaluating trends and identifying hotspots. Recovery of hijacked vehicles have doubled and the time to recovery has been cut in half since the database went live.

Using specialized tactical units, unique data science and community-based programming, CCSPD continued to collaborate with Chicago and the suburbs to reduce violence in the areas most at risk, remove guns from the street, deliver meals, conduct outreach to homeless communities and stay in touch with Treatment Response Team (TRT) clients. TRT is an innovative interdisciplinary unit that offers supportive assistance based on a co-responder model. In January 2021, TRT began to use tablets for mental health interventions between the CCSPD and TRT clinicians for individuals experiencing a mental health crisis. The use of tablets is safer for both clinicians and law enforcement and a far more effective use of resources in a jurisdiction as large as Cook County than "face-to-face" encounters. CCSPD also prioritized treatment over arrest for those with substance abuse and mental health disorders. CCSPD officers have moved away from treating overdose victims with a trip to the jail. Instead, we train our first responders in the use of Naloxone to preserve life and then make referrals to TRT.



Sheriff's Office



Mental Health Co-responder Model

234 calls on-scene

216 actively engaged clients

498 clients referred

CCSO 2021 WRAPPED 

The infographic features a dark blue background with white and yellow text. At the top left, the title 'Mental Health Co-responder Model' is written in a white, cursive font. Below the title are three statistics: '234 calls on-scene', '216 actively engaged clients', and '498 clients referred', each with the number in yellow and the text in white. At the bottom, the text 'CCSO 2021 WRAPPED' is in white, followed by a yellow star logo with a blue center. To the right of the text is a small photograph of a group of about ten people, including several in uniform, standing outdoors on a grassy area.

The Community Resource Center (CRC) launched in Fall 2020 and built resilience and increased access to quality social services for communities historically under-served. Jail staff continued to provide innovative programming to set individuals detained up for success and interrupt the cycle of violence and incarceration. Additionally, court services staff worked with the CRC to connect vulnerable families to social services, a program that the Office developed 12 years ago and continues to use.

As courthouses continued to resume operations, many court services staff members returned to their usual posts and continued to adapt and provide the highest level of service to all who enter Cook County courthouses, from ensuring individuals are socially distanced and following CDC

guidelines to helping with video setups. Courtroom deputy sheriffs were cross trained to assist with service of civil process, allowing for a more versatile workforce.

In FY2021, the Bureau of Human Resources worked diligently to return employees who were working remotely back to the workplace safely and to some sense of normalcy. In addition, Peer Support continued to provide services to employees during the pandemic. The Bureau of Training, Education and Operational Policy and Legal collaborated to revise 35 operational policies and training curricula to meet the statutory mandates and effective dates of new legislation.

The Office's Supply Chain continued the Sheriff's green initiatives by recycling toner cartridges, reducing usage of paper, expanding the biodiesel oil project, holding pharmaceutical and recycling community events and increasing the amount of dehydrated food and water from the Cook County Department of Corrections (CCDOC) central kitchen. Vehicle Services expanded our hybrid fleet.

The Bureau of Information and Technology (BOIT) started FY2021 in a position to meet or exceed established goals and to build upon knowledge gained during the pandemic. The team continued significant upgrades to the Corrections Offender Management System (CCOMS) which developed and deployed more applications to streamline operations, implemented new information security management and monitoring capabilities and increased video monitoring case review. The team successfully re-configured virtual family visitation for individuals detained and added more features to the online scheduling portal, allowing for easier access to video visits.

In FY2021, the Sheriff's Office Electronic Monitoring (EM) program continued to work through the challenges created by COVID-19. By early FY2021, the EM population was over 3,600, significantly increasing the number of criminal defendants that the Sheriff's Office was monitoring. The Office continued to work with University of Chicago Radical Innovation for Social Change (RISC) to develop creative and efficient strategies to address the increase and changing EM population, which now sits just above 2,500.

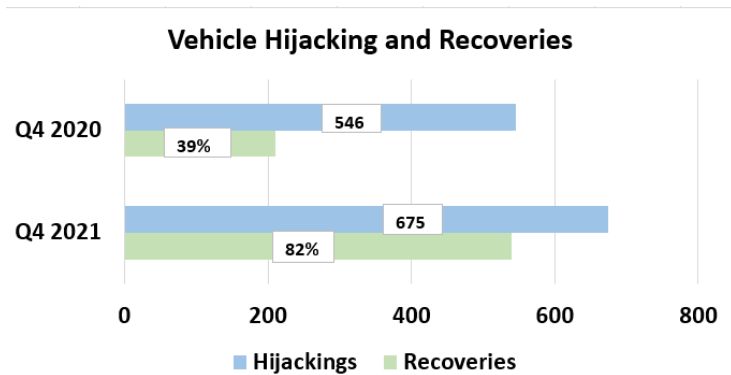
In FY2021, CCDOC continued with modified programmatic and operational strategies to support men and women detained with the



Sheriff's Office

enhanced stressors brought on by COVID-19. CCDOC upgraded its scheduling applications to expand visitation experiences with the public. CCDOC, understanding the importance of family engagement, developed outdoor visitation areas for families to be able to visit with their loved ones.

FY2022 GOALS:



In FY2022, CCSPD will continue its efforts to remove guns from the street while working with the EM Gun Team, ensuring compliance with concealed carry requirements and the Cook County assault weapons ban. CCSPD will continue to combat the rise in vehicular hijackings across Cook County. The Office has and will continue to press car manufacturers to streamline their process for assisting law enforcement in tracking of hijacked vehicles. Sheriff Thomas Dart has requested that automakers recognize they can be part of the solution and will continue to work with representatives from car

manufacturers and industry trade groups to assist in his efforts to combat the violence surrounding vehicle hijacking. The sooner law enforcement can access tracking information to a carjacked vehicle, the quicker we can apprehend offenders, preserve evidence and prevent those vehicles from being used in subsequent crimes.

CCSPD is launching a new initiative that will develop a business intelligence platform aggregating, cataloguing and expressing crime incident data targeting retail theft crimes. CCSPD will work closely with business owners, retail organizations and resident groups to solicit input and compile narrative information in support of analytics development and patrol strategies. The Cook County Sheriff's Information Technology Unit will develop an application where retailers and other stakeholders can share real-time information about incidents or emerging threats to reduce crime, as well as violence in high-end retail districts in the City of Chicago.

The Sheriff's Office will continue to reduce the spread of the virus through mitigating measures like social distancing, testing aggressively, maintaining isolation and quarantine units, promoting the vaccination programs for both employees and individuals detained, expanding on the technologies put into place during the pandemic such as video visitation, telehealth and video court proceedings as well as assisting vulnerable populations facing eviction by connecting them to social services through CRC.

The Sheriff's Office will increase its community engagement and corrections initiatives in FY2022 by expanding TRT and CRC, enhancing violence prevention programs, expanding job training programming for individuals detained and implementing a case management approach to the supervision of EM program participants. With the implementation and assistance of GPS, EM will continue to work towards a case management approach that uses technology to guide efforts in monitoring program participants and ensuring public safety. To fully implement the EM case management model, additional sworn and civilian staff will be needed to operate three shifts and monitor over 2,500 program participants throughout Cook County.

CCDOC staff will continue expanding their innovative and effective programming, including the Mental Health Transition Center, SAVE, SMART, THRIVE, SOAR, Recipe for Change, Chess, Tails of Redemption and the Higher Education Collaborative, to reduce fights and disruptions in the jail and improve the lives of those who interact with the system by providing skills to avoid reincarceration.

Sheriff's Office

In FY2022, Court Services will expand the use of technology to assist in the implementation of more self-service processes. In the civil division, deploying tools such as the Geographic Information System (GIS) routing systems, communication devices and barcode scanners will create operational efficiencies and result in streamlined planning and execution of service of process and enforcement of court orders. Court Services will also continue collaborating with the Bureau of Technology to enhance customer experience by creating a portal where filers are able manage their filed documents, receive updates, opt into email and text messaging service notifications and retrieve service information. Court Services will implement enhancements to the current system to process larger workloads in a shorter amount of time and increase revenue by streamlining processes.

Cook County State's Attorney's Office

The Cook County State's Attorney's Office's (CCSAO) mission is to uphold public safety through the fair and efficient administration of justice, in the pursuit of thriving, healthy and safe communities. With over 750 attorneys and more than 1,200 employees, the CCSAO is the second-largest prosecutor's office in the nation. The office is responsible for the prosecution of all misdemeanor and felony crimes in Cook County, one of the largest counties in the United States.

In addition to direct criminal prosecution, Assistant State's Attorneys (ASAs) file legal actions to enforce child support orders, litigate to protect consumers, immigrant families, and the elderly from exploitation, and assist thousands of victims of sexual assault and domestic violence each year. The CCSAO also serves as legal counsel for the government of Cook County as well as its independently elected officials.

Even when no movement was happening on cases for the first year of the pandemic, CCSAO prosecutors were working their cases, from reviewing evidence to preparing for trials. The significant decline in cases being reviewed in FY2020 is directly related to a reduction in arrests by law enforcement during the pandemic.

The following report reflects the hard work of CCSAO prosecutors and staff to resolve cases and bring justice to the people of Cook County.

APPROVING, CONVICTING AND RESOLVING CASES

Felony cases are filed by the CCSAO either by approval from the CCSAO Felony Review Unit (FRU) or direct indictment at a grand jury. In addition to cases filed by the office, the CCSAO also handles felony cases, mostly narcotics, that are directly filed by arresting law enforcement agencies. Misdemeanors, narcotics and non-felony traffic offenses are all directly filed by law enforcement and do not go through the CCSAO FRU.

The graphs on this page reflect felony cases under the Foxx administration. **Figure 1** This graph shows that in FY2021, the CCSAO approved 86% of adult felony charges fully reviewed.

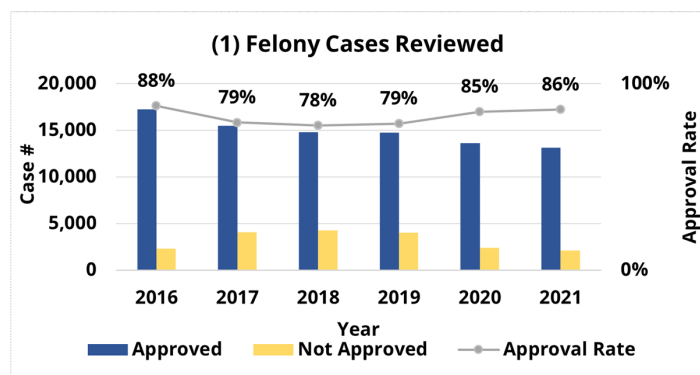
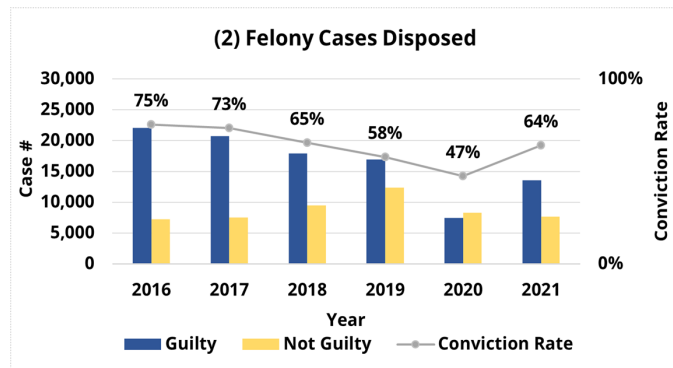


Figure 2 This graph shows overall cases resolved (disposed), which includes cases filed by law enforcement that are primarily narcotics cases. Narcotics cases are often nolle prosequi (dismissed by the CCSAO), particularly since the start of the pandemic, due to limited capacity of lab testing. Narcotics cases are also the most common diversion cases.



Cook County State's Attorney's Office

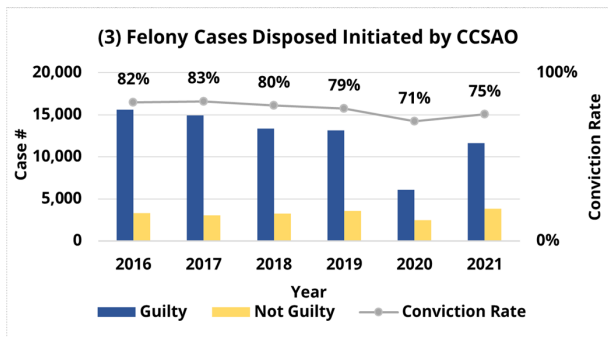
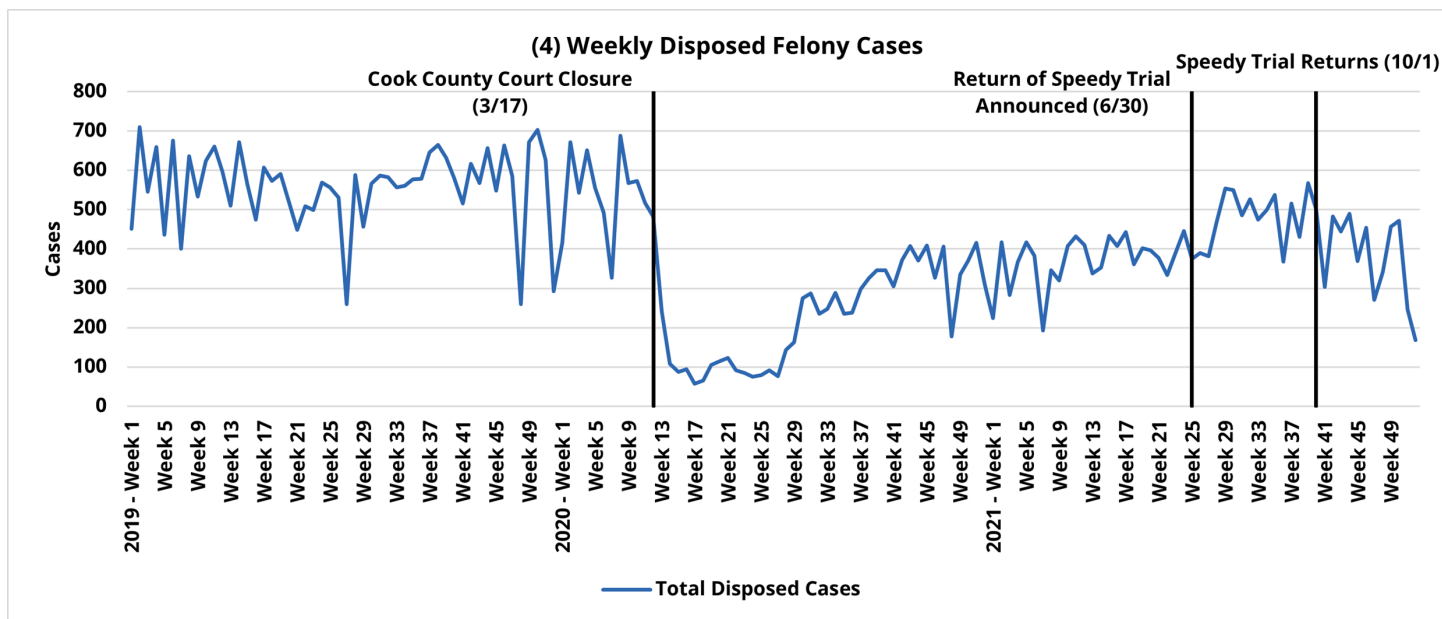


Figure 3 This graph shows the conviction outcomes of cases filed by the CCSAO.

