



Cook County Annual **Performance Report**

for Fiscal Year 2022



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

Toni Preckwinkle
Cook County Board President

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Commissioner, 1st District

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Commissioner, 2nd District

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Commissioner, 3rd District

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Commissioner, 17th District

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Letter from the President

To the Residents of Cook County:

Cook County government plays a pivotal role in serving and supporting the needs of the 5.1 million residents of Cook County. We provide healthcare to all regardless of the ability to pay, build and maintain critical infrastructure, administer property taxes, advance community and economic development and oversee the criminal justice system. We also care for 70,000 acres of open lands through the Forest Preserves of Cook County and provide affordable housing through the Housing Authority of Cook County and the Cook County 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.



This 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 for 2023 that we look forward to reporting in our next Annual 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.

While 2022 was the third year of the COVID-19 pandemic, we experienced the first signs of reprieve. Businesses opened again, vaccinations and treatments decreased the severity of COVID infections, mask mandates were lifted and we began the journey of recovery together. The work to get us past the incredibly challenging last few years is highlighted in this Annual Performance Report. It also showcases the innovative solutions that guide us toward a more sustainable, equitable road to recovery with additional support from the American Rescue Plan Act (ARPA).

Across every bureau and agency, the dedicated public servants of Cook County administered relief programs, provided direct aid and ensured our residents, businesses and economy could survive the COVID-19 pandemic. Many of our 2023 goals reflect the continued work in these areas, and the ongoing commitment to equity, engagement and excellence in all that we do.

Sincerely,

A handwritten signature in blue ink that reads 'Toni Preckwinkle'. The signature is fluid and cursive.

Toni Preckwinkle
President Cook County Board of Commissioners

Introduction

Performance Management: The Purpose of this Report

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

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

The purpose of this report is to share with the public and the Cook County Board of Commissioners some of the operational achievements of all Cook County offices and sister agencies throughout FY2022 and preview upcoming initiatives for FY2023. This report 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

Cook County continued its post-pandemic recovery efforts in FY2022, in large part thanks to the \$1 billion in funding received through ARPA. The County underwent a comprehensive planning process to determine how to best allocate the funds to optimize impact. Following this rigorous planning process, FY2022 saw the launch of a range of ambitious new programs and initiatives which will be closely tracked with publicly available metrics. These include the Promise Guaranteed Income Pilot, the largest pilot in the country, and the Medical Debt Relief Initiative, the first of its kind led by a local government.

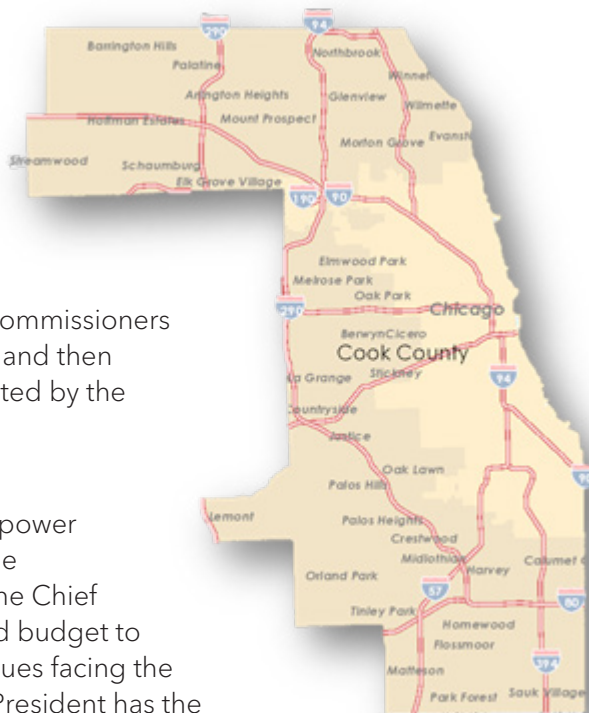
Cook County Government

Cook County Overview

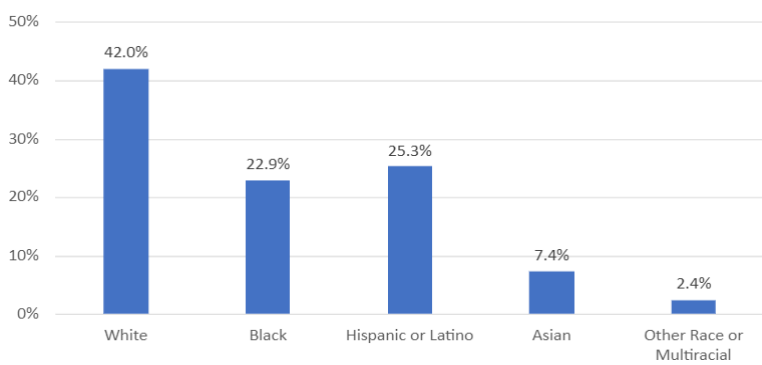
COUNTY GOVERNMENT

Cook County is governed by the County Board President, seventeen Board Commissioners each representing a district and ten additional Cook County Government offices. Seven of these offices are under the control of an independently elected official: the Assessor, the three Board of Review Commissioners, the Clerk of the Circuit Court, the County Clerk, the Sheriff, the 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.



Cook County Population by Race



Source: US Census Bureau - American Community Survey (ACS) 2020 Estimate

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 5.1 million residents, comprising 59%

of Illinois' total population. Cook County encompasses the 2.7 million residents of the City of Chicago, the third largest city in the United States. Cook County is racially and ethnically diverse, with growing Latine and Asian American populations. In the 2020 Census, African Americans made up 22.5% of the Cook County population, Asian Americans 7.7% and non-Hispanic white individuals 40.4%. 26.2% of residents identify as Hispanic or Latine of any race. The remainder of the population self-identify as American Indian, Alaska Native, Native Hawaiian, Pacific Islander (other race) or multiracial. Cook County became more racially diverse from 2010 to 2020, with notable increases in the Latine (11% increase) and Asian American (28% increase) population. Although Cook County is

Cook County Government

densely populated, the Cook County Forest Preserve District protects over 70,000 acres of natural land or 11% of Cook County.

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

Functions of Cook County

HEALTHCARE

Cook County provides public healthcare access and services to its residents, regardless of an individual's ability to pay or 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.



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

Offices Under the President

Toni Preckwinkle is the 35th President of the Cook County Board of Commissioners, an office she has held since 2010. President Preckwinkle oversees 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 delivered 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 FY2022, Cook County enhanced outreach into the community, furthering the County's Healthy Communities goals by funding organizations closest to the people the County seeks to serve.

Building Healthy Communities (BHC) COVID-19 Response, Recovery and Resiliency Grants

Cook County Department of Public Health (CCDPH) and Cook County Health (CCH) jointly awarded \$8.4 million in funding to 52 community-based organizations (39 in the suburbs through CCDPH, 13 in the City of Chicago through CCH) through the BHC COVID-19 Response, Recovery and Resiliency Grant Program. Grants were provided to support collaborative efforts to advance community solutions for racial and health equity, focusing on the communities most impacted by COVID-19. CCDPH will grant another \$14 million over four years to address pandemic-related increases in rates of depression, anxiety and other mental health conditions, prioritizing suburban communities at higher risk. The grant application period closed in early December with funding awards being announced in January.

Good Food Purchase Program (GFPP) Microgrant Program

In FY2022, there was a focus on healthy, locally sourced emergency meal distribution to suburban Cook County communities disproportionately impacted by COVID-19. The GFPP created a mechanism to fund organizations to grow this program.

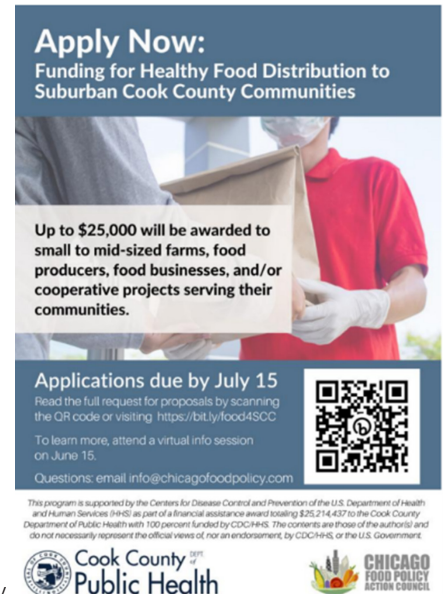
- Microgrants (up to \$25,000 per grant) were distributed to suburban Cook County small and mid-sized food businesses, food producers and food cooperatives through a request for proposal process.
- Local farms and food businesses/social enterprises that are owned/controlled and operated by Black, Indigenous, Latine and People of Color (BIPOC) were encouraged to apply for funding.
- Eligibility: Any Cook County-based business was eligible for this microgrant if their project proposed providing emergency food assistance to suburban Cook County populations in priority communities that have been most impacted by the COVID-19 pandemic.
- Grant Project Period: August 2022 to May 2023 (Proposed Extension to October 2023)

Offices Under the President

Overview of the Six Microgrant Awardees

Leveraging the CDC National Initiative to Address COVID-19 Health Disparities grant funding, Cook County Department of Public Health, in partnership with the Chicago Food Policy Action Council and the Cook County Good Food Task Force, awarded a total of \$125,000 to six local organizations to expand access to healthy, locally sourced emergency meals to food insecure communities in suburban Cook County. Each awarded organization has committed to distributing at least 2,000 healthy emergency meals to suburban Cook County communities impacted by COVID-19 during the project period. The following organizations have been awarded a microgrant for their emergency meal projects:

- Grace United Church of Christ/It Takes A Village Farm - \$25,000
- Food Hero L3C - \$25,000
- Health Policy Institute - \$25,000
- Centro de Trabajadores Unidos - \$25,000
- Street Vendors Association of Chicago - \$12,500
- Roots, Eggs, and Greens - \$12,500
- Funding: Award amounts were based on evaluated capacity/budget
- Organization Identification: Awardees identified themselves as food grower/ farmer, non-profit caterer, social enterprise, food service provider, worker or consumer cooperative or food pantry
- Targeted Communities: Four organizations located in suburban Cook County and two in the City of Chicago





Apply Now:
Funding for Healthy Food Distribution to Suburban Cook County Communities

Up to \$25,000 will be awarded to small to mid-sized farms, food producers, food businesses, and/or cooperative projects serving their communities.

Applications due by July 15
Read the full request for proposals by scanning the QR code or visiting <https://bit.ly/food4S0C>
To learn more, attend a virtual info session on June 15.
Questions: email info@chicagofoodpolicy.com

This program is supported by the Centers for Disease Control and Prevention of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award totaling \$25,214,437 to the Cook County Department of Public Health with 100 percent funded by CDC/HHS. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by CDC/HHS, or the U.S. Government.

 Cook County
Public Health

 CHICAGO
FOOD POLICY
ACTION COUNCIL

Provident Hospital - Ambulance Runs and ICU Improvements

The Emergency Department driveway was repaired, and space was added for the support of ambulance crews. The Intensive Care Unit (ICU) nurse station and the ICU patient rooms received needed upgrades, and new payment kiosks and drive-through pay stations were added in the parking garage for ease of access and payment.

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 FY2022 the Cook County Bureau of Economic Development (BED) began implementing programs, described in [ARPA at a Glance](#), to help businesses and residents thrive through the continuing impact of COVID and support an equitable recovery over the long term. The bureau launched 14 programs with combined ARPA and corporate

funding, representing an investment of \$224 million in this and coming years. BED also supported design and partnership building for upcoming FY2023 program launches. Highlights of the year include launching the [Cook County Promise Guaranteed Income Pilot](#) (the nation's largest) and the [Small Business Source](#). Further, the Emergency Rental Assistance Program distributed \$60.9 million to close to 8,800 residents and won an [Award of Excellence](#) from the National Association for County Community and Economic Development. Due to the program's success, it attracted an additional \$8 million in federal funds and \$15 million in state funds. These programs help businesses stay open, workers stay employed and families stay housed while meeting their basic needs.

Aligning with the County's equity goals, many of these programs focus assistance to residents and businesses or communities that have been historically left behind and were hardest hit by the pandemic. For example, the County's support of the Southland Development Authority gave them the ability to provide assistance to 367

2022 ARPA Program Highlights	
Small Business	5,012 businesses served with 1:1 business advising and/or events
	Businesses served are: <ul style="list-style-type: none"> • 95% microbusinesses (<5 emps) • 67% minority-owned • 57% woman-owned • 74% suburban Cook County
	~22,000 applications received for the small grant program
Sectors	104 projects approved to modernize and adapt local manufacturing businesses
Workforce	<ul style="list-style-type: none"> • 230 youth and adults served by Conservation Corps training programs
	<ul style="list-style-type: none"> • 164 youth completed a summer internship, 45 adults in a sector-based internship
Household & Social Services	Promise Pilot <ul style="list-style-type: none"> • > 70 outreach or application assistance events • > 5,000 residents provided with application assistance • ~233,000 applications received
	<ul style="list-style-type: none"> • Cook County Legal Aid for Housing & Debt • 26,406 legal consultations via the hotline • 10,550 referrals to legal aid partners • average 7,500 calls per month
Housing	<ul style="list-style-type: none"> • 1,808 residents received 209,000 shelter nights

Offices Under the President

businesses. The Cook County Promise Program (about 233,000 applications for 3,250 participant spots) conducted outreach and structured selection processes to ensure that their resources were distributed to prioritize traditionally under-resourced communities throughout the County.

Beyond ARPA, a 2-1-1 system is being built in partnership with United Way, the County and the City of Chicago. This comprehensive resource will help residents identify and access assistance programs. At the same time, BED also maintained and advanced its core portfolio of programs. These programs support residents through affordable housing with 389 new housing units, critical social services and local infrastructure investments of \$6.9 million awarded to support 32 capital improvement projects in suburban Cook County.

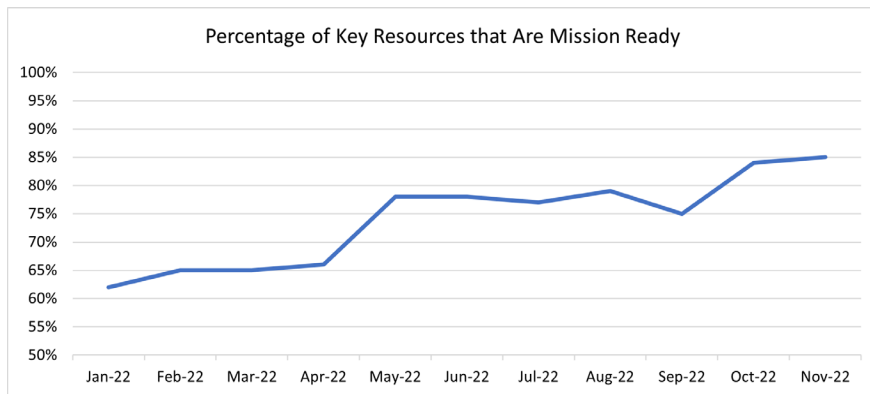
In FY2022, BED also continued to foster business retention and expansion through 56 tax incentives that leveraged over \$134.8 million in private investment, completing two projects utilizing the Cook County Commercial Property Assessed Clean Energy (C-PACE) program which facilitates investments in sustainability.

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 FY2022, the Justice Advisory Council (JAC) continued its oversight of the County’s investment in community-based services focused on violence prevention and reduction, recidivism and restorative justice. The JAC ended the year having administered an investment of over \$75 million in 3-year Gun Violence Prevention Grants through ARPA as well as approximately \$50 million in cumulative investment of County funds in violence prevention, recidivism reduction, restorative justice and other grant categories.



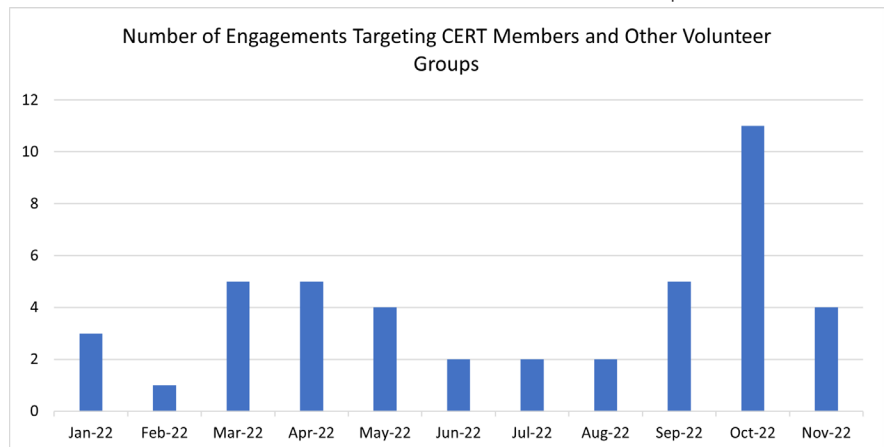
This increasingly robust service array in support of people and communities most impacted by crime, violence or contact with the justice system complements Cook County’s continued participation in the “Safety and Justice Challenge,” a reform initiative funded since 2015 by the MacArthur Foundation to reduce reliance on courts and jails and address their disparate impact on historically disinvested communities. This work has continued alongside efforts towards implementing the

Pre-Trial Fairness Act, a statutory change that will eliminate the use of monetary bond and put in place a robust new pre-trial release decision-making framework dedicated to making public safety and flight risk the chief determiners of pre-trial detention rather than access to money.

The JAC enters FY2023 committed to substantially expanding its service portfolio, particularly to address gun violence, domestic violence and victim services, by leveraging an unprecedented infusion of federal funding to aid communities most impacted during the global pandemic.

In FY2022, the Cook County Department of Emergency Management and Regional Security (EMRS) made significant progress in upgrading and maintaining emergency equipment to be utilized by suburban municipal partners. Moreover, EMRS fulfilled over 200 managed physical assets or direct investments. The department continues to provide physical assets and/or direct investments such as personal protective equipment, message boards, light towers and use of a unified command post. This investment allowed EMRS to fulfill 604 resource requests from partners. The most requested assets were light towers and message boards which were used at both emergency incidents as well as local special events.

EMRS works diligently to provide quality resources and information to Cook County residents. The EMRS Preparedness Section actively collaborates with several municipal Community Emergency Response Teams (CERT) to build robust volunteer engagement and retention.

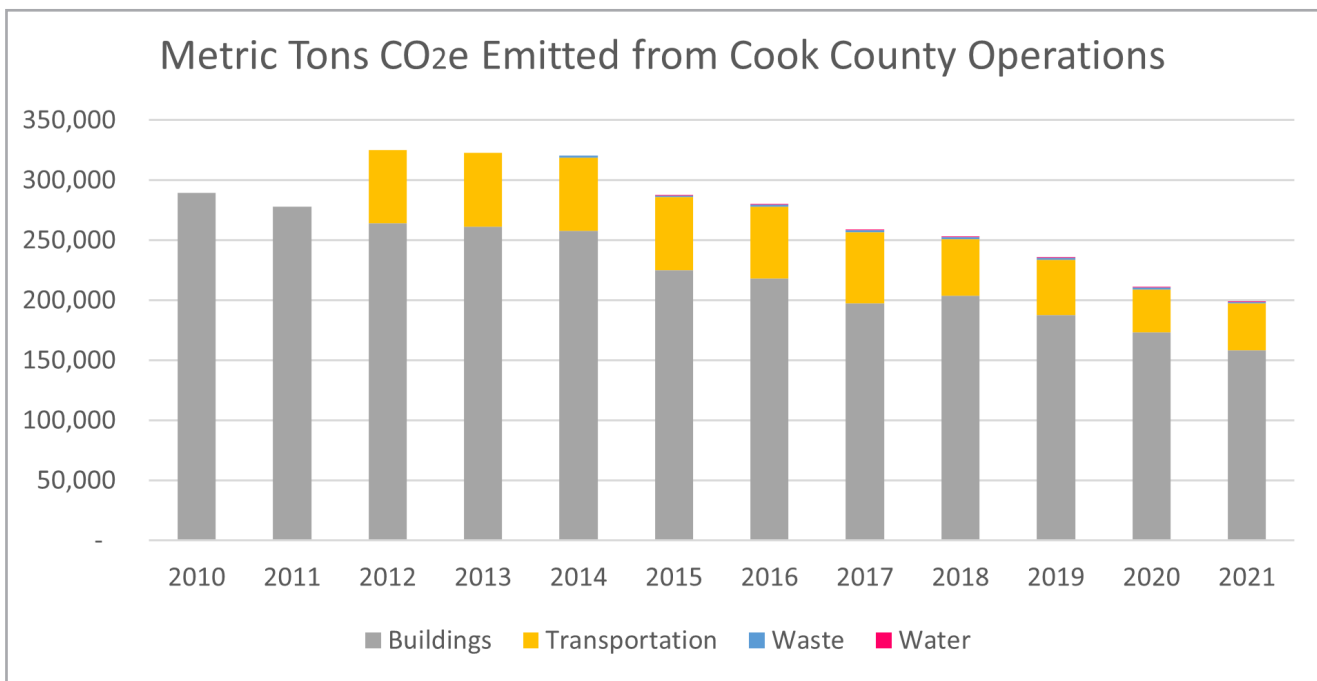


Offices Under the President

The CERT program was nationally adopted in 1993 and is now a valuable way of teaching residents to take care of themselves, their families, neighbors and their community during an emergency or disaster situation. Cook County supports the development of local CERTs. In FY2022, EMRS provided 11 CERTs with equipment resources, training and civic engagement opportunities that reached over 5,000 residents with outreach efforts.

