



FY2024

MIDYEAR BUDGET HEARINGS

RESPONSES TO BUDGET QUESTIONS



COOK COUNTY BOARD OF REVIEW
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GEORGE A. CARDENAS
COMMISSIONER

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CHAIRWOMAN

LARRY R. ROGERS, JR.
COMMISSIONER

To: Honorable John P. Daley, *Chairman, Finance Committee*
From: Cook County Board of Review (BOR)
Commissioner George Cardenas, Chairwoman Samantha Steele and Commissioner Larry Rogers, Jr.
CC: Kanako Ishida Musselwhite, *Interim Budget Director*
Department of Budget & Management Services
Date: 08/07/2024
Re: Request for Information from FY2024 Mid-Year Budget Hearing

The following information is provided in response to questions posed at our department's budget hearing held on July 30, 2024.

1. Request ID #[1050-01]

Commissioner Anaya: Is there a way to see appeals by County Commissioner District? How does this impact overtime by Board of Review District?

Response:

Information concerning County Commissioner District appeals is compiled by the Board of Review (BOR) following each tax appeal session. Below is a list of appeals per County District. Number of appeals are in aggregate and include pro-se and attorney-filed for commercial, condo and residential properties.

District	Number of Appeals
Cook County District 1	13,732
Cook County District 2	5,694
Cook County District 3	4,406
Cook County District 4	7,467
Cook County District 5	11,532
Cook County District 6	18,729
Cook County District 7	4,664
Cook County District 8	9,641
Cook County District 9	25,439
Cook County District 10	11,718
Cook County District 11	13,810
Cook County District 12	14,692
Cook County District 13	16,810
Cook County District 14	26,749
Cook County District 15	14,421
Cook County District 16	16,920
Cook County District 17	31,222

Overtime is primarily administered by the BOR for the purpose of adjudicating appeals and does not correlate to the number of appeals filed in each County District. Every appeal is reviewed by an analyst in each BOR District, despite the location of the appellant's subject property.

2. Request ID #[1050-02]

Commissioner Trevor: Looking at page 6 of the presentation, what is the relative percentage decrease per bill when looking at the pie charts (Pro Se vs Attorney)?

Response:

The BOR is responsible for evaluating all property assessment appeals in Cook County and making corrections to assessed values. A property's assessed value is one component of the tax bill calculation. The BOR would be required to collaborate with the Cook County Treasurer to evaluate the effects of AV reductions on tax bills for all appellants in the 2023 tax year.

The table below indicates the average reduction in assessed value (AV) for both pro-se and attorney-filed residential and commercial appeals for Tax Year 2023.

Type	Total Appeals	Percent W/ Decrease	Average Reduction in AV
Residential. Atty	150,399	41.4%	4,738
Residential. Pro Se	61,777	59.3%	3,196
Commercial. Atty	33,793	29%	481,772
Commercial. Pro Se	338	18%	30,293

OFFICE OF THE CLERK OF THE CIRCUIT COURT OF COOK COUNTY
MEMORANDUM



IRIS Y. MARTINEZ
CLERK OF THE CIRCUIT COURT

Richard J. Daley Center
Room 1001
Chicago, Illinois 60602
Phone: (312) 603-4677
Fax: (312) 603-5043
CookCountyClerkofCourt.org

Date: August 7, 2024
To: Honorable John P. Daley, Chairman, Finance Committee
From: Honorable Iris Y. Martinez, Clerk of the Circuit Court of Cook County
Re: **Request for Information from FY2024 Mid-Year Budget Hearing**

The Following information is provided in response to questions posed at our department's budget hearing held on July 29, 2024.

1. Requested ID #1335-01

Response: We have captured continuance code data since December 1st, 2023 and complied the numbers through August 1st, 2024 which totaled 217,418. We have conducted an analysis and it is extremely detailed and complex. Therefore, we are requesting a meeting with Chairman Daley to explain our findings.

MISSION STATEMENT

The mission of the Office of the Clerk of the Circuit Court of Cook County is to provide the citizens of Cook County and the participants in the judicial system an efficient, technological and transparent court system. The Office of the Clerk of the Circuit Court of Cook County will provide all services, information and court records with exceptional service and a workforce that represents the communities of Cook County.



COOK COUNTY HEALTH

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Tanya R. Sorrell, PhD, PMHNP-BC
Mia Webster Cross, MSN, RN

To: Honorable John P. Daley, Chairman, Finance Committee

From: Pam Cassara
Chief Financial Officer, Cook County Health

CC: Kanako Ishida Musselwhite, *Budget Director*
Department of Budget & Management Services

Re: Request for Information from FY2024 Mid-Year Budget Hearing

Date: August 7, 2024

The following information is provided in response to questions posed at our department's budget hearing held on July 30, 2024.

- Request ID # [4020-01]**- Commissioner Anaya asked for a breakdown of where agency costs (FTEs) are reallocated due to contractual savings due in part to a reduction in the costs of agency rates and shifted to the New Arrivals.

Response: In FY2024, the average hourly rate for Nursing agency decreased from an average of approximately \$114 to \$92 per hour. During the March and July Cook County Board of Commissioner meetings, CCH transferred funds to increase the amount of funds for the New Arrivals clinic, including Ambulance Services (\$2.0M in May and \$1M in July), Laboratory Services (\$1.45M), and Radiology (\$1.0M) using surplus in agency, salaries, and wages.

2. **Request ID # [4020-02]**- Commissioner Anaya asked for an update on the Food is Medicine Initiative.

Response:

In addressing food Insecurity, as a part of an ongoing partnership with the Greater Chicago Food Depository, CCH's new Belmont Cragin Health Center (BCHC) will pilot an onsite food pantry that will serve food insecure patients of the health center. At the start of the pilot, patients with a qualifying diagnosis including poorly controlled diabetes (A1C greater than 8) and poorly controlled hypertension (BP >140/90) will be prioritized for the food pantry.

Patients will have access to fresh and shelf stable food items that meet their nutritional needs, while also getting basic education and counseling on healthy behaviors and being screened and referred to public programs such as SNAP and WIC. Additionally, staff has begun efforts to roll out a second pilot at Provident Hospital following a similar infrastructure, but with focus on preparing healthy meals and potential prepared meal services.

Funding to support staffing, pantry buildout and cold storage, and purchase of food for distribution through the pantry will be provided through ARPA funding awarded by Cook County.

In addition, CCH recently onboarded a Food Security Manager and is currently in the hiring process to fill two (2) Health Equity Coordinators to support efforts related to identifying, addressing and connecting Cook County Health patients and resources to address social determinants of health/social risk factors, including food insecurity. Coordinators will help patients connect with resources that reduce barriers that interfere with the patient's ability to achieve their health goals.

3. **Request ID # [4020-03]**- Commissioner Stamps asked what positions make up the vacancies at Cermak Health.

Response: As of July 29th, Cermak Health vacancies are as follows:

Job Code	Filled	Vacant	Grand Total
1941.Clinical Nurse I	83	42	125
1610.Mental Health Specialist III	41	21	62
1961.Attendant Patient Care	13	13	26
6822.Emergency Resp Tech (SEIU 73)	16	13	29
1966.Licensed Practical Nurse II	44	12	56
2063.Correctional Medical Tech II	14	11	25
6672.Mental Health Supervisor	0	7	7
1816.Physician Assistant I	20	6	26
5431.Correctional Psychologist	4	5	9
3999.In-House Registry Nurse	21	5	26
1942.Clinical Nurse II	10	4	14
1878.Pharmacist	4	4	8

Job Code	Filled	Vacant	Grand Total
9300.Clinical Operations Nurse Supervisor	0	4	4
1500.Dental Assistant	3	4	7
6824.Bldng Srvc Wrkr SEIU 73)	20	4	24
5296.Medical Assistant	7	4	11
5428.Att Phys-Correctional Psych	9	3	12
6738.Psychiatric Social Worker	0	3	3
2051.Pharmacy Tech ARNTE	13	3	16
1815.Consultant Physician	1	2	3
5388.House Administrator	2	2	4
4880.Dentist IV	4	2	6
5384.Nurse Coordinator II	7	2	9
1637.Attending Physician VII	5	1	6
1846.Clinical Pharmacist	1	1	2
0293.Administrative Analyst III	2	1	3
1653.Attending Physician Senior VII	0	1	1
1943.Nurse Clinician	1	1	2
5341.Dir of Quality Improvement	0	1	1
5432.Chief Correctional Psych	0	1	1
7701.Special Procedures Technologist Xray Computed Tomography	0	1	1
7919.Psychiatric Adv Prac Registered Nurse	0	1	1
0927.Administrative Aide CCU	5	1	6
9606.Senior Human Resources Specialist	0	1	1
1918.Correctional Medical Tech III	3	1	4
5385.Mental Health Director-Cermak	0	1	1
2057.Activities Therapist II	3	1	4
2019.Chief Psychiatrist, Correctional Health	0	1	1
7028.Administrative Asst V-CCHHS	2	0	2
6337.Ch Dpt of Cor Hlth Md Dir Cmk	1	0	1
9032.Director of Operations, Correctional Health Services	1	0	1
1842.Laboratory Technician III	2	0	2
2007.Medical Records Unit Manager	1	0	1
1234.Storekeeper IV	1	0	1
8049.Director of Nursing Cermak	1	0	1
2420.Building Service Supervisor	7	0	7
5904.Process Analyst	1	0	1
1874.Director of Pharmacy	1	0	1
6694.Mgr of Environmental Services	1	0	1
4595.Clinical Laboratory Supv III	1	0	1
2036.Respiratory Therapist	1	0	1
4718.Pharmacy Supervisor IV	1	0	1
1722.Associate Director of Nursing	1	0	1
4824.Technical Manager- Cermak	1	0	1