In April 2020, at the beginning of the global pandemic, the Illinois Supreme Court suspended the state's Speedy Trial Act. Under the Act, defendants detained pretrial must be tried within 120 days after being brought into custody. Defendants released on bond must be tried within 160 days after they demand trial.

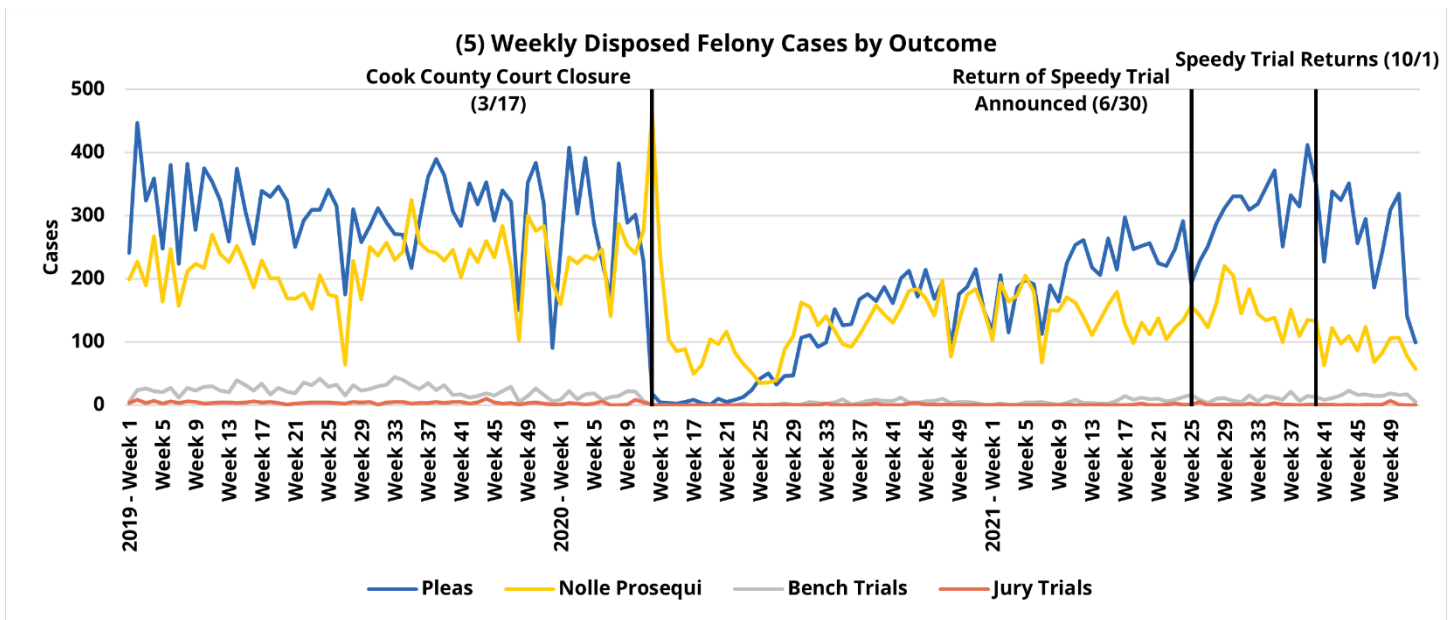
Between March 23 and June 28, 2020 (weeks 13 and 26 of FY2020), in Figure 4, the number of weekly disposed



cases dipped, hitting the lowest point of 57 cases in week 17. During this time, on average, only 101 cases were being closed weekly. For the second half of FY2020, expanded court operations allowed more cases to close, resulting in the average number of cases closed during this period increasing to 296 cases per week. On June 30, 2021, the Illinois Supreme Court issued an order to reinstate the Speedy Trial Act, beginning October 1, 2021. After this order was issued, the average number of cases closed per week increased by 100.

Figure 5 This graph shows trials are not the only or main method of disposing a case. The most common way for a criminal case to be disposed is through a guilty plea.

Cook County State's Attorney's Office



MEANINGFUL CRIMINAL JUSTICE REFORM

Addressing the structural issues in the criminal justice system requires the CCSAO to maintain a presence in the legislative process in the Illinois General Assembly.

When the decisions of the past are negatively impacting the future, change is needed. As such, the FY2021 CCSAO legislative agenda included smart solutions to increase trust, equity and justice in the criminal justice system. The CCSAO drafted a five-piece legislative agenda as well as provided support and guidance for other measures like the SAFE-T Act, which impacted criminal justice and public safety. The CCSAO agenda included:

- Youth Protections Against Deceptive Interrogation Tactics: Prohibits the use of deceptive tactics by law enforcement during custodial interrogations of someone under 18 years of age. Illinois became the first state in the country to pass a measure of this kind.
- Prosecutor-Initiated Resentencing: Allows a state's attorney to motion to resentencing a defendant if their sentence no longer serves the interest of justice. The court may then consider post-conviction factors, including the person's disciplinary and rehabilitation records when resentencing. During the winter and fall of FY2021, in advance of this law taking effect in FY2022, CCSAO prosecutors created digital tools and provided virtual educational presentations about the new law for incarcerated individuals.
- The Voices Act Amendment: Ensures transparent communication between law enforcement agencies and U Visa and T Visa applicants and encourages immigrant communities to feel safe reporting crimes and cooperating with law enforcement.
- The Expungement Expansion and Equity Act: Allows sex workers to expunge their records for felony prostitution convictions that are no longer classified as a felony. The legislation allows any person or state's attorney to file a motion to vacate and expunge a felony prostitution conviction. Additionally, it provides an avenue for noncitizens incorrectly informed (or not informed at all) about the consequences of a guilty plea to pursue a remedy for the constitutional violation of their rights.
- Protections for Survivors of Sexual Assault and Domestic Violence: Updated consent laws to include a

Cook County State's Attorney's Office

definition of "unable to give knowing consent" and to clarify that licensed professionals, such as doctors, cannot utilize a defense of consent when the sexual activity occurred during treatment.

TRAUMA-INFORMED AND VICTIM/SURVIVOR CENTERED APPROACH

The CCSAO addresses sexual assault and domestic violence in a complete, fair, trauma-informed and survivor-centered way. Throughout the pandemic, Sexual Assault and Domestic Violence Assistant State's Attorneys (ASAs) continued working cases and maintaining a consistent conviction rate compared to pre-pandemic years. In FY2021, FRU approved 438 sex crimes, an 89% approval rate. ASAs prosecuted 355 sex crimes cases, with an 86% conviction rate.

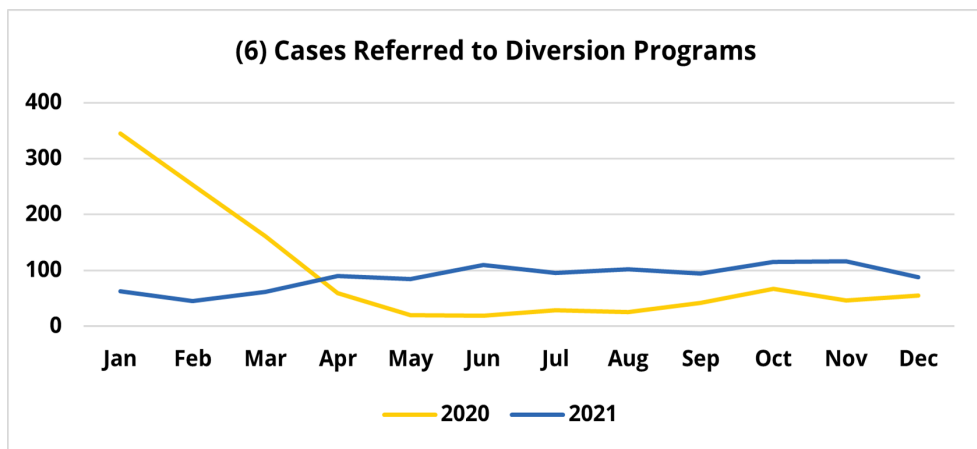


The CCSAO is also fully committed to protecting all members of the community, regardless of their immigration status. The CCSAO serves as a "certifying agency" for U and T Visa purposes and provides certifications to foreign nationals that have been victims of qualifying criminal activity. In FY2021, the CCSAO issued 230 certifications providing recipients with the opportunity to pursue a U Visa.

ALTERNATIVE PROSECUTION

Additional reforms include alternatives to bringing people into the justice system such as programs to decriminalize addiction, poverty and mental health. Looking at individuals in their totality, not just as criminals, helps to create better public health and public safety outcomes. The CCSAO refers individuals to Alternative Prosecution (AP) or diversion programs rather than sentencing them to time in custody. By participating in an AP program, individuals can continue contributing to their communities and avoid a felony conviction. The majority of individuals who participate in these programs end up successfully completing or graduating from their program. Graduation rate is defined as the number of graduates divided by the number of individuals who choose to participate and either successfully complete or fail a program.

In FY2020, court closures due to COVID-19 caused a significant decrease in the use of alternative prosecution programs as indicated in **Figure 6**. One reason for fewer cases referred is that since the start of the pandemic police are making fewer narcotics arrests. Narcotics



Cook County State’s Attorney’s Office

cases traditionally make up the majority of AP referrals. While the total number of referrals to AP programs was down in FY2021 compared to FY2020, the number of cases in FY2020 was largely made up of cases referred pre-pandemic. When comparing the relative time periods during the pandemic from FY2020 and FY2021, cases referred increased in FY2021.

Of the 1,125 people referred to AP programs in FY2020, 762 were referred between January and March 2020 (68% of the total number of cases from FY2020 were before the pandemic). In FY2021, the CCSAO made more referrals each month than in FY2020, after the start of the pandemic. Referrals overall were down compared to the average month in pre-pandemic times. When comparing the same period year-over-year, referrals increased. Between April 2021 to December 2021, 913 people were referred to AP programs (about 76 per month). Comparatively, during the same period in FY2020, 363 people (about 30 per month) were referred.

KEEPING COOK COUNTY HEALTHY

The CCSAO implemented a COVID-19 vaccination policy and saw great success with over 99% of employees complying and doing what is right to keep their colleagues and residents safe. Through the pandemic, the Civil Actions Bureau continued to help clients (County elected officials and offices) work through the COVID-19 crisis; advising them on aspects of the crisis that touch public health decisions, County employment policies and other functions impacted by the pandemic.

TRANSPARENCY AND ACCOUNTABILITY

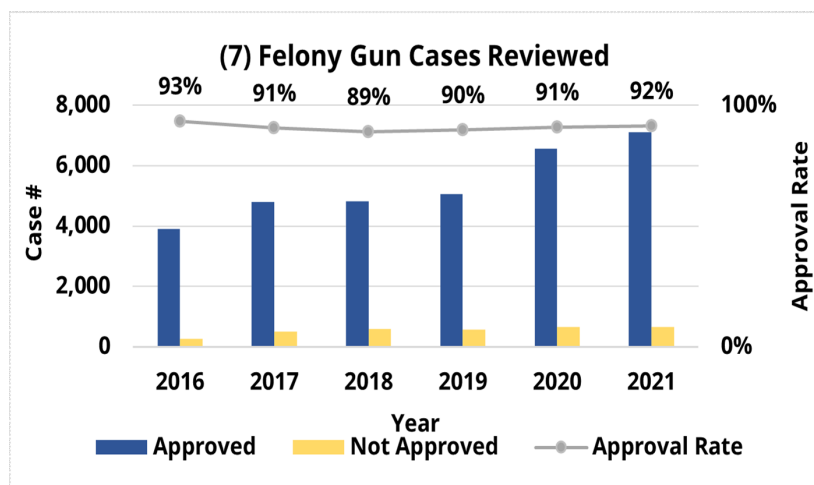
In furthering State’s Attorney Foxx’s commitment to transparency, starting in September 2021 the CCSAO began sending monthly detailed County and district-level data reports to Cook County and Chicago elected officials. State and federal elected offices started receiving reports in December 2021. With so many false narratives, it is increasingly important that leaders and policymakers have accurate information to inform their decisions.

FOCUSING ON GUN CRIMES AND HOMICIDES

In FY2021, like in many cities across the country, Chicago saw a record number of homicides and shootings. However, FY2021 was also the year the CCSAO approved more gun cases and secured more gun convictions than any other year this century. The CCSAO approved 7,110 gun cases and secured convictions on 5,145 gun cases in FY2021.

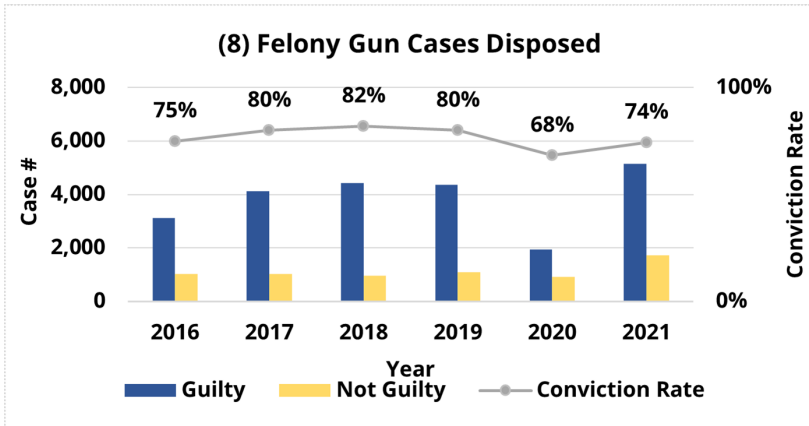
While the total number of cases called into the CCSAO for felony review was lower than in previous years (down roughly 800 cases), the number of gun cases called in to felony review increased in FY2021. The CCSAO received 8,996 gun cases for review in FY2021, compared to 8,534 gun cases in FY2020, a 5% increase. Additionally, gun cases made up 36% of all the cases received in FY2021 compared to 31% in FY2020.