Sustainable Communities (Environment & Sustainability)

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



Cook County has made significant strides toward the goals outlined in its Clean Energy Plan which includes a 45% reduction in carbon emissions, 100% renewable electricity usage by 2030 and carbon neutrality for County-owned facilities by 2050. As of FY2021, Cook County had already met the first goal by reducing carbon emissions from its buildings by 45%. A portion of this achievement is a result of the committed effort of the Bureau of Asset Management and Department of Facilities Management introducing programs such as "STIC With It" that encourages County building engineers to SEE where energy is used, use TOOLS to IMPLEMENT changes and CREATE a lasting plan. Behavior and operational changes in facilities, coupled with upgraded energy efficient equipment have resulted in decreased energy usage and emissions. In FY2022, the County was recognized by Peoples Gas for achieving significant reductions in natural gas usage, saving the equivalent amount of energy used in 600 homes for a year. The County is in the process of finalizing an agreement for an off-site, renewable energy Power Purchase Agreement (PPA) which will help bolster the green economy, improve air quality and add renewable energy to the electric grid.

Cook County's plan for use of ARPA funds (over \$1 billion), to promote the response to the pandemic and economic recovery, is grounded in its core values of equity, engagement and excellence. Over \$130 million of these funds has been allocated to sustainability investments including south suburban household hazardous waste and municipal

Offices Under the President

recycling services, lead pipe replacements, stormwater management, climate resiliency and green infrastructure for municipalities, equitable EV charging infrastructure and brownfield restoration. This plan also includes funding to support the implementation of the Forest Preserve of Cook County's southeast land acquisition initiative, expanding forest preserve systems and creating greater accessibility for an increasing number of residents. Additional projects include restoring natural areas around Tinley and Thorn Creeks and further supporting Conservation Career Corps experiences.

Cook County also:

- Facilitated \$2.5 million in C-PACE financing to procure a vertical hydroponic farm facility in Calumet City to improve efficiency of the equipment used to grow local, pesticide-free leafy greens.
- Cleaned up 91,945 cubic yards of illegally dumped waste in Cook County communities since 2018.
- Assessed 66 sites in the south and west suburbs for contamination and developed cleanup and redevelopment plans through County brownfield program.
- Increased green space by:
 - Establishing a Miyawaki 'tiny' forest at Markham Courthouse in partnership with the Nordson Green Earth Foundation and the City of Markham.
 - Planting over 40 trees at the Maywood Courthouse in partnership with Openlands.
- Assisted 48 residents by installing solar panels on their homes, made possible through the Grow Solar Chicagoland group buy program.
- Granted eight schools funds through the Solar Schools Program to assist with a small solar panel installation and to educate youth about renewable energy.

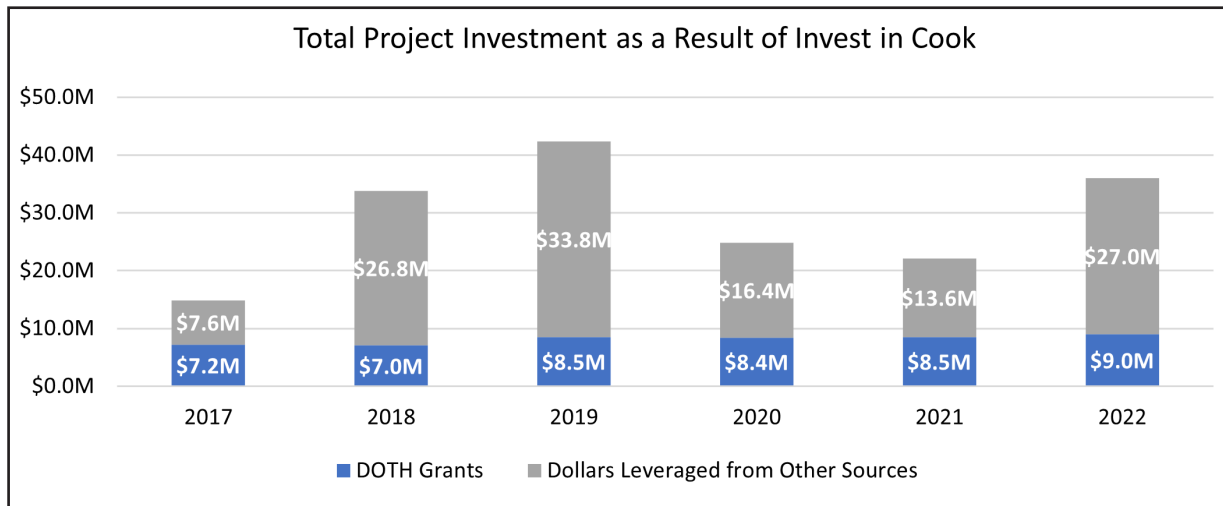
Smart Communities (Public Infrastructure)

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

In FY2017, 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 for transportation improvements sponsored by local and regional governments as well as private and nonprofit partners. The FY2022 Invest in Cook program consisted of one freight, two transit, 11 bicycle, 13 roadway and 16 pedestrian projects. 39 municipalities received funding, in addition to three townships, with slightly more than half of all program funds going to high need communities. Cook County's investment of \$9 million in grants leveraged an additional \$27 million in state and federal funds to enable over \$36 million in transportation project activity.

Guaranteeing equal access to the region's world class transportation system is at the core of DoTH's work. Cook County's ongoing Fair Transit South Cook pilot is one component of the department's increased engagement with the region's transit agencies. 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. Strategic investments in transit are integral to guaranteeing transportation equity.

Offices Under the President



This commitment to equity and support for alternative modes of transportation will be further complemented by the policy and project priorities outlined in the forthcoming Cook County Bike Plan and the Cook County Transit Plan, each substantively completed in FY2022. Both plans articulate DoTH’s role in expanding and improving the County’s bicycle and transit infrastructure and services. Each refines County priorities for multimodal transportation infrastructure while complementing the existing transportation network. While writing the plans, DoTH worked with the region’s cycling stakeholders and transit agencies to ensure this work added value to previous planning efforts and is reflective of regional priorities.

DoTH understands the need to leverage funding and forge multi-jurisdictional partnerships. Previously established funding partnerships with the Chicago Department of Transportation (CDOT) and the Forest Preserves of Cook County (FPCC) allowed DoTH to holistically address local and intra-jurisdictional transportation needs across the County in FY2022. Since FY2017 DoTH has committed over \$60 million to support CDOT as they maintain the nearly 90 miles of DoTH roadways in Chicago while advancing local project priorities and preparing for the future needs of the City’s residents. In addition, the department’s partnership with the FPCC has yielded \$16 million of investment to resurface ten miles of paved trails and improve access to 55 sites. These projects will increase the accessibility of FPCC facilities while helping to repair and maintain FPCC’s extensive trail network across Cook County.

Throughout the year, DoTH balanced work to modernize the transportation system with the maintenance and preservation needs of existing County infrastructure assets. DoTH’s attention to maintaining a systemwide state of good repair is reflected in the ongoing implementation of the department’s newly established ADA improvements program, expanded bridge and traffic signal maintenance/replacement programs and the large number of pavement maintenance and rehabilitation projects implemented in FY2022.

Sustainability is key to supporting the goal of Smart Communities and creating innovative infrastructure. In terms of green infrastructure, DES is leading a \$6 million initiative that supports the implementation of “RainReady” plans in the Calumet region focused on nature-based solutions to reduce flooding and subsequent damage to communities. To achieve regional results, multiple County bureaus and departments regularly coordinate initiatives with other entities such as Metropolitan Water Reclamation District (MWRD) when identifying and planning possible projects.

Cook County also allocated \$5.5 million in ARPA funds towards equitable electric vehicle (EV) charging infrastructure, led by DES and the Bureau of Asset Management (BAM). This program will increase the number of and access to public EV charging stations throughout Cook County prioritizing areas where there are currently large gaps in service, or charging deserts, primarily in the south and west suburbs of Cook County.

Offices Under the President

The charging deserts that currently exist are often in traditionally excluded communities where there is already a disproportionate exposure to air pollution. Increasing the number of EV charging stations ultimately reduces greenhouse gas emissions, provides valuable infrastructure as transition from gas- and diesel-powered vehicles occurs and benefits future regional infrastructure planning efforts. Increasing access to charging stations will improve air quality and improve access to EVs, making an EV a more feasible option for a larger number of County residents.

DES continues to work closely with the Forest Preserves of Cook County to meet smart and sustainable goals. The preserves are important for a healthy ecosystem, stormwater management and flood prevention and carbon sequestration. In FY2022, \$10 million in ARPA funds were allocated towards implementation of the Southeast Land Acquisition and Riparian Restoration to ensure that these goals continue to be met and allow every resident the opportunity to connect with local green spaces for personal recreation and wellness.

ARPA funds will also allow creation of a South Suburban Household Hazardous Waste drop-off collection facility. This will provide services to a chronically excluded area that will help reduce the volume of toxic materials in homes and communities.

In May 2022, Cook County completed a five-year, \$25 million project to upgrade its telecommunications system to Voice over Internet Protocol (VoIP). More than 21,000 phone lines were replaced over the course of the project.

The VoIP upgrade is significant in terms of Cook County's technological modernization efforts because it allows the County to consolidate its telecommunications and data infrastructure instead of using separate lines and switches for each mode of communication. It connects phone, email and other communication technologies together in a unified system. Users can check voicemail from their email inbox, for example.

The Illinois Supreme Court (ISC) provided funding in FY2022 in the amount of \$833,025.47 to purchase a total of 825 Wireless Access Points, 12 Cisco 922 Network and 2 Cisco 9800 LAN Controllers to install throughout each of the suburban courthouses, the Daley Center and Domestic Violence Court.

BAM will continue to improve infrastructure across Cook County through the Build Up Cook program, formerly known as the Municipal Capacity for Capital Improvements (MCCI). This innovative program will assist suburban Cook County communities with the implementation of projects receiving federal and state funding by leveraging BAM's resources. In partnership with these municipalities, BAM will provide technical assistance and project management expertise to ensure that infrastructure projects can secure funding, achieve completion and equitably improve quality of life across Cook County.

The Chicago Southland Fiber Network (CSFN) is a nonprofit founded by the South Suburban Mayors and Managers Association (SSMMA) with help from the County and the state, to support the Southland's network of more than 60 miles of fiber optic backbone along the I-57 corridor, linking south suburban municipalities, public safety sites, community colleges and businesses to gigabit-speed internet services. The County was awarded a Connect-IL broadband grant to extend the reach of CSFN into more south suburban communities and to reach more anchor institutions and promote economic development. The first phase of this project began construction in FY2022 and will expand broadband access in the Southland. Additional phases are currently being designed.

In FY2022, BAM continued its diversion of scrap metal e-waste, furniture and office equipment. The bureau has also issued an invitation for bid (IFB) for recycling to create a robust recycling program to capture plastic, glass and metal cans.

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.

The labor market in FY2022 was characterized as a job seeker’s market both nationally and locally. Deloitte research, from early in FY2022, demonstrated there were nearly two job opportunities per job seeker on a national level. To compete in this unprecedented labor market, the County’s Bureau of Human Resources (BHR) developed strategies to position Cook County as an employer of choice through several initiatives: implementing a digital marketing plan with a re-imagined “career brand”, updating the website for ease of navigation and to highlight the County’s generous benefits package, hosting hiring fairs, conducting compensation reviews, offering hiring and retention incentives, aggressively performing outreach initiatives to attract candidates and demonstrating a renewed commitment to increasing diversity in Cook County’s workforce.



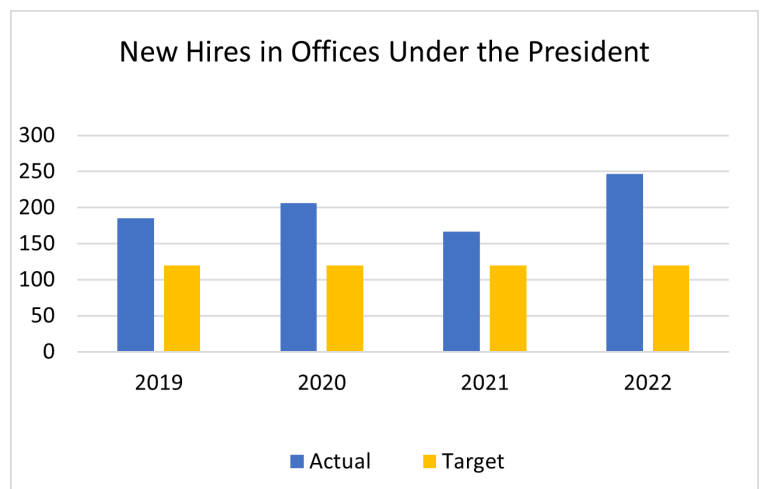
The overall tone of the new marketing strategy is approachable, informative and transparent. BHR launched a new career landing page on the website, [Career Opportunities in Offices Under the President](#), which includes OUP employee video testimonials and visuals with career branding headlines and inclusive messages.

The County’s benefits package is also highlighted along with links to job openings that employees can utilize to assist in advertising broadly within their own networks.

BHR also held position targeted hiring fairs to address market trends and conducted executive and nonexecutive compensation studies to ensure that employees’ salaries align with the current market rate. The compensation realignment also included moving to a standalone grade ladder for technical positions in the Bureau of Technology (BOT). BHR also instituted hiring and retention incentives for the most difficult positions to fill in this climate.

In FY2022, BHR hired a Diversity, Equity, Inclusion and Outreach Manager (DEI Outreach Manager) to educate diverse organizations about employment opportunities, to build partnerships within Cook County and to implement strategic community outreach plans. Collaborating with the Workforce Strategy and Equal Employment Opportunity divisions, the DEI Outreach Manager has connected to numerous community groups and educational institutions to market Cook County employment opportunities. Highlights:

- BHR conducted two hiring fairs, one in-person and the other virtual. One of the two hiring fairs resulted in BHR filling all recruiting team vacancies.
- Posted positions on external sites including LinkedIn and eleven other general job boards and on specialty sites. County job postings can be viewed on over 700 sites through a third-party vendor.



Offices Under the President

- LinkedIn job postings were viewed by close to 300,000 potential candidates in FY2022.
- 5,820 passive candidates have been contacted through direct sourcing.
- Full cycle recruiting and onboarding takes under 90 days to complete on average, which is well below the public sector average of 119 days. Through continuing innovative approaches to talent acquisition, Cook County will attract and retain qualified talent that is representative of a cross section of our diverse and vibrant communities.

Bureau of Technology (BOT)

Cook County's Separately Elected Offices Share Their IT Strategic Plans

In January 2022, the County held its inaugural Cook County Board Technology and Innovation Committee meeting, where each of the County's separately elected officials shared their IT strategic plans. BOT presented the strategy for Offices Under the President as well as an overall strategy for Cook County Government.

GIS Creates Efficient Mobile App for Department of Revenue to Collect Field Data

Cook County Geographic Information Systems (GIS) assisted the Department of Revenue (DOR) Business Discovery team by creating a more efficient way to collect field data. The GIS team created a smartphone-based solution for DOR staff to enter newly discovered taxable businesses while in the field.

GIS used the ArcGIS Survey123 product to make a customized form that can be completed using a smartphone application. The form also includes a method to record the location of the business using the phone's GPS.

Project planning started in FY2019, and the initiative was launched in March 2022. The testing of the application was delayed because Covid-19 restricted some field work.

Previously, field staff would gather data manually and consolidate their new business discoveries using an Excel spreadsheet back in the office. The Survey123 solution allows the field staff to enter data directly into the database from the field, eliminating the need for data entry in the office. The solution also allows the user to transfer existing data rather than re-entering it in the form. GIS also created a dashboard tool to summarize the data.

Enterprise ARPA Reporting and Data Collection Project Nears Federal Deadline

BOT is spearheading Cook County's Enterprise ARPA Reporting and Data Collection project to provide updates to the federal government on Cook County's transformative ARPA projects.

To learn more about Cook County's many ARPA projects, please visit cookcountyil.gov/ARPA.

GIS Launches Knowledge Share Site

GIS recently created the GIS Knowledge Share. Finding GIS information or assistance can be difficult. GIS Knowledge Share contains videos and links to websites that can help Cook County employees get started on everything from installing software to performing analysis.

GIS Knowledge Share also has a section that allows users to communicate with BOT/GIS staff via Microsoft Teams. User groups and multiple people can share questions and take part in the conversation, if needed.

GIS hopes to grow this site over time. It can be a place where Cook County employees come to either get help or get new ideas, possibly from another department that has accomplished something similar using maps or spatial analysis.

Offices Under the President

GIS Releases Find My District Map

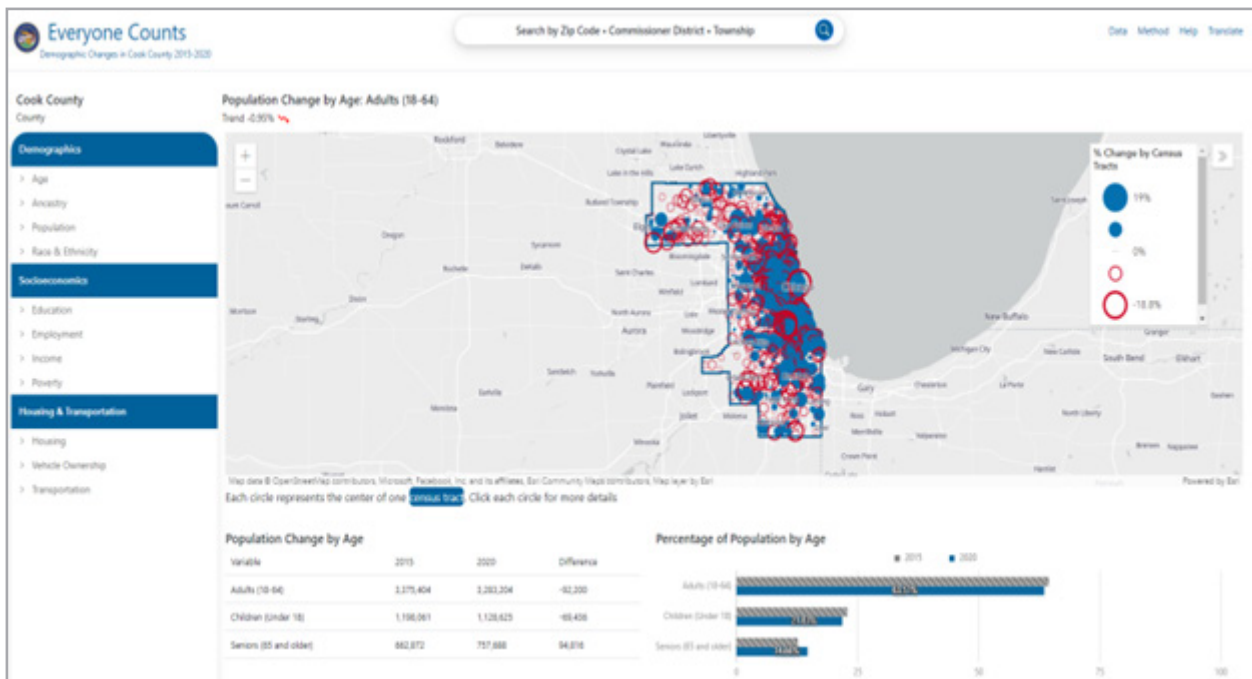
In February 2023, GIS announced a new transparency and civic engagement initiative with the launch of *Find My District*, an interactive web map that shows the overlapping political districts of any address in Cook County, using public data provided by the County Clerk.

Visitors to the site can enter an address or point to a location on the map and find their district as well as the districts' elected representatives and contact information. Visitors can also use their phone or computer's built-in GPS to find the information for their current location.

“Illinois has more units of local government than any other state in the nation,” said President Preckwinkle. “Our Geographic Information Systems Department created this interactive map to make it easier for residents to find and contact local officials and learn about their responsibilities.”