Job Code	Filled	Vacant	Grand Total
8179.Chief Nursing Officer, Correctional Health	1	0	1
1876.Asst Dir of Pharmacy	1	0	1
1135.Proj Leader - Data Syst	1	0	1
1242.Storekeeper/Supply Clerk	3	0	3
5923.Staffing Coordinator-Cermak	1	0	1
5339.Certified CCL Programmer-CHS	1	0	1
6338.Chr of the Div of Cor Health	2	0	2
0050.Administrative Assistant IV	3	0	3
1981.Instructor Senior	1	0	1
1526.Medical Social Worker V	3	0	3
6823.Ward Clerk (SEIU 73)	6	0	6
0907.Clerk V	8	0	8
6826.Dental Hygienist (SEIU 73)	1	0	1
0912.Administrative Aide	1	0	1
7047.Mgr Clin Excellence &PI-Cermak	1	0	1
1944.Nurse Epidemiologist	1	0	1
1111.Systems Analyst II	2	0	2
1638.Attending Physician VIII	9	0	9
8087.COO-Corrct'l Health Services	1	0	1
0112.Dir of Financial Control III	1	0	1
8772.Pharmacy Automation Coordinator	1	0	1
5435.Correctional Chf of Dental Svc	1	0	1
2061.Optomtrist	1	0	1
5451.Sys Mgr Hlth Info Mgmt Rec Mgm	1	0	1
5722.Clin Perform Improv Analyst	1	0	1
2067.Correctional Medical Tech V	1	0	1
0048.Administrative Assistant III	1	0	1
2077.Radiologic Technologist	4	0	4
Grand Total	439	191	630

4. **Request ID # [4020-04]**- Commissioner Degnen asked for a breakdown of the staffing at JTDC Health for Mental/Behavioral Health.

Response:

As of July 29th, JTDC Mental/Behavioral Health staffing is as follows:

Program & Job Code	Filled	Vacant	Grand Total
10755 - Behavioral Health	27	5	32
1610.Mental Health Specialist III	7	2	9
7435.Psychologist, JTDC	4	2	6
7922.Comm Bsd Soc Wrkr Care Coord, Juv Just	3	1	4
9106.Dir of Juvenile Justice Behavioral Hlth Training	1	0	1
7449.PostDoc Fellow	2	0	2

Program & Job Code	Filled	Vacant	Grand Total
1815.Consultant Physician	1	0	1
7433.Chief Psychologist, JTDC	1	0	1
7429.Juvenile Justice Behavioral Health Director	1	0	1
7918.Mgr of Juv Justice Care Coord	1	0	1
7434.Psychiatric Social Worker, JTDC	2	0	2
9269.Community Resource Navigator	2	0	2
0293.Administrative Analyst III	1	0	1
7436.Psychiatrist, JTDC	1	0	1
64242 - ARPA - Youth Juvenile Justice Collaborative Expansion	2	0	2
7922.Comm Bsd Soc Wrkr Care Coord, Juv Just	2	0	2
Grand Total	29	5	34

5. **Request ID # [4020-05]**- Commissioner K. Morrison asked if the two Social Worker positions in the Arlington Heights clinic location are filled.

Response:

The FY2024 Adopted Budget contained one Psychiatric Social Worker Bilingual Job Code 9252 which was filled in October 2022.

6. **Request ID # [4020-06]**- Commissioner Quezada requested a detailed list of position titles that are supplemented by Registry/Contractual Labor.

Response:

Due to the multiple contract staffing vendors in use and the lack of automated reporting information, this data is still being compiled and will be shared as part of the FY25 Budget review.

7. **Request ID # [4020-07]**- Commissioner Miller asked for the amount CCH has budgeted in FY2025 for the doula program and if CCH has a dedicated Mental/Behavioral Health team for pregnant women?

Response:

Cook County Health submitted a response on July 31, 2024. Please see attached memo. [ATTACH MEMO TO HON MILLER DATED JULY 31].

8. **Request ID # [4020-08]** – Commissioner Gainer at the Bureau of Finance hearing on July 29, 2024, asked for additional detail on where the expenses and revenues are trending regarding migrant health care.

- a) What is the migrant population covered under CountyCare?

Response:

The State of Illinois expanded coverage under a state-funded program, called Healthy Benefit for Immigrant Adults and Seniors, for immigrant populations ages 42 and older. After initial enrollment, and due to state budget constraints, the state has frozen enrollment

into this program. As a result, no new individuals are able to enroll at this time. Under this program, around 35,000 individuals are enrolled in CountyCare. Children up to age 18 are eligible for Medicaid coverage and are able to enroll at anytime.

- b)** What is the growth rate of the migrant population that will never be covered by any Medicaid program?

Response:

The State capped enrollment for the HBIA population in July, 2023 and the HBIS population in November, 2023. Therefore all subsequent new arrivals since that time have been unable to attain Medicaid coverage.

- c)** What is the natural growth rate of the covered population coming into County Care?

Response:

Given the state's enrollment freeze, there is currently no growth in the adult migrant population enrolling into CountyCare.

- d)** How are we growing the population coming into CountyCare?

Response:

CountyCare provides information, hosts outreach events, and works with CCH financial counselors to enroll individuals being served by Cook County Health that may qualify for Medicaid coverage. We have also been working diligently over the past year to ensure individuals retain their coverage during the Medicaid redetermination process, and have a retention rate of approximately 85%, one of the highest among Medicaid plans.



State of Illinois
Circuit Court of Cook County

Timothy C. Evans
Chief Judge

50 West Washington Street
Suite 2600
Richard J. Daley Center
Chicago, Illinois 60602
(312) 603-6000

MEMORANDUM

To: Honorable John P. Daley
Chairman, Finance Committee

From: Timothy C. Evans *T.C.E.*
Chief Judge

Date: August 7, 2024

Re: Request for Information from FY2024 Mid-Year Budget Hearing

The following information is provided in response to questions posed at our department's budget hearing held on July 31, 2024.

1. Request ID #1440-01

Please provide a count of the population of JTDC residents who choose to self-identify to staff as LGBTQ+. Please also provide the effective date for this information.

Response:

[According to JTDC Cermak Mental Health Services data from April 2024 to July 2024, 454 residents identified as heterosexual, 14 residents self-identified as bi-sexual, five (5) residents self-identified as other, three (3) residents self-identified as gay, and two (2) residents self-identified as lesbian. In the initial PREA admission assessment in July 2024, two (2) residents self-identified as bi-sexual.

Overall, these records indicate that roughly five percent of JTDC residents self-identified as LGBTQ+ during the most recent mental health survey].

2. Request ID #1280-01

What is the industry standard, or best practice, for ideal ratios between probation officers and defendants?

Response:

[Due, in part, to the diversity of probation programs throughout the United States, there is currently no national standard for probation caseload sizes and data is not reported across jurisdictions. Specifically, the lack of uniformity in parole and probation programs, differences in statutory requirements and state policies, and diverse populations served within probation programs has made creating a national standard difficult. Among the factors to consider are 1) not all offenders are alike – they vary in age, gender, seriousness of offense, risk factors, and service needs, 2) not all sentencing orders are the same – judges vary widely in the conditions they place on offenders, and 3) the number and complexity of workload demands the probation conditions place on the supervising officer. (See attached research from Burrell and William.)

The Office of the Chief Judge will continue to have conversations with the Probation Services Division of the Administrative Office of the Illinois Courts (AOIC) regarding probation caseload standards. At this time, the AOIC has not established probation caseload standards for Illinois courts.

Likewise, there is no standard for pretrial caseloads. However, the Court seeks to maintain roughly 50 cases for post-release officers, with higher caseloads for those supervising monitoring-only cases. At the current staffing level, there are 80 cases for each post-release officer].

TCE: sh

CC: Kanako Ishida Musselwhite

Budget Director, Department of Budget & Management Services

Caseload Standards for Probation and Parole (September 2006)

Introduction

The American Probation and Parole Association (APPA) has struggled for some time with the question of the ideal caseload size for probation and parole officers (PPO). That struggle was first documented in an issue paper developed by APPA in the early 1990s¹. In brief, the issue paper did not recommend specific caseload standards, but recommended that probation and parole agencies adopt a workload strategy² to determine staffing needs and caseload size on an individual agency basis.