The CCSAO’s 92% approval rate for gun cases remains consistent with previous years. The 74% conviction rate is also in line with previous years and it should continue to increase as the court system continues to increase its ability to handle trials during the ongoing pandemic.



Cook County State's Attorney's Office

The Gun Crimes Strategies Unit (GCSU) continues to vertically prosecute cases involving drivers of violence in six of the most violent Chicago Police Districts (3rd, 6th, 7th, 10th, 11th and 15th). GCSU prosecutors identify drivers of violence to not only safeguard the community but to ensure these individuals don't re-offend and are able to get the tools they need to be productive members of society.



In addition to prosecutions, GCSU Assistant State's Attorneys work collaboratively with local community organizations and law enforcement partners on programs that provide resources for returning citizens being released from the Illinois Department of Corrections. Many drivers of violence are young and show they want the help these programs are providing. The GCSU hopes to expand the program to the Cook County Department of Corrections.

The CCSAO approved more murder and attempted murder cases in FY2021 compared to the previous two years. In FY2021, the

CCSAO approved 502 murder and attempted murder cases, 480 in FY2020, and 432 cases in FY2019.

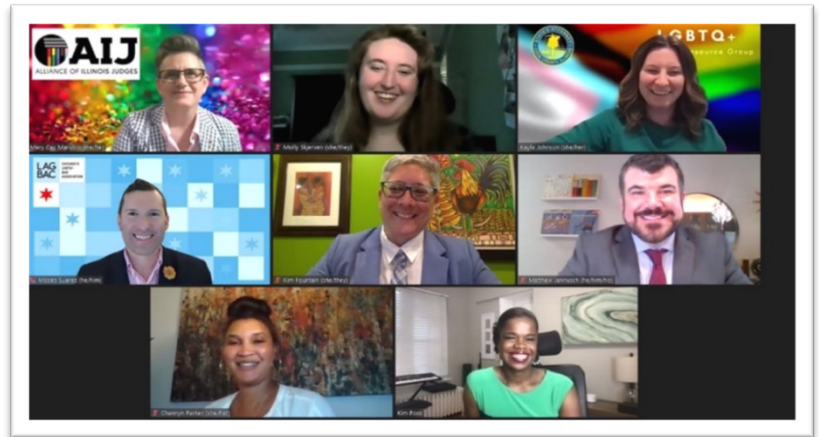
Ranking	Top Reviewed Category	Total Reviewed	Approved	Approval Rate
1	Unlawful Use of Weapons	6541	5932	91%
2	Sex Crimes	871	611	70%
3	Aggravated DUI	804	738	92%
4	Aggravated Battery Police Officer	653	596	91%
5	Homicide (attempt included)	634	502	79%
Ranking	Top Prosecuted Category	Total Prosecuted	Guilty	Conviction Rate
1	Narcotics*	5883	2056	35%
2	Unlawful Use of Weapons	5623	4038	72%
3	Aggravated DUI	1008	893	89%
4	Burglary	854	712	83%
5	Aggravated Battery Police Officer	717	637	89%

* Narcotics cases are often dismissed, especially during the pandemic, due to limited capacity of lab testing. Narcotics cases are also likely diversion cases. Because narcotics cases are directly filed by police, the CCSAO doesn't see or review charges and evidence. Sometimes when ASAs get to court they see bad evidence and must drop the cases because they can't meet their burden.

Cook County State's Attorney's Office

COMMUNITY ENGAGEMENT AND EDUCATION

CCSAO staff connect with community members and stakeholders in different ways to further trust and increase transparency within the Office. Throughout the year, staff provided nearly 400 presentations on educational topics including carjackings to concerned residents. More than 11,000 people participated in the information sessions and left with valuable information about the criminal justice system. Additionally, the CCSAO hosted four awards ceremonies honoring exceptional members of the LGBTQ+, Latinx, Black and Asian American & Pacific Islander communities.



RIGHTING THE WRONGS OF THE PAST

Conviction Integrity

Chicago was once known as the false confession capital of the United States. Today, the CCSAO Conviction Integrity Unit is a national model, driven exclusively by the Office's efforts to proactively seek out and vacate convictions of the wrongfully convicted. The investigation into the misconduct of former Chicago Police Sergeant Ronald Watts resulted in 14 vacated cases in FY2021, bringing the total cases related to Sergeant Watts to 114 under the Foxx administration. The CCSAO continues to investigate Watts-related convictions and other wrongful convictions.

Expungements

The CCSAO played a vital role in passing legislation to legalize cannabis and provide the broadest and most equitable form of conviction relief possible. In FY2021, the CCSAO continued to help to move communities forward by vacating low-level cannabis convictions that occurred between FY2000 and FY2012. More than 9,500 cases have been expunged since December 2019.

PROTECTING COMMUNITIES AND INDIVIDUALS' RIGHTS

The CCSAO's Civil Actions Bureau (CAB) represents the public interest of Cook County's 5.2 million residents.

Safeguarding the Tax Base

The CAB has continued to be a revenue-generator and revenue-saver for the County. The Real Estate Tax Litigation Section saved nearly \$180 million in tax dollars for the various taxing districts within Cook County against commercial property challenges to assessments in circuit court. This revenue was saved through the CCSAO's handling of over 10,000 individual cases on behalf of the Cook County Treasurer. The Municipal Litigation Section won a \$266 million award for the Cook County Department of Revenue against Sam's Club. The case involved unpaid tobacco taxes between FY2009 to FY2016.

Cook County State's Attorney's Office

Public Charge Rule

The Affirmative and Complex Litigation Section successfully defended a final judgment striking down the public charge rule. Several states asked the U.S. Supreme Court to intervene and uphold this Trump-era anti-immigrant rule, but the CCSAO defeated this effort.

Child Support

The Child Support Services Division litigated nearly 8,000 cases over the last year to set appropriate child support awards for Cook County children. In total, the Child Support ASAs won almost \$13.7 million in current child and medical support payments as well as collection of past child support debts to help ensure that children have the financial support they need.

HOLISTIC APPROACH TO JUSTICE

Historically, the CCSAO has not supported many petitions for commutations of sentences. With an eye toward mercy, grace and justice the CCSAO began analyzing clemency requests in a more considered manner in April 2020. This new method of analyzing clemency petitions resulted in a lower objection rate in FY2021 compared to previous years. In FY2021, the CCSAO received 637 clemency requests and objected to 449 requests, a 71% objection rate. The average objection rate for clemency requests from FY2017 to FY2021 was 79%.

As a result of the court's backlog during the pandemic and probation being shut down, prosecutors from the CCSAO Juvenile Justice Bureau partnered with service providers to create a deferred prosecution program where the minor and their family receive robust, wrap-around services. The program aims to tackle root causes or systemic issues impacting many crime-ridden communities in the County.

LOOKING AT FY2022

In FY2022, the CCSAO will focus on hiring and retention. This is an issue facing prosecutor's offices across the nation after the pandemic. Community outreach is an ongoing priority to keep the community engaged and informed about the CCSAO. The CCSAO will continue administering justice in a fair and equitable way to create a better, healthier and safer Cook County by providing high-level legal services to County officials and the people of Cook County. The office will focus its resources on pursuing violent crime while working collaboratively with law enforcement partners at the local, state and federal levels.

Circuit Court of Cook County- Chief Judge

FY2021 Accomplishments and Goals

Establishing justice is a primary function of government, as declared by the preambles to the Constitutions of the United States and the state of Illinois. The 19th century authors of the Constitution included the requirements for a judicial system in Article IV, which is now Article VI. Today, the Circuit Court of Cook County is the largest of 24 statewide circuits and is managed under the centralized authority of Chief Judge Timothy C. Evans. The circuit court is one of the largest unified court systems in the world, with about 400 judges who serve the 5.2 million residents of Cook County within the City of Chicago and 135 municipalities. About one million cases are filed in the court each year.

FY2021 Highlights

COVID-19 and Resumption of In Person Operations

The Circuit Court of Cook County continued to operate under substantial modifications in response to the global coronavirus pandemic. These modifications were developed with the cooperation of Cook County and other justice system partners out of an abundance of caution for the health and well-being of prospective jurors, judges, litigants, witnesses, court visitors and court staff. In the days following the onset of the pandemic, the court began building the infrastructure to facilitate remote proceedings. Judges and court staff were provided with laptop computers and Zoom licenses for videoconferencing and streaming court proceedings live through YouTube. Rooms for Zoom calls were outfitted and staffed in most court facilities to provide remote access to participants. These arrangements allowed court involved litigants and the public to safely join court proceedings and minimize virus transmission.

One major achievement this past spring was the successful restart of jury trials in both the civil and criminal divisions. In order to safely return juries to the courthouses, court personnel worked with health experts from the city and County to ensure safety and proper distancing measures were followed. Personnel also studied best practices from other courts. In order to achieve proper distancing, courtrooms were outfitted with clear, plastic shields to protect judges, witnesses and attorneys. Courtrooms were reconfigured to allow jurors to sit in both the jury boxes and the spectator areas. The court also secured additional space to allow jurors to safely gather before receiving courtroom assignments. As a result of these efforts, the court was able to hold 404 jury trials in all districts in FY2021, including 195 civil cases and 209 criminal cases. The courts also conducted 109,544 teleconference and videoconference sessions on Zoom in FY2021, including multi-case calls and served 2,836,400 participants.

Bail Reform and Reduction of the Cook County Jail Population

Throughout the pandemic, the court has also been proactive in minimizing the population of the Cook County Jail to reduce the risk of virus transmission, building upon the chief judge's previous collaborative efforts to decrease the jail population with general order 18.8A1. This order averted infections on a larger scale. Since March 2021, the judiciary has safely released a large number of low-risk defendants to pretrial supervision on GPS monitoring. Since the implementation of general order 18.8A1, even before the pandemic, the average daily count of active cases on pretrial supervision grew from less than 4,700 to almost 6,200 cases. With the onset of the pandemic, the pretrial caseload rose to just over 8,000 at the end of FY2020. In FY2021, the caseload decreased by 10%, dropping from 7,799 in January to 7,017 in December, but remained well above levels prior to bail reform. The GPS caseload also decreased in FY2021, dropping from an average of 978 in January to an average of 755 in December, which was a 22% decrease.

Circuit Court of Cook County- Chief Judge

Problem-Solving Courts and Restorative Justice Courts

The court saw a growing number of success stories in FY2021 from its problem-solving courts, restorative justice community courts and the Chicago Appleseed Center (SEED) court. All these courts seek to steer individuals away from future criminal activity by getting to the root of the problems that led them into contact with the justice system. Successful completion of these programs may mean expungement of charges and a path towards a better life.

The problem-solving courts include drug treatment courts, veterans treatment courts and mental health courts. These courts currently have 470 participants and saw 117 graduates in FY2021. Restorative justice community courts in Avondale, Englewood and Lawndale empower the community to create solutions to repair harm caused by crime and conflict while adjudicating the related case outside of a formal, conventional court setting. Community representatives work with eligible defendants, generally young adults who are facing nonviolent drug-related charges to create agreements that facilitate healing as an alternative to punishment. Both felonies and misdemeanors are heard in these alternative, dispute-resolution style criminal courts. This was the first full year for the Avondale and Englewood community courts and the County-wide SEED court for drug distribution offenses in the Leighton Criminal Courthouse. All four of these courts are designed for participants between the ages of 18 and 26 facing nonviolent charges. The restorative justice community courts and the SEED court saw a total of 189 participants and 56 graduates in FY2021.

Law Division Arbitration Program

Reforms enacted in the past year also have helped the civil courts. In Summer FY2021, the court expanded a mandatory arbitration program to include hundreds of personal injury cases, which is expected to cut both costs and delays. The new program is being used for cases with an estimated worth of between \$30,000 to \$50,000, though high-value cases can qualify at a judge's discretion.

Juvenile Temporary Detention Center

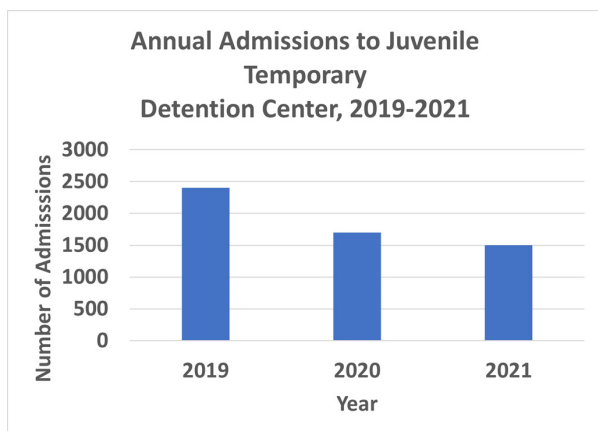
The Juvenile Temporary Detention Center (JTDC) has continued to operate through the COVID-19 pandemic. The Nancy Jefferson School inside the detention center fully reopened in September 2021. The JTDC modified its protocols and operations. Special precautions have been taken to protect residents and staff. The JTDC screens all new youth admissions for the virus and those with symptoms are not admitted. Those without symptoms are quarantined before being allowed contact with the general population. The JTDC has implemented rigorous bi-weekly COVID-19 testing for employees and staff and additional tests have been conducted for those who have been exposed to someone with COVID-19. To help staff cope with the effects of the pandemic and better serve the minors in their care, JTDC human resources provided vaccinations, on-site testing, a Mental Wellness Matters program and the services of a licensed clinical psychologist for staff.

Meanwhile, the population has remained fairly stable, even as admissions declined during the pandemic. Admissions declined 26% from 2,430 in FY2019 to 1,795 in FY2020 and then declined again by an additional 12% to 1,576 in FY2021. The average population declined only modestly during these years from 177 in FY2019 to 175 in FY2020 and 168 in FY2021.

Probation Case Management System

The court is implementing a new digital probation case management system called cFive that tracks probation and pretrial operations as well as related cashier and contract monitoring. The new system is necessary to replace the three probation departments' outdated case management systems, the Juvenile Enterprise Management System developed in the late 1990s and the Prosecutor's Management Information System, which was designed in the

Circuit Court of Cook County- Chief Judge



1970s and resides on the Cook County mainframe. Despite the pandemic, cFive went live in November 2020 for use by the Juvenile Probation Department and in February 2022 for the Adult Probation and Social Service Departments. The new system helps improve supervision of adult and juvenile probationers and pretrial defendants and respondents, upgrade the quality of information provided to the court and enhance public safety by improving quality assurance, program evaluation and workload management.