GIS Announces Major Update to Interactive FY2010-FY2020 Cook County Demographics Map

The updated and newly branded Cook County FY2010-FY2020 census demographics app, *Everyone Counts* is an interactive map that gives County residents access to data around key factors impacting investments to drive equitable outcomes across the County. There is data pertaining to many areas of importance including employment, income levels, educational attainment, housing, commuting and transportation accessibility as well as shifting demographic factors such as age, ancestry, language and abilities. The interactive map makes it easier to identify a variety of demographic changes that took place in Cook County on a census-tract level between FY2015 and FY2020.



Offices Under the President

This open-source project not only helps Cook County Government Offices Under the President, but it also strengthens the ability of key community and strategic partners to see the County's collective investment power and assist in evaluating investment performance on a hyperlocal level over time. This update directly delivers on the County's goal for responsive and transparent service delivery.

Bureau of Finance (BOF)

Understanding that local taxing jurisdictions could potentially experience temporary short-term operational cash flow deficiencies caused by the deferred 2nd installment property tax bills, Cook County created the Property Tax Bridge Fund Program to provide streamlined and fully transparent access to no-interest loans. In total, Cook County provided over \$39 million in Bridge Fund assistance to over 20 government bodies.

Due to limited resources, loan distributions were prioritized utilizing an equity lens. Local taxing districts that were determined to be most in need were given priority if the total amount of loan requests exceeded the amount of loans available. The County leveraged its [CARES Act equitable distribution model](#), the State of Illinois' school funding metrics and the average of the past three years of collection rates. Additionally, taxing districts that provide vital services were prioritized.

The County spearheaded expansive outreach to hundreds of taxing bodies that included twice weekly informational newsletters, emails and follow-up phone calls. Additionally, BOF worked with BOT to create a streamlined and secure application portal: [Bridge Fund](#). This portal allowed local taxing jurisdictions to submit applications and supporting documents for the Bridge Fund Program and included a presentation and webinar to assist with the application process.

Office of the President (OOP)

Racial Equity Training Module One Rollout

One component of the Racial Equity Policy and Action Plan was launched in FY2022, the first module in Racial Equity Training, Generational Diversity: Managing 5 Generations in the OUP Workplace. As of December 31, 82% of all OUP team members completed the two-hour interactive course designed specifically in response to data from the FY2021 Racial Equity Baseline Assessment Survey and qualitative data gathered from close to 25 departmental meetings in FY2021 and early FY2022. The Equity Office in collaboration with the Bureau of Human Resources training team designed the curriculum and administered close to 100 virtual and in-person sessions across three work shifts from September through November 2022. With evaluations from the launch, plans for full integration of the first module into the annual training calendar are underway. Additionally, armed with data from the remeasurement Racial Equity survey (highlighted below), the team will begin building the next module of the program in 2023.

Racial Equity Biannual Survey

The Racial Equity Biannual Survey was launched the final week of FY2022. This survey aims to update the progress of OUP's racial equity work since it was last measured in June 2021. The Equity Office will capture the viewpoints of Cook County Government OUP as individuals and collectively as an organization, in order to deliver equitable services to Cook County residents, business owners and visitors. The original data set was used to inform the Cook County OUP Racial Equity Policy and Racial Equity Action Plan that was adopted in September 2021 and informed the initial Racial Equity Training Course.

Cook County Health

INTRODUCTION

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



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

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

FY2022 INITIATIVES

In FY2022, CCH responded swiftly and comprehensively to several pressing health challenges, including the ongoing COVID-19 pandemic, the monkeypox (mpox) outbreak and the health needs of asylum seekers coming to the region. The health system celebrated the administration of more than 1 million doses of the COVID-19 vaccine. CCH established The Change Institute of Cook County to address multifactorial social risk factors of health collaboratively with partners across all sectors. CCH also established the \$1 million Provident Scholarship Fund in collaboration with Cook County Offices Under the President, [Project Rainbow](#) and Cook County Health Foundation to support students in the health care field who are committed to caring for underserved populations. From a financial perspective, CCH managed its FY2022 budget with positive results and continued to improve revenue cycle initiatives by decreasing denials and improving payer rates and collections.

CCH continued to achieve progress towards its transformation by developing a three-year strategic plan, “Impact-Change-Equity.” Approved by the CCH Board of Directors and the Cook County Board of Commissioners, the strategic plan is built on seven pillars:

1. Patient safety, clinical excellence and quality
2. Health equity, community health and integration
3. Workforce talent and teams
4. Fiscal resilience
5. Patient experience
6. Optimization, systemization and performance improvement
7. Growth, innovation and transformation

Cook County Health

FY2022 ACCOMPLISHMENTS

The CCH flagship John H. Stroger, Jr. Hospital remains at the forefront of new therapies and innovations in health care. Stroger Hospital celebrated its 20th anniversary in FY2022 and continues to maintain a strong commitment to the health care needs of Cook County's underserved populations while offering a full range of cutting-edge medical services. The 450-bed teaching hospital serves as the hub for CCH staff to deliver complex sub-specialty care. Stroger Hospital was named first ranked hospital in Illinois and fifth in the nation for advancing racial inclusivity by the Lown Institute Hospitals Index. For the fourth 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 from U.S. News and World Report include high performance in chronic obstructive pulmonary disease, pneumonia and heart attack care.

FY2022 brought exciting developments to Provident Hospital. It has restored ICU services, re-established ambulance runs and opened an inpatient dialysis program. More than \$8 million has been invested to modernize the Provident campus in recent years. Investments continue to be made to expand programs and services at the hospital, ensuring access to essential medical care on Chicago's south side.

The Ambulatory and Community Health Network (ACHN) is a network of health centers that coordinate primary and specialty outpatient care in community and hospital settings. ACHN also includes CCH's community COVID-19 vaccination program which has administered more than one million doses of vaccine since launching. FY2022 saw the re-opening of three mass vaccination sites during the COVID-19 surge and hundreds of mobile pop-up clinics. ACHN also led the establishment of vaccination and testing efforts during the mpox outbreak and stood up a clinic to serve the health needs of the 3,000+ asylum seekers being bussed to the County. In FY2022, ACHN launched the Integrated Behavioral Health program at all health centers, integrating behavioral health services into patients' primary care. Under ACHN, the Ruth M. Rothstein CORE Center remains one of the largest HIV/AIDS clinics in the U.S., providing integrated services to patients with HIV and other infectious diseases. In FY2022, the CORE Center continued to integrate services across CCH to expand Pre-Exposure Prophylaxis treatment to reduce HIV transmission, as well as increase HIV testing and health education into other CCH facilities.

The COVID-19 pandemic significantly impacted FY2022 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. Vaccination programs continued in FY2022. The patient census continues to rise, with an average of 6,000. Goals achieved in FY2022 were Juvenile Detention Center's re-accreditation status and re-certification of the Cermak Opioid Treatment Program with recognition as a Substance Use/Misuse Center of Excellence Program.

CountyCare is the largest Medicaid-managed care health plan in Cook County, providing health benefits to more than 443,000 members in FY2022. Celebrating its 10th anniversary in FY2022, 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. County Care was recognized by the Institute for Medicaid Innovation for proactive innovation in response to the COVID-19 pandemic.

In FY2022, the Cook County Department of Public Health (CCDPH) continued to respond to COVID-19 and other emerging communicable diseases, including mpox. CCDPH continued to conduct outbreak investigations and provide infection control guidance to hospitals, long-term care facilities and other congregate settings. The agency promoted COVID-19 vaccinations through the "Boost Up Cook County" campaign and provided COVID-19 vaccinations to communities and individuals prioritized as part of CCDPH's commitment to vaccine equity with over

Cook County Health

2,100 mobile events hosted in partnership with community-based organizations (CBOs), schools, workplaces and others. The agency also ensured that 1,953 suburban Cook County residents were vaccinated for mpox. Additionally, CCDPH addressed emerging public health threats that were exacerbated by the pandemic including food insecurity, substance use and behavioral health. CCDPH supported the distribution of nearly 2,000 healthy, locally sourced emergency meals for residents; distributed nearly 1,400 naloxone kits to law enforcement, emergency medical services and CBOs; and invested nearly \$7.5 million in communities as part of its Building Healthy Communities resiliency initiative. CCDPH also launched the Cook County Health Atlas, a data portal that makes community-level health information available for many health conditions and behaviors and allows the CCDPH, partners and the community to monitor progress in advancing health equity.

FY2023 GOALS

In FY2023, CCH will continue interventions surrounding COVID-19 containment and mitigation, including programmatic initiatives for screening, treatment and vaccination. Overall, efforts across the organization will center around the seven pillars identified in the strategic plan. CCH will implement two transformative projects in FY2023 - The Change Institute and expansion of the behavioral health footprint. The Change Institute will focus on improving outcomes in targeted clinical areas of neuroscience, cardiovascular disease and oncology. Using ARPA funds from the County, CCH will both expand its internal behavioral health service offerings and work to reduce gaps in care throughout the Cook County behavioral health network. CCH will also work to improve various administrative processes, such as hiring and procurement, patient registration, continued revenue cycle turnaround implementation and an overall review aligning staffing models to benchmarks.

As a provider, CCH will focus on improved access to services through scheduling optimization, One Source Enterprise implementation and enhanced care coordination. At Stroger Hospital, CCH is expected to return to pre-pandemic volumes and is strengthening several service lines including neurology, cardiology and oncology through The Change Institute. CCH will continue to work to attract CountyCare members' utilization of CCH services and focus on expanding access to specialty care, diagnostic imaging and same-day surgeries. CCH will work on improving targeted quality metrics and patient satisfaction scores.

At Provident Hospital, CCH is planning to increase the capacity for the hospital's colonoscopy program, resume physical therapy, occupational therapy and speech therapy services, increase the number of inpatient beds and enhance behavioral health services.

ACHN will continue to support community COVID-19 vaccination, provide health care to asylum seekers and expand general access to both primary care and specialty care at the various outpatient locations. ACHN will also pilot urgent care clinics.

Correctional Health will continue to provide physical and mental health services to adult detainees and juvenile residents in the context of continuing to mitigate any spread of COVID-19 in these congregate settings. CCH will focus on creating improved pathways to justice through care coordination and enhanced discharge planning.

CountyCare will focus on improving access to services including behavioral health services, through expanded telehealth and network management. CountyCare will also work to mitigate social risk factors by supporting housing and food needs for some members. If the public health emergency ends, and redetermination resumes, CountyCare will implement a retention strategy to ensure individuals stay insured and in care.

For FY2023, CCDPH will continue to respond to communicable disease threats, including COVID-19, influenza, mpox and sexually transmitted infections. CCDPH's In-Home Vaccination Program and Hyperlocal Vaccination Program will continue to ensure that suburban Cook County residents have access to crucial vaccinations. CCDPH

Cook County Health

will increase the availability, access and use of health behavior and health outcome data, through the collection of data in the Cook County Health Survey and on-going updates to the Cook County Health Atlas data portal, as well as improve its capacity to conduct syndromic surveillance and early identification of outbreaks. The agency will continue to implement and monitor activities, programs and initiatives aligned with WePlan 2025, the community health improvement plan for suburban Cook County, a requirement for state-certification and public health accreditation. This includes, but is not limited to, correcting lead hazards in pre-1978 suburban residential housing units for low- to middle-income homeowners or renters, advancing the Healthy Work initiative that promotes worker rights, health and safety and expanding the implementation of the Building Healthy Communities initiative that will include an additional \$14 million in communities for behavioral health and substance use/overdose prevention, treatment and support with ARPA funds. Lastly, CCDPH intends to explore opportunities to reduce maternal and infant mortality as the agency works with clinician colleagues at Stroger Hospital to expand its maternal and child health programming.

Office of the Clerk of the Circuit Court of Cook County

INTRODUCTION

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 residents 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.

FY2022 INITIATIVES

The Custody Flag project was an initiative of the Office identified to improve the efficiency of court operations. Working with the Office of the Chief Judge, the Cook County Sheriff's Office and other justice partners, a Custody Flag was implemented within the online Centers for Medicare and Medicaid Services (CMS) that tells the Sheriff's Office if the defendant in custody will participate on their court date either by Zoom or in person. With 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 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 these offerings 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.

FY2022 ACCOMPLISHMENTS

FY2022 saw compliance fulfillment with the Shakman Court Consent decrees in fewer than two years. On November 21, 2022, a federal judge found the Office in substantial compliance with the Shakman court consent decrees and court orders and dismissed the Office from federal court oversight.

Over the course of FY2022, the following significant accomplishments were achieved:

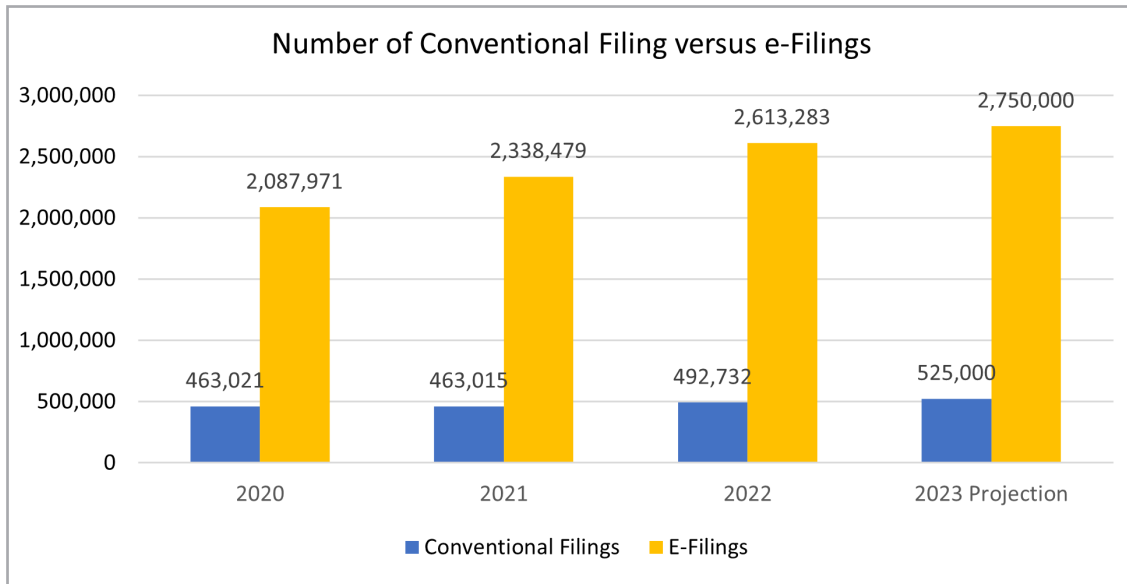
- Implementation of the Tyler Technologies Odyssey case management system.
- A new four-year collective bargaining agreement was negotiated.
- An entry-level bargaining unit position hiring process was addressed to bring greater transparency to the hiring of entry-level bargaining positions - resulting in 14 union job classifications collapsed into three distinct entry-level bargaining unit positions.

Office of the Clerk of the Circuit Court of Cook County

- Hiring of 248 entry-level positions for Court Operations, promotion of 205 bargaining unit members and lateral transfer of 37 bargaining unit members.
- Redevelopment and redeployment of a new website.
- Launch of the Circuit Court Clerk in the Community program: a series of events where the Clerk and her staff provide residents with essential information about court cases and records.
- Opening of a new call center allowing County residents access to a streamlined process to obtain answers they need for court related questions without having to physically go to a county facility.
- Enhancements to the Traffic Division to provide more efficiency and increased electronic access.

FY2023 GOALS

In FY2023, the Office will continue 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 prospects, improve customer service and enhance the public’s access to information.



The Office created a call center to improve access to justice. The Office proposed and allocated funds in its FY2023 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.

Law Office of the Cook County Public Defender

INTRODUCTION

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

FY2022 INITIATIVES

During FY2022, the Cook County Public Defender's Office launched several initiatives to help the Office meet its mission:

Reduce Caseloads to Ensure Zealous Advocacy of Clients

The COVID-19 pandemic resulted in the tolling of criminal court cases and had a significant impact on client caseloads. The Office began working to establish caseloads that reflect national best practice standards by successfully advocating for an additional 51 full-time employee positions, and aggressively working to fill vacancies throughout the Office.

Enhance Records Maintenance and Retention

The Public Defender began working with the Bureau of Administration's Office of Research, Operations and Innovation to develop a strategic plan to establish a more efficient method to maintain and store records. The plan included launching a new Records Management Division consisting of nine full-time employees, including a new records manager position. These positions were funded in FY2022.

Expand Professional Development

The Public Defender's training program was enhanced to provide in-house professional development for all staff, including attorneys, support staff, investigators, mitigators, etc. The need to provide up-to-date best practice information and training for all Public Defender staff has become increasingly important and enables the Office to provide holistic legal representation.

Immigration Unit Pilot Program

During FY2022, the Immigration Unit continued to onboard grant-funded staff to build its capacity and provide a continuum of legal representation to clients in criminal and immigration court matters. Additionally, the grant-funded Immigration Pilot Program worked to establish policies and parameters for the appropriate scope of legal representation related to immigration court cases.

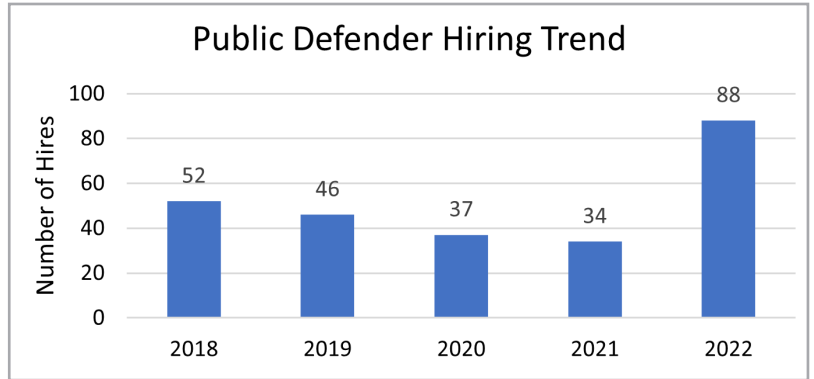
Law Office of the Cook County Public Defender

FY2022 ACCOMPLISHMENTS

The Public Defender’s FY2022 accomplishments included:

Increased Staff Hiring

During FY2022, the Public Defender’s Office began working to fill the 51 newly added full-time employee (FTE) positions. In addition, FY2022 resulted in an increase of hiring overall, and is reflected in the chart labeled “Public Defender Hiring Trend.”



Established new Records Management Division

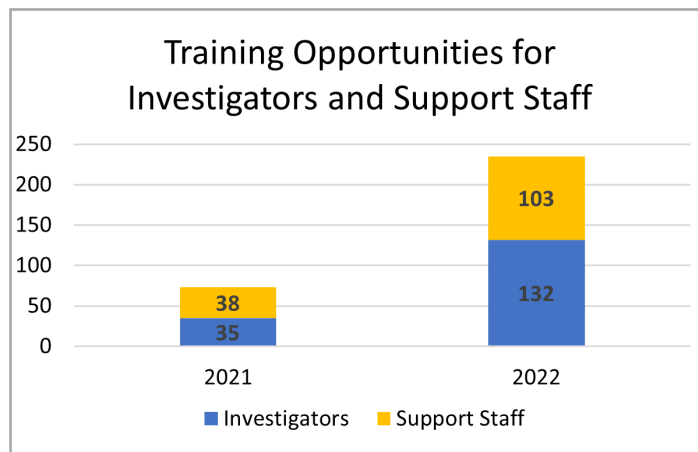
The Public Defender’s Office established a new Records Management Division comprised of one new records manager position and six new records and information specialists’ positions. All positions were posted by the end of the fiscal year, with plans to onboard new staff in early FY2023.

Expanded Professional Development/Trainings

Historically, the Public Defender’s Office focused on providing training opportunities to its attorney staff members. This was inequitable for the other professionals in the office whose work is vital to client representation. In FY2022, the Public Defender appointed a new deputy of professional development, who enhanced the Office’s training programs and provided additional training opportunities for attorneys, investigators and support staff. This information is referenced in the chart “Total Number of Training Opportunities for Investigators and Support Staff by Year.”

Immigration Unit Pilot Program

During FY2022, the Immigration Unit Pilot expanded its capacity by onboarding four new employees. Additionally, the Pilot expanded its scope of work to include the representation of clients in immigration court and increased the Padilla advisals (attorneys must advise noncitizen clients regarding how a criminal conviction will affect their ability to remain in the United States) provided to assistant public defenders by 63%.