The issue remains a contentious one, difficult to resolve and critically important to the field of community corrections. The APPA headquarters office regularly receives queries from legislative staffers and the media as to the recommended caseload size. The question of “what is the ideal caseload size?” has critical implications for the staffing levels of probation and parole agencies across the country. Absent any definitive national professional standards, ideally backed up by empirical research, policy-makers and funding bodies are left to muddle through the decisions about resource levels. Some probation and parole agencies have had success with the development and deployment of workload models and weighted caseload formulae, but for the most part staffing decisions for community corrections agencies are made in a relative vacuum of reliable direction as to the right or appropriate level of staffing. As a result, average caseloads in many jurisdictions are larger, often much larger than experienced professionals would recommend. Absent recommendations or guidance from the professional organization representing probation and parole practitioners, decisions about the allocation of resources to community corrections are left to the vagaries of the political and budget processes at the local, county, state and tribal levels.

What is the Right Caseload Size? Why is this Question So Hard to Answer?

As the earlier issue paper noted, this seems like this question should be easy to answer. “Why can’t the professionals in a well-established field, assisted by capable researchers, provide a definitive answer to the question of how many offenders a caseload officer should carry?³” The answer, like the landscape of community corrections, is complex. The diversity of size, structure, geographical area covered, organization and clientele that characterizes probation and parole in the United States and Canada makes it very difficult to make definitive statements or recommendations that will apply to all, or even to a majority of the agencies. While probation and parole agencies use the same basic terminology and general practices, there are key differences that produce significant variations. These differences include:

Not All Offenders Are Alike - they vary in their age, gender, offense seriousness, risk factors and service needs.

Not All Court/Parole Orders Are the Same - Judges and releasing authorities vary widely in terms of the conditions they place on offenders, in terms of the number, complexity and workload demands the conditions place on the supervising officer.

Not All Jurisdictions Are the Same -- The statutory, political and policy environments of the hundreds of jurisdictions that provide probation and parole services vary greatly. The impact of these jurisdictional variations can have significant impact on the work of the PPO.

Based on all of the above factors, the case plan and supervision strategy for a given offender can vary significantly from one department to the next. As a result, it is difficult to prescribe an ideal caseload size that will apply broadly across the field of community corrections. However, the difficulty of this challenge should not deter APPA from addressing it.

The Importance of Caseload Size

The importance of caseload size to the effectiveness of probation and parole supervision cannot be overstated. Offender supervision is a human capital intensive activity. There is no technological or automated solution to this problem. While technological innovations have certainly transformed the work of the PPO, they primarily have improved the monitoring capability of the officers and their access to information, but have done little to change the core correctional practices that comprise case management. People, in the form of PPOs are the core correctional resource.

The challenge faced by education can help to illustrate this issue. The optimal class size has been a hot topic in education for years. In much the same way that probation and parole have struggled, the educational establishment has struggled to define the "right" or optimal class size.

Generally speaking, smaller classes are better than larger ones. Teachers have fewer students to monitor, and so can devote more time to each. They can deliver quality educational services and better monitor student progress. When problems develop, teachers can detect them sooner and take remedial action. Having adequate time is critical to the question of teacher effectiveness.

This rather short and perhaps simplistic description of education leaves out one critical factor. Small classes alone are not enough. They are necessary, but not sufficient. What teachers teach and how they teach it are critical variables in the effectiveness of education. Teachers must use proven educational strategies and techniques to transmit knowledge, and they must have sufficient

time to work with each student to the extent necessary to achieve the educational objectives.

Returning to probation and parole, officer caseloads are the equivalent of teacher class size. Those caseloads must be of a size that provides officers with enough time to devote to each offender to achieve supervision objectives. Just as teachers with overly large classes will be reduced to just maintaining order and sending misbehaving students to the principal's office, PPOs with overly large caseloads can do little more than monitor the offenders and return the non-compliant ones to court. Appropriate class/caseload size is the necessary precondition to effectiveness in these two systems. Without adequate time for supervision (or teaching), effectiveness is just a pipe dream.

A Failed Experiment with Smaller Caseloads

The field of probation and parole has a substantial body of experience to draw upon when looking at the questions of caseload size and effectiveness. In the 1980s, almost every jurisdiction in the U.S. experimented with some form of intensive supervision probation or parole (ISP). While these programs varied significantly in their programmatic details and strategies, they all featured caseloads that were smaller than the norm and supervision that was more intensive (frequent) than the norm. Since many of the ISPs were started in response to prison and jail crowding, the ISPs were aggressive in their surveillance and punitive in their sanctioning. With a small number of exceptions, the ISPs did not emphasize or even provide services or treatment for the offenders⁴.

The results of these ISPs were uniformly dismal⁵. While the caseloads were small, and the officers had much more time to devote to supervision, the ISPs did not reduce recidivism or jail/prison crowding. In many instances, the aggressive and rigid enforcement policies exacerbated jail crowding. This massive policy experiment in community corrections has definitively shown that reducing caseloads alone will not produce better results. The promise of that smaller caseload approach was erased by the pursuit of a punitive, 'get tough' approach to community supervision, an approach that had no grounding in or support from empirical research.

Doing What Works

Within the generally dismal results of the ISP experiment lie several positive exceptions. A small number of jurisdictions took a different approach to their programs, and implemented a more balanced, evidence-based approach to supervision which included an emphasis on working with offenders on their criminogenic problems through counseling, services and treatment⁶. These ISPs showed positive results in terms of reducing criminal activity and technical violations, and increasing pro-social behaviors like working, avoiding substance

abuse, performing community service and paying court-ordered obligations, such as restitution and child support.

These programs demonstrate that small caseloads, combined with effective strategies can produce improved results. It is in the area of effective strategies that the most progress has been made since APPA last addressed the issue of caseload size. The emergence in the 1990s of the body of research on correctional treatment effectiveness known as 'What Works' (now referred to as Evidence-Based Practices) has transformed the knowledge base of the field of corrections. This growing assemblage of empirically based strategies, practices and programs designed to facilitate offender behavior change has developed into a robust set of principles of effective correctional treatment. The question of what to do (effective strategies) when caseloads are reduced has now been answered definitively.

Successful Examples from Recent Practice

Two recent evaluations of probation and parole supervision provide powerful support for the combination of reduced caseloads and supervision strategies based on the principles of evidence-based practices⁷. The evaluations examine the supervision of offenders in two different jurisdictions. In Maryland's Proactive Community Supervision (PCS) program, moderate and high risk probationers and parolees were supervised in reduced caseloads of 55 (compared with the normal 100), according to an evidence-based model of intervention. The evaluation included 274 randomly selected cases for PCS, matched with 274 cases supervised under the traditional model (non-PCS). The results reveal that the PCS cases had significantly lower rearrest rates (32.1% for PCS vs. 40.9% for non-PCS) and significantly lower technical violation rates (20.1% for PCS vs. 29.2% for non-PCS). The PCS offenders have a 38% lower chance of being rearrested or being charged with a technical violation, as compared with the non-PCS offenders⁸.

In Connecticut, probationers at risk of violation and offenders being released from prison were supervised in caseloads of 25, also according to an evidence-based model of intervention. The evaluation results showed that both programs were able to reduce the rate of technical violations among the probationers, most dramatically among those who were failing under regular supervision and were referred to a special unit for supervision⁹.

An older (1992) study of a drug offender ISP in Colorado shows similar positive results¹⁰. While this program preceded the most recent developments in EBP, it was based on the core elements of effective correctional treatment. Drug addicted offenders were randomly assigned to one of three options: intensive supervision (caseloads of 40) alone, intensive supervision with cognitive skills development and traditional probation (caseloads of 160). The combination of intensive supervision and cognitive skills programming produced significantly

better results than ISP alone, and much better results than traditional supervision. The improvements were even more pronounced with higher risk offenders and those with greater drug and alcohol needs.

These results are clear – caseload size is important in probation and parole. Manageable size caseloads are necessary for effective supervision, but they are not sufficient. Officers must provide supervision using the principles of evidence-based practice. Only with this potent combination can the potential of probation and parole supervision be achieved.

Can We Agree on the Right Caseload Size?

Despite the fact that it is very difficult to define an optimal caseload size for all the reasons listed above, a general consensus seems to be emerging from the research, practice and dialogue in the field. While not definitive, the consensus supports the development and promulgation of caseload standards for the field by APPA. The work of a professional organization in an allied field provides a supportive example of how to approach this challenge.

The Child Welfare League of America (CWLA) has published caseload standards for each of the eleven program areas of child welfare services. Just as APPA represents a broad and diverse collection of community corrections agencies, the CWLA represents a similarly broad and diverse set of agencies engaged in child welfare and protective services. The CWLA standards are designed to promote best practices and to guide decision-makers as they seek to build and strengthen services to children, youth and families¹¹. In much the same way as this paper has discussed the importance of the substance of supervision as well as the caseload size, the CWLA standards include “those practices considered to be most desirable in providing services”¹². This is an important point to consider. Caseload standards are typically thought of as means for driving staffing decisions, and not much else. In the CWLA, they start with number of cases and then go well beyond that to recommending best practices for each child welfare case type. APPA should consider adopting the same approach, making these caseload standards the first step towards broader adoption of evidence-based practice.