Early Resolution Program (ERP) and Mortgage Foreclosure Mediation Program (MFMP)

Housing and consumer debt issues became focal issues during the COVID-19 pandemic. Throughout the pandemic, various moratoria and restrictions at the federal, state and local levels prevented residents from losing their homes through eviction or foreclosure and prevented debt collectors from pursuing collection. As of January 1, 2022, all restrictions on housing cases and debt collection cases have been lifted and the volume of new cases is increasing. While the volume increases so far are not the sudden spike many initially anticipated, the slower climb of cases can be attributed to the outreach efforts and legal services provided by the Early Resolution Program (ERP) and the Mortgage Foreclosure Mediation Program (MFMP) in conjunction with other efforts under the Cook County Legal Aid for Housing and Debt Program (CCLAHD).

Under CCLAHD, the court has collaborated with County government and the Chicago Bar Foundation to establish the ERP and the MFMP to help tenants and borrowers who may face court actions from landlords, mortgagees and other creditors for failure to pay. The ERP specifically addresses evictions, consumer debts and tax deed sales. The ERP provides access to legal aid and mediation services to anyone involved in any of these cases who cannot afford a lawyer. Additionally, as part of the ERP both the County and Chicago provide in-court access to rental assistance applications for cases where a tenant wants to apply. The MFMP reconstituted from a similar program developed by the County and the court during the foreclosure crisis some years ago and helps resolve the foreclosure cases through community outreach, housing counseling and free legal aid and mediation. To help fund these services, the court is now imposing a new \$150 filing fee in foreclosure cases and the County is considering the use of HUD community development block grants.

Grant Awards

In the last few years, the court has received a number of grant awards from federal, state and private agencies that fund enhancements to court programs. One of the largest awards is the Safety and Justice Challenge (SJC) grant from the John D. and Catherine T. MacArthur Foundation. The court, in collaboration with its Public Safety Fund partners, has been recently awarded a third round of funding from the foundation to safely reduce the use of local incarceration by reducing the flow of individuals into jail, shortening lengths of stay and minimizing racial and ethnic disparities in jail populations without compromising public safety. The funding will be utilized to implement multiple strategies including establishment of relationships with community residents through dialogue, criminal case reviews to analyze and identify patterns and opportunities to increase efficiency within the system, treatment referrals and linkage for defendants with long prior histories, expansion of current diversion programs for emerging adults with drug offenses, addressing warrants and implementation of data integration to facilitate exchanges and analysis between County stakeholders and to support data driven decision making. These strategies will be implemented with a focus on addressing racial equity in the criminal justice system.

Circuit Court of Cook County- Chief Judge

The court recently received two new awards from the U.S. Department of Justice to implement a mentoring program for military veterans within one of the problem-solving courts and to improve the response of the civil and criminal justice systems to families with a history of domestic violence.

Finally, in FY2021, the court participated in major new grant initiatives of the Illinois Supreme Court including The Rapid Relief Program for Remote Capabilities and the Illinois State Court Improvement Program. Under these new programs, the court received more than \$1.5 million last year to facilitate remote proceedings and upgrade courtroom audio capabilities.

Overall, the court enters the new year with 24 active grant awards, totaling \$9.5 million with several more in the pipeline.

FY2022 Goals

Domestic Violence Court Access

Reforms were initiated in FY2021 to improve access to justice in the domestic violence court and allow survivors of domestic violence to file emergency orders of protection on a 24/7 basis, including holidays. The reforms are being developed by a committee formed by Judge Timothy C. Evans, which consisted of judges, advocates for domestic violence victims, representatives of the private bar, the Cook County Sheriff's Office, the State's Attorney's Office, the Public Defender's Office, the Clerk of the Circuit Court and the Cook County Board of Commissioners.

The court agreed to fund the plan out of its own allocated budget, which will pay for additional personnel and equipment, including 40 laptop computers to boost current operations and allow 24/7 access for domestic violence survivors, which is scheduled to start April 1 of 2022.

American Rescue Plan Act & Strengthening Chicago's Youth

Last July, the court submitted a number of American Rescue Plan Act (ARPA) funding proposals to Cook County to expand services to court-involved youth and adults, which will help to reduce recidivism and improve the communities in which they live. Strengthening Chicago's Youth (SCY) is one of the court's proposals that has been tentatively selected for funding. SCY is a collaboration with Lurie Children's Hospital to divert justice involved youth into services and matching youth with the appropriate community-based services. SCY has proposed \$7.1 million over 36 months to support Juvenile Justice Courts (JJC) expansion from an 11 police district service area to all eligible youth across Cook County. The goals of this project over three years are to reduce violence and minimize justice involvement of youth who have experienced past violence or trauma or are at increased risk of exposure to violence and to provide trauma-informed care coordination for 1,500 justice-involved youth, including youth on diversion or youth granted deferred prosecution. Services will include intake, assessment, connection to evidence-based programming and pro-social services, emergency assistance, family support services and post-discharge monitoring. Treatment Alternatives for Safe Communities, Inc.) will refer JJC for youth residing in Chicago police districts, whereas CCH's Cermak Health Services will serve youth residing in suburban Cook County police districts. In addition, funds will be used to fund a family support project for JJC providers and an evaluation by Chapin Hall.

Juror Pay Increase

The court is working with Cook County to boost pay for jurors. Beginning June 1 of this year, daily juror pay will increase from \$17.50 per day to \$35 per day, the first increase in decades.

Circuit Court of Cook County- Chief Judge

cFive Finance Module

The court is working with its banking partner to implement a robust cFive finance module, which will include an interface used by the Adult Probation Department and Social Service Department to automate reconciliation and process checks. A new improved reporting feature will generate reports, ledgers and audit logs that will enable the finance units to work more efficiently. The finance module will also generate customized financial correspondence and forms (e.g. receipts, ledgers). The court is planning to begin the use of the module in the second quarter of FY2022.

To see Circuit Court of Cook County performance data:

<https://www.cookcountycourt.org/ABOUT-THE-COURT/Office-of-the-Chief-Judge/Court-Statistics-and-Reports>

Cook County Assessor's Office

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

The CCAO achieves it through:

- Data integrity
- Teamwork culture
- Distinguished service

High-quality data is essential for fair and equitable assessments. The CCAO is dedicated to excellence and integrity in the collection, management and sharing of data to inform our decisions and mirror the market.

We are also committed to enhancing our employees' skills through modern tools, techniques and training. This fosters an environment of collaboration and produces the leadership necessary to tackle new opportunities.

Finally, the CCAO aims to deliver high-caliber services, provide clear and accurate information and seek feedback to improve the work of the Office so we can support the economic vitality of Cook County.

CCAO's work is guided by Cook County ordinance, which sets out mandates for how residential and commercial property is assessed as well as the state property tax code, which requires property to be assessed based on fair market value.

We have adopted a set of administrative policies that go beyond what the statutes require to build transparency into every part of the office, make services more effective and efficient and earn greater trust from the public.

Successful initiatives for FY2021

Reassessment of the City of Chicago

The bulk of the work of the CCAO in FY2021 involved the reassessment of the City of Chicago, which accounts for 52% of the parcels in Cook County. In doing so, the Office completed more than half of its reassessment work in a single year, totaling around 1.9 million parcels. This process completes the Kaegi administration's first triennial reassessment of residential and commercial properties in Cook County, creating more fair and accurate assessments for all.

Initial assessments found the City of Chicago's property tax base increased approximately 44% since FY2018, suggesting a robust real estate market despite the effects of the COVID-19 pandemic.

The balance between residential property and all other classes of property including commercial has shifted significantly based on initial assessments.

As of the publication of this report, the total assessed value of the City of Chicago shifted from 55% residential and 45% commercial in FY2018 to 43% residential and 57% commercial in FY2021. There has been a 12% shift from residential to commercial in terms of property tax burden.

Cook County Assessor's Office

Two significant caveats must be noted here:

- As of the publication of this report, not all FY2021 appeals have been processed and final certification of the Chicago reassessment has not yet been completed due to delays encountered by the implementation of the iasWorld project.
- Appeals will also be heard at the Cook County Board of Review. Both sets of appeals could change the balance of assessed value as has happened in previous years.

Implementation of the First Phase of iasWorld's Integrated Property Tax System

This technological modernization is part of a multi-year process to move the Cook County property tax system from an outdated mainframe system to a modern property tax assessment and billing system, which also allows property owners to easily access and update property data.

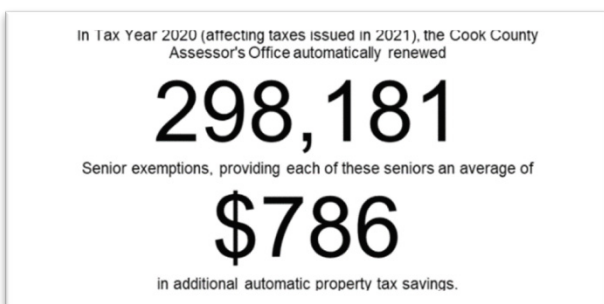
The implementation of iasWorld is managed by the Cook County Bureau of Technology and follows a \$30 million investment in new assessment and tax administration technology made by the Cook County Board in FY2015.

The Office will be the first to adopt this system and will be followed by other County property tax system offices in the future.

Managed the Auto-Renewal and Auditing of Property Tax Exemptions

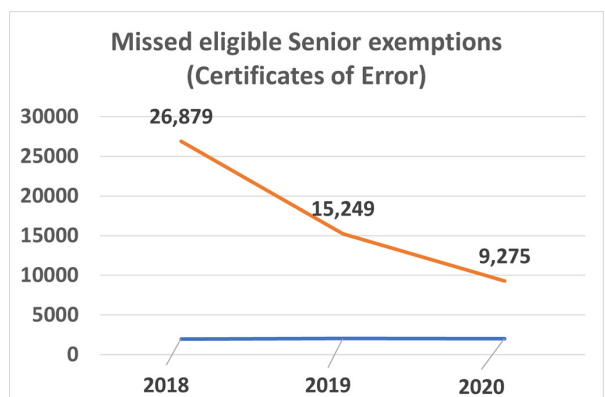
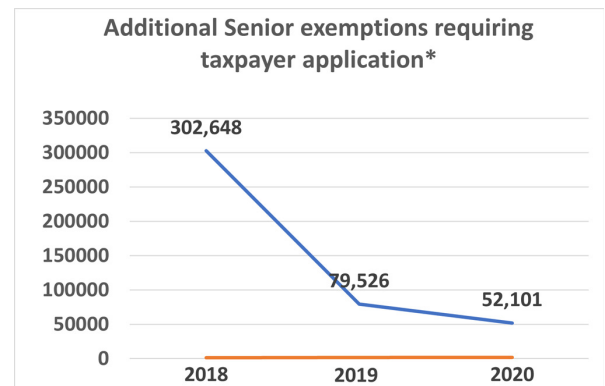
As part of its response to COVID-19, the Illinois legislature approved the auto-renewal of three property tax exemptions: senior freeze, persons with disabilities and veterans with disabilities.

Through the management of the exemption auto-renewals, the Office broadened its accessibility and ensured all homeowners receive the property tax savings they are entitled to without having to submit additional documentation.

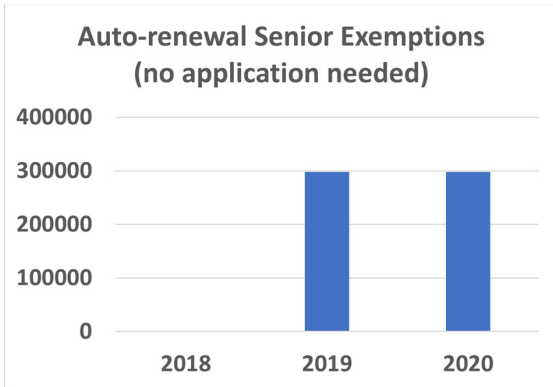


In addition, the CCAO continued its successful implementation of the senior exemption, which began with tax year 2019. In tax year 2020, the CCAO auto-renewed more than 298,000 senior citizen exemption applications. The auto-

renewal process has reduced the number of certificates of error by 65% and ensured that more seniors received the exemptions they were entitled to under the law. As part of its auditing efforts, the Office collected \$5.1 million dollars in FY2021 from people receiving tax exemptions for which they were not eligible. The



Cook County Assessor's Office



CCAO collected the funds from taxpayers who did not meet the state eligibility requirements and from estates of those who were recently deceased. Approximately \$3.5 million was refunded back to communities in Cook County to pay for services such as schools, parks, libraries and first responders. The balance helps fund the erroneous exemptions department which tracks and collects these funds at no cost to taxpayers.

Worked with Legislators to Pass a Bill Expanding the Availability of Affordable Housing

Assessor Kaegi and his team worked with legislative partners and affordable housing advocates to draft the Affordable Housing

Special Assessment Program, a new form of property tax relief that was signed into law in FY2021.

This exciting new program provides property tax relief to incentivize the creation, rehabilitation and maintenance of affordable housing units in Cook County for eligible applicants, beginning with the FY2022 assessment year.

Similar to existing housing incentives, this new program provides improved benefits for housing providers as well as low-income households by providing more expansive property tax benefits, more ways to qualify and by encouraging the development of affordable housing in low affordability communities.

Increased Engagement with the Public

Despite the ongoing COVID-19 pandemic, the Office maintained its high caliber of public service.

In FY2020, the CCAO installed a new state-of-the-art call center. The CCAO handled 142,342 calls in FY2021, which is up 115% from FY2020.

In FY2021, the CCAO held 170 outreach events, including appeal seminars, exemptions presentations and appearances by Assessor Kaegi with neighborhood groups, business associations and religious organizations. These events were presented in-person and virtually.

Customer service through internet and social media continued to grow since the CCAO relaunched its social media channels in FY2019 under Assessor Kaegi. In FY2021, the CCAO saw an 81% increase from the prior year in the number of customer service inquiries received through its social media accounts. The biggest growth came from messages received via Facebook, followed by Instagram and Twitter.

Social media engagement is up 22% across all channels. Total audience grew 51%.

Two areas of new growth are worth noting:

- This year, the CCAO launched a YouTube series of lectures about racial equity and real estate which led to a whopping 1,400% increase in YouTube engagement and a 6,500% increase in video views.
- The CCAO also put more of an emphasis on its LinkedIn presence, leading to a 163% increase in engagement.