Law Office of the Cook County Public Defender

FY2023 GOALS

Building upon the successes of FY2022, the Public Defender's Office will work to accomplish the following goals during FY2023:

Implementation of the Pretrial Fairness Act

The Pretrial Fairness Act (PFA) will end the use of monetary bond in Illinois and completely overhaul the legal process that determines whether a person arrested in the State of Illinois will be incarcerated before the resolution of their criminal case. To accommodate these changes, which include new hearings that will occur seven days a week, 365 days a year, the Public Defender created a new Pretrial Division of attorneys, support staff and investigators. The Illinois Supreme Court temporarily stayed the implementation of the PFA, presumably until later in the fiscal year, at which time, the new Pretrial Division will become fully operational.

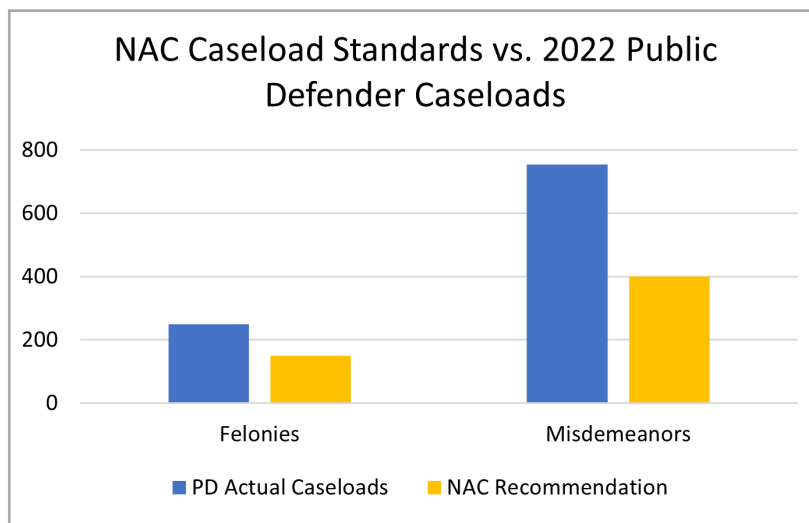
Acquiring Necessary Office Space for New Employees

In FY2022, the Public Defender acquired 51 new full-time positions. In anticipation of filling those positions, and other vacancies created through attrition, the Public Defender will be required to onboard new staff to fulfill its obligations under the PFA and other priority areas in FY2023. As a result, there will be a significant shortage of available office space. The Public Defender's offices throughout the County are currently overcrowded, causing multiple employees to share office space designed for one person or use storage space as an office. This situation worsens as the Public Defender continues to onboard new employees. The Public Defender will remedy this by leasing additional office space in FY2023.

Responsible Caseload Management

The Public Defender's office will continue to work to ensure that the representation of clients is done in the most effective and efficient way possible. Assistant Public Defenders currently carry high caseloads that far exceed the standards established by the National Advisory Commission on Criminal Justice (see chart labeled "NAC Caseload Standards vs. 2022 Public Defender Caseloads"). In addition to the number of cases attorneys work on each year, there continues to be an increase in the amount of work that is required to effectively represent clients. This includes reviewing electronic discovery, analyzing forensic evidence, establishing mitigation, conducting investigations and other supportive work that the practice of law currently requires.

Accordingly, the Public Defender will prioritize filling vacancies to meet this growing need.



Sheriff's Office

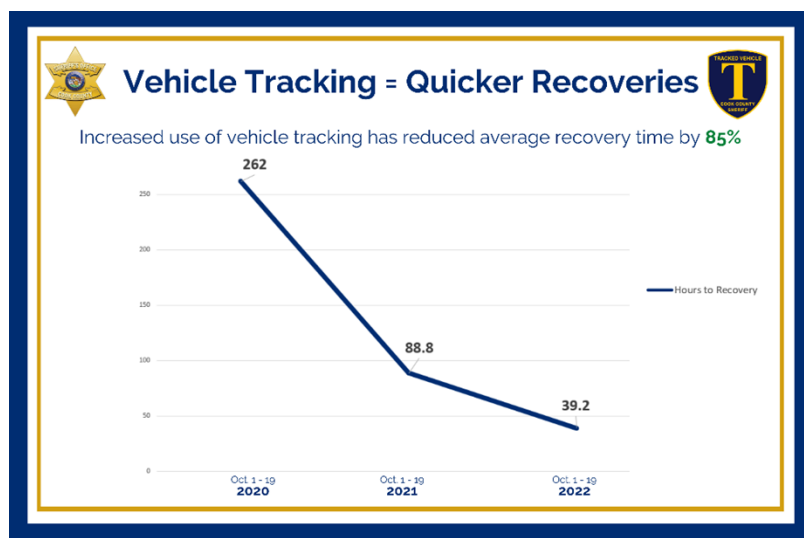
INTRODUCTION

The Cook County Sheriff's Office (CCSO) 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 and treating them with dignity and respect in every phase of their engagement. The Sheriff's Office provides efficient, effective and timely services, collaborating with other agencies and stakeholders as needed while 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 the City of Chicago and the suburbs, investigating the cases of missing persons and providing support to those who are



located, working vigorously to take guns off the street from those who possess them illegally, catching offenders involved in carjacking incidents as quickly and safely as possible and promoting community engagement efforts. The Cook County Court Services Department provides security in all courthouses and is responsible for the service and enforcement of summons, evictions and orders of protection. The Cook County Department of Corrections (CCDOC) is responsible for housing pre-trial and County-sentenced individuals. The CCDOC also provides these individuals with programming aimed at reducing recidivism and maintaining order in the jail. The Cook County Department of Community Corrections supervises individuals court-ordered to the Electronic Monitoring (EM) Program and provides wrap-around services to assist with re-entry. The Bureau of Information and Technology (BOIT) aggregates data generated across all operations to allow for data driven decisions. The CCSO continues to incorporate innovative and effective strategies in daily operations to support community engagement and provide vital public safety services.

FY2022 INITIATIVES



Crime remains one of Cook County's biggest challenges. In FY2022, the Sheriff's Office continued its innovative efforts established in previous years and developed new solutions to address the problem. For example, the Sheriff's Office collaborated with County Commissioners to acquire a helicopter to combat violent crime, assist in large-scale emergency situations and aid in the search for missing people.

CCSPD added a second Community Safety Team to address the rise in shootings, robberies, carjackings and thefts in the City of Chicago. CCSPD worked with the Vehicular Hijacking Task Force and served as the main source of data

Sheriff's Office

collection from the Chicago Police Department, Illinois State Police and more than 100 suburban agencies. The data collection allowed the CCSPD to create a comprehensive database dedicated solely to vehicular hijacking incidents dating back to January 1, 2020.

The Department of Human Resources (HR) worked diligently to recruit sworn and civilian positions within the Sheriff's Office. In FY2022, HR developed a relationship with the U.S. Army for the recruitment of soldiers transitioning out of the military. In addition, the Sheriff's Office expanded the Staff Wellness and Peer Support Program, which focuses on resilience training and providing employees with skills needed to thrive in the face of the many challenges of law enforcement. The Bureau of Training, Education and Operational Policy and the Legal Department collaborated to revise operational policies, procedures and training curricula to comply with the statutory mandates and the effective date of the Safety, Accountability, Fairness and Equity (SAFE-T) Act.



The CCSO reduced violence, created programs that build connections between law enforcement and communities and partnered with federal, state and local law enforcement agencies to achieve these goals. CCSO continued to provide non-traditional law enforcement services such as delivering turkeys, mentoring summer campers, repairing taillights and painting catalytic converters to help reduce the likelihood of theft and resale. Additionally, CCSO connected Co-responder Virtual Assistance Program (CVAP) and Treatment Response Team (TRT) clients. In FY2022, CVAP and TRT provided 510 interventions for individuals and families seeking help with mental health and substance abuse disorders and distributed 78 Narcan kits. CVAP expanded to eight additional

suburban Cook County police departments, and TRT/Co-Responder deployed street outreach efforts in River North. The Sheriff's Office Community Resource Center (CRC) built resilience and increased access to quality social services for historically underserved communities. CRC also opened a new community site in Chicago where the public can walk in and seek assistance. The Sheriff's Homeless Assistance Resource Program (SHARP) provided food, housing assistance, general first aid supplies and care packages that included water, clothing and toiletries. SHARP also assisted in referring individuals struggling with substance abuse or mental health challenges to rehabilitation programs.

The Office of Supply Chain Management continued our green initiatives by recycling toner cartridges, reducing the usage of paper, expanding the biodiesel oil project and increasing the amount of dehydrated food and water from the CCDOC's Central Kitchen. Prescription Drug Take Back Days have collected over 155,172 pounds of unwanted medicine since 2017.

The Court Services Department staff provided the highest level of service to all who entered Cook County courthouses, from helping with remote appearances to ensuring that individuals were socially distanced, in accordance with CDC guidelines and the General Administrative Order issued by the Chief Judge. Additionally, Court Services staff continued to work with the CRC to connect vulnerable families to social services, an activity that the Office has done for many years.

Sheriff's Office

The Sheriff's Office EM program continued to work through the challenges of an EM population facing more violent charges than in previous years. The Sheriff's Office continued to work with the University of Chicago's Radical Innovation for Social Change (RISC) initiative to develop creative and efficient strategies to manage the EM program. EM staff provided community linkages to social and vocational services for program participants. In collaboration with CRC, the EM population was connected to resources in areas of housing, substance abuse, mental health and domestic violence. The services offered were also extended to the families of program participants.

The Office of the Chief Judge suspended the Sheriff's Work Alternative Program (SWAP) and the Restoring Neighborhoods Workforce (RENEW), issuing General Order No. 2020-7 during the COVID-19 shutdown in March 2020. SWAP and RENEW resumed operations and services in May 2022 and immediately scheduled meetings with judges, made visits to various courthouses and distributed flyers to all court personnel to inform them of the services offered.

CCDOC continued with modified operational strategies to support individuals in custody with the enhanced stressors brought on by COVID-19. The Department worked collaboratively with its County partners to transition into a hybrid model for the court and upgraded its scheduling applications to expand visitation experiences with the public. The Department continues to prioritize family engagement and developed events for families to be able to visit their loved ones.

BOIT focused its FY2022 efforts on modernization, application and data integration, compliance and vendor relationship management and data security and classification. The primary targets for modernization included eliminating workflows requiring hardcopy forms, automating multiple workflows to expedite review and approval and maintaining and increasing system resiliency and availability. Data and system standardization enabled integration between the Sheriff's Office and myriad partners. For example, BOIT partnered with the Cook County Bureau of Technology, Administrative Hearings, and multiple other agencies to implement an electronic citation system, which allows electronic issuance of citations to violators and automates the processing of citations. BOIT continues to expand data collection to support and improve operations throughout the Office.

FY2023 GOALS

In FY2023, the Sheriff's Office will implement more innovative approaches and continue to address violence in the suburbs and the city. It will increase its presence in high crime areas, open another office in Chicago, advance its non-traditional law enforcement and community engagement initiatives and expand CVAP, TRT and CRC. The Sheriff's Office will continue to support other law enforcement agencies and assist vulnerable populations facing eviction by connecting them to social services. In addition, it will continue to expand on technologies put into place during the pandemic (e.g., video visitation, telehealth and video court proceedings), using data to inform operations and automating processes to realize efficiencies and reduce costs.

The Sheriff's Office will continue to work closely with criminal justice stakeholders to comply with the Pre-Trial Fairness Act. The Sheriff's Office Gun Strategy and Investigations Bureau will focus on the diversion of firearms through intelligence-driven investigations of criminal acts relating to trafficking and other offenses. It will also closely monitor firearm restraining orders issued by the Circuit Court to ensure continued timely service attempts, enforcement and entry into the Law Enforcement Agency Data System. The Sheriff's Office will ensure continued



Sheriff's Office

coordination between the CCSPD Gun Suppression Team and local law enforcement agencies to serve and enforce firearm restraining orders, providing training, guidance and assistance to any requesting law enforcement agency with service or enforcement of a firearm restraining order in Cook County.

The Child Protection Response Unit commemorated its 10th anniversary and will continue to ensure that specific and necessary interventions are made to locate minors at risk. More than 1,100 minors have been rescued as of October 2022. The Missing Persons Project will continue efforts to identify missing women in Illinois and/or to clear missing person cases either through DNA or other profile techniques.

The Sheriff's Office of Administration will continue to provide support to the operations units by expanding crisis intervention, active shooter, de-escalation and resilience training. The Office of Administration also plans to expand employee wellness programs, increase green initiatives and develop innovative strategies to recruit and retain sworn and civilian employees.

The Court Services Department will continue to replace vehicles that are no longer serviceable with hybrid vehicles, which will reduce carbon emissions and fuel usage. The Sheriff's Office will continue to work closely with state, County and City of Chicago stakeholders to ensure that the implementation of rental assistance funding aligns with the Office's process to protect vulnerable tenants and housing providers.

With the guidance of data, EM will continue to assign civilian and sworn staff to zones for an immediate response, continuity of services and proactive monitoring of participants. EM will also continue collaborating with CRC and community organizations to help participants achieve success. The Office will continue working with the University of Chicago on innovative and effective ways to manage the EM population.

The Sheriff's Office will continue to prioritize reducing violence in our communities and creating programs that build connections between law enforcement and the people we serve. The Office will also continue to bridge the gap for community members to access resources, provide security in the courthouses and meet our jail constitutional mandates.

Cook County State's Attorney's Office

INTRODUCTION

The mission of the Cook County State's Attorney's Office (CCSAO) is to ensure justice in the pursuit of thriving, healthy and safe communities. The CCSAO is the second-largest prosecutor's office in the nation and employs over 1,200 dedicated civil servants, including more than 750 attorneys. The Office is responsible for nearly all the prosecution of misdemeanor and felony crimes in Cook County.



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 and its independently elected officials.



State's Attorney Foxx highlighting the CCSAO's accomplishments in March 2022.

During FY2022, the CCSAO focused on collectively emerging from the logistical challenges posed by the pandemic and better achieving its mission to serve the people of Cook County in this post-pandemic "new normal."

Looking forward to FY2023, the CCSAO will continue to adapt as the country emerges from the pandemic and the subsequent spike in crime. The CCSAO is also dedicated to its staff and is always looking for new ways to address burnout and departures resulting from the "great resignation" by investing in recruitment, training and staff morale.

FY2022 INITIATIVES

Initiative 1: Approving, prosecuting and resolving criminal cases in the pursuit of thriving, healthy and safe communities.

In FY2022, the CCSAO approved nearly 9 of 10 fully reviewed adult felony cases submitted for approval by its law enforcement partners. The Felony Review Unit oversees the review process.

Before approving charges, an ASA will review the facts and evidence against elements required by law to determine if the crime can be proven beyond a reasonable doubt. Charge approval is a vital part of the process, especially in the most serious cases, because it is up to the prosecutors to evaluate the quality of evidence presented and ensure the highest chance of a guilty verdict.

After reviewing the evidence, prosecutors can take one of three actions: (1) approve the charge(s) if the elements of the crime can be proven beyond a reasonable doubt; (2) decline the charge(s); or (3) request a "continued investigation (CI)" to allow law enforcement more time to collect additional evidence.

Even if the Felony Review Unit does not initially approve charges, police departments can instead file a misdemeanor charge or collect additional evidence to help prosecutors meet their evidentiary burden.

During FY2022, CCSAO prosecutors approved nearly 90% of fully reviewed adult felony cases and subsequently earned convictions in more than 70% of cases.

Cook County State's Attorney's Office

2022 Adult Felony Approval Rates

Reviewed Cases with a Final Decision	Approved	Approval Rate
15,760	13,590	86%

Ranking	Reviewed Category	Total Reviewed	Approval Rate
1	UUW - Unlawful Use of a Weapon	6,496	89%
2	Sex Crimes	846	61%
3	Aggravated Battery of a Police Officer	771	94%
4	Aggravated DUI	727	93%
5	Possession of a Stolen Motor Vehicle	711	83%
6	Homicide	640	86%
7	Retail Theft	637	70%

Table 1. CCSAO 2022 Adult Felony Approval Rates.

2022 Adult Felony Prosecution Rates

Prosecuted Cases	Guilty	Guilty Rate
21,234	15,760	71%

Ranking	Prosecuted Category	Total Prosecuted	Guilty Rate
1	UUW - Unlawful Use of a Weapon	6,977	78%
2	Narcotics	4,743	40%
3	Aggravated DUI	1,080	92%
4	Burglary	923	86%
5	Aggravated Battery of a Police Officer	803	87%
6	Possession of a Stolen Motor Vehicle	516	81%
7	Homicide	513	83%

Table 2. CCSAO 2022 Adult Felony Prosecution Rates

Cook County State's Attorney's Office

The CCSAO approved 86% of adult felony charges fully reviewed during 2022. The approval rate has risen since 2018 (Figure 1).

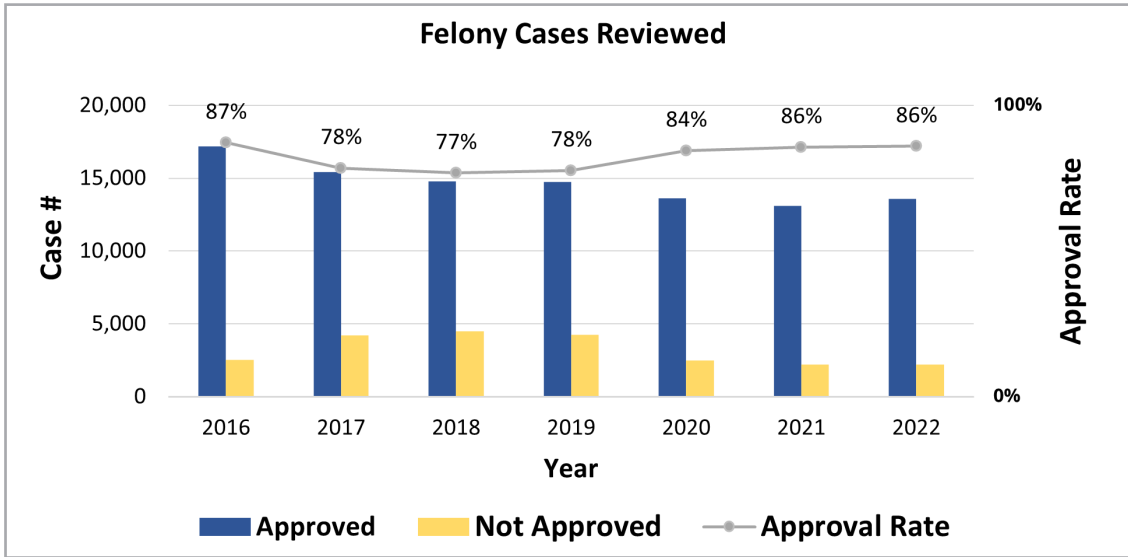


Figure 1. CCSAO Felony Reviewed Cases 2016-2022. This graph reflects felony cases since State's Attorney Foxx took office in December 2016.

The CCSAO maintained a 71% conviction rate during FY2022 for all adult felony cases, including those directly filed by law enforcement. Narcotics cases are the most common felony cases directly filed by law enforcement as well as the most diverted cases. They are also the most frequently dismissed felony cases due to resource constraints by law enforcement (Figure 2).

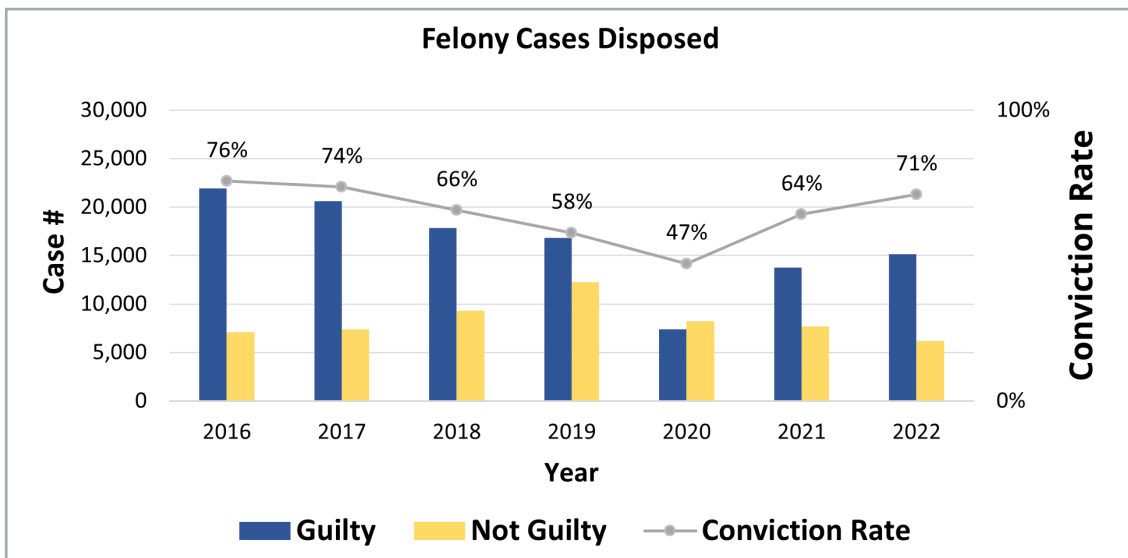


Figure 2. CCSAO Felony Cases Disposed, 2016-2022. This graph reflects felony cases since State's Attorney Foxx took office in December 2016.