Using Caseload Standards in Probation and Parole

The caseload standards for probation and parole should be viewed as the first step in a process that involves a thorough review and analysis of each agency’s individual workload, resources and policies. The terms workload and caseload are often used interchangeably, and incorrectly. A caseload is the number of individual offenders¹³ assigned to an officer or team for supervision or monitoring. Workload is the total amount of time that the required tasks and activities in a particular caseload generate for the individual PPO or team. The discussion of workload only begins with the caseload, or number of cases

assigned. It must proceed to a review of agency policy, which determines what will be required for an individual case. Other factors such as statutes, standards and administrative regulations will also affect the workload dimensions of a case. Only when such a thorough analysis is done can the true workload impact of a given caseload number be ascertained. As the CWLA notes although the standards recommend “caseload ratios for each area of child welfare practice, workloads are best determined through careful time studies conducted within the individual agency.”¹⁴

Workload studies have been common in probation and parole for more than two decades. They were a component of the National Institute of Corrections (NIC) Model Systems Project for probation and parole case management. A thorough and helpful manual on the subject is available from the NIC Information Center¹⁵. An excellent example of a recent workload study is one done by the Utah Juvenile Court¹⁶.

Determining Caseload Standards

As the history of APPA’s efforts in this area suggests, determining the “right” caseload size is a challenge in such a large, complex and diverse field as contemporary probation and parole. Nonetheless, this is a critical task that needs to be addressed and resolved by APPA. Agency specific workload studies will drive the details, but the field needs national caseload standards to provide direction for practitioners and policy-makers.

The critical question is how to determine the standards. The best method for this task in this environment is to tap into the best thinking of experienced and thoughtful practitioners in probation and parole. A consensus model for developing and refining caseload standards is the best, and perhaps the only feasible method for this task¹⁷. This paper provides a starting point for those discussions by presenting the following suggested caseload standards.

Suggested Caseload Standards for Probation and Parole Supervision

Similar to the CWLA caseload standards, the following caseload standards are designed to drive effective practices and guide decision-makers. To make these standards flexible and useful, they are stated in terms of ratios of cases to officers, and are framed as numbers not to be exceeded. The ratios allow agencies where teams are utilized to use the standards. Framing the standards as numbers not to be exceeded helps to reduce the chance that better staffed agencies will not be forced to allow caseloads to increase because of the standards.

Cases are grouped or classified into several broad categories, based on key criteria such as risk of re-offending, offense type and criminogenic needs. This

differentiation of cases on relevant criteria is critical. It ensures that offenders are matched with the appropriate level of supervision and services.

Adult Caseload Standards

Case Type	Cases to Staff Ratio
Intensive	20:1
Moderate to High Risk	50:1
Low Risk	200:1
Administrative	No limit? 1,000?

Juvenile Caseload Standards

Case Type	Cases to Staff Ratio
Intensive	15:1
Moderate to High Risk	30:1
Low Risk	100:1
Administrative	Not recommended

Case Assessment

One of the principles of effective correctional treatment is accurate case assessment at intake and at regular intervals during supervision¹⁸. It is essential that valid and reliable instruments be used to assess risk and needs and guide decisions about case assignment. Accurate classification of cases will allow the allocation of resources and the scaling of caseloads in the most effective fashion. The evidence suggests that staff resources and services should be targeted at intensive and moderate to high risk cases, for this is where the greatest effect will be had. Minimal contacts and services should be provided to low risk cases.

At first glance, the reaction to the caseload standards will be that many more staff will be needed to put them into practice. In reality, reallocation of staff and cases in a comprehensive way will allow staff to be shifted to the supervision of higher risk cases and away from lower risk. Supervision resources should be concentrated where they can do the most good (moderate and high risk) and be shifted away from areas where they are not needed as much, if at all (low risk). Community corrections agencies need to stop wasting time on what does not work or what may even do "harm" and focus their resources on what does work and does do "good" in terms of public safety.

Implications for Future Efforts

If APPA is to avoid the pitfalls of previous efforts to lower caseloads, it is clear that caseload standards must be accompanied by a concerted effort to define effective practices across the board. In the same way that the CWLA calls their caseload standards “Child Welfare Standards of Excellence”, APPA should use this effort of defining caseload standards as a springboard for a larger initiative to codify best practices for community corrections. This would provide individual agencies and jurisdictions with the blueprints they need to implement these practices. Having done that, they can conduct the requisite time studies and develop their own specific staffing patterns, sufficient to support quality services and produce successful outcomes.

¹ The American Probation and Parole Association (1991) “Issue Paper on Caseload Standards” Available at: <http://www.appa-net.org/about%20appa/caseload.htm>.

² The workload approach will be described later in this paper.

³ APPA (1991)

⁴ Petersilia, Joan and Susan Turner. (1993) “Intensive Probation and Parole” *Crime and Justice: A Review of Research*. Vol. 17. Chicago: University of Chicago Press. Pp. 281-335.

⁵ Aos, Steve, Mama Miller and Elizabeth Drake (2006) *Evidence-Based Adult Corrections Programs: What Works and What Does Not*. Olympia, WA: Washington State Institute for Public Policy. Petersilia & Turner (1993).

⁶ Aos, et al. (2006) Petersilia & Turner (1993), Paparozzi, Mario and Paul Gendreau. (2005) “An Intensive Supervision Program that Worked: Service Delivery, Professional Orientation and Organizational Supportiveness.” *The Prison Journal*. v. 85, n. 4. Pearson, Frank S. (1987) *Research on New Jersey’s Intensive Supervision Program*. New Brunswick, NJ: Institute for Criminological Research. Johnson, Grant and Robert M. Hunter. (1992) “Evaluation of the Specialized Drug Offender Program for the Colorado Judicial Department. Boulder, CO: Center for Action Research. Mimeo.

⁷ Bogue, Brad, et al. (2005) *Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention*. Washington, DC: National Institute of Corrections.

⁸ Taxman, Faye S., Christina Yancey and Jeanne E. Bilanin. (2006) *Proactive Community Supervision: Changing Offender Outcomes*. Baltimore, MD: Division of Parole and Probation.

⁹ Cox, Stephen M., Kathleen Bantley and Thomas Roscoe. (2005) *Evaluation of the Court Support Services Division’s Probation Transition Program and Technical Violation Unit: Final Report*. Central Connecticut State University. p. 6.

¹⁰ Fogg, Vern. (1992) “A Probation Model of Drug Offender Intervention in Colorado: Implementation of a Cognitive Skills Development Program” *Perspectives*. vol. 16, n. 1 pp. 24-26. Johnson & Hunter (1992).

¹¹ Office of Child Welfare Standards. FAQs. CWLA website

¹² CWLA “Standards of Excellence for Child Welfare Services.” <http://www.cwla.org/programs/standards/cwsstandards.htm>

¹³ The term offender is used to incorporate all individuals under the supervision of a community corrections agency. This can include adult defendants in pretrial services, juveniles in both pre and post-adjudication status, probationers, parolees and all other individuals placed under the supervision of these agencies.

¹⁴ CWLA “Guidelines for Computing Caseload Standards” p. 2.

¹⁵ Bemus, Brian, Gary Arling and Peter Quigley. (1983) *Workload Measures for Probation and Parole* Washington, DC: National Institute of Corrections.

¹⁶ Utah State Juvenile Court (2005) “Probation Officer Workload Study” mimeo.

¹⁷ Hurst, Hunter III. (1999) *Workload Measurement for Juvenile Justice System Personnel: Practices and Needs*. Washington, DC: Office of Juvenile Justice and Delinquency Prevention.

¹⁸ Bogue, et al. (2005)



**COOK COUNTY
BOARD PRESIDENT
TONI PRECKWINKLE**

Lanetta Haynes Turner
Chief of Staff
(312) 603-2845
Lanetta.HaynesTurner@cookcountyil.gov

118 N. Clark St.
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17th District

August 7, 2024

To: Honorable John P. Daley
Chairman, Finance Committee

From: Lanetta Haynes Turner
Chief of Staff, Office of the President

CC: Kanako Ishida Musselwhite,
Budget Director, Department of Budget & Management Services

Re: Request for Information from FY2024 Mid-Year Budget Hearing

The following information is provided in response to questions posed at our department's budget hearing held on July 29, 2024.