For its efforts, the Office received two awards from its peers. In July of 2021, the CCAO received a FY2021 Achievement Award from the National Association of Counties for its digital innovation efforts in launching online exemption and appeals applications. In September 2021, the CCAO received a Public Information Award for its communication work during the COVID-19 pandemic.

Cook County Assessor's Office

Increasing Transparency Through Community Data

A number of important data transparency initiatives took place in the Office in FY2021.

Two new data dashboards were launched which provided a first-ever comprehensive look at the changes in assessed value on a township and municipal level both at the CCAO and the Cook County Board of Review.

In past years, the only way to know how reassessments changed the total assessed value of a municipality or township was to request this data through a Freedom of Information Act (FOIA) request. This data is now available to the public on the CCAO's website under the data menu.

These dashboards are the first easy-to-follow way to track how residential and commercial tax burdens shift year-to-year.

In addition, the Office released a report from the International Association of Assessing Officers (IAAO) about the FY2019 reassessment of the north suburbs, the first under Assessor Kaegi's leadership. The IAAO found the Office's initial assessments met standards for assessment accuracy, uniformity and equity. This report is available at the CCAO's website.

In an essay featured in the Chicago Council on Global Affairs collection titled "Reclaiming Right to the City," Assessor Kaegi outlined strategies for reforming Chicago and Cook County's property tax system to make it more equitable for all, especially Black and Latino residents, which often suffer from high property tax rates. The essay includes a discussion of how federal and state governments can help bring down high tax rates, which cause the greatest inequities.

Finally, Assessor Kaegi and his office continued to publish reports on each reassessed township. These reports are data-rich reviews of the methodology and processes used in residential and commercial reassessment.

These steps continue to fulfill Assessor Kaegi's ongoing commitment to fairness, accuracy, and transparency in both the Assessor's Office and the Cook County property tax system.

Created Multilingual Versions of Taxpayer Documents and Brochures

In the beginning of FY2021, the Office released its property tax exemption informational brochures in five non-English languages including Spanish, Polish, Chinese, Arabic and Tagalog.

Throughout FY2021, the CCAO continued to close equity gaps through its virtual and in-person outreach, offering events in Spanish and producing simultaneous translations of its press releases. In addition, the CCAO overhauled the language used in its various forms and documents to adopt gender-neutral language.

Increases in Hiring

In FY2021, the Office hired 10 full-time staff for the valuations department, which is the core function of the office. This hiring is part of the recommended changes made in a FY2019 operational audit of the Office by the International Association of Assessing Officers. In the past three years, the Office has hired 60 people and promoted an additional 29 people from within its ranks.

Cook County Assessor's Office

Planned initiatives for FY2023

Reassess the North Suburbs of Cook County

First reassessed under Assessor Kaegi in FY2019, the reassessment of the northern suburbs in FY2023 will update assessed values for residential and commercial property. The final values will reflect three years of real estate market growth, new construction and the effects of the COVID-19 pandemic.

Continue the Implementation of IasWorld

In FY2022, the second phase of IasWorld will launch. This phase of implementation will focus on exemptions and set the stage for other county property tax offices to begin their implementation efforts.

Launch the Affordable Housing Special Assessment Program

In February 2022, the CCAO will launch the Affordable Housing Special Assessment Program, which was signed into law in FY2021. Eligible property owners can apply for the incentive and receive credit on their second installment tax bill in late FY2023. A series of webinars about the program will take place in February and March for those who provide and utilize affordable housing.

Engage With the White House on More Accurate Assessments

Assessor Kaegi and other county assessors have been meeting with the U.S. Department of Housing and White House staff on the possibility of opening the uniform appraisal database to assessors around the country. This data is maintained by Fannie Mae and Freddie Mac as part of the Federal Housing Finance Agency. Access to this data would make residential assessments more fair and accurate, while also maintaining privacy for property owners.

Release New Data Transparency Tools

The Office plans to release three new tools which will make its data and assessments more transparent including PINVAL, public access and commercial data worksheets.

PINVAL will allow homeowners to see the characteristics, sales, comparable properties and modeling info that analysts and the data science team use in estimating their assessments.

Public access will give property owners online access to all of the characteristics, assessment data and exemption information maintained by the CCAO. While much of this information is available now, large portions of it are only available through a FOIA request.

Finally, the CCAO will make our analysts' commercial worksheet data available for the first time on a property-by-property level. This information will give property owners all the information used to calculate the assessments for their specific property. Currently, this information is only available by property type, property class and township. Property owners can better understand their assessment calculations and use this information in their assessment appeals.

Cook County Board of Review

The Cook County Board of Review (CCBOR) is charged by the Illinois Legislature to review all assessment appeals and make corrections to promote equity. Residents come to the CCBOR when they feel their property assessment is incorrect due to the overvaluation of their property by the Cook County Assessor's Office. Our goals include providing an accurate and fair analysis of assessment appeals and to complete our work in a timely manner so that the distribution of taxes to schools, libraries, municipalities and other essential services is not interrupted. In addition, the CCBOR defends the County's assessment decisions at the Illinois Property Tax Appeal Board, which saves the County, Forest Preserves of Cook County and all taxing bodies in the County millions of dollars annually.

The CCBOR is made up of three elected commissioners including Commissioner Larry Rogers Jr., Commissioner Tammy Wendt and Commissioner Michael Cabonargi as well as a staff of 151 full-time employees. The CCBOR was able to add an additional nine full-time employees via federal funding pursuant to the American Rescue Plan Act of 2021 (ARPA). Each assessment appeal filed requires a majority ruling from the commissioners to affect a change in valuation. Therefore, each commissioner's staff reviews and rules on every appeal before the Board.

Board of Review Budget and Operation

Due to COVID-19, the CCBOR held the entire FY2020 appeal session remotely. The last on-site day for CCBOR staff was March 16, 2020. The CCBOR adjudicated 223,000 appeals in FY2020, a slight drop from the last south triannual reassessment in FY2017, which accounted for 228,000 appeals. Because of the assessor's delayed township reassessment schedule for FY2020, the CCBOR finished its assessment appeal review on June 10, 2021. The CCBOR received no townships prior to September and received the majority of townships in the last three months of the calendar year. The CCBOR received 216,000 of the 223,000 appeals from October-December 2020.

In addition to moving the analysis of appeals to a remote environment, the CCBOR's clerk and IT department developed a remote hearing process for any requested assessment appeal hearing. The CCBOR leveraged Cook County technology and held hearings through the use of Microsoft Teams and over the phone. The clerk's staff also incorporated a case management system to proactively contact appellants who have requested hearings and explain the appeal process, evidence submission and any other not value questions. This process was very successful in providing a more robust level of service to County residents and allowed CCBOR analysts to focus on valuation details of an appellant's appeal. The number of in-person hearings was reduced by over 50% through this newly implemented process. The efficiencies and increased level of service created by the newly enacted system will continue after the reopening of the County and the CCBOR. All hearings for the 2021 tax year appeal session will remain remote.

The FY2021 appeal session opened on July 6, 2021. The CCBOR did not receive township data from the Cook County Assessor's Office for the city triannual reassessment until December 2, 2021. Over half of the properties in the County were being reassessed in the city triennial. Due to COVID-19 related changes to the real estate market, the CCBOR anticipates a 20% increase in the volume of appeals for the 2021 tax year session based on past city triennial reassessment years. (This is an increase over the 245,000 received in the last city triennial (2018 tax year).

In the 2020 tax year appeal session, CCBOR employees earned more than 21,000 hours of overtime.

Board of Review Use of Technology to Create Management Efficiencies

Since its creation and implementation in FY2015, the Digital Appeals Processing System (DAPS) has created a more efficient CCBOR workflow. The system transformed the CCBOR from a paper-based workflow to a state-of-the-art, digital enterprise content management system. Since FY2015, the CCBOR is constantly innovating and analyzing ways to improve the system. For example, appeals on large multi-PIN condominium buildings slow the entire system because of the size and complexity of the individual files.

Cook County Board of Review

Therefore, the CCBOR is redesigning DAPS to better process larger multi-PIN appeals, increasing the speed of analysis review across the entire system. In the past three years, CCBOR has improved other aspects of DAPS including appeal processing, maintenance and data transfer saving weeks from the tax bill cycle.

FY2022 Goals

Digital Appeals Processing System (DAPS) Enhancements

Since its inception, DAPS has created a more efficient workflow and the CCBOR is constantly innovating and analyzing ways to increase the efficiency of DAPS. The CCBOR has committed to defending the County's real estate assessments at the Illinois Property Tax Appeal Board (PTAB), saving Cook County, the Forest Preserves of Cook County and all Cook County taxing bodies millions of dollars annually. With the goal of improving definitive efficiencies in the PTAB process, the CCBOR has implemented enhancements to the PTAB workflow in its DAPS application. In the past five years, the CCBOR has improved appeal processing, maintenance and data transfer, saving weeks from the second installment tax bill mailing timeline.

Bulk Filing Utility

As an added feature to the CCBOR's data subscription service, the CCBOR implemented a bulk filing utility which will streamline the appeals filing process and improve the subscribers' labor cost efficiencies. Said improved efficiencies are achieved by providing subscription users the ability to file complaints and upload supportive valuation evidence in bulk.

Intergovernmental Cooperation

The CCBOR will continue its ongoing work with the Cook County Property Tax Group which includes the Cook County Assessor's Office, the Cook County Treasurer's Office and the Cook County Clerk's Office with the goal of mailing of the second installment tax bill in a timely manner.

CCBOR Data Analysis

The CCBOR has moved from an arcane paper-based system to an award-winning digital workflow and constituent interface. Over the previous 12 years, the number of CCBOR appeals has risen by 103%. The investment in the DAPS application allowed the CCBOR to create efficiencies through the elimination of the cumbersome paper-based process, implementing analytical management innovations and creating technology-based solutions for data transfers from office to office. The efficiencies created by DAPS in the transfer of data from office to office have saved weeks in each session and made downstream offices more efficient as well. The CCBOR ARPA funding request outlined the need for analysis of DAPS data and recommendations for how to improve our operational process.

Management Consultant

In addition, the CCBOR system and environment needs to be reviewed by a management consultant to provide recommendations for improvements in management, HR and non-IT business process. This complete overview and review of systems will demonstrate CCBOR's commitment to innovation, reform, transparency and accountability. The overview will also help address recent criticism of the CCBOR's operations.

The additional funding will help the CCBOR meet its core goals and functions. It will bring additional transparency and accountability to CCBOR management practices.

Cook County Clerk's Office

Overview of the Office

The Cook County Clerk's Office is committed to providing quality and efficient service to the public in its four major divisions, including vital records, real estate and tax services, elections and recording operations. In addition, the Office manages an election operations center which houses election equipment and records. The Clerk has six funds including the Office's corporate fund and five special funds such as elections, automation, document storage, GIS and real estate housing.

The focus for the office for FY2021 continues to be efficiency in operations, advocacy, cybersecurity and accuracy.

The Office is the chief election authority for all towns and villages in suburban Cook County, which total more than 125 individual communities. This includes providing all voting information and services to the public, including voter registration, mail voting, early voting and election day voting.

Highlights of FY2021 - Vital Records Goals and Objectives

In FY2021, the Office's vital records division implemented several significant physical, workflow and technological changes in order to enhance customer experience and improve efficiencies. We relocated from 50 W. Washington Street to 118 N. Clark Street, Suite #120. The Office is shared by the recording operations divisions, which improves visibility and access to customers. In addition, the Office migrated from a legacy notary approval platform to a web-based platform. The system affords an automated tracking of annual notary commissions to reduce errors and create a faster turnaround. The Office instituted a new print process for all marriage, birth, civil union and death front counter and back-office purchases. The new virtual records printer was deployed, which improves paper waste, enhances security paper tracking and reduces spoilage in addition to eliminating manual intervention by providing better security paper printing templates. These and other improvements have created greater efficiencies.

In FY2022, the County Clerk's Office plans to fully deploy a virtual queuing system that will assist with managing customer demand and create an opportunity to schedule an appointment and hold a virtual line position, which will reduce physical wait time on-site.

Highlights of FY2021 - Elections Goals and Objectives

As an advocate for election services, the Office is the one of the only jurisdictions in the nation to conduct in-person live voting for pre-trial detainees, which takes place in Cook County Jail. In addition, the Office currently conducts elections in 12 languages.

The Office also continuously advocates for nursing home residents to vote seamlessly and without fear during the pandemic. The Election Division rolled out new voter equipment County-wide for the 2020 presidential primary election. These machines underwent an extensive pre-election testing prior to voter usage. The new equipment provides three measures of security via paper ballot, digital image and results transmission.

Pre-trial detainees that are eligible Cook County voters have full and complete rights to vote. This process started in March 2020 and, in FY2021, the Office was the first election authority to conduct municipal elections at the Cook County Jail. It is an incredibly important process that is humbling to administer.

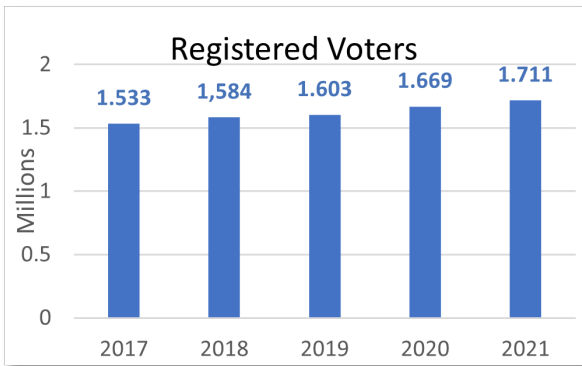
The consolidated election in April 2021 was the most complex election in the United States. There were more than 2,500 candidates running in a total of 1,025 races across various municipalities, townships, school districts, park districts, library districts and fire protection districts.

Cook County Clerk's Office

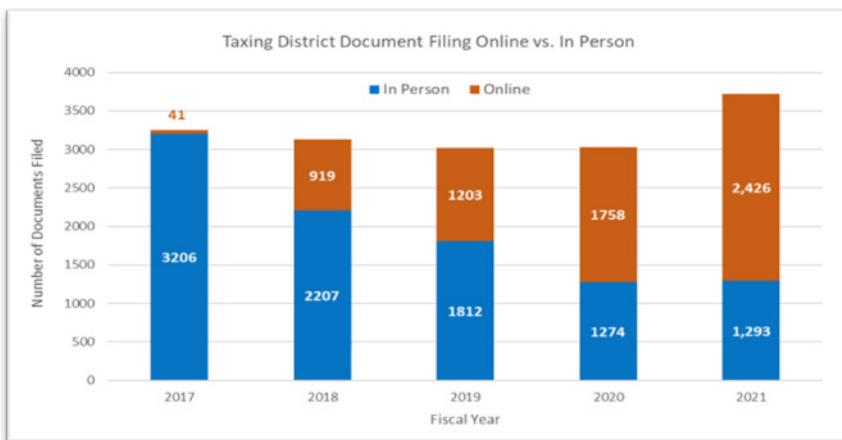
More voters used mail-in ballots and took advantage of early voting to cast their votes. The Office anticipates this to be the wave of the future. Voting by mail increased 487% between FY2019 and FY2021 and early voting increased nearly 20% from FY2019 to FY2021.