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The CCSAO maintained an 80% conviction rate during FY2022 for adult felony cases that underwent the Felony Review process and were not directly filed by law enforcement (Figure 3).

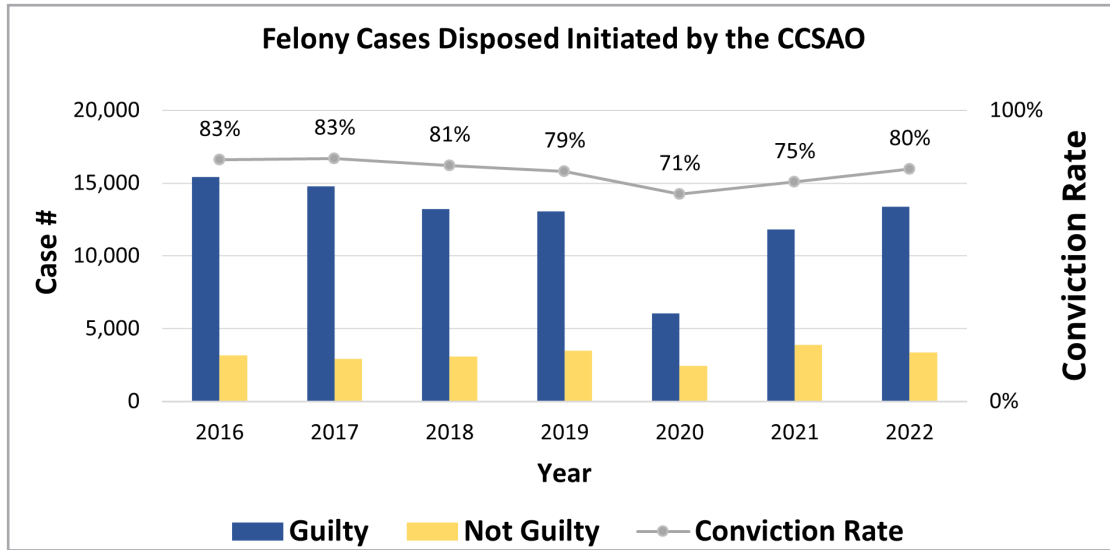


Figure 3. CCSAO-Initiated Disposed Felony Cases, 2016-2022. This graph reflects felony cases since State's Attorney Foxx took office in December 2016.

Initiative 2: Maintaining positive net hiring and high employee morale amidst the "Great Resignation."

The stresses and trauma of the pandemic on the criminal justice system, recalculations made by workers during the "great resignation" and a booming legal market have left the CCSAO below full staffing. However, the CCSAO is no outlier to staffing challenges. Prosecutorial offices, especially those in major metropolitan areas, have been notably impacted by the great resignation due to expanded law firm hiring, a widening pay gap with the private sector, a decline in law school enrollment, a lower bar passage rate and a diminished interest in law enforcement professions.

The CCSAO's hiring is cyclical. The Office annually enlists a large summer cohort of law school students while waiting for November bar exam scores before these recruits can be sworn in as ASAs. This cycle creates an expected variation in staffing throughout the year.



ASA Class of 2022 being sworn in at the Chicago-Kent College of Law, November 2022.

Fortunately, the CCSAO has unique strengths that attract local and national candidates. As one of the country's largest and most complex court systems, its prosecutors and staff often receive more courtroom opportunities than their counterparts in private practice. Additionally, the CCSAO is on the cutting edge of transformational changes to the criminal justice system.

Cook County State's Attorney's Office

During FY2022, the CCSAO took several steps to modernize its hiring processes, including redesigning the hiring division with additional staff, automating the hiring process, tracking hiring data, developing a more meaningful onboarding experience and expanding its presence on LinkedIn and Indeed.

The CCSAO also conducts voluntary exit interviews and uses that feedback to help improve retention and morale.

Initiative 3: Advocating for Pretrial System Reforms.

The current pretrial system utilizes cash bonds and allows wealth, rather than a person's danger to the community, to determine whether someone remains in jail before trial. The system allows a person charged with murder, rape, a sex offense or a gun crime to use cash to pay for their release while causing harmless people unable to afford bail to lose jobs, homes and child custody while languishing in jail.

The CCSAO supported and advocated for the end of cash bail as a part of the landmark Illinois Pretrial Fairness Act. Since its passage in January 2021, the Office has worked with other stakeholders toward the anticipated elimination of cash bond. The working group reviewed projections overseen by Loyola University Chicago researchers to project the increased duration of court calls, staffing and space requirements to comply with the law's many requirements. The CCSAO's FY2023 budget request reflected hiring additional attorneys and staff members to meet the requirements of the Pretrial Fairness Act for bond court personnel.

One day before implementation, the Illinois Supreme Court ordered a stay on the Pretrial Fairness Act due to legal challenges filed against the law. CCSAO staff is monitoring these ongoing legal challenges and will continue prosecuting cases based on the law.

Initiative 4: Generating revenue for and protecting the financial interests of the County and its residents.

The CCSAO's Civil Actions Bureau brings proactive litigation on behalf of Cook County Government and its people. During FY2022, the CCSAO notably litigated to protect the financial interests of Cook County Government and its people by:

Holding big pharma accountable for the opioid crisis

Cook County was the leading county in an early lawsuit against opioid manufacturer Johnson & Johnson and opioid distributors McKesson, Amerisource Bergen and Cardinal Health. The \$60 million settlement will be used for opioid addiction treatment.

Holding the corporate pharmacy giants accountable for predatory opioid distribution

Cook County is the lead county in a lawsuit against drugstore chains, including CVS, Walgreens and Wal-Mart, for their complicity in the opioid crisis.

Filing a successful suit against social media giants for data breaches

Cook County filed an original action in state court against Facebook related to its failure to protect the data of Cook County residents from anticipated breaches.

Defending against significant commercial property tax appeals

The Real Estate Tax Section saved over \$180 million in FY2022 for the various taxing districts within Cook County against commercial property challenges in Circuit Court.



The CCSAO Hiring Team at an orientation for new hires.

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Ensuring children and families receive child support

During FY2022, the Child Support Services Division filed nearly 15,000 cases, won over \$2.6 million in current child and medical support payments and obtained orders to pay more than \$19 million in child support debts to help ensure that children have the financial support they need.

Initiative 5: Building community trust: Vacating wrongful convictions.

It is difficult for many, especially in a county once known as the “false confession capital of the world,” to trust law enforcement due to decades of mass incarceration and abuses of power.

To help build trust, the CCSAO has taken many steps to address the wrongs committed by the criminal justice system and law enforcement. One way the CCSAO has done this is by leading the nation in vacating wrongful convictions.

Under State's Attorney Foxx, the Office has vacated more than 200 cases, including more than 100 in FY2022.

Since 2018, Illinois has led the nation in exonerations primarily due to the exonerations in Cook County.

Initiative 6: Expanding access to second chances through new diversion opportunities.

Diversion programs provide alternatives to criminal convictions that do not address the root causes of crime that can, in turn, prevent future involvement with the criminal justice system.

The CCSAO participates in and supports more than ten pre- and post-plea programs designed to provide individual assistance based on a person's age, mental health or substance abuse challenge, type of crime committed and criminal history. Individuals who complete the program requirements often have their charges expunged and/or avoid jail time. Those who do not complete the program or refuse to participate will have their cases returned to their felony trial courtroom.

In FY2022, the CCSAO referred over 1,500 people to diversion programs. The most common offenses were narcotics, gun possession cases and non-violent property crimes.

The FY2022 graduation rate for diversion program participants was over 70%. For those who graduated, the rearrest rate was less than five percent.



Herbert Anderson speaks to the media following his case being vacated in April 2022. (Jose M. Osorio / Chicago Tribune)

Cook County State's Attorney's Office

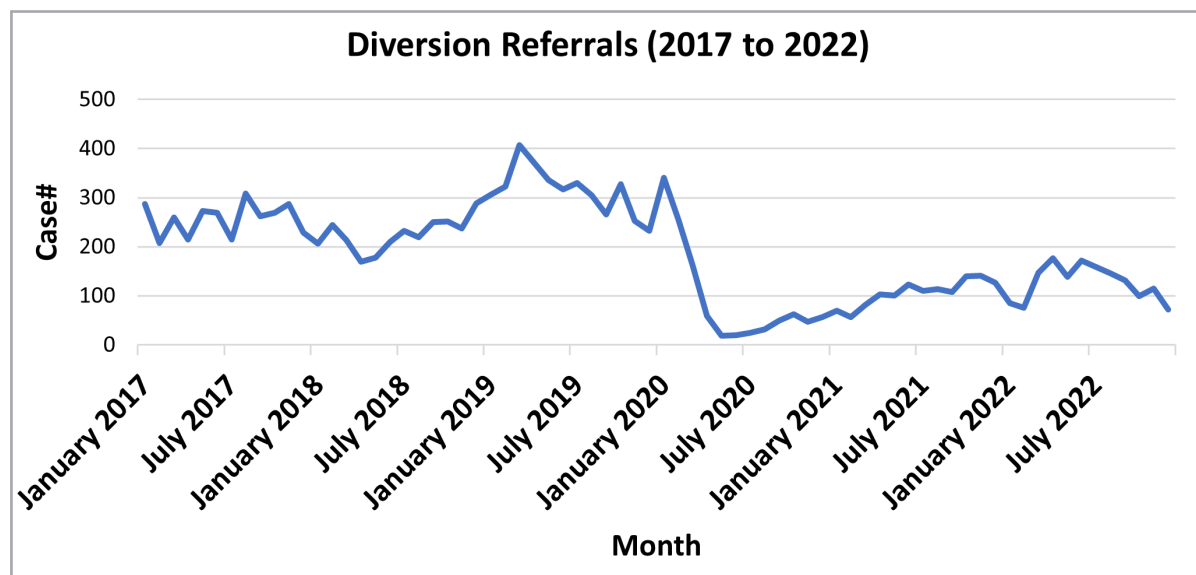


Figure 4. CCSAO Diversion Referrals, 2017-2022.

While the CCSAO has increased the number of diversion referrals since the pandemic, it is unlikely that those levels will return to pre-pandemic numbers due to changing arrest patterns which now impact the ability to divert cases. Due to the legalization of cannabis and fewer arrests for non-violent crimes, fewer people enter the criminal justice system for committing low-level, non-violent crimes. For example, the number of felony narcotics cases the CCSAO prosecuted fell from almost 13,000 in 2019 to 4,700 in 2022.

While diversion programs historically have focused on substance abuse and mental health needs, the CCSAO has expanded its work by piloting a deferred prosecution gun program for young adults out of the Bridgeview Courthouse over the past year.

The pilot is a six-month program for young adults charged with gun possession in Chicago Police Districts 4 (South Chicago), 5 (Calumet) and 22 (Morgan Park). The Bridgeview CCSAO staff works with GRO Community, a Chicago Roseland community-based organization, to provide wrap-around services, group therapy and cognitive-behavioral therapy. The CCSAO will drop a participant's charge if they complete the program. The CCSAO works with the Joyce Foundation and the University of Chicago to evaluate the program's success and how participants fare after completion.

Initiative 7: Investing in transformational technology to improve office performance.

The CCSAO is making generational investments in technology to adapt to the flexible requirements of its workforce and the increase in digital evidence required to meet its evidentiary burden.

Courtroom Technology

Over the past two years, the CCSAO replaced 100% of its legacy courtroom equipment and quadrupled the number of audio/visual (AV) carts available so that every felony courtroom and most misdemeanor courtrooms have access to an AV cart.

Cloud Storage and Evidence Management System

The CCSAO has expanded the amount of data stored on the cloud by tenfold in the past 18 months. The transformation's centerpiece is the CCSAO's long-term digitization of evidence and legal documents into the cloud-based SharePoint system. In addition to the SharePoint platform, the Office is pursuing an investment in a digital

Cook County State's Attorney's Office

evidence management tool that will streamline digital evidence compilation, discovery and trial preparation efforts for ASAs.

Case Management

The CCSAO also started implementing a new case management system, making it easier for staff to document cases and share information, ending the CCSAO's presence on the antiquated Cook County mainframe.

Freedom of Information Act (FOIA)

In FY2022, the CCSAO successfully implemented a new digital FOIA platform (used by the Assessor, Offices Under the President and Sheriff) to streamline the FOIA process and respond more efficiently to requests in less time.

Initiative 8: Providing unmatched data transparency to the public.

The CCSAO maintains several public-facing adult felony data dashboards and a community memo outreach program that allows the public to examine the Office's prosecutorial decisions. Community memos (Figure 5) summarize the CCSAO's charging decisions, guilty convictions and diversion referrals for adult felony cases in each elected official's jurisdiction. For Chicago elected officials, the memo includes the Chicago Police Department's criminal incident reports and arrests.

The CCSAO now sends over 300 community memos monthly to members of Congress, mayors, state legislators, Chicago council members and police chiefs for the area they represent.

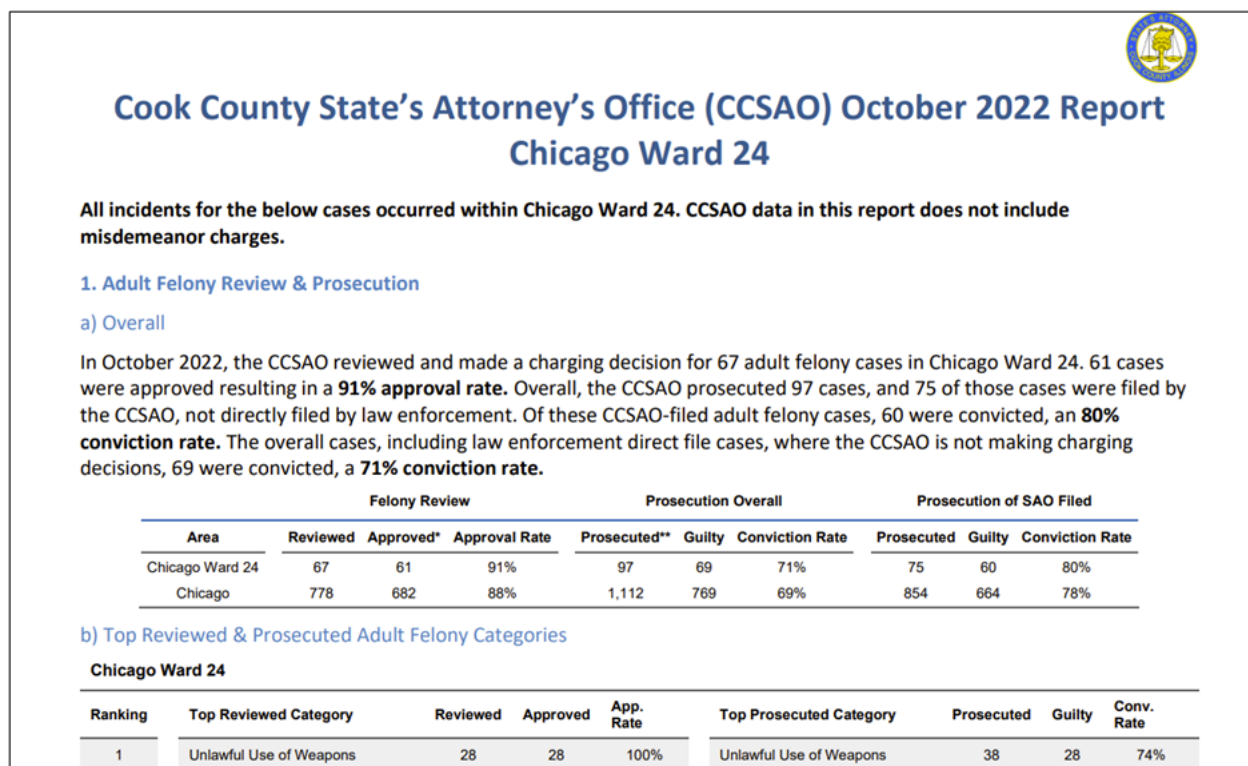


Figure 5. Sample community memo section.

Initiative 9: Advocating for Policy Changes in Springfield.

The CCSAO maintains a strong presence in the Illinois General Assembly and advocates through the legislative process to address many of the systemic structural issues found in the criminal justice system. The Office is

Cook County State's Attorney's Office

significantly impacted by legislative measures and is a leading force for informing lawmakers and forging advocacy coalitions toward criminal justice reform.

The CCSAO was active in Springfield during the FY2022 legislative session, including the regular session from January to April and the fall veto session. The CCSAO drafted and helped advocate for the successful passage of several legislative items, most notably Public Act 102-1041 (Senate Bill 2565). This legislation implements evidence-based practices, including using a peer coach and allows prosecutors to motion for immediate expungement of charges upon the successful treatment of a program.

Initiative 10: Building community trust through direct engagement.

The CCSAO has dedicated teams that work with law enforcement, businesses, faith-based organizations, elected officials, schools, government entities, social service agencies and community groups to build trust and knowledge of the CCSAO's role in the criminal justice system. The Office leads and participates in hundreds of external-facing meetings, events, resource fairs and seminars to build trust in the communities most impacted by violence.



The Community Justice Centers at a resource fair during summer 2022.

The four Community Justice Centers (CJCs) operate in the communities most impacted by crime. CJC staff includes an ASA that prosecutes crimes of particular significance to the community, including targeted offenses and repeat offenders, and a community liaison in charge of networking, prevention programs and community outreach. The CJCs share resources and work closely with steering committees comprised of law enforcement and community leaders.

During FY2022, the Community Justice Centers actively participated in hundreds of events, meetings, seminars and resource fairs.

FY2022 CJC Event Highlights:

- District 25's "Coffee with a Cop" community event (CJC West, March 29, 2022).
- Spring Break Event with Phalanx Family Services and Chicago Public High School (CJC South, April 11, 2022).
- District 4's "Faith in Action Day" at Bessemer Park is an awareness event to help reduce and prevent gun violence (CJC South, May 27, 2022).
- 28th Ward "Back to School" event at Marshall High School (CJC Central, August 20, 2022).
- CCSAO 101 presentation at the Northeast Levy Senior Center Village Monthly Meeting (CJC North, August 24, 2022).
- An Argyle-Broadway Safety Business Meeting that included a candid discussion about area concerns, including business safety and crime (CJC North, September 13, 2022).

The CCSAO's Community Engagement Team has five dedicated and seasoned professionals who organize programming across Cook County. Community Engagement staff attended over 90 community events, including back-to-school resource fairs, community-based conversations, community service projects and awareness events.

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FY2022 Community Engagement Highlights:

- Created the "Citizen's Academy Youth Edition" Series. This six-week program educates juveniles on the legal system. The program generated 25 inquiries and requests for presentations on Juvenile CCSAO 101.
- Hosted the CCSAO's first in-person awards ceremony to honor its community and legal partners since the onset of the pandemic.
- Launched the "Keeping up with Kim" Talk Series. This monthly community-based talk series features the State's Attorney addressing community members and leaders about the office's role in the criminal justice process, current community issues and concerns and various Office initiatives.
- Participated in "National Night Out." Community Engagement team members participated in 12 National Night Out events, the annual community-building initiative that promotes police-community partnerships and neighborhood camaraderie.
- Participated in "Conversations with a Commander": Community Engagement team members participated in these conversation events hosted by Chicago Police Department (CPD) Districts 3, 4, 10, 11 and 16.
- Organized a Speaker Bureau Series in which Community Engagement team members conducted 100 informational presentations across Cook County in 2022.



State's Attorney Foxx at a community event in the South Shore Neighborhood in September 2022.

FY2023 GOALS

In FY2023, the CCSAO will:

- Continue to invest in transformative technology initiatives to better meet its mission and maintain its transparency and accountability to Cook County residents by making data easily accessible.
- Continue to invest in hiring initiatives to create a more extensive pipeline of recruits, lateral hires and leaders.
- Continue to work with the other criminal justice stakeholders to implement the Pre-Trial Fairness Act and strive to meet the ambitious goal of eliminating cash bond.
- Expand its diversion efforts, including several pilot programs, to increase the diversion population and the non-violent charges eligible for alternatives to prosecution.
- Search for appropriate opportunities to litigate on behalf of the residents of Cook County proactively.