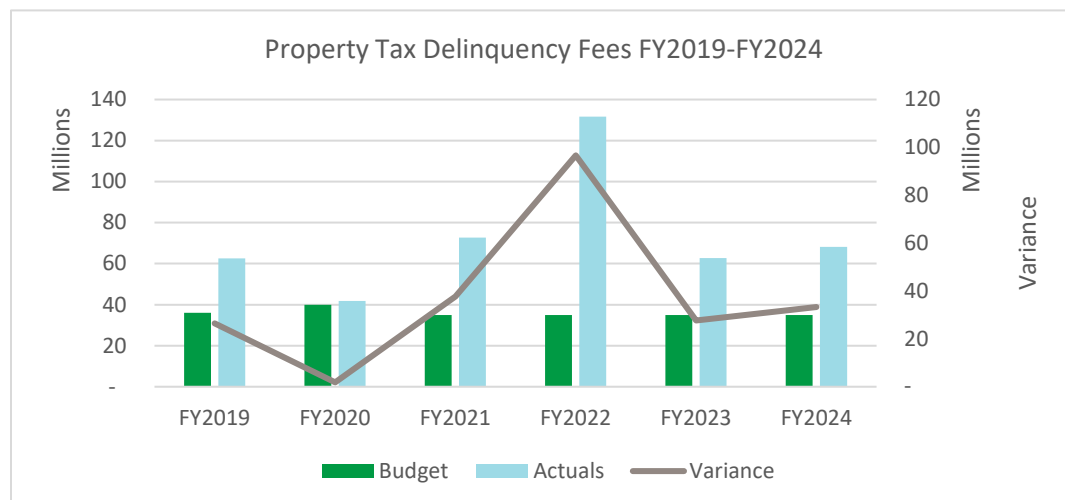
1. Request ID #1014-01

Commissioner Gainer requested an updated report showing the interest/late fees gathered from late property tax payments in FY2024 (last report provided was two months ago) along with historical data on budget versus actual of these fees to see if there is a trend.

Response:

Treasurer projected to collect \$35 million in property tax delinquency fees in FY2024. As of June 2024, the Treasurer collected \$62 million in these fees.

The graph below shows the budget versus actuals of the property tax delinquency fees from FY2019 through FY2024. Every year, except for FY2020, the delinquency fee collection ends higher than anticipated. FY2022 collection is 276% higher than budgeted. This significant favorable variance in FY 2022 can be partially attributable to delays in tax sales that should have occurred in 2021, but due to the COVID-19 pandemic that occurred in FY 2022.



2. Request ID #1014-03

Commissioner Gainer asked what is the run rate of ARPA programs we will want to maintain after ARPA funding runs out, and how will the County be covering those expenses in the future?

Response:

The County has yet to make final determinations regarding the programs we will sustain beyond the eligible ARPA period. Recently, we launched the [ARPA Resident Voices Project Survey](#), which aims to collect feedback from residents on the ARPA programs they find most essential and believe should be continued. This information will be used in coordination with information regarding their fiscal sustainability, alignment with policy priorities and program evaluation data to make initial decisions about which programs the County will sustain.

We will reevaluate these decisions annually using updated data and information until the conclusion of the ARPA period. As part of this process, we will assess the funding requirements for these programs beyond the eligible ARPA period, adjusting them based on available resources. Programs are expected to be sustained through a combination of grants, external partnerships, and County funds. To support this effort, the County has established a \$158.8 million ARPA sustainability reserve. This reserve will facilitate the transition of ARPA programs to new funding sources over four years following the end of the eligible ARPA period.

3. Request ID #1014-04

Commissioner Gainer requested some additional information related to the Branded Cities contract. What are the potential exit mechanisms in the contract, specifically for non-performance. Also, do they have the right to sell Cook County's contract if they sell themselves as a company? CFO Anthony was asked to review the contract and follow up after examining the contract in detail.

Response:

Early termination of the contract can only occur in the event of a default. Under the contract a default is broadly defined as:

- a) A material misrepresentation made by either party
- b) A material failure to perform any of its obligations
- c) Failure to disclose and receive written approval of the CFO for a change in ownership (excluding changes in control being held by either Outfront or Branded Cities)
- d) Failure to cooperate with the Inspector General, or non-compliance to any applicable laws.

We do not believe that Branded Cities/Outfront- Cook County LLC has violated any of the terms outlined above.

4. Request ID #1014-05

Commissioner Degnen inquired about investment projections versus actuals when determining the pension goals. She requested information as to what the projections versus actual data were in 2023 when the County reviewed the investment information in determining the fully funded pension timeline.

Response:

The following is an excerpt from the Pension Funds actuarial valuation report which speaks directly to this question: [CCPF Combined Report \(cookcountypension.com\)](https://www.cookcountypension.com). What follows is our interpretation of that report.

"On the asset side, the rate of return on the fair value of assets for the year ending December 31, 2023 was reported to be 12.28%, which was higher than the assumed rate of 7.00%...

...Moreover, the actuarial value of assets also recognizes deferred portions of prior years' gains and losses on fair value. The investment gain recognized this year is primarily due to cumulative unrecognized returns over the last five years. It should be noted that the Fund's assumed asset return of 7.00% during 2023 is a long-term rate and short-term performance is not necessarily indicative of expected long-term future returns."

In keeping with the methods outlined by the actuary (in the linked report above), 20% of gains in 2023 will be recognized when determining the actuarial value of assets. The remaining 80% will be spread out over the next four years. This is done for all previous years for five periods this "5-year smoothed actuarial value of assets" is leveled against the long-term assumption of asset returns of 7%. While the return on investment in 2023 was 12.28% the fund experienced a loss -- similar to funds across the U.S. in 2022 of approximately 12.9%.

5. Request ID #1014-06

Commissioner Aguilar requested a list of the Medical Debt Initiative beneficiaries by zip code.

Response:

To date, we have abolished nearly \$400 million in debt for more than 200,000 residents. We are awaiting the most recent data from our nonprofit partner- Undue Medical Debt- which will better illustrate the full impact of debt abolishment to date. Once we receive the data from Undue, we will analyze it and map it with our Policy, Communications, and GIS teams. We anticipate having those maps available to share sometime this fall.

6. Request ID #1014-07

Chairman Daley requested on behalf of Commissioner Miller an update on the status of hiring and filling Veteran's Assistance Commission of Cook County vacant positions from the Bureau of Human Resources.

Response:

The Bureau of Human Resources distributed a memorandum to address the question on July 31, 2024. Please see attached.



BUREAU OF HUMAN RESOURCES

VELISHA L. HADDOX

CHIEF HUMAN RESOURCES OFFICER

118 North Clark Street, Room 840 • Chicago, Illinois 60602 • (312) 603-3300

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17th District

Date: July 30, 2024

To: The Honorable Chairman Daley

From: Velisha L. Haddox
Chief Human Resources Officer

RE: Veterans Assistance Commission of Cook County Recruitment Update

Dear Honorable Commissioners:

This memo is in response to your question about the hiring status of positions in the Veterans Assistance Commission of Cook County.

Earlier this year, the Bureau of Human Resources and the Veterans Assistance Commission of Cook County (VACCC) established a sustainable hiring process applicable to VACCC that satisfies its hiring goals and is relatively faster than the County's general hiring process. To date, BHR has posted six (6) positions and sent nearly 350 qualified candidate resumes to VACCC for review. All these positions are Direct Appointments and are not governed by the Employment Plan. The Superintendent and/or designees may review applications/resumes, interview and select candidates for hire.

The six positions that have been posted are: Administrative Assistant IV, Business Operations Specialist, Communications and Outreach Coordinator, and Manager Finance of Finance and Business Operations, Veterans Service Officer (4 vacancies). The positions were posted on LinkedIn and Indeed, and the VACCC Board has posted on various Veteran sites.

We continue to work with VACCC on positions that are more difficult to fill, job descriptions for new positions, and other vacancies they wish to prioritize.

Please let me know if you have any questions.



OFFICE OF THE STATE'S ATTORNEY
COOK COUNTY, ILLINOIS

KIMBERLY M. FOXX
STATE'S ATTORNEY

69 W. WASHINGTON, SUITE 3200
CHICAGO, ILLINOIS 60602
PHONE: (312) 603-1880

To: Honorable John P. Daley, *Chairman, Finance Committee*
From: Honorable Kimberly M. Foxx, *State's Attorney, Cook County State's Attorney Office*
CC: Kanako Ishida Musselwhite, *Budget Director*
Department of Budget & Management Services
Date: August 7, 2024
Re: Request for Information from FY2024 Mid-Year Budget Hearing

The following information is provided in response to questions posed at our department's budget hearing held on July 31, 2024.

1. Request ID #[1250-01]

Commissioner Trevor asked for a workflow analysis of different types of increases and efficiencies in staff.

Response:

Several outcomes have improved as a result of both adding more staff and improving technology capabilities.

Faster case closures

The average length of days for a felony case closure has declined significantly since 2022.

Performance Metric Name	2022 Actual	2023 Actual	2024 Projection
Chicago felony average closed case length in days	480	464	411
Suburban felony average closed case length in days	592	551	470

2. Request ID #[1250-02]

Commissioner Degnen asked for confirmation that cannabis-related expungements have been completed.

Response:

In April 2022, the CCSAO presented the final cannabis cases for automatic expungement, bringing the total number of expunged cases to over 15,000. At that time, approximately 600 cases, spanning 1959 to 1997, with over 80% going back to 1972 to 1984, could not be connected to a case due to insufficient data or not being in the standard format. The CCSAO worked to manually search for the correct individual linked to the case in the Clerk of the Circuit Court's records, but for the remaining cases were unable to.

The CCSAO will initiate the expungement process if new cases emerge or further information becomes available.

3. Request ID #[1250-03]

Commissioner Quezada asked if there is a way to expand the information that is given in pretrial hearings to include the number of detention motions filed by ASAs.