The Office is making additional investments in the election operation center to ensure physical security is up to par and reflects best practices.

Suburban Cook County voters shattered previous voting records, with the highest level of voter participation recorded over any previous election. Early voting increased significantly and voter registration was at an all-time high. Currently, suburban Cook County has 1,710,690 registered voters, which continues to increase as the Office expands the voter community outreach. In FY2018 and FY2019, there were 1,583,679 and 1,603,193 voters respectively. Voter registration has been made easier and more convenient. A County resident may now register online, in person or download registration forms and register through the mail. Having different methods in place has contributed to the increase in registered voters over the years.



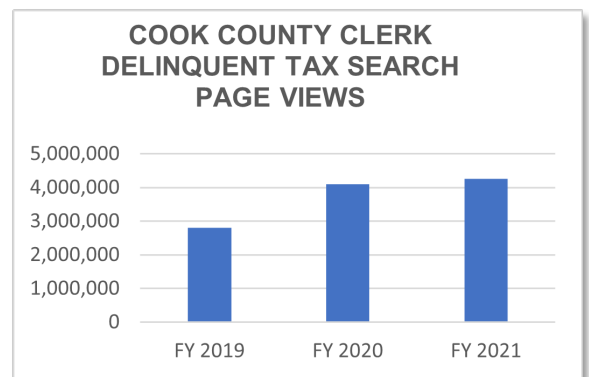
Highlights of FY2021 - Real Estate and Tax Services Goals and Objectives



The overall real estate and tax services redemption process is 80% face-to-face, over the counter service and is 100% paper-based. The Office implemented a new cashing system that streamlines records management requirements, reducing the need for hard copies to be physically saved. In addition, the Office began accepting credit and debit cards for the first time for general service purchases which was a major enhancement.

The Office's tax delinquent search page has had nearly 4.26 million page views in FY2021, a 40% change over FY2020. The page allows users to research property online.

The Office's tax extension unit is responsible for calculating property tax rates for all local governments in Cook County that authorize the collection of revenue through real estate taxes. The process of calculating property taxes begins every year with municipalities and other taxing districts approving their annual property tax levies and submitting them to the Office. The Office calculates a tax rate for each district. That rate is applied to all



Cook County Clerk's Office

properties within that district to generate the respective tax bills. The work of calculating and publishing these tax rates is a massive effort and the Office has worked diligently with government partners to publish these rates in a timely fashion based upon tax levies submitted by the County's taxing districts and the valuation of properties within those districts.

The current technology to receive such levies online is invaluable. The Office's online district portal continues to provide efficiencies for the taxing districts, saving them time, money and effort by eliminating the need to travel to the Office to file their taxing documents. Districts receive immediate confirmation that documents were submitted in a timely manner.

In December 2021, 75% of levy documents were filed via the online portal from more than 1,400 taxing agencies. During FY2021, a total 2,426 documents were filed via the online portal. Approximately 78 % of the total for levies, budgets and financial reports, which is up from 58% filed electronically in FY2020. This creates an efficiency that saves the Office time and effort from scanning to filing. Not having to manually handle paperwork makes the process easy and accessible.

The Office completed several outreaches during FY2021 to school district managers, stressing the usage of the system, and in return saw a 35% increase in usage.

Usage of the portal increased approximately 35% in FY2021 compared to FY2020. Enhancements and adaptations to the portal are currently being planned to enable more remote filing and better workflow for staff. Email has been utilized to continue to accept taxing district filings during office closures.

Highlights of FY2021 - Recording Division Goals and Objectives

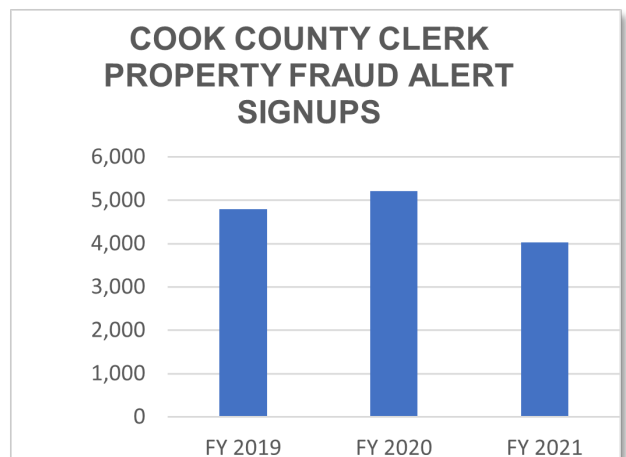
On December 1, 2020, the Office absorbed the duties and functions of the Cook County Recorder of Deeds Office. The Cook County Recorder of Deeds Office was responsible for accurately recording, storing and maintaining land records and other official documents in perpetuity for public and private use. These functions facilitate home ownership and mortgage lending.

Recordings are contingent upon the overall real estate market. Between FY2019 to FY2021, total recordings increased 47%. E-Recordings are steadily increasing. Standard customers, such as title companies, have been utilizing the e-Recording method, eliminating the need to physically visit the office. E-Recordings represent 80% of our overall recordings in FY2021.

The Office has now assumed the property fraud unit which assists individuals that are victims of fraudulent recordings. In addition, the Office maintains the Veterans Service Office, which assists military veterans and their families with the recordation and retrieval of their military discharge papers.

Property fraud alert signups continued even during the pandemic. The Office's focus on advocacy to keep taxpayers aware of any recordings against their PIN is a priority as property fraud has no boundaries.

In FY2019, the Recorder of Deeds Office implemented the flat fee. This fee has simplified the method to account for recordings by eliminating the need to count pages. In FY2021, there were

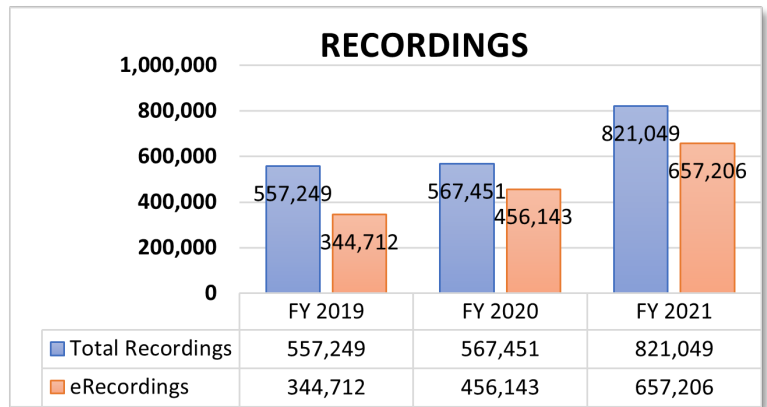


Cook County Clerk's Office

no interruptions to the workflow efficiencies by implementing this method with no impact to revenue.

The Recording Operations Division has been diligently reviewing all processes, procedures and overall workflows to determine how to become more efficient and accurate in services offered. The division is establishing specific internal processing times for e-Recordings to provide faster turnaround and increased productivity to reduce unwarranted rejects. The division is assessing the document purchase program to better streamline online customer experience and reduce any revenue slippage and potential refund payouts. The division is undertaking a partnership with the Bureau of Administration to assist with warehouse retrieval needs to improve turnaround time from five-to-seven days to three-to-five days.

In alignment with our mission for accuracy and advocacy, the division is implementing a mobile queuing system that will allow customers to interact with the Office in a virtual fashion by scheduling their service time.



Recording operations, in conjunction with vital records, are implementing a mobile queuing system that will allow customers to interact with the Offices in a virtual fashion. This will reduce on-site wait times and improve the overall customer experience. The Office hopes to have this fully deployed by the second quarter FY2022.

Highlights of FY2021 - Technology Enhancements Goals and Objectives

Information security is steadily improving. Cybersecurity systems have been upgraded to stay ahead of the ever-evolving cybersecurity threat environment, with specific focus on improving the resiliency of software code and backup systems. The Office's goal in assuming the duties of the Recorder of Deeds Office was to adequately assess the technical needs and make enhancements without disrupting services.

Overall, the Office was successful in adding new server hardware, implementing infrastructure platforms, adding a new office-wide back up system and deploying a new elections results system to display election results on the Office's website. These enhancements align with the Office's mission for accuracy, efficiency and cybersecurity. For FY2022, the Office is pursuing the upgrade of the accounting general ledger systems, which will align the divisions with collection responsibilities under one platform. The Office plans to replace equipment such as desktops, laptops and servers in addition to expanding server warranties to ensure no breaks in service.

FY2022 Office Objective

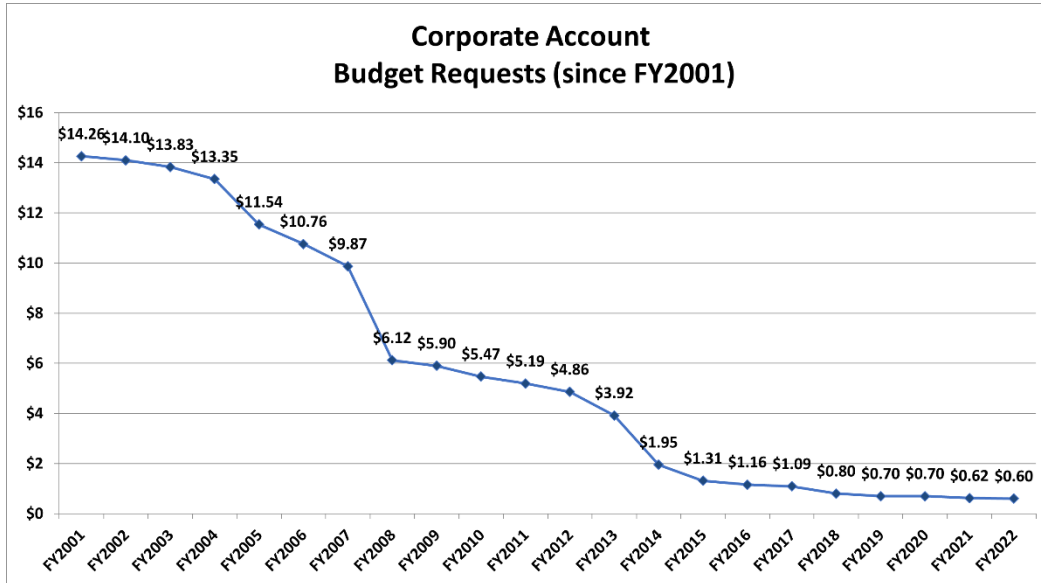
The Office's goal is to continue creating, improving and enhancing our operational efficiencies by reducing processing risk, revenue slippage and increased maintenance cost due to outdated legacy systems. In addition, the Office is planning to expand community outreach in FY2022. The Office understands the need to ensure both internal and external communities have the information needed to maximize the services offered by the Office. The Office will be presenting lunch and learn sessions on a variety of topics, as well as property fraud and property after death informational sessions.

Cook County Treasurer's Office

The Cook County Treasurer's Office (CCTO) oversees the second-largest property tax collection and distribution system in the United States. Cook County Treasurer Maria Pappas is responsible for collecting, safeguarding,

investing and distributing property tax funds. This includes printing and mailing bills based on the data provided by other county and state agencies on assessments, exemptions and tax rates. The CCTO collects \$16 billion each year in taxes from the owners of more than 1.8 million parcels of property and distributes the tax funds to approximately 2,200 local government agencies that have the jurisdiction to collect taxes. The agencies include school districts, villages,

cities, townships, parks and forest preserve systems, libraries, public health and safety agencies, election authorities, economic-development agencies and bonds to pay for public-works projects.



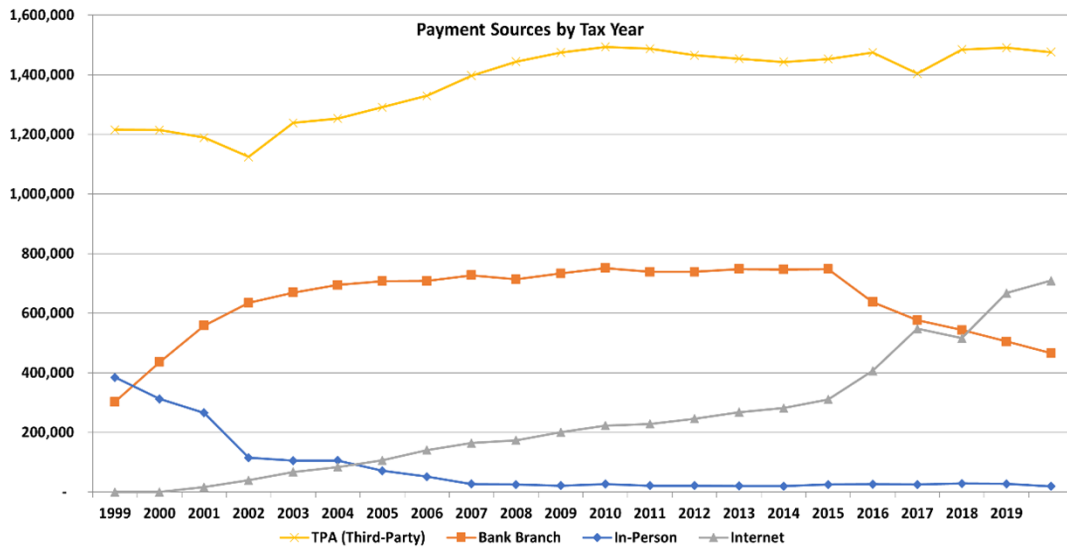
FY2021 Accomplishments

The CCTO has made community outreach a major focus over the past several years and will continue to do so in the future. In recent years, the Office has focused on improving its webpage to provide taxpayers with an easy way to submit payments online, check payment status, download electronic tax bills, search for refunds, check property tax exemptions, contact the Office and more. Through October FY2021, the website was visited nearly 10.6 million times. The website is also mobile accessible and since December of 2017, the website has almost 4.3 million visits from mobile users.