Circuit Court of Cook County- Chief Judge

INTRODUCTION

To establish justice is a primary function of government, as declared by the preambles to the Constitutions of the United States and the State of Illinois. To give substance to that declaration, the 19th-century authors of our new state's Constitution included the requirements for a judicial system in Article IV (now Article VI). Today, the Circuit Court of Cook County is the largest of 24 statewide circuits. The Circuit Court is one of the largest unified court systems in the world, with more than 400 judges who serve the nearly 5.1 million residents of Cook County within the City of Chicago and more than 130 surrounding suburbs. About one million cases are filed with the Court each year.

FY2022 ACCOMPLISHMENTS

Overall efforts include improving pretrial services operations, opening a courthouse solely dedicated to domestic violence matters and expanding the use of courts that address mental health treatment, veterans support, drug rehabilitation and support to defendants charged with prostitution. The state's first Restorative Justice Community Court in the North Lawndale neighborhood of Chicago was opened. In FY2022, working with guidance from public health officials, the Court oversaw the continued expansion of jury trials while observing public health precautions.

COVID-19 and Resumption of In-Person Operations

The Circuit Court of Cook County continued to operate under substantial modifications in response to COVID-19, in step with Illinois Supreme Court orders, the governor's executive orders and directives and publications by Cook County Department of Public Health, the City of Chicago, other municipalities and the U.S. Centers for Disease Control and Prevention (CDC). 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 laptops and Zoom licenses for videoconferencing and streaming court proceedings live through YouTube. Remote video rooms have been outfitted and staffed in most court facilities to provide remote access to participants for whom remote access from other locations was impractical or impossible. These arrangements allowed court involved litigants and the public to safely join court proceedings and minimize disruption of proceedings and virus transmission.

Jury trials in the civil and criminal divisions resumed in FY2021 and increased by nearly 75% in FY2022. 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 and studied best practices from other courts. To achieve distancing, courtrooms were outfitted with clear, plastic shields to protect judges, witnesses and attorneys; and 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 704 jury trials in all districts in FY2022, including 389 civil cases and 315 criminal cases. The courts also conducted approximately 115,000 teleconference and videoconference sessions on Zoom, including multi-case calls, and served 3,242,400 participants, an increase of more than 14% from FY2021.

Additionally, the court implemented an increase in pay for jurors. On June 1, 2022, daily juror pay increased from \$17.20 per day to \$35.00 per day, the first such increase in decades.

Problem-Solving Courts and Restorative Justice Courts

The court saw a growing number of success stories in 2022 from its Problem-Solving Courts, Restorative Justice Community Courts and the Supporting Education and Employment Development (SEED) court. All of these courts seek to steer individuals away from future criminal activity by getting at the root of the problems that led them into

Circuit Court of Cook County- Chief Judge

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 400 participants and saw 76 graduates in FY2022. 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 non-violent drug-related charges, to create agreements to facilitate healing as an alternative to punishment. Both felonies and misdemeanors are heard in these alternative, dispute-resolution-style criminal courts.

This was the second full year for the Avondale and Englewood community courts and the countywide SEED Court for drug distribution offenses in the Leighton Criminal Courthouse. All of these courts, including the North Lawndale court started in FY2017, 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 264 participants and 134 graduates in FY2022, increases of 39% and 139%, respectively from FY2021.

Lower Court Fees for Adoptions

New, lower court fees for adoption cases in Cook County were implemented in time for National Adoption Day on November 19. With unanimous support by the Cook County Board of Commissioners, the change lowers the filing fee for adoptions to \$89 from \$265. The \$89 fee is consistent with DuPage, McHenry and Will Counties, the most populous counties outside of Cook County.

Juvenile Temporary Detention Center

The Juvenile Temporary Detention Center (JTDC) has continued to operate through the COVID-19 pandemic. The JTDC modified its protocols and operations, and special precautions have been taken to protect residents and staff. The JTDC re-structured "pod" assignments, all new youth admissions are screened 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 come in contact with others testing positive. 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 increased 22% to 1,936 in FY2022. The average population from FY2019-FY2022 was 177 in FY2019, 175 in FY2020, 168 in FY2021, and 173 in FY2022. New initiatives and goals for the JTDC and justice involved youth are described below in FY2023 goals.

Probation Case Management System

The court implemented a new digital probation case management system to track probation and pretrial operations as well as related cashier and contract monitoring. The new system replaced outdated case management systems: the Juvenile Enterprise Management System (JEMS) developed in the late 1990s, and the Prosecutor's Management Information System (PROMIS), which was designed in the 1970s and resided on the Cook County mainframe. Despite the pandemic, the case management system 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

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improves supervision of adult and juvenile probationers and pretrial defendants and respondents, upgrades the quality of information provided to the court and enhances public safety by improving quality assurance, program evaluation and workload management.

Domestic Violence Court Access

The court successfully implemented access to the domestic violence courts after regular business hours. The pilot project is intended to both help protect the safety of victims of domestic violence and the rights of those accused. The court is preparing to have services available to domestic violence victims 24/7, if warranted by the results of the pilot program.

During the pilot program, petitions for emergency orders of protection are heard both during regular business hours and, remotely, on Monday through Friday, from 9 p.m. to 3 a.m., and Saturdays and Sundays, from 1 p.m. to 6 p.m.

Under the pilot program, petitioners seeking emergency orders of protection can complete online forms developed in partnership with Illinois Legal Aid Online (ILAO). After-hours access is available by filing a petition at a dedicated email address. Information has been posted on the ILAO launch page, advising petitioners requesting these orders outside of those stated hours to apply by going to the courthouse during regular business hours or by accessing the after-hours email address for remote video hearings during the established hours. Additionally, if petitioners want supportive advocacy services, including help with completing the court forms, they have access to an advocate through Connections for Abused Women and their Children.

Grant Awards

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, was 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 to support data driven decision-making. These strategies will be implemented with a focus on addressing racial equity in the criminal justice system.

Beginning July 1, 2022, the court, with the support of ARPA funding, began to expand services to court-involved youth and adults, to help reduce recidivism and improve the communities in which they live. Strengthening Chicago's Youth (SCY) led these initiatives. SCY is a collaboration with Lurie Children's Hospital and Cook County Health to divert justice involved youth into services, matching youth with the appropriate community-based services. SCY is supported by a ARPA grant award of \$7.1 million over 36 months to support the expansion from an 11 Chicago 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 include intake, assessment, connection to evidence-based programming and pro-social services, emergency assistance, family support services and post-discharge monitoring.

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Overall, the court enters the new year with over 20 active grant awards, totaling more than \$20 million, with more in the pipeline.

FY2023 GOALS

- The full development of enhancements at Domestic Violence Court.
- Pending decision on certain legal challenges, implementation of operational changes required by the Pretrial Fairness Act.
- Continue to enhance court operations through the introduction of new technologies to address the operational challenges brought on by the pandemic, and supported by the Illinois Supreme Court (Rules 45, 241). These will include new Webex conference systems to facilitate hybrid proceedings in court and hearing rooms and courtroom sound system upgrades compatible with remote operations.
- Implementation of new case management system in Public Guardian operations.

Justice Involved Youth

The court will develop and implement a system of Juvenile Redeploy Hubs providing targeted areas in Cook County with evidence-based community programs that maintain public safety and promote positive outcomes for youth, supported by a \$5.8 million annual grant from the State of Illinois.

In addition, the JTDC will implement improvements based on the recommendations of a blue-ribbon committee that include:

- All disciplinary confinement in the youth's room will be limited to 30 minutes, followed by 30 minutes during which the youth will work with a counselor to complete a rational self-analysis of the behavior that led to the confinement.
- In response to the concerns expressed regarding room confinement, bedtimes have been moved back by one hour, with the earliest bedtime now at 8 pm. As soon as practicable, the bedtime of all youth will be moved back to 9:45 p.m., further reducing the total time youth spend in their rooms.
- Cook County Health mental health staff will partner with consultants to create culturally relevant, trauma-informed evening programming that will help youth transition to bedtime at 9:45. The programming will include simple movement and breathing techniques that can benefit even residents with short stays at the facility. Dr. Obari Cartman, president of the Chicago chapter of the Association of Black Psychologists, will lead development of programming for boys, and Dr. Keeshawna Brooks, associate professor at the Chicago School of Professional Psychology, will develop programming for girls.
- Maryville Center for Children Residences has offered to house youth involved in the child welfare system who would otherwise have prolonged stays at the JTDC, as well as LGBTQ youth.

Cook County Assessor's Office

INTRODUCTION

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

The Assessor's Office achieves its mission through:

- Data integrity
- Teamwork culture
- Distinguished service

High-quality data is essential for fair and equitable assessments. The Assessor's Office 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 Assessor's Office 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.

The work of the Assessor's Office 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 in every part of the office, make services more effective and efficient and earn greater trust from the public.

FY2022 INITIATIVES

Reassessed the North Suburbs of Cook County

Assessments follow a triennial cycle with one-third of the County reassessed each year. In FY2022, the Assessor's Office reassessed the north suburbs for the first time since FY2019.

Continued the Implementation of iasWorld

This technological modernization is part of a multi-year process to move the Cook County property tax system from an outdated mainframe 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 Assessor's Office is the first to adopt this system.

Launched the Affordable Housing Special Assessment Program

In February 2022 the Assessor's Office launched the Affordable Housing Special Assessment Program. Created by

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state statute, the program incentivizes the rehabilitation and new construction of multi-family residential properties to create and maintain affordable housing. This program establishes assessment reductions for multifamily rental developments subjected to certain rent, tenant income and related restrictions.

Engaged With the White House on More Accurate Assessments

Assessor Kaegi, along with assessors across the country, met with the U.S. Department of Housing and White House staff on the possibility of opening the uniform appraisal database to public assessment agencies. 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 fairer and more accurate, while also maintaining privacy for property owners.



Released New Data Transparency Tools

Affirming the commitment to transparency and data integrity, the Assessor's Office continues to develop and release new tools and data to the public. From releasing historical assessment data, providing taxpayers with more insight on the details of their property and assessments, to simulation tools, the Assessor's Office continues to enhance its transparency efforts.

FY2022 ACCOMPLISHMENTS

Reassessed the North Suburbs of Cook County

Initial assessments found the property tax base of the north suburbs increased approximately 37% since FY2019. Reflected in this reassessment are increases in residential sale prices during the pandemic, increases in rent for large apartment buildings and the ongoing economic effects of COVID-19 on small businesses.

In reassessing the north suburbs, the balance between residential and non-residential property shifted. Prior to FY2022, 63% of the tax base was in residential property while 37% was in non-residential property. The initial reassessment of the north suburbs shifted the base to 61% residential and 39% non-residential.

Continue the Implementation of iasWorld

Phase II of the implementation of iasWorld was successfully completed. The major accomplishment was the launch of Public Access or what is referred to as enhanced property details. This new database includes a greater level of detail for each property located in Cook County, with property owners able to obtain information such as the estimated market value, assessed value and property characteristics. New noteworthy features include information pertaining to permits, divisions and consolidations and the Homeowner Improvement Exemption. Another new feature is the "Neighborhood Sales" function, which provides current real estate information that can be reviewed and printed.

Launched Affordable Housing Special Assessment Program

In preparation for launching the program, the Assessor's Office developed internal operational procedures and created a new two-part online application. To kick off the program, a series of webinars was conducted to help

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property owners understand and navigate the application process. A total of four webinars, yielding over 1,000 views, can be accessed on the Assessor's YouTube channel. As of June 30, 2022, over 500 applications were received and 21 were approved.

Engaged with the White House on More Accurate Assessments

In Spring 2022, Assessor Kaegi and former Chief of Data Samantha Simpson traveled to Washington D.C. to meet with Special Assistant to the President for Housing and Urban Policy. They discussed the importance of providing county assessors access to the Universal Appraisal Dataset which will contribute to reducing assessment disparities nationwide. Additionally, they met with the Consumer Financial Protection Bureau's (CFPB) Senior Advisor to the Chief Technologist and discussed the importance of the CFPB's rulemaking on automated valuation models and its impact on consumers purchasing homes as well as taxpayers building equity.

Released New Data Transparency Tools

- Commercial Valuation Methods Published

This first-of-its-kind reporting offers a transparent look at the mass appraisal methods used for commercial valuations. Beginning with the City of Chicago, data used to calculate the assessment of every individual commercial property is now available online. This release includes detailed information on apartment buildings, hotels, retail and office space and industrial buildings in Chicago. Each spreadsheet can be sorted and analyzed by property type and township. For each individual building, the data contains: property characteristic data, data pertaining to the estimated income, expense ratio, vacancy, net operating income (NOI) and capitalization rate and the estimated market value based on the above data. Property owners can use this data to better understand the calculation of assessments by the Office. Previously, this information was only available for specific properties through a Freedom of Information Act (FOIA) request. To date, these reports have been published for the City of Chicago and the north suburbs, totaling 21 townships.

- City of Chicago's Data Dashboard Released

The Chicago Data Dashboard displays the areas where property assessments rose and fell in every Chicago neighborhood following the city's FY2021 reassessment. Taxpayers can view the assessment report for the City, review assessment changes, view the top 5 highest-dollar properties in each neighborhood and compare assessments between neighborhoods and property types.

- 20 Years of Historic Assessment Data Published

In June 2022, the Assessor's Office published millions of rows of data on Cook County's Open Data Portal. Users can filter the data by Property Index Number (PIN), export information, create visualizations and connect to the data using an application programming interface (API). These datasets will automatically update periodically with new information as it is entered into iasWorld, the Assessor's Office's modernized assessment system of record. To promote the release of 20 years of assessment information, the Assessor's Data Department hosted an "Ask Me Anything" session on Reddit. The team answered live questions about these datasets, Chicago's FY2021 reassessment, the Assessor's Office's reassessment models and more.

Property Tax Simulator Software Code Package - PTAXSIM

The PTAXSIM, is a software code package designed to recalculate changes to Cook County property tax bills. It uses real assessment, exemption, TIF and levy data to generate historic, line-by-line tax bills for any Cook County property from tax years FY2006 to FY2020 (for bills issued from FY2007 through FY2021). PTAXSIM allows the user to

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recalculate and analyze single or multiple historic tax bills simultaneously. The Assessor's Data Department created the database by extracting already-public tax levy and rate data published by the Cook County Clerk, which was then combined with previously unpublished data.

Increases in Hiring

In FY2022, the Office hired 14 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 FY2022 the Assessor's Office hired a total of 31 full-time employees across all departments.

Continuing to Simplify the Exemption Process

As part of its response to COVID-19, the Illinois legislature approved the continued auto-renewal of three property tax exemptions: senior freeze, persons with disabilities and veterans with disabilities. To further streamline the exemption process, the exemptions and certificate of error applications, the most common applications used by taxpayers, were redesigned and consolidated. Over 10 forms were eliminated and consolidated into two simple online and over the counter applications, reducing redundancy and paperwork for homeowners.

As part of its auditing efforts, the Office collected more than \$5.6 million dollars in FY2022 from people receiving tax exemptions for which they were not eligible. The Assessor's Office collected the funds from taxpayers who did not meet the state eligibility requirements and from estates of those who were recently deceased. Approximately \$3.9 million was refunded back to communities in Cook County to pay for services such as schools, parks, libraries and first responders. The balance of revenue collected funds the erroneous exemptions department which tracks and collects these funds at no cost to taxpayers.

Enhanced Public Engagement

Despite the ongoing COVID-19 pandemic, the Office maintained its high caliber of public service by conducting both in-person and virtual outreach events for property owners. A total of 142 outreach events were conducted, including appeal seminars, exemptions presentations and appearances by Assessor Kaegi with neighborhood groups, business associations and religious organizations. A total of 103 events took place in-person and 39 virtually. Additionally, each of the thirteen townships located in the north suburbs or Cook County, that were reassessed in FY2022, had their own virtual event that included customized data specific to the township and educational material on how to determine if an assessment appeal should be filed. The virtual sessions are available on the township's unique webpage and the Assessor's YouTube channel.

Customer service through the internet and social media continues to grow. In FY2022, 3,072 messages were received via Facebook, Twitter, Instagram and YouTube. The biggest growth came from messages received via Instagram, Twitter and YouTube. Overall, there has been a 20% audience increase across social media platforms and the engagement rate per impression has increased across all platforms, except for LinkedIn. Viewers are consuming more video content as video views on Twitter are up 271.9%, 104.3% on Instagram and 6.9% on YouTube.

This year the Assessor's Office joined the NextDoor platform. There are 800,267 members and 1,625 neighborhoods on the platform. NextDoor reaches a unique audience that is often their only form of social media. Using geotarget methods, messages were posted to townships that were being reassessed to communicate overall exemptions and certificate of error announcements.

Outbound communication efforts continue to progress to relay vital news pertaining to property owners. For the first time, quick response (QR) codes were added to educational material and letters allowing property owners to sign

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up to receive news from the Assessor's Office. Additionally, an opt-in option was added to exemption applications, yielding just over 10,000 new emails. This will allow the Assessor's Office to begin to build a customer service database that may lead to targeted message campaigns. In FY2022, 89 newsletters were sent to public subscribers and distribution lists made up of homeowners, partner agencies, local government offices and media outlets. Newsletter subscription grew by 34%, has an average open rate of 47.1% and 6.3% click rate, exceeding industry standards for government agencies.

Awards and Recognition

The Assessor's Office received four awards from a combination of the National Association of Counties (NACo) and International Association of Assessing Officers (IAAO) in the following categories: information technology, civic education and public information and county administration and management. The Assessor's Office was recognized for the following achievements.

1. Bringing Fairness and Transparency in Property Assessments

The Data Department was recognized for creating an in-house residential valuation model using free software and open-source algorithms that outperforms the assessment industry standard linear models, with improvements in equity.

2. Conversations about Racial Equity and Real Estate Initiative

Over the past two years, the Assessor's Office conducted a series of discussions about how race impacts our work as assessors. These discussions have also explored the ways race and governmental actions have historic and current impacts on local real estate markets. Through these virtual "Racial Equity and Real Estate" conversations, experts from Princeton University, The University of Chicago and Duke University joined local community developers, realtors and artists for a series of rich and unique discussions.

3. Senior Citizens Aren't Getting any Younger

Prior to Assessor Fritz Kaegi's administration, seniors were required to apply for the Senior Exemption every year, proving they are still over the age of 65. Assessor Fritz Kaegi championed a bill that amends the Illinois Property Tax Code so that a homeowner who has been granted a Senior Exemption will not need to reapply for the exemption each year.



FY2023 GOALS

Reassess the South and West Suburbs

First reassessed under Assessor Kaegi in FY2020, the reassessment of the south and west 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.

Implement iasWorld Phase III

In FY2023, the full initial implementation of iasWorld will be completed and the Assessor's Office is expected to have fully transitioned from legacy systems. This includes the rollout of additional public filings and processing of exemptions and certificates of error through IAS.

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Continue to Release and Enhance Data Transparency Tools

The Assessor's Office will continue its commitment to data transparency by refining and enhancing currently available tools, such as residential and commercial valuation reports, making them more user-friendly and easier to navigate. Additionally, the Assessor's Data Department will continue to iterate the residential model for FY2023 by working with valuation experts.

Expand Exemptions through Communication Efforts

Through communication and outreach efforts, the Assessor's Office plans to increase awareness to homeowners about property tax exemptions. A public campaign around exemptions including phone banking, targeted advertisements, public service announcements and targeted messaging will be launched.

Expand Outreach Efforts to Business Owners

Outreach efforts this year will emphasize reaching small businesses and commercial owners to explain how commercial properties are assessed and to collaborate on how to ensure that their properties are being assessed fairly and accurately. Additionally, the Affordable Housing Special Assessment Program will continue, and reductions will appear on the second installment tax bill issued in FY2023. Lastly, civic engagement efforts will increase with local municipalities prior to assessments to foster over-the-top marketing (OTT).

Focus on Hiring Efforts

In FY2023 the Assessor's Office has a goal of hiring 80 full-time employees across all departments and experience levels.



Cook County Board of Review

INTRODUCTION

The Cook County Board of Review (CCBOR) provides the taxpayers of Cook County with an opportunity to appeal the valuation of their property assessments. We are statutorily authorized by the State of Illinois to review all assessment appeals and make corrections to property valuations due to over or undervaluation by the Cook County Assessor's Office.

The goal at the Board of Review is to be accessible to all residents and provide an accurate and fair analysis of property valuations, while promoting equity among property owners within the County. In addition, the CCBOR defends its assessment decisions at the Illinois Property Tax Appeal Board, which saves Cook County Government, Forest Preserves and all taxing bodies in Cook County millions of dollars annually.

The Board of Review is an important link in the property tax chain and strives to complete the Office's work in a timely manner to ensure the distribution of tax dollars to schools, libraries, municipalities and other essential services is not interrupted.