Response:

The CCSAO is continuing to examine how to include detention petition requests and the percentage of petitions granted in the monthly community memos sent to elected officials. We hope to be able to publish this data in at least some of the community data memos in the future.

Per Commissioner Scott's request, we have included a presentation from Guidehouse on the recent salary studies for ASA.

One other nuance that we would like to add as a follow up to the midyear budget hearing is that the CCSAO's vacancy rate fluctuates due to the seasonal nature of hiring.

While the SAO's vacancy rate at the time of the midyear budget hearing on July 31, 2024 was 13.1%, the rate will fall to below 8% once the new bar taker class begins on Monday, August 12.

2023

State's Attorney's Office

December 11, 2023



Kim Foxx


State Attorney, Cook County State's Attorney's Office

Here with you today...




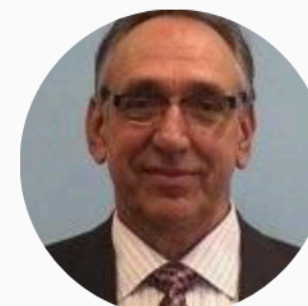
 **Joe Quille**
Director



 **Ashley Ramchandani**
Associate Director



 **Janielle Feka**
Senior Consultant




 **Edward Zobeck**
Subject Matter Expert



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Compensation Analysis Overview



Kim Foxx

State Attorney, Cook County State's Attorney's Office



Project Overview



Scope

Provide an objective review of the Cook County State's Attorney's Office (CCSAO or SAO) employment-related policies and procedures, with a specific emphasis on compensation



Objective

Position SAO to address staffing, recruiting, and hiring challenges resulting from advent of remote work, and other macroeconomic trends with compensation benchmark data



Summarized Plan

Conduct activities and tasks including staff stakeholder interviews, comparable analyses, and recommendation development



Informing Compensation for 2024

Between August and November 2023, the CCSAO surveyed peer offices to **inform the 2024 compensation for assistant state attorneys, deputy supervisor attorneys, and supervising attorneys.**

Analysis Inputs

Peer city questionnaire on direct and indirect compensation data not readily available online

Supporting research on benefits and cost of labor



Analysis Outcomes

Summarized 2023 attorney salaries and compensation structures

Common performance evaluation and benefits

Summarized salary adjustment policies



Peer Offices by Size and Cases

The questionnaire collected direct and indirect compensation information from 15 departments of **13 peer U.S. cities**, based on the following features:



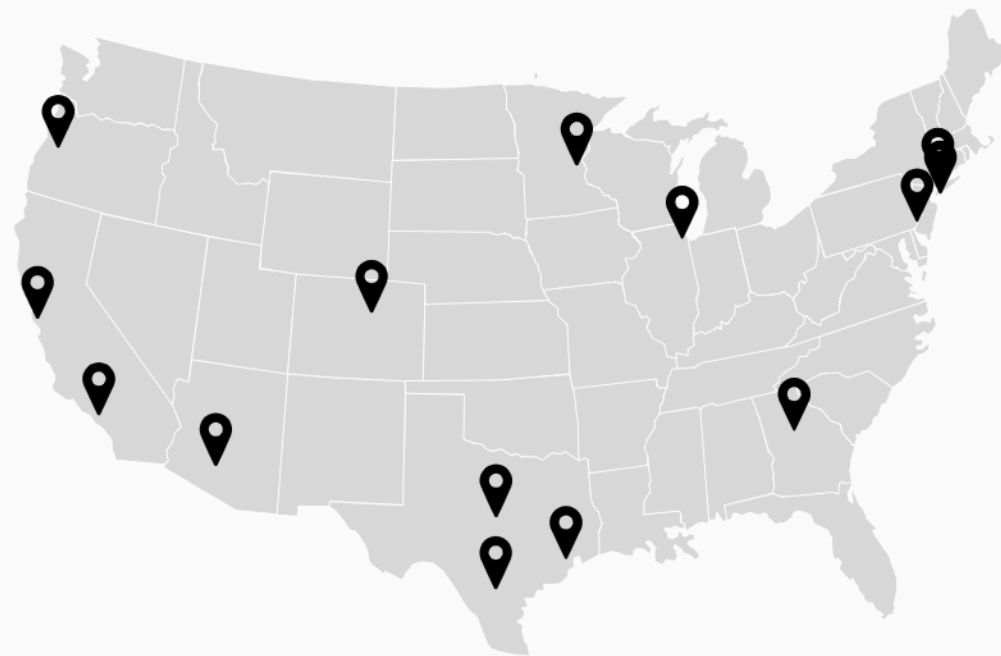
Caseload and diversity of cases handled by attorneys in their office



Geographic location, with a similar structure and population within jurisdictions






















Cook County's Relationship with Peer City





Peer Office Overview (1/2)

Office (A-Z)	Criteria	Population (2022) ¹	Attorneys ²
Cook County SAO		5,109,292	660
Bexar County DA (San Antonio)	 	2,059,530	180
Bronx County DA	  	1,379,946	381
Brooklyn County DA	  	2,590,516	510
City of Chicago Dept. of Law	  	2,665,039	200 ³
Cook County Public Defender	  	5,109,292	450
Denver DA		713,252	100
Fulton County DA (Atlanta)	 	1,074,634	221
Harris County DA (Houston)	 	4,780,913	350



Caseload and diversity of cases



Geographic location



















Existing SAO's relationship




¹ U.S. Census Bureau

² Number of attorneys on staff



Peer Office Overview (2/2)

Office (A-Z)	Criteria	Population (2022) ¹	Attorneys ²
Cook County SAO		5,109,292	660
Hennepin County DA (Minneapolis)	 	1,260,121	30
IL Attorney General	  	12,582,032	450
Los Angeles County DA	  	9,721,138	1,000
Maricopa County DA (Phoenix)	 	4,551,524	200
Multnomah County DA (Portland)		795,083	78
Philadelphia DA	  	1,567,258	300
Travis County Public Defender (Austin)	 	1,326,436	48

-  Caseload and diversity of cases
-  Geographic location
-  Existing SAO's relationship

¹ U.S. Census Bureau
² Number of attorneys on staff



DATA COLLECTION

Salaries and Benefits

The data collection process combined publicly available information, participant surveys, and informative interviews.



62.5%

*Survey response rate with a total of **five** respondents including Los Angeles County, City of Chicago, IL Attorney General, Cook County Public Defender, and the Bronx County.*



Internal CCSAO Interviews

Conducted an initial interview with the Chief Deputy Assistant State Attorney, Chief Financial Officer, Chief of Staff, and the head of HR to gain a comprehensive understanding of specific compensation practices, laying the foundation for benchmark comparison.

Customized Survey

Surveys were initially sent to CCSAO partners and expanded to contacts found online for collaborative engagement.



Virtual and Phone Interviews

Valuable information was sourced via interviews to elaborate and provide additional context on survey responses and for those who preferred to discuss their information rather than fill out a survey.



Cost of Labor vs. Cost of Living



COST OF LABOR

Represents the cost to hire and retain, reflects the external labor market's pay practices for total compensation based on all jobs combined for each location.



COST OF LIVING

Measures required costs to maintain standard living within a geographic location.

Cost of Labor	Cost of Living
Compensation strategy and program	Global mobility strategy and program
Cost to hire and retain local employees	Cost to relocate between geographic locations
Incentive compensation (local)	Temporary relocation allowance (local)
Salary surveys	Relocation surveys
Geographic structures and pay (local)	Assignment pay
Merit increases	Cost of living increases (typically contractual)
Business acquisitions, divestitures, relocations	Business acquisitions, divestitures, relocations
New and revised business locations	New and revised business locations
Offshoring a business location	Offshoring a business location

¹ Economic Research Institute



Data Assumptions



Reliable Data: Assumption that the data sources, including surveys, interview responses, and publicly available information, are accurate and up-to-date

01



All comparable offices paid first chairs in salary ranges.
Midpoint is used as a comparison as it is not a point in time like an entry-level or 5-year attorney.

02



Union Agreements:
Assumption that compensation practices may be influenced by union agreements, collective bargaining agreements, and ordinances, that cover government employees

03



Outlier: The San Francisco District Attorney's Office is identified as an outlier as their salaries are outside the 30% cost of labor threshold

04

Observations: Entry-Level Attorney



Kim Foxx

State Attorney, Cook County State's Attorney's Office



2023 Entry-Level Attorney Salary Data

Office	Raw Salary ¹	Adjusted to Cook County Cost of Labor	Increase Cadence ²
Cook County SAO	\$74,831	\$74,831	Annually
Cook County Public Defender	\$69,000	\$69,000	Annually
Philadelphia DA	\$70,000	\$73,640	-
City of Chicago Dept. of Law	\$73,620	\$73,620	Annually
Bronx County DA	\$75,121	\$67,384	Varies
IL Attorney General	\$76,000	\$76,000 ³	Per Attorney General
Maricopa County DA (Phoenix)	\$77,500	\$89,978	-
Brooklyn County DA	\$78,000	\$69,966	Annually
Hennepin County DA (Minneapolis)	\$79,492	\$82,036	-
Harris County DA (Houston)	\$87,006	\$90,573	-
Denver DA	\$88,374	\$88,727	Annually
Los Angeles County DA	\$96,971	\$93,771	As requested by dept.
Multnomah County DA (Portland)	\$102,103	\$108,433	-

¹ Entry-level salary for attorneys with current bar license

² Refers to how often an office reviews and considers adjustment to their compensation structure with the potential for pay increases

³ IL Attorney General has three offices: Chicago, Springfield, and Carbondale. For this analysis, we are compare using Chicago's cost of labor.