The Office had 250 employees in FY1998 but through automation efforts over the last 20 years, now operates with less than 60 filled positions. This reduction would equate to a savings of \$42.8 million in FY2022 alone if the Office still maintained 250 employees. The Office is able to fund 94% of its budget with commercial user fees, only utilizing **taxpayer dollars for 6% of spending**. The decreasing amount of taxpayer dollars requested by the Office annually since FY2001 is shown left. **The goal of the Office is to be entirely self-funded** and independent of any taxpayer-funded sources.

Cook County Treasurer's Office



CCTO Initiatives

Black Houses Matter: This year, the CCTO started Black Houses Matter, an intensive effort to prevent properties with delinquent taxes in predominantly African American areas from being sold at the tax sale.

Automatic Refunds: Since November of 2018, the CCTO automatically issued refunds to bank or credit card accounts for nearly 121,000 taxpayers, totaling \$82 million, eliminating the need for taxpayers to fill out a paper refund application. Through the Stop Taxpayer Over Payment System (STOPS), \$533 million in duplicate payments have been stopped and returned by the Office since FY2010.

Deferral of Penalties: The CCTO worked with the Cook County Board of Commissioners to pass an ordinance deferring tax year 2020 first installment late fees from March 2 to May 3. The two-month delay of late fees gave tens of thousands of homeowners and businesspeople breathing room during a time when a world-wide pandemic had devastating effects on the local economy.

Release of The Debt Study: The new debt study provides a way to gauge the debt burden across Cook County, by property instead of by person. Now, every property owner can find out how much of the debt burden falls on their property. By visiting cookcountytreasurer.com, property owners can compare:

- Local government debt for each property relative to the property's value.
- Total local government debt in each city and village to total property value in each city and village.

Increased Payment Channels: In 1998, there were two ways to pay property taxes including by mail to the Office or in-person at one of six locations belonging to the Office. Today, there are nine methods including mailing to a lockbox, in-person at Chase, at community banks, the Office, through Automated Clearing House (ACH) or wire payments by third party agents, and online through credit card or subsequent taxes by tax buyers. Over the last several years, even bank branch in-person payments have declined substantially as taxpayers utilize online and third-party options to streamline their experience.

Cook County Treasurer's Office

Looking Ahead

Over the next few years, the Office will introduce additional enhancements and efficiencies for commercial payers who utilize the Office's customized bulk payment channels. The initiatives are aimed at providing commercial payers, specifically mortgage companies, title companies and banks, access to electronic data and statistics to better serve their individual taxpaying customers and thereby reduce errors and duplicate payments.

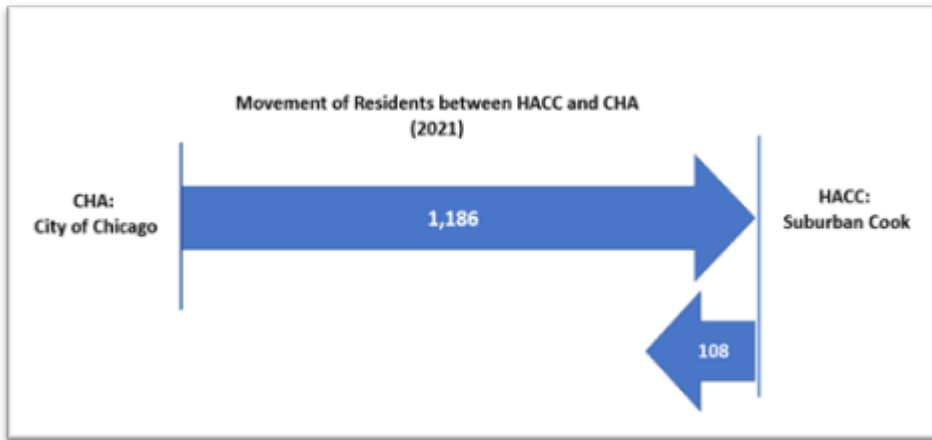
In addition, the Office supports President Preckwinkle's initiative to replace the Management information system (MIS) Mainframe with an Integrated Property Tax System (IPTS) to be used by all the property tax offices. This IPTS would eliminate the antiquated MIS Mainframe and its limited functionality, combine all data for each parcel into one unified system and be updated real-time instead of in nightly batches.

The CCTO also supports legislative efforts. In FY2021, with the help of the Cook County Board of Commissioners, the Office aims to modify the Taxing District Debt Disclosure Ordinance (DDO) requiring 444 Tax Increment Financing (TIF) Districts spread across 96 municipalities to submit detailed information regarding how TIF dollars have been spent historically and to whom. Although TIF Districts account for \$1.3 billion of in property tax revenue last year, accounting for 8.4% of the entire \$15.6 billion billed, crucial information about how the money is spent is unavailable to taxpayers. This modification to DDO changes that and will bring increased transparency to taxpayers on how their property tax dollars are spent.



Housing Authority of Cook County

For nearly 75 years, the Housing Authority of Cook County (HACC) has been fulfilling its dual mission to provide affordable housing and economic opportunity to low-income residents across suburban Cook County, managing 19 affordable housing sites, providing rental assistance to thousands of families in all areas of the County and launching supportive service programs for Cook County residents. In FY2021, HACC continued to explore innovative strategies to increase the supply of affordable housing in suburban Cook County and to connect residents with economic, educational and social opportunity.



As in recent years, the suburbanization of poverty, a national trend describing the displacement of low-income households from urban neighborhoods to suburban ones due in large part to high housing costs, was a major influence on HACC’s operations and organizational planning strategy. Since FY2000, the poverty rate in suburban Cook County has roughly doubled, and half of Cook County’s residents who live under the poverty

line are now located in the suburbs. The influx of low-income families into suburban areas has made providing much-needed social services to Cook County residents more difficult because suburban areas have historically been designed for higher-income residents and thus lack the necessary physical and social infrastructure.

As the need for affordable housing and social services expands at an unprecedented rate, HACC remains committed to its mission to provide safe and decent housing to Cook County’s most vulnerable citizens. In FY2022, HACC provided over \$150 million in housing assistance to more than 16,000 low-income households. On top of regular operations, HACC also administered Cook County’s Emergency Rental Assistance Program, distributing over \$100 million in aid to families affected by the pandemic during the year.

While HACC administers several types of assistance programs, most residents participate in the Housing Choice Voucher (HCV) program, previously known as Section 8. HCV families receive a subsidy to support rent payments for a unit on the private housing market. This year, HACC assisted over 13,000 families using vouchers. In addition to expanding the pool of potential HCV recipients, HACC has continued to expand the supply of affordable housing in the County, continuing preparations for veterans housing in Chicago Heights and housing families in new affordable housing developments in Wilmette, Palatine and Mount Prospect with project-based vouchers.

As part of its dedication to housing the County’s most vulnerable residents, HACC serves many special populations as part of the HCV program. In FY2021, over 400 veterans and their families found stable housing through HACC’s Veterans Affairs Supportive Housing (VASH) program. Veterans in this program, who are at increased risk of homelessness and require supportive services to live independently, receive two forms of support including a voucher for use on the private market or in special properties at the VA Hospital and supportive services such as case management and substance abuse counseling. More than 1,100 other individuals received housing and supportive services as part of the Colbert Consent Decree program, which provides the means for individuals living in nursing facilities to make the transition into living in a community setting. HACC operates similar programs for young people exiting the foster care system, families at risk of the Department of Children and Family Services involvement and

Housing Authority of Cook County

individuals reentering their communities from incarceration. Project-based vouchers around the County serve other vulnerable populations, from survivors of domestic violence to families exiting homelessness.

While taking steps to address the COVID-19 crisis, including hosting on-site vaccination clinics at all affordable housing properties, HACC has also expanded its range of initiatives to increase economic opportunity. HACC's Community Choice Program helped 32 families move to high-opportunity communities with high-performing schools and job opportunities, and the Family Self-Sufficiency program saw 17 families reach their financial and educational goals, an increase from FY2020. Most importantly, HACC has continued to engage its youngest residents. School-age children enjoyed on-site summer camps at multi-family properties, subsidized slots at park district camps, back-to-school parties with school supply giveaways and the launch of a brand-new after-school enrichment program at the Richard Flowers Homes in Robbins. Teens and young adults participated in the biggest Forest Preserves Experience cohort since the program's launch five years ago, with 118 participants completing a five-week paid internship learning about environmental issues and performing conservation work in the beautiful Forest Preserves of Cook County. In addition, college students benefited from HACC's new Opportunity Fund, which provides community college students up to \$500 in assistance per semester for expenses such as transportation and childcare.

Looking ahead to FY2022, HACC will work closely with the County to implement ARPA initiatives designed to increase environmental, economic and health justice for all. Increasing the supply of affordable housing is another top priority, with new affordable and project-based developments breaking ground across the County.

HACC remains committed to its mission and vision where all Cook County residents have access to housing stability and support. When affordable housing and supportive services come together, communities have the opportunity to flourish, and all of Cook County benefits.

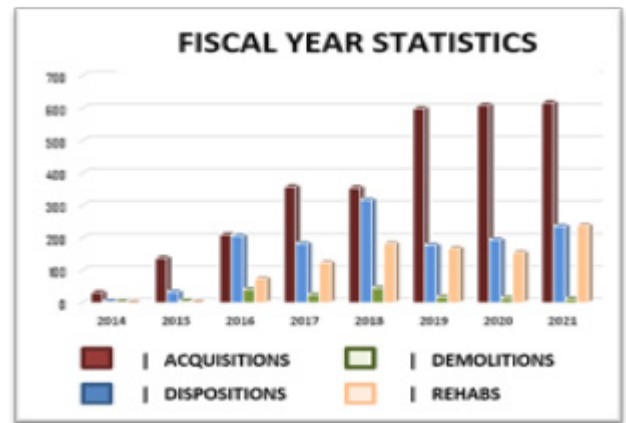
Cook County Land Bank Authority

The Cook County Land Bank Authority (CCLBA) works to reduce and return vacant land and abandoned buildings into reliable and sustainable community assets. CCLBA was formed by a Cook County ordinance in FY2013 to address the large inventory of vacant residential, industrial and commercial property within the area. CCLBA's mission is to acquire, hold and transfer interest in real estate property throughout Cook County to promote redevelopment and reuse of vacant, abandoned, foreclosed or tax-delinquent properties while supporting targeted efforts to stabilize neighborhoods and stimulate residential, commercial and industrial development.

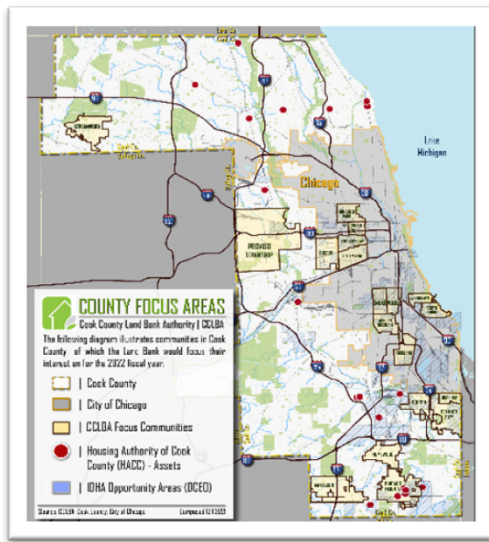
FY2021 Achievements

CCLBA acquired 617 properties in fiscal year 2021, which represents 21% of all acquisitions since its inception. In addition, 236 properties were sold to private buyers in FY2021, which closely aligns with CCLBA's goals for this year. In the same time period, 239 rehabs were successfully completed, representing 25% of all finished rehabs. CCLBA completed 11 demolitions this year, which were primarily from grant-funded programs such as the Abandoned Properties Program (APP) and flood buyout programs administered by Cook County's Bureau of Economic Development.

The CCLBA has acquired 2,918 properties since its inception 8 years ago, and of these, roughly 46% or 1,337 have been



sold. Approximately 958 have been successfully rehabbed and 892 are now reoccupied and back to a productive and sustainable use. In documenting the final end-use for these reoccupied properties, the Cook County Land Bank is seeing that 87% of all reoccupied properties have been sold/acquired for homeownership. This last statistic is tremendously exciting as CCLBA continues to surpass its 75% homeownership goal on an annual basis, even in communities where CCLBA was told homeownership was not a viable real estate strategy.



The community wealth number, which represents actual dollars that are brought into the areas where these properties are rehabbed, has continued to climb to \$123.58 million. Combining that with the \$14.5 million that has been redeemed through the Tax Certificate Program and the nearly \$35.8 million in delinquent taxes that have been reset, the CCLBA has made over \$174 million dollars in impact throughout Cook County since its first acquired property in FY2014.

FY2022 Goals

For FY2022, the Cook County Land Bank is looking to bolster and leverage its partnerships with focus municipalities and organizations that have demonstrable experience in fostering economic development through the County. CCLBA will continue to focus on specific projects and community areas where existing partners are already working. The CCLBA would like to increase community engagement and public information efforts around current operations and its positive impact to the communities that are currently being served.

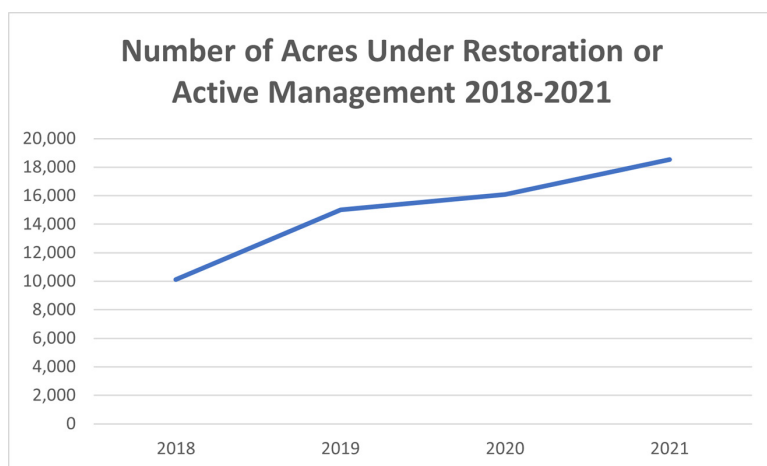
Forest Preserves of Cook County

The Forest Preserves of Cook County is one of the oldest and largest urban conservation districts in the nation. The Forest Preserves manages, conserves and protects nearly 70,000 acres of public land and provides Cook County's five million residents with opportunities to enjoy nature while also being a home to thousands of species of plants and animals. Established more than 100 years ago, the Forest Preserves has a mission to safeguard the land in its care and make sure that everyone feels welcome. The Forest Preserves is guided by the Next Century Conservation Plan and three primary goal areas include nature, people and leadership.