The Board of Review is made up of three elected commissioners from separate districts and is vested with quasi-judicial powers to adjudicate taxpayer complaints. Additionally, the Board recommends exempt status of real property for all property types. District 1 is represented by the BOR Chairman, Commissioner George A. Cardenas, District 2 by Commissioner Samantha Steele, and District 3 by Commissioner Larry Rogers, Jr.

In addition to the elected commissioners, there is a staff of 156 full-time employees tasked with reviewing each appeal with careful consideration to ensure fair and impartial judgment of tax property assessments. 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 one of the more than 250,000 appeals that comes before the CCBOR each year.

The Board of Review Commissioners invite the taxpayers of Cook County to file an appeal if they believe the value of their property has been incorrectly assessed. The appeal process has been streamlined to meet the needs of the people. Please review the website at www.cookcountyboardofreview.com to pre-register, file an appeal or better understand the appeal process.

FY2022 INITIATIVES

Operations and Appeals

Due to COVID-19, the CCBOR conducted the entire FY2022 appeal session remotely. Of the more than 1.8 million property parcels located in Cook County, 537,618 of them were involved in assessment appeals. The Board of Review adjudicated 248,899 individual complaints, which was a slight increase from the previous triannual reassessment in FY2019, that accounted for 245,747 appeals. The FY2022 session included an increase of 4,053 commercial appeals when compared to the last reassessment of the City of Chicago in FY2019.

In addition to moving the analysis of appeals to a remote environment, the CCBOR's IT department developed a remote process for all requested assessment appeal hearings. The CCBOR incorporated existing budgeted technology and held hearings using Microsoft Teams and Cisco Jabber software to replicate office phone use. The Chief Clerk's staff also implemented a case management system to proactively contact appellants who had requested hearings. During these conversations employees explained the appeal process, reviewed evidence submission and answered other non-valuation questions from appellants. This initiative was highly successful and provided a robust level of service to Cook County residents while allowing the Board's analysts to focus on the

Cook County Board of Review

valuation details of an appeal. As a result of this newly implemented process, the number of in-person hearings was reduced by more than 50%. Efficiencies and increased levels of service created by this system have continued through the reopening of the County and the CCBOR offices. All hearings for the FY2022 tax year appeal session will remain remote.

FY2022 ACCOMPLISHMENTS

Use of Technology to Create Management Efficiencies

The Board of Review is constantly innovating and analyzing ways to improve the system. The Board has moved from an arcane paper-based system to an award-winning digital workflow and constituent interface. Since its creation and implementation in FY2015, the Digital Appeals Processing System (DAPS) has created a more efficient workflow. The investment in the DAPS application has allowed the CCBOR to eliminate the cumbersome paper-based process and implement management-level innovations, based on analytical data, and technology-based solutions for office-to-office data transfers. These efficiencies have saved weeks in each session and made downstream offices more efficient as well.

Customer service initiatives included a password reset utility for the CCBOR portal. This has allowed the Chief Clerk's Office to repurpose staff who traditionally spent a significant amount of time assisting taxpayers over the phone or by email resolving this issue. Additionally, The Chief Clerk's Department has implemented several process improvements that have maximized efficiency and contributed to the overall productivity of the Board. We have digitized the exemption document submission process with the creation of the Exemption Upload Center, digitized the intervenor document submission process with the creation of the Intervenor Upload Center and improved upon the existing Potential Consultant process by implementing workflow queues, taxpayer outreach and increased correspondence.

FY2023 GOALS

Integrated Property Tax System/Divergence from the Mainframe

The Board of Review is in the process of replacing mainframe reliance with the Integrated Property Tax System (IPTS) repository and plans to sever mainframe dependency by Q4 of FY2023. The CCBOR has commenced a data analysis project to determine all data interface dependencies between the Assessor's Office and the Board of Review. The result of this analysis will be the implementation of a fully integrated shared data repository between the Assessor's Office and the CCBOR. The Board of Review will work to develop the bridge that will allow the seamless transfer of data between the Assessor's Office and the CCBOR and implement it into the current systems. The Board will begin parallel testing in the summer of FY2023 to ensure that the new conduits are working properly before retiring the prior technology. These interfaces will replace the mainframe conduit which both the Assessor and CCBOR currently rely on, and the CCBOR will be fully integrated with IPTS by Q4 2023.

Automated Valuation Model (AVM)

The Board of Review is currently exploring other technological enhancements to streamline and improve overvaluation appeals. The potential implementation of an automated valuation model (AVM) processing system for residential properties is one such enhancement. An AVM is a tool that uses algorithms and a variety of data sources, such as property characteristics and comparable sales data, to estimate the value of a property. AVMs provide a more accurate and efficient way of assessing property values than traditional methods, such as in-person inspections. This is because AVMs can quickly analyze a large amount of data, which can help reduce errors and inconsistencies in property valuations. It can also consider factors such as property condition and location, which can have a

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significant impact on a property's value and can be used to quickly identify properties that are potentially being over-assessed for tax purposes.

By providing more accurate property valuations, AVMs will ensure that property taxes are fairer and more equitable. It would help alleviate the financial impact of gentrification on long term residents and promote geographical equity which has largely been overlooked in minority communities. Additionally, it would allow the Board of Review to process residential appeals more efficiently and reduce the number of appeals heard.

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 its efficiency. The CCBOR is committed to defending the County's real estate assessments at the Illinois Property Tax Appeal Board (PTAB), which saves millions of dollars annually for various taxing bodies. The CCBOR is implementing enhancements to the PTAB workflow in its DAPS application which will continue to improve appeal processing, maintenance and data transfer.

Informational Transparency

In FY2022, the Board of Review began publishing appeal-related data for all certified values of properties adjudicated at the CCBOR on the Cook County Open Data Portal. This has improved the public's confidence in our analysis and allows greater transparency in the work the Board of Review does on behalf of the residents of Cook County. Making this information publicly available has allowed the Board of Review to direct residents requesting this data to the Open Data Portal. Previously, these requests would have been submitted through the FOIA process which would have required numerous work hours for County employees preparing responses. Taxpayers may view the final decision rendered and any CCBOR analyst's notes. The CCBOR is proud that it frequently responds to FOIA requests more quickly than the statute requires.

Cook County Clerk's Office

INTRODUCTION

Overview of the Office

The Cook County Clerk's Office is committed to providing quality and efficient service to the public in our four major divisions: Vital Records, Real Estate and Tax Services, Elections and Recording Operations. In addition, the Office manages an Election Operations Center which houses our election equipment and Clerk records. There are six funds, including our Corporate Fund and five Special Funds: Elections, Automation, Document Storage, GIS and Real Estate Housing.

The focus for the office for FY2022 continues to be efficiency in operations, advocacy, cybersecurity and accuracy.

The Clerk 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.

FY2022 INITIATIVES

Highlights of 2022 - Vital Records Goals and Objectives

Developing a Department-Wide Retraining of the Vital Records Act for all Vitals Staff

This training would ensure all Vitals staff are consistently applying the Vital Records Act. Due to the process of establishing "entitlement" for a customer to receive a requested document (i.e., marriage, death or birth), it is imperative that all staff are up to date and consistent when fulfilling a customer's request. This has improved the overall customer experience.

Developing a Methodology to Use a "Kiosk" to Request Vital Records

Vital Records is researching modern technologies that would allow customers to request vital records without having to come into a "brick and mortar" facility. Documents could be requested remotely via kiosks, at libraries or other non-governmental facilities.

Enhancing the Online Marriage Process to Include Electronic Signatures and Other Advanced Technologies

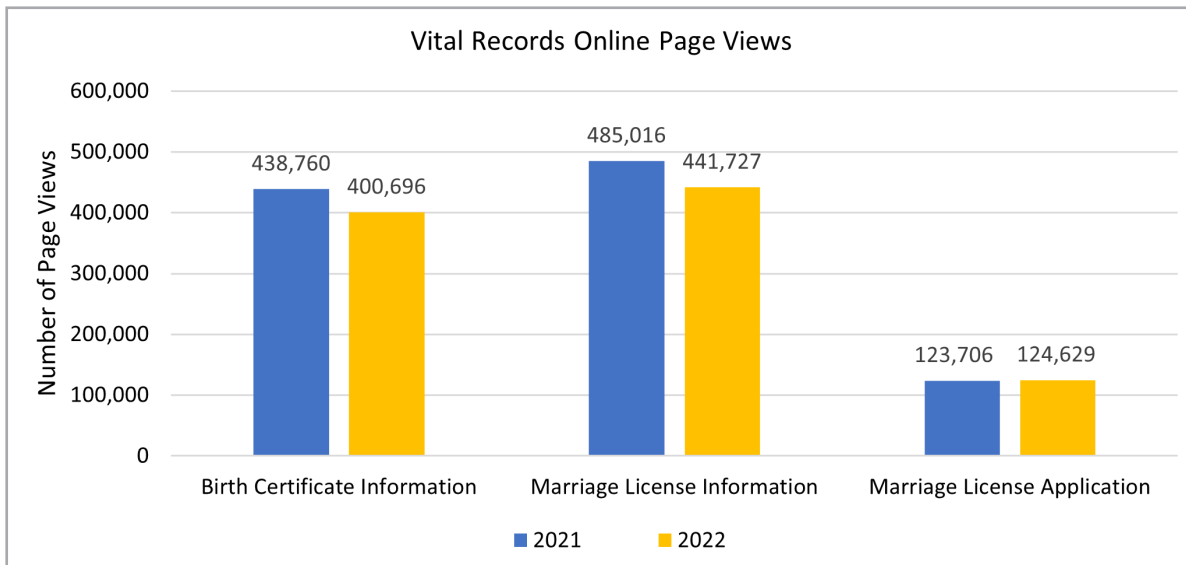
This process would allow a customer to apply for and receive a Marriage License without having to enter a "brick and mortar" facility. The customer could apply for and electronically sign the marriage license application from any computer. After completing a virtual authentication process, the customer would be able to print the marriage license on their home printer. Lastly, the customer could mail or bring in their completed license and receive their Marriage Certificate.

Cook County Clerk's Office

Streamlining Notary Seals Processing in Vital Records

In FY2022 (July), the Secretary of State (SOS) changed the way Notary Commissions are processed by Vital Records.

After June 30, 2022, Vital Records no longer sends the "signature card" customers have become accustomed to receiving. Starting in July 2022, the Secretary of State (SOS) began processing all notary applications. This required a transitional period for the customer as they are used to the County sending them the signature card (by mail or in person), then the customer would receive their notary certificate. By virtue of a Memorandum of Understanding with SOS, Cook County will receive a completed list of notary applicants each month from the SOS, after which the County will send the customer their notary certificate (by mail or in person).



Efficiencies in Vital Records

In FY2021, the Vital Records Division implemented several significant physical, workflow and technological changes to enhance the customer experience and improve efficiency. The division relocated from 50 W. Washington Street to 118 N. Clark Street, Suite #120 as part of the Clerk's "assumption of duties." Sharing the suite with our Recording Operations Division improved our visibility and access to customers. In addition, the office migrated from a legacy notary approval platform to a web-based platform. The system affords automated tracking of Annual Notary Commissions, reducing errors and resulting in faster turnaround. Vital Records instituted a new print process for all Marriage, Birth, Civil Union, Death front-counter and back-office purchases. The new "Virtual Records Printer" was deployed and reduced paper waste, enhanced security paper tracking and reduced spoilage. It also eliminated manual intervention by providing better security paper printing templates. These and other improvements have created greater efficiencies.

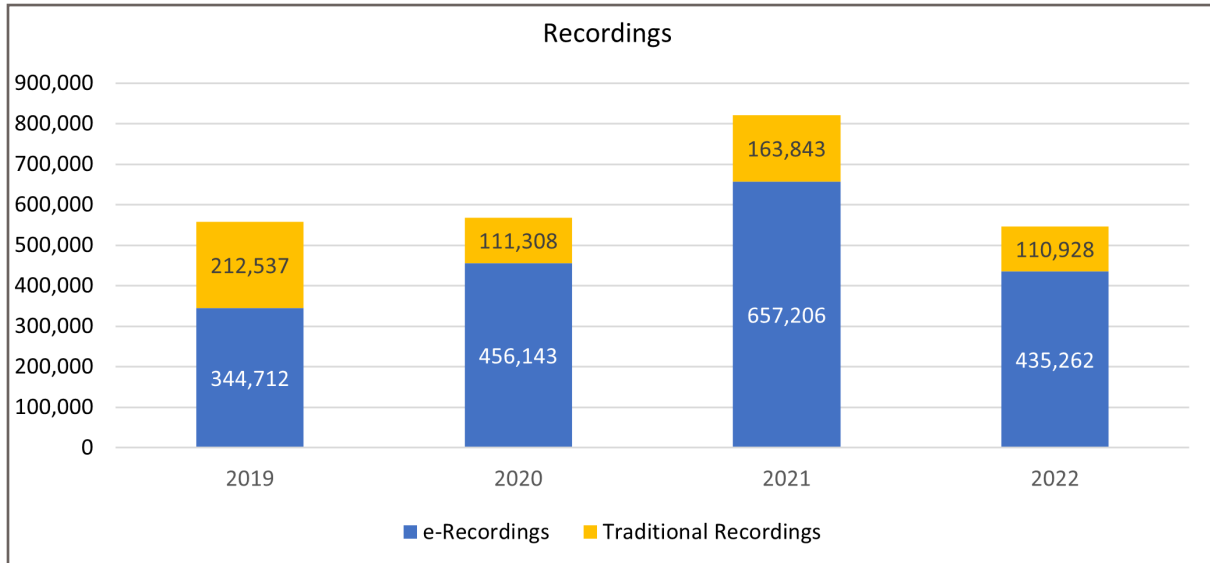
Highlights of FY2022 - Recording Operations Division Goals and Objectives

The Recording Operations Division is responsible for accurately recording, storing and maintaining land records and other official documents in perpetuity for public viewing and retrieval. These functions facilitate home ownership, mortgage lending and land conveyances and encumbrances.

Recordings are contingent upon the overall real estate market. From FY2021 to FY2022, total recordings decreased by 33%. Cook County remained a sellers' market in FY2022. However, with higher interest rates and inflation, the housing market experienced a slight decline. Customers continue to utilize e-Recording as a virtual method for recording their documents. E-Recordings continue to represent 80% of the division's overall recordings in 2022.

Cook County Clerk's Office

The Clerk's office encompasses several entities designed to advocate for the public:



- The Property Fraud Unit which assists individuals who are victims of fraudulent recordings against their properties and coordinate law enforcement efforts on their behalf. The Clerk's Office offers Property Fraud Alert to make homeowners aware of any recordings against their property index number (PIN) via text, e-mail or mail.
- The Veterans' Service Office, which assists military veterans and their families with the recordation and retrieval of their military discharge papers as well as managing the Military and Veteran's Discount Program.
- In October 2022, the Clerk's office launched its Legal Helpdesk. The County Clerk's office partnered with legal aid attorneys from the Center for Disability and Elder Law (CDEL) to assist customers with free legal advice for matters such as the recording of deeds, liens, Transfer of Death Instruments (TODI), chain of title, land records and other recording concerns.

The County Clerk's Office's dedication to the mission of advocacy continues as the Clerk assists property owners who propose to have unlawful restrictive covenant language redacted from their property's chain of title. The Clerk's Office submits the restrictive covenant modification to the State's Attorney, who determines if the language should be stricken from the record. If the State's Attorney finds that an unlawful restrictive covenant exists, upon notification the Clerk's Office will redact the language in the document and officially record the revised document into the property's chain of title.

The Recording Operations Division diligently and consistently reviews all processes, procedures and overall workflows to enhance our efficiency and accuracy. The division has improved the online customer experience with a streamlined online database, allowing customers to search and retrieve documents from 1985 to present via our website, reducing revenue slippage, refunds and transmission errors. Recording Operations are in search of a vendor to digitize our archival records. This initiative will allow the division to circumvent the impact of the "degradation of time" on our historical records and workflow, mitigate our trips to the warehouse, eliminate a backlog of requests as well as preserve the archival content.

Cook County Clerk's Office

Highlights of 2022 - Technology Enhancements Goals and Objectives

Several key projects reached milestones this past year:

- Clerk Recording System (CRS): The Clerk's in-house IT deployed Phase 1 of the project in three months thoroughly modernizing the public document search and purchase mechanism. The team also released an updated version of the Property Fraud Alert system that substantially improves our internal management controls.
- Cashiering: The Tax Services Division (TSD) went live with Phase 1 of an integrated Cashiering and Document Management system.
- E-Pollbook: The Elections Division successfully implemented a new electronic poll book system for checking in voters at all polling places and early voting centers.
- Cybersecurity: The Cybersecurity team completed the implementation of the Edgewise product to prevent ransomware infections, deployed two-factor authentication for the entire office and successfully implemented and tested our cloud-based backup and recovery system for all election-related systems, thus further protecting against ransomware attacks.

For FY2023 we will focus on:

- Completion of the CRS for Recording Operations (three more phases to complete).
- Completion of cashiering for TSD.
- Deployment of the new Microsoft Dynamics GP system for accounting and general ledger.
- Development of an enhanced, mobile friendly system for online marriage applications.
- Development of an online portal for TSD for taking payments and delivering records for the tax buyer/seller operation.
- Continued network and hardware upgrades along with continuing support for cybersecurity.
- Continued support for Elections, including any special elections.

Highlights of 2022 - Elections

The 2022 gubernatorial primary and general elections were safe, fair and robust. Early voting in suburban Cook County was expanded to more than 50 locations. In addition, a super site location at Chicago's Union Station was added for suburban commuters.

Voters cast their ballots on any day of the week leading up to Election Day and visited the early voting locations to vote early, register to vote or drop off their mail ballot at a secure drop box.

Cook County Elections implemented the Post-Census Redistricting of:

Cook County Commissioner Districts

State Senate Districts

State Representative Districts

United States Congressional Districts

Board of Review Districts

Cook County Clerk's Office

The Cook County Board of Commissioners approved the Clerk's Office proposal to reduce the number of election precincts in suburban Cook County by 10% to eliminate redundancies and increase efficiencies in election operations.

The measure did not reduce the number or location of suburban polling places and was implemented by the Clerk's Office in FY2022 for the Illinois gubernatorial primary and general elections. The reduction is in response to significant shifts in voting trends in the wake of the Covid-19 pandemic, which has resulted in substantial increases in early voting and mail voting and a decline in election-day voting.

The measure eliminated a total of 169 suburban voting precincts, reducing the total number of precincts by 10%, from 1,599 to 1,430. The proposal, which was supported by the Cook County League of Women Voters, will merge all or parts of precincts together but will not cut the number of polling places.

Pre-election voting in all its forms continued to trend upward with an increasing number of voters choosing to vote early or by mail. Early voting and mail voting accounted for 40.1% of all ballots cast in last June's gubernatorial primary, which was a record high for a midterm election. In the November gubernatorial general election, over 220,000 early votes and 124,000 mail ballots were cast. Suburban Cook County accounted for over 743,000 votes and turned out more votes than any other election authority in Illinois.

Like many election jurisdictions across the nation, Cook County elections faced a crisis due to a critical shortage of election judges. In fact, the number of judges had dropped about 40% over the last eight years.

The Clerk made a special appeal to military veterans to ask them to join our branch of service to work as election judges. Of course, the veterans answered the call. In just three weeks, more than 2,000 Cook County residents came forward to sign up to serve as election judges, putting us in a much more comfortable position to staff our 1,439 precinct locations.

The Clerk's Office continues to be recognized nationally as a leading election authority in matters of cybersecurity. Elections continued to invest in ongoing training for the election teams so that they remain on the cutting edge to manage ever-evolving cybersecurity threats. Elections continued to roll out cybersecurity software systems to prevent hacker intrusion, hacker movement networks and phishing threats.

In FY2022, Elections rolled out new, state-of-the-art equipment for Cook County voters for both elections. These stand-alone systems use a secure Apple iPad application to facilitate voter check-in at all our polling place locations in suburban Cook County. These devices helped tremendously in streamlining the voting process because they eliminated the need for large computer poll books. The individual systems are equipped to access individual voter's registration information, verify their signature and make sure that they are issued the proper ballot on election day.