Entry Level Attorney's Salary Analysis

Cook County	Peer City Min (Adj)	Peer City Max (Adj.)	Peer City Average (Adj)	Median (Adj)
\$74,831	\$67,384	\$108,433	\$81,927	\$79,018

Many peer city respondents automatically increase attorney salaries annually

- 83% (10 of 12) offices do not offer positions to candidates who have not yet passed the bar
- Harris County offers a Post Bar Fellowship that increases entry-level salary if offered a permanent position

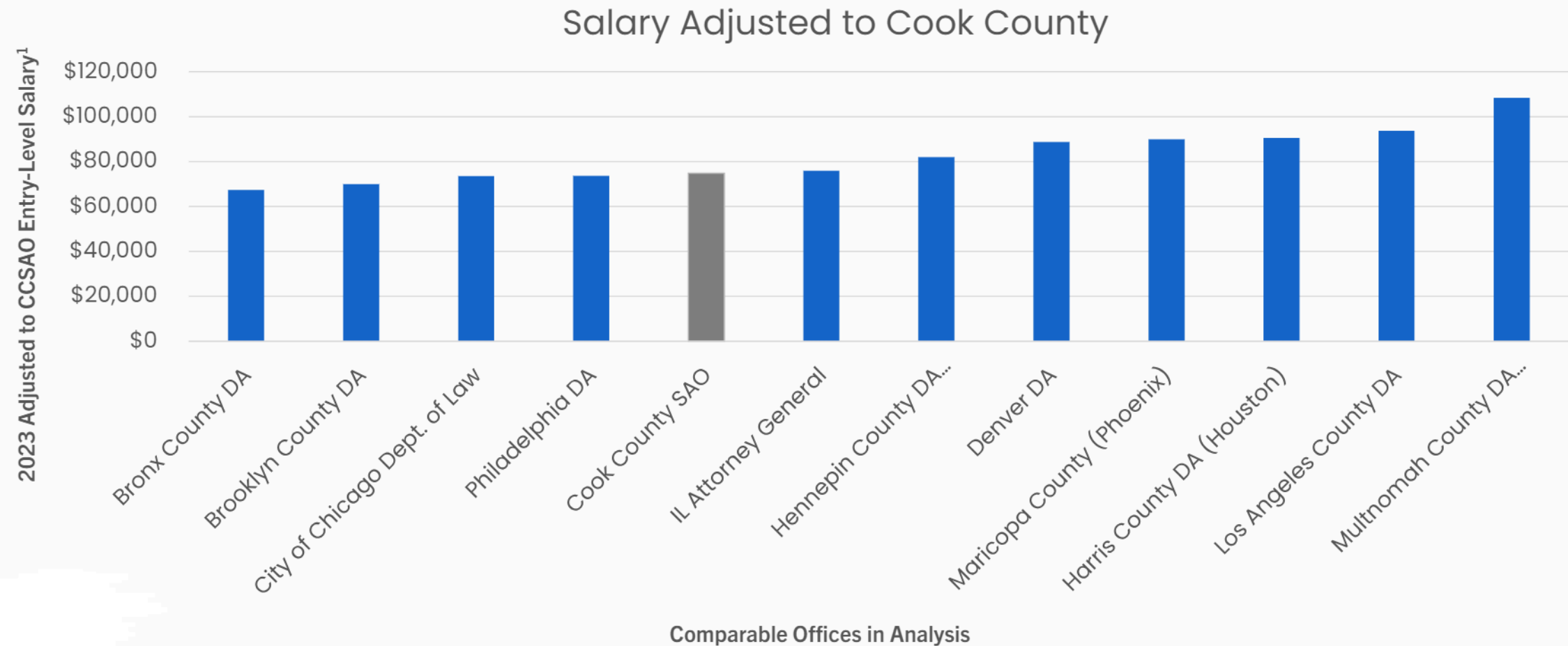
33% (4 of 12) peer offices evaluate their compensation structures on an annual basis

- LA County pay begins at step 6 due to recruitment challenges but not retention challenge
- Denver is not experiencing recruitment or retention issues



Entry-Level Attorney Adjusted to SAO Cost of Labor

Cook County SAO Salary Among Lower Range of Peer Offices



¹Adjusted raw 2023 salaries to their Cook County cost of labor equivalent using the Economic Research Institute's Geographic Assessor (<https://www.eri.com/geographicassessor>).

Observations: 5-Year Experienced Attorney



Kim Foxx

State Attorney, Cook County State's Attorney's Office



2023 Attorney Salary Data at 5-Year

Office	Raw Salary ¹	Adjusted to Cook County Cost of Labor	Increase Cadence ²
Cook County SAO	\$89,553	\$89,553	Annually
Bronx County DA	\$89,162	\$79,978	Varies
Brooklyn County DA	\$90,500 ³	\$81,179	Annually
Cook County Public Defender	\$102,131	\$102,131	Annually
Denver DA	\$110,728	\$110,728	Annually
Maricopa DA (Phoenix)	\$117,500	\$136,418	-
Multnomah County DA (Portland)	\$124,070	\$131,762	-
City of Chicago Dept. of Law	\$147,660 ⁴	\$147,660	Annually
Los Angeles County DA	\$151,581 ⁵	\$140,364	As requested by dept.

¹ Typical salary for attorneys with 5 year of experience

² Refers to how often an office reviews and considers adjustment to their compensation structure with the potential for pay increases

³ Assuming an annual salary increase of \$2,500 each year with an increase of \$5,000 for year 4 to year 5

⁴ Reflects the supervisory 5-year position that is limited

⁵ Assuming that salary increases automatically by 5.5% per step starting from the entry-level salary



5-Years Attorney's Salary Analysis

Cook County	Peer City Min (Adj)	Peer City Max (Adj)	Peer City Average (Adj)	Median (Adj)
\$89,553	\$79,978	\$147,660	\$116,728	\$121,245

Some peer offices require 4 - 6 years of experience before moving up a pay grade, utilizing pay steps in between pay grades

- In multiple peer offices, the pay did not directly correlate with years of experience but instead reflected increase in pay steps based on length of time in the position
- The most conservative salaries within the provided pay range were used in the analysis

Three peer city respondents expressed similar retention challenges at the five-year milestone

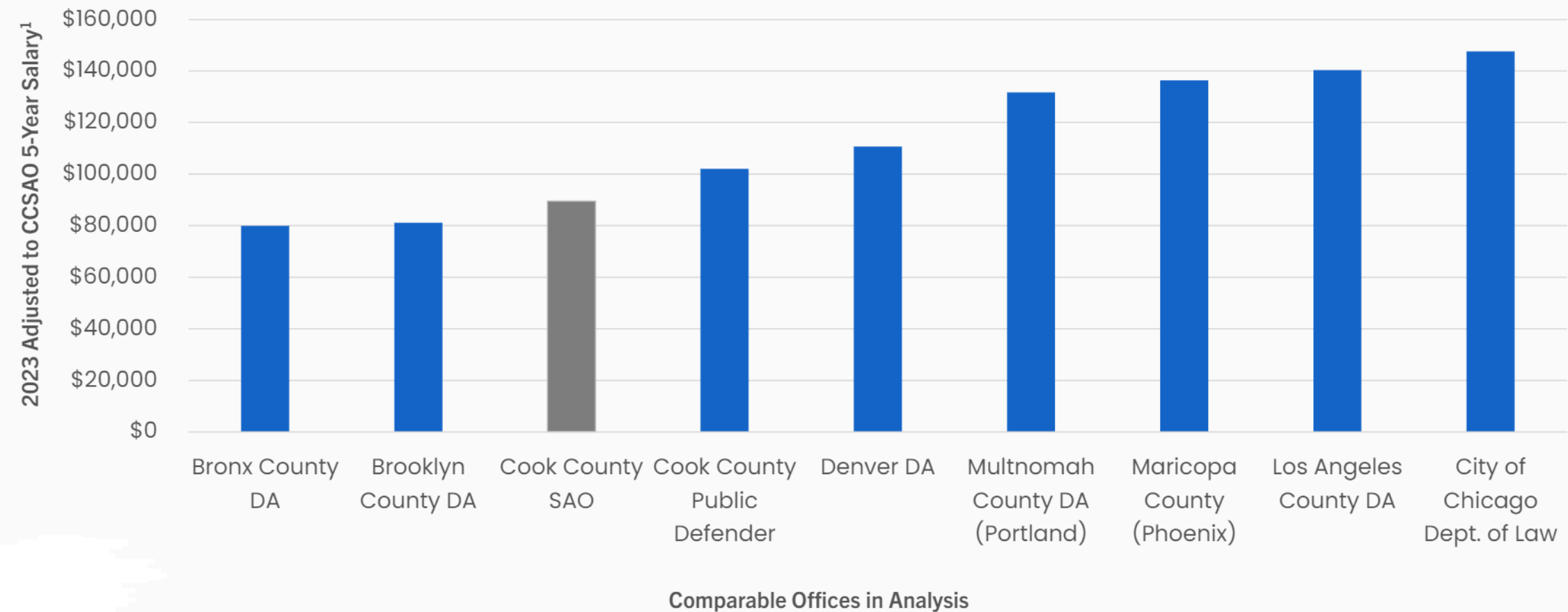
- 63% (5 of 8) of peer offices have an adjusted salary over Cook County's five-year salary of \$89,553
- The Brooklyn and Bronx DA's five-year salary is below Cook County's



5-Year Attorney Adjusted to SAO Cost of Labor

Cook County SAO Salary Among Lower Range of Peer Offices

Salary Adjusted to Cook County



¹Adjusted raw 2023 salaries to their Cook County cost of labor equivalent using the Economic Research Institute's Geographic Assessor (<https://www.eri.com/geographicassessor>).