During FY2021, the COVID-19 pandemic continued to impact operations, but the Forest Preserves was able to adapt and respond to these challenges. Since the beginning of the COVID-19 pandemic, the Forest Preserves stayed open as a resource to Cook County residents to get outdoors and into nature. In these difficult times, the Forest Preserves has become an even more popular destination. In FY2020, the number of visits climbed sharply from an estimated 62 million in a typical year to an estimated 100 million. And while the numbers have lowered with the end of stay-at-home public health requirements, the Forest Preserves continues to see more visits than in pre-pandemic seasons. Despite this increase and facing the challenges of changing public health guidelines, staffing shortfalls and budget constraints, the Forest Preserves has continued to pursue its goals and priorities and realize its mission.

Nature:

The Forest Preserves worked hard in FY2021 to make up for the time lost in habitat restoration work due to the FY2020 shut down and cancellation of the Spring 2020 prescribed burn season. In FY2021, there was 18,545 acres of land in the Forest Preserves' care under restoration or active management compared to 16,099 acres in FY2020, a 15% increase with the prescribed burn program for Spring and Fall 2021 treating approximately 6,613.67 acres. Restoration work by the Conservation Corps was still impacted in FY2021 due to the pandemic but the program was able to operate with COVID-19 safety measures in place, albeit on a much smaller scale than in previous years. The smaller program size was a result of scheduled minimum wage increases and initial limited grant funding. The program also struggled with low recruitment for both youth and adult programs. Overall, the Conservation Corps provided 51,642 intern service hours in FY2021. The volunteer stewardship program was able to rebound from FY2020's limitations, with 1,458 workdays led by volunteer stewards and 43,030 stewardship hours towards restoring native habitats and maintaining trails, a 42% and 102% increase over FY2020 respectively.

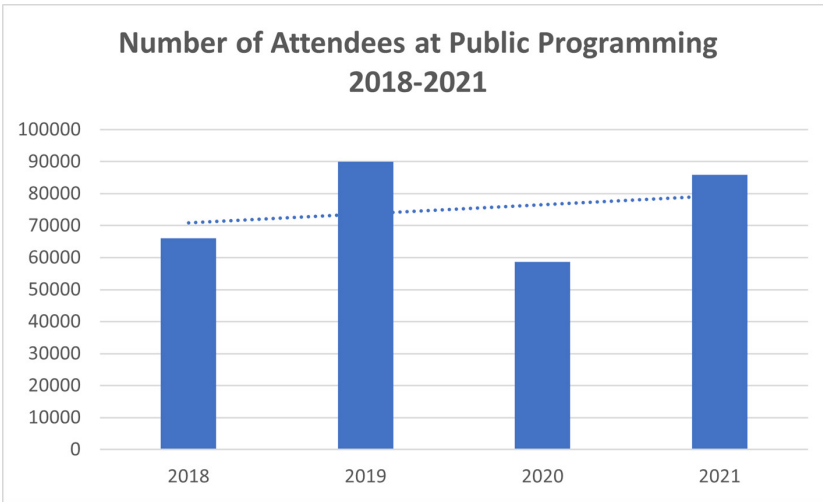


One of the Forest Preserves' main goals for sustainability and climate resiliency is to be carbon neutral by FY2050. The recently adopted Clean Energy Plan documents existing conditions at the Forest Preserves through a needs assessment and review of current initiatives and prioritizes renewable energy options. The Forest Preserves greenhouse gas emissions for FY2020 decreased by 4.8% compared to the FY2016 baseline.

People:

The Forest Preserves has continued to adapt its operations and programming to adhere to public health guidelines and remain open and welcome to visitors, allowing for people to experience the benefits nature has on human

Forest Preserves of Cook County



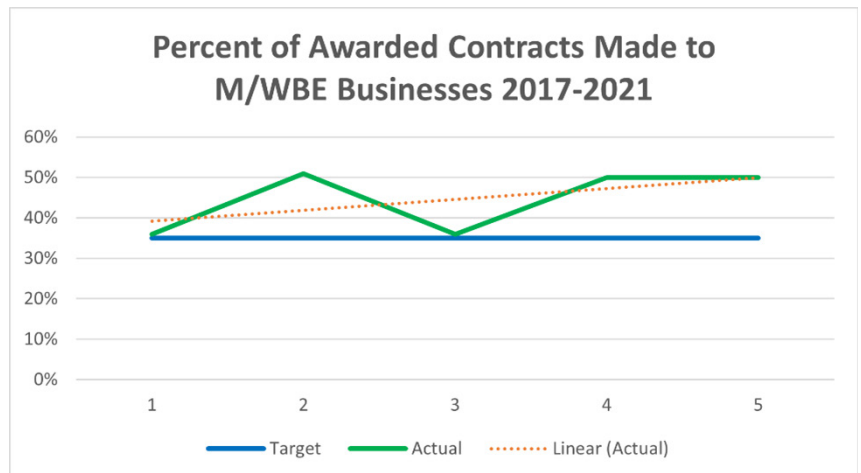
health and well-being. In FY2021, the Forest Preserves was able to serve 85,825 people through public programming compared to 58,677 in FY2020, a 46% increase. In addition, there was a total of 382,708 visitors to the Forest Preserves' six nature centers, a 50% increase over FY2020 and only a 9% difference compared to before the pandemic in FY2019. The Forest Preserves' five campgrounds have also rebounded with 60,556 campers in FY2021, compared to 27,886 campers in FY2020, a 117% increase and only a 22% difference compared to 2019 numbers. The Forest Preserves actively seeks new partnership opportunities and continues to expand its

outreach efforts to connect more people to nature. In FY2021, even with restrictions, the Forest Preserves were able to introduce 202 new community groups, a 200% increase over FY2020 and worked with 178 returning community groups, a 67% increase over FY2020.

The Forest Preserves public outreach includes its marketing and communications efforts. While there was still significant focus on disseminating public health information on how to enjoy the Forest Preserves responsibly and safely, the Forest Preserves actively engaged with the public, promoting public interest stories and highlighting the importance of spending time in nature. As in FY2020, there was still a marked increase in visits to the website, totaling 1,721,272 users. While not exceeding FY2020's notable tally of 1,867,982, there was a sizable increase of 33% over FY2019. Additionally, there were 2,251,408 impressions on social media, which includes a combined total for Facebook, Twitter and Instagram.

Leadership:

Under the leadership of President Toni Preckwinkle and General Superintendent Arnold Randall, the Forest Preserves is committed to active and effective stewardship and transparent leadership. This commitment extends to promoting an infrastructure and culture that is based on equity and inclusion. The Forest Preserves formed and empowered a Racial, Equity, Diversity and Inclusion Committee to address issues internally including human resources, training, community engagement and law enforcement. The Forest Preserves has also been implementing actions outlined in the Conservation and Policy Council's position paper, "[Moving Towards Racial Equity](#)," which includes specific recommendations that apply a racial equity lens to future programs, policies and operations at the Forest Preserves. A second position paper focused on amplifying diversity and inclusion has been drafted and will be finalized in



Forest Preserves of Cook County

FY2022. A further example of this work includes the establishment of a minority and women-owned business (M/WBE) ordinance and contract compliance program. In FY2021, 50% of awarded contracts achieved M/WBE business participation, a 4% increase over FY2020 and 42% of contract payments were made to M/WBE businesses.

FY2022 Goals:

In FY2022, the many challenges from the last two years of the COVID-19 pandemic have continued, but the Forest Preserves has done its best to ensure the important natural areas in its care were accessible to the residents of Cook County. The Forest Preserves will continue to work to restore and protect public lands, provide opportunities for and increase access to all people to explore and benefit from nature, expand collaborations and strengthen relationships with new and existing partners, work toward racial equity, diversity and inclusion internally and externally, work to improve sustainability and climate resiliency, guaranteeing efficient and transparent operations and processes and work toward safeguarding strong conservation leadership now and in the future.

Office of the Independent Inspector General

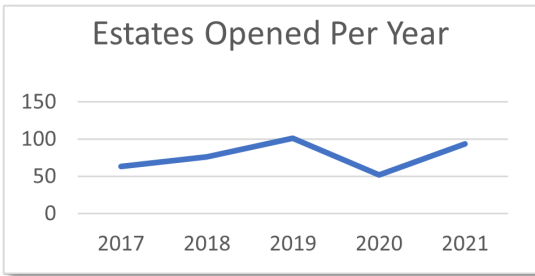
The Office of the Independent Inspector General (OIIG) was created by ordinance in FY2007 to detect and deter corruption, fraud, waste, mismanagement, unlawful political discrimination and misconduct in the operation of Cook County Government.

Last year, the OIIG quickly adapted its operating procedures to address limitations imposed by the emerging pandemic. The OIIG implemented protocols for the conduct of witness interviews online, adopted protocols for remote supervisor oversight of OIIG activities, electronic management of case files and case activity through the OIIG case management system as well as increased use of Microsoft Teams in daily operations. In FY2021, the OIIG adopted enhancements to its technology-based case management processes, such as implementing Adobe professional and acquiring laptops with VPN service and developed plans to further eliminate reliance on paper in OIIG investigations. These developments have served to streamline OIIG operations and increase efficiencies. In FY2021, the OIIG also successfully onboarded five new OIIG investigators.

In FY2021, the OIIG processed a total of 770 complaints from government employees, those who do business with Cook County and residents of the County, which resulted in the issuance of a total of 53 summary investigative reports. In FY2020, the OIIG received 795 complaints and issued 54 summary investigative reports. In FY2019, the OIIG received 700 complaints and released a total of 43 summary reports. The summary investigative reports are the culmination of the individual complaint investigations, which typically include witness and subject interviews and document and records analysis. At the conclusion of the investigative process, findings are made which either sustain or do not sustain the complaint allegations. A summary investigative report is issued based on the complaint allegations' impact to Cook County Government. Investigations that identify deficiencies in policy or procedures or systemic deficiencies may also result in recommendations that address such shortcomings and promote efficiency and effectiveness in government. Once an investigation is completed and a summary investigative report is issued to the involved agency or department, that agency or department has 45 days to provide a response to the Inspector General's recommendations. If the agency or department chooses not to follow the OIIG's recommendations, the agency or department head must provide a detailed explanation supporting that decision. The respective governmental agency's failure to follow a recommendation will be noted in the OIIG's quarterly report. Since FY2017, approximately 82% of the OIIG's recommendations have been adopted.

The numbers of complaints and case openings increased substantially in FY2018 and has remained consistently high since that time. We anticipate that the number of complaints will continue at the same rate in FY2022. In addition to the Offices Under the President and independently elected Cook County officials, the OIIG has continued its oversight responsibilities of the operations of Cook County Health, the Forest Preserves of Cook County and the Metropolitan Water Reclamation District of Greater Chicago.

Office of the Public Administrator

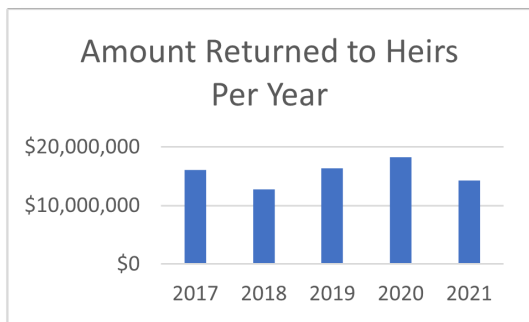
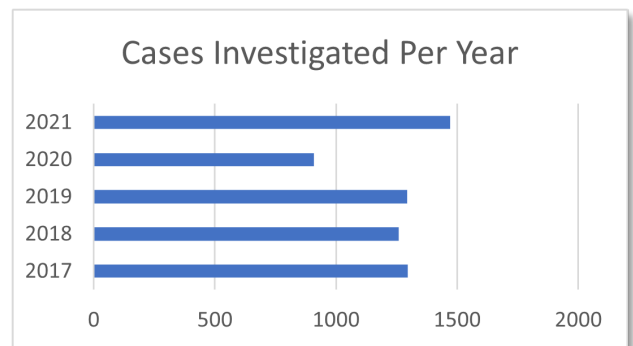


The Office of the Public Administrator for Cook County (OPA) oversees the administration of estates for deceased Cook County residents who have no available family to administer their estate, did not leave a will, or named an executor incapable, unavailable or disqualified to serve. The duties of the OPA include securing decedents' residences and personal property, settling final bills or claims of the decedent and finding and protecting any additional assets the decedent may have owned. These duties are set forth in the Probate Act at 755 ILCS 5/13-4. Once appointed to act as an administrator, the OPA administers

estates under the supervision of the Probate Division of the circuit court of Cook County.

OUTCOMES

The OPA works closely with other Cook County and state agencies to ensure decedents' estates are not subject to waste or loss. That effort begins with our investigators, who investigate on average 1,245 cases each year to safeguard decedents' property and inquire as to a decedent's next of kin. In FY2021, the OPA opened new estates for 94 individuals and continued the probate of nearly 400 others, which involves determining a decedent's heirship, filing with the Probate Court to act as an estate's administrator, and collecting decedent's assets for liquidation and distribution to heirs where possible.



Like other County departments, the COVID-19 pandemic continued to impact the OPA's operations in FY2021. The OPA has adapted its procedures to continue to provide timely, efficient service to the County while maintaining safe conditions for staff and the public. Working with the Bureau of Technology, the OPA was able to secure CARES Grant funding for laptops, allowing staff to work remotely to continue providing OPA services to the public.

Despite these challenges, the OPA exceeded its FY2021 budget target and returned over \$14 million to heirs and beneficiaries via the OPA's estate administration. The OPA has returned over \$110 million to heirs from FY2016 to FY2021.

FY2022 INITIATIVES AND GOALS

The Office is consistently revising policies to be as efficient and environmentally friendly as possible. The OPA has introduced updated case management and accounting software that will reduce printing and paper waste as well as postage costs, alleviating the environmental impact associated.

The OPA saw a significant uptick in investigations in FY2021. To maintain the level of service in this area, an in-house investigator has pivoted to in-field investigations.

The OPA will continue its initiative to determine whether unclaimed property remains with the Illinois State Treasurer for estates administered by the Office over the last 20 years. At the close of FY2021, the Office recovered \$2,028,840 in unclaimed property for OPA estates. In FY2022, the Office has identified an additional \$4,262,563 and is in the process of probating those assets in order to return funds to heirs and beneficiaries where possible.

Organizational Chart



2022 Cook County Organizational Chart