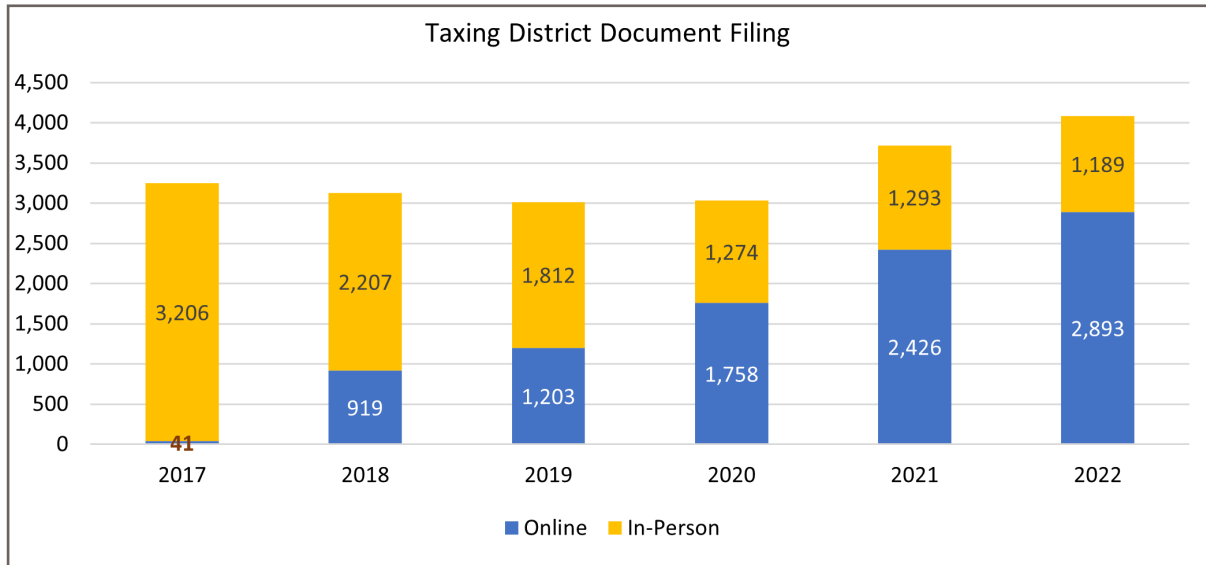
FY2023 GOALS

Highlights of 2022 - Real Estate and Tax Services Goals and Objectives

The overall Real Estate and Tax Services redemption process consists of 80% face-to-face, over-the-counter services, yet is 100% paper based. We implemented a new cashiering system that streamlined our records management requirements, reducing the need for hard copies to be physically saved. In addition, Real Estate and Tax Services began accepting credit and debit cards for the first time in FY2021.

Cook County Clerk's Office

In December 2022, 78% of levy documents were filed via the online portal from more than 1,400 taxing agencies. During FY2021, a total 2,893 levies, budgets and financial reports and other documents were filed via the online portal, a 19% increase over the 2,426 documents filed electronically in FY2021.



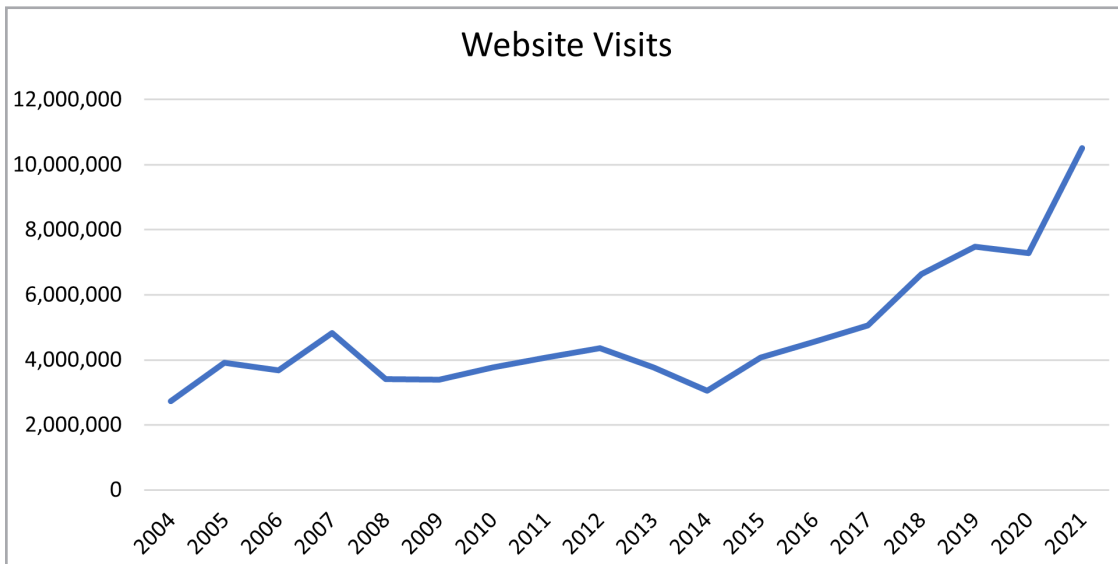
The Office completed several outreach events during FY2022 to school district managers, promoting the usage of the system.

In FY2023, it is anticipated that the new cashiering system will go live, and in FY2024, we anticipate the same for the Integrated Property Tax System.

Cook County Treasurer’s Office

INTRODUCTION

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; collecting \$16.1 billion each year in taxes from the owners of more than 1.8 million parcels of property; and distributing 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, park and forest preserve systems, libraries, public health and safety agencies, election authorities, economic development agencies and bonds to pay for public-works projects.

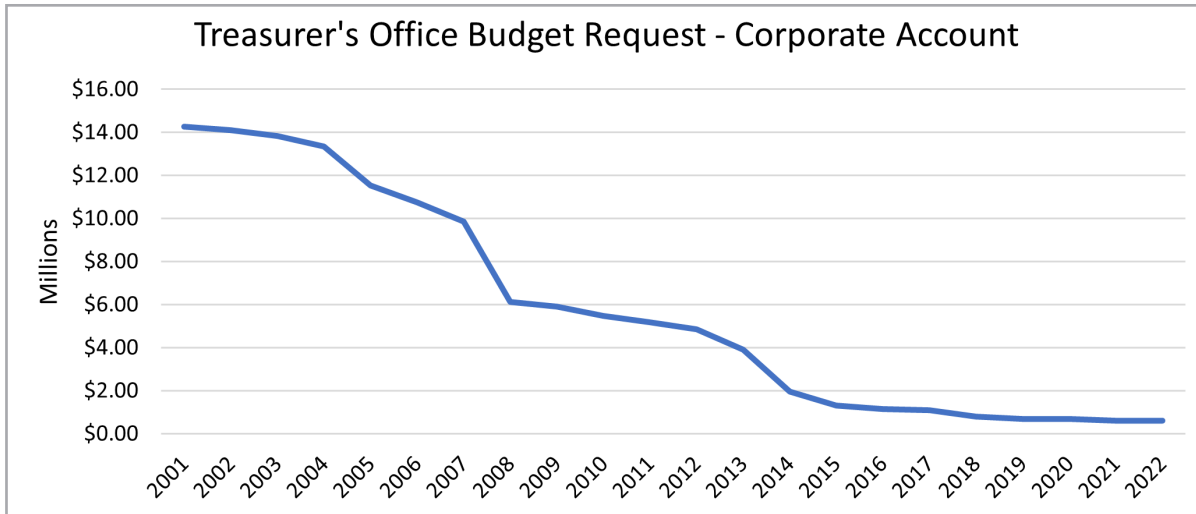


FY2022 ACCOMPLISHMENTS

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 the 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 Treasurer’s Office and more. In FY2022 through September, the website was visited nearly 6.3 million times. The website is also mobile accessible and since December of 2017, it has almost 8.4 million visits from mobile users.

The Treasurer’s Office had 250 employees in FY1998 but, through automation efforts over the last 20 years, now operates with fewer than 60 filled positions. This reduction saved \$42.8 million in FY2022 alone. This is one of the reasons the Treasurer’s 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 Treasurer’s Office annually since FY2001 is shown on following page. The goal of the office is to be entirely self-funded and independent of any taxpayer-funded sources.

Cook County Treasurer's Office



Black and Latine Houses Matter

This year the Cook County Treasurer's Office continued "Black and Latine 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, which eliminated the need for taxpayers to fill out a paper refund application. Through the Stop Taxpayer Over Payment System (STOPS), the Treasurer's Office has stopped and returned \$533 million in duplicate payments since FY2010.

Release of Maps of Inequality

From Redlining to Urban Decay and the Black Exodus: The office released a study in July 2022 that details how federal government-sanctioned housing discrimination from the 1940s led to urban decay and the subsequent exodus of Blacks from Chicago and other major U.S. cities.

Vacant and abandoned properties in the Chicago area are located almost exclusively in areas where the majority Black, majority Latine or majority-minority populations are declining.

- The Treasurer's Office recommends replacing the Scavenger Sale with a fairer, more effective system for restoring distressed properties. Of the 27,358 properties offered at the FY2022 Scavenger Sale, 14,085 were located in the redlined boundaries of the 1940 federal map.

Release of the Sale in Error Study

In October 2022, the office released a first-of-its-kind study showing how wealthy investors from around the country have exploited a loophole in Illinois' property tax law to make millions of dollars in profits, largely at the expense of poor Black and Latine communities.

The loophole can be found in an arcane subsection of the property tax law that tax investors had helped rewrite for their benefit.

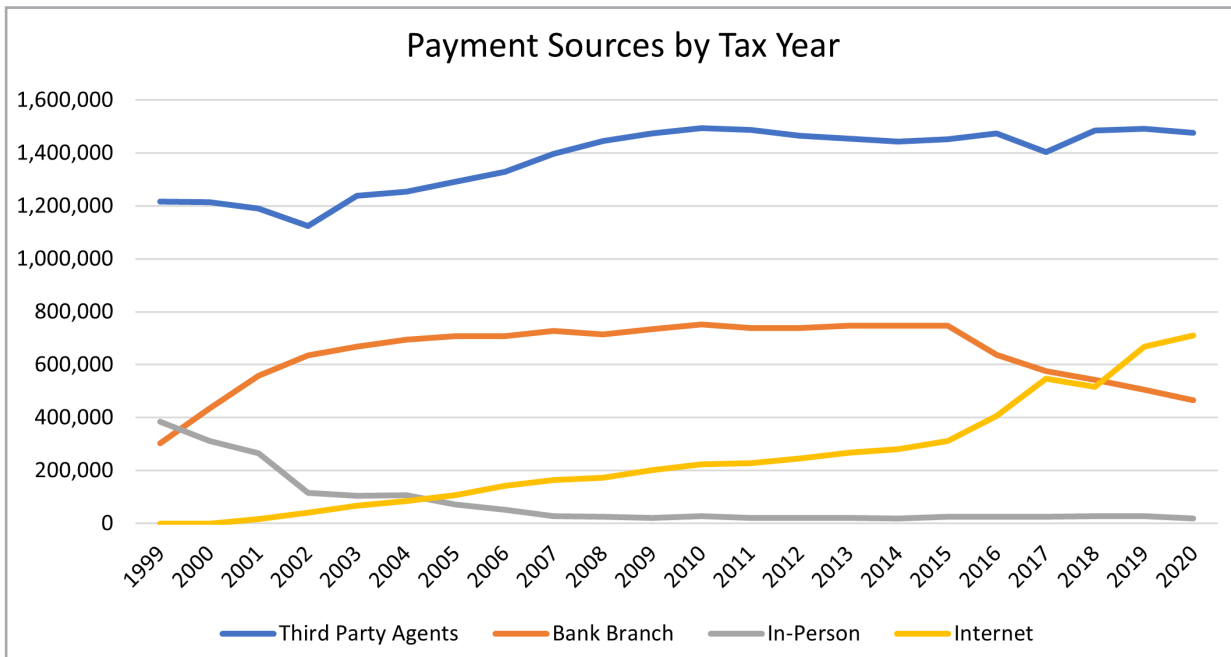
Cook County Treasurer's Office

The Treasurer's Office has recommended that the state law be revamped and that county agencies tighten up their own procedures to reduce tax investors' profits.

- Investors have drained a total of \$277.5 million from Cook County municipalities in the past seven years.

Increased Payment Channels

In FY1998, there were two ways to pay property taxes: by mail to the Treasurer's Office or in person at one of six offices belonging to the Treasurer. Today, there are nine methods: by mail to a lockbox, in person at Chase, at community banks, at the Treasurer's Office, through Automatic Clearing House (ACH), through wire payments by Third Party Agents, online, through credit card or through 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.

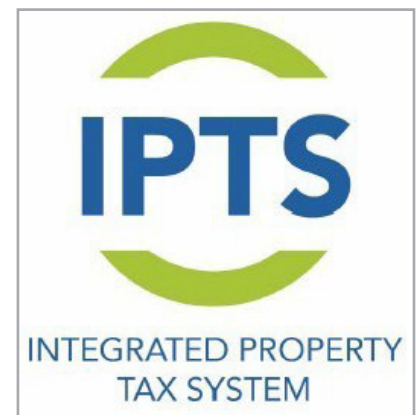


FY2023 GOALS

Looking Ahead

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

In addition, the Treasurer's Office supports President Preckwinkle's initiative to replace the MIS Mainframe with an Integrated Property Tax System (IPTs), which will be used by all property tax offices. This IPTs would eliminate the antiquated MIS Mainframe with limited functionality, combine all data for each parcel into one unified system and allow for real-time updates instead of nightly batch jobs.



Cook County Land Bank Authority

INTRODUCTION

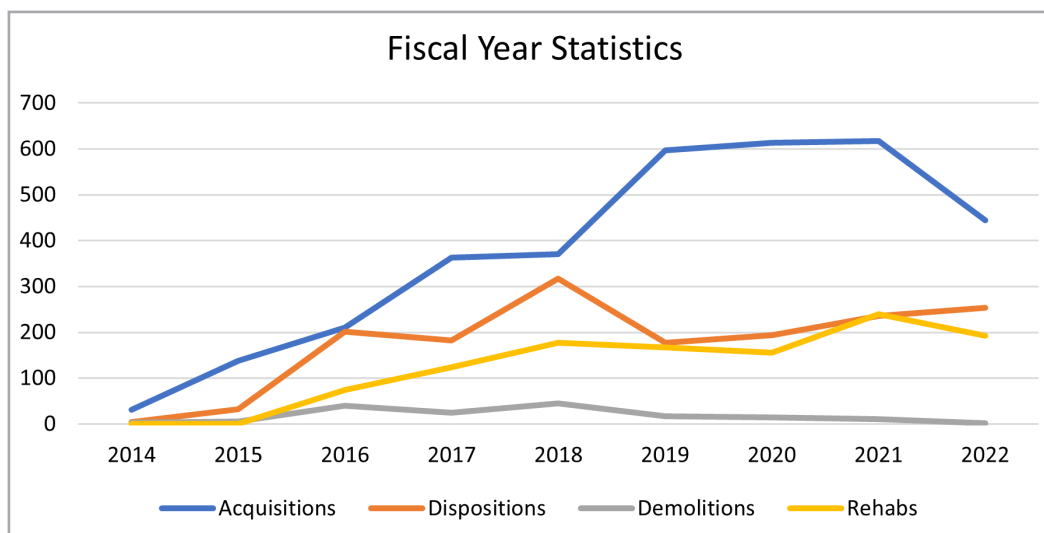
The Cook County Land Bank Authority (CCLBA) works to reduce and return vacant land and abandoned buildings into reliable and sustainable community assets. CCLBA was formed by a Cook County ordinance in FY2013 to address the large inventory of vacant residential, industrial and commercial property within 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.

FY2022 INITIATIVES

The CCLBA has acquired 3,356 properties since its inception nine years ago, and of these, over 47% or 1,589 have been sold. Approximately 1,145 have been successfully rehabbed and 1,119 are now reoccupied and back to productive and sustainable use. In documenting the final end-use for these reoccupied properties, 97.7% 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 \$160.8 million. Combining that with the \$20.4 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 \$217 million dollars in impact throughout Cook County since its first acquired property in FY2014.

FY2022 ACCOMPLISHMENTS

CCLBA acquired 444 properties in FY2022, which represents 13% of all acquisitions since its inception. In addition, 253 properties were sold to private buyers in FY2022, which closely aligns with CCLBA’s goals for this year. In the same time period, 193 rehabs were successfully completed, representing 16.8% of all finished rehabs. CCLBA completed two 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.



Cook County Land Bank Authority

FY2023 GOALS

For FY2023, 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 throughout 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.

Office of the Independent Inspector General

INTRODUCTION

The Office of the Independent Inspector General (OIIG) was created by ordinance in FY2007. The mission of the OIIG is to detect, deter and prevent corruption, fraud, waste, mismanagement, unlawful political discrimination and other misconduct in the operations of Cook County Government with integrity, independence, professionalism and respect for both the rule of law and the people we serve. The OIIG conducts investigations and issues findings and recommendations to Cook County government officials. The OIIG also investigates potential criminal violations involving the conduct of Cook County employees acting in their official capacities and refers such matters for prosecution. Because the OIIG is a fact-finding agency, it cannot dictate a legal outcome. The OIIG also serves as a liaison between the County and outside law enforcement authorities and prosecutorial agencies when cases are referred.

FY2022 INITIATIVES

Among its initiatives in FY2022, the OIIG modified and improved its case management system to enhance its technological capabilities and reduce reliance on paper files. The OIIG also renewed an intergovernmental agreement with the Metropolitan Water Reclamation District of Greater Chicago to provide inspector general oversight services for an additional year. In addition, the OIIG also entered into a memorandum of understanding with the Clerk of the Circuit Court Inspector General to perform joint investigations on certain cases.

FY2022 ACCOMPLISHMENTS

In FY2022, the OIIG processed a total of 934 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 59 summary investigative reports. The summary investigative reports are the culmination of 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 then issued which may contain recommendations for disciplinary or other remedial action. 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.

FY2023 GOALS

The OIIG will continue to focus its resources toward identifying fraud, waste, corruption, mismanagement, unlawful political discrimination and other misconduct within Cook County Government and among those doing business with Cook County. The Office will continue to focus available resources on those areas of importance to Cook County Government including procurement matters, effective personnel management as well as identifying areas to improve functionality throughout the government. These activities support the efficient use of Cook County resources and promote honesty, professionalism and transparency in the operation of Cook County and the Forest Preserves.

Office of the Public Administrator

INTRODUCTION

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 Public Administrator’s Office 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 Public Administrator administers estates under the supervision of the Probate Division of the Circuit Court of Cook County.

FY2022 ACCOMPLISHMENTS

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 1,412 cases each year to safeguard decedents’ property and inquire as to a decedent’s next of kin. In FY2022, the OPA opened new estates for 92 individuals and continued the probate of over 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.

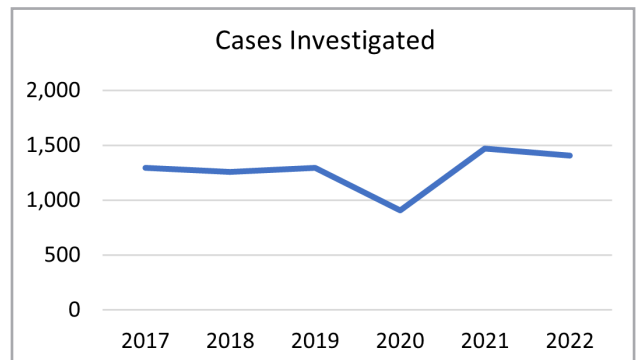
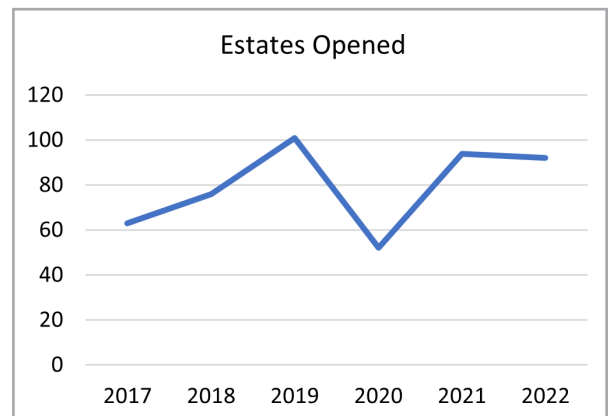
In keeping with previous years, the OPA exceeded its FY2022 budget target and returned over \$14 million to heirs and beneficiaries via the OPA’s estate administration. The OPA has returned over \$124 million to heirs from FY2016 to FY2022.

FY2022 INITIATIVES

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

The number of investigations carried out by the OPA remained above average in FY2022. To maintain the level of service in this area, an in-house investigator has pivoted to in-field investigations.

The OPA continues its initiative to determine whether unclaimed property remains with the State Treasurer for estates administered by the Office in the previous 20-year period. In FY2022, the Office expanded this outreach to include closed estates that are in receipt of interest from the Illinois State Treasurer on monies recovered by the estates from the Illinois Unclaimed Property Fund. At the close of FY2022, the Office recovered over \$1.5 million in unclaimed property for OPA Estates. The Office has identified additional funds and will continue the process of probating those assets in order to return funds to heirs and beneficiaries where possible.



Organizational Chart

2023 Cook County Government Organizational Chart