Observations:

1st Chair Position Attorney



Kim Foxx

State Attorney, Cook County State's Attorney's Office



2023 Attorney Salary Data – 1st Chair

Office	Raw Salary Mid-Point ¹	Adjusted to Cook County Cost of Labor	Increase Cadence ²
Cook County SAO	\$132,665	\$132,665	Annually
Travis County Public Defender (Austin)	\$113,055	\$115,768	-
Bexar County DA (San Antonio)	\$125,832	\$140,176	-
Fulton County DA (Atlanta)	\$131,929	\$137,602	-
Cook County Public Defender	\$138,897 ³	\$138,897	Annually
Maricopa County DA (Phoenix)	\$161,990	\$178,513	-
Bronx County DA	\$166,305	\$142,357	Varies
Los Angeles County DA	\$180,611	\$165,260	As requested by dept.
Multnomah County DA (Portland)	\$187,207	\$199,563	-
Brooklyn County DA	Varies ⁴	Varies	Annually
Denver DA	Varies	Varies	Annually

¹ Typical salary for attorneys that are eligible for 1st chair using the formula (max + min)/2

² Refers to how often an office reviews and considers adjustment to their compensation structure with the potential for pay increases

³ Not a perfect comparison based on the different work performed and this is probably low due to low utilization of entry-level steps

⁴ These offices allow for various roles to act as 1st chair when an opportunity is available rather than specific title acting as a 1st chair

*Travis, Bexar, and Fulton Counties were only included in 1st chair data points due to limited available data.



1st Chair Attorney's Mid-Point Salary Analysis

Cook County	Peer City Min (Adj)	Peer City Max (Adj)	Peer City Average (Adj)	Peer City Median (Adj)
\$136,011	\$115,768	\$199,563	\$152,267	\$141,267

Defining the role of 1st chair as handling complex felony cases:

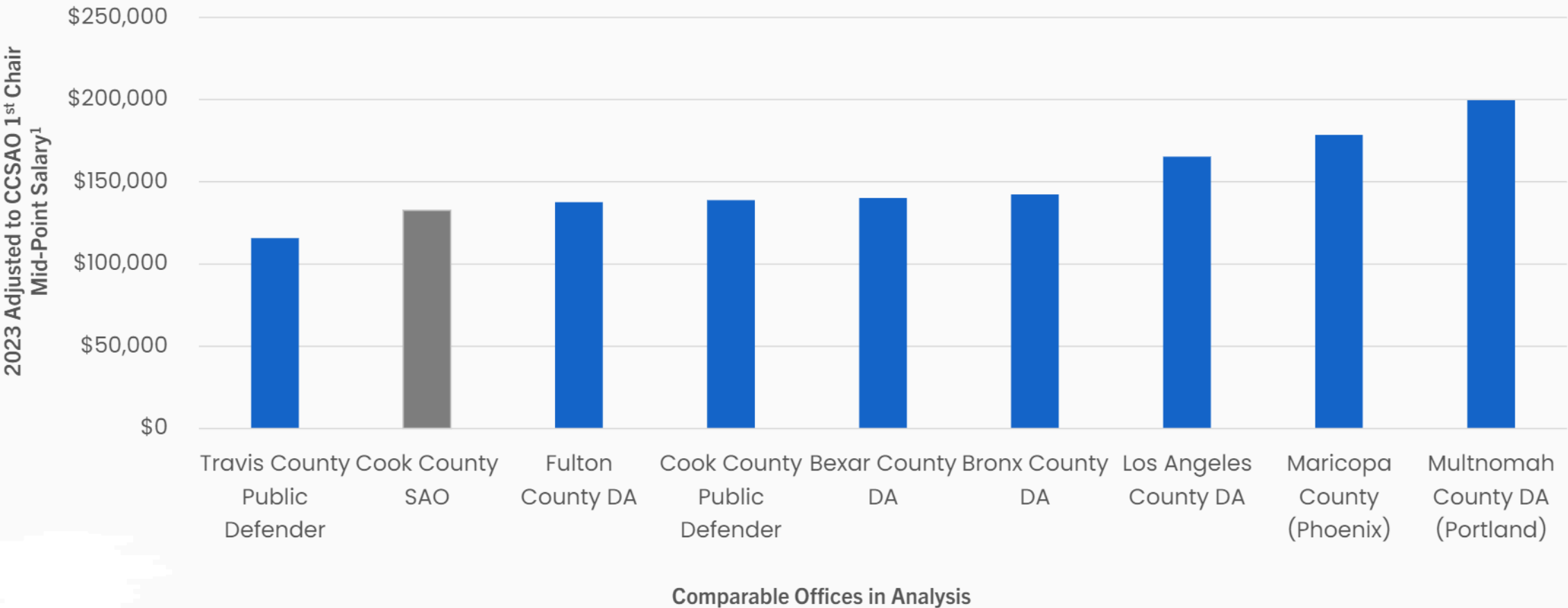
- Brooklyn and Denver attorneys can be 1st chair when an opportunity becomes available, thus there is not a typical salary schedule
- The City of Chicago was unable to confirm when attorneys typically become 1st chair
- **88% (7 of 8)** of peer offices have an adjusted salary over Cook County's 1st chair midpoint of **\$136,011**



1st Chair Attorney Adjusted to SAO Cost of Labor

Cook County SAO Salary Among Lower Range of Peer Offices

Salary Adjusted to Cook County



Comparable Offices in Analysis

¹Adjusted raw 2023 salaries to their Cook County cost of labor equivalent using the Economic Research Institute's Geographic Assessor (<https://www.eri.com/geographicassessor>).

Observations: National Average



Kim Foxx

State Attorney, Cook County State's Attorney's Office



Averages Across Legal Sectors

Attorneys	Annual Average (Raw)	Annual Average (Adj.)
Cook County SAO Entry Level	\$74,831	\$74,831
Cook County SAO 5-Year Experience	\$89,553	\$89,553
Cook County SAO 1 st Chair	\$132,665	\$132,665
Entry Level Attorneys in Peer Cities	\$81,099	\$81,927
1 st Chair Attorneys in Peer Cities	\$150,728	\$152,267
Attorneys In Chicago Metropolitan Area	\$ 163,220	\$163,220
5-Year Experience Attorneys in Peer Cities	\$218,479	\$116,728
National Private Sector Attorneys	\$ 227,050	\$238,857

CCSAO Salaries fall short of the Chicago metropolitan area average.

The Chicago Metropolitan Area ranks as the 5th largest in the nation for lawyer employment.¹

¹ Metropolitan area with the higher employment level in Lawyers according to the U.S. Bureau of Labor Statistics (<https://www.bls.gov/oes/current/oes230000.htm>).

Observations: Benefits



Kim Foxx

State Attorney, Cook County State's Attorney's Office



Benefits Always Include Paid Continuing Ed Credits, ARDC Fees Paid, Rarely Monetary Rewards

Key Benefits: Additional Training, Mentoring, Hybrid Work Schedule

All offices included in the analysis provide in-house/external paid continuing education credits, paid ARDC, and bar fees

The majority of offices provide opportunities for a hybrid work schedule when schedules allow

Half of the offices in the analysis offer a formal mentoring program and additional training for professional development

Other Benefits Findings



Some offices provided discounted or free public transportation and discounted gym memberships



Maricopa County is the only office that provides an out-of-state moving expense reimbursement



Bronx and Brooklyn Counties provide a monetary bonus when the budget is available ¹

¹ If budget allows – Bronx and Brooklyn provide monetary bonuses based on what is leftover for the year and not guaranteed

Conclusion



Kim Foxx

State Attorney, Cook County State's Attorney's Office



Considerations



CCSAO **Entry-Level Salary** is **9.5% Lower** than Market Comparators



CCSAO **5-Year Experienced Salary** is **30.3% Lower** Market Comparators



CCSAO **1st Chair Position Salary** is **12% Lower** than Market Comparators



CCSAO has **not formalized** the practice of **paying ARDC fees**

Appendix

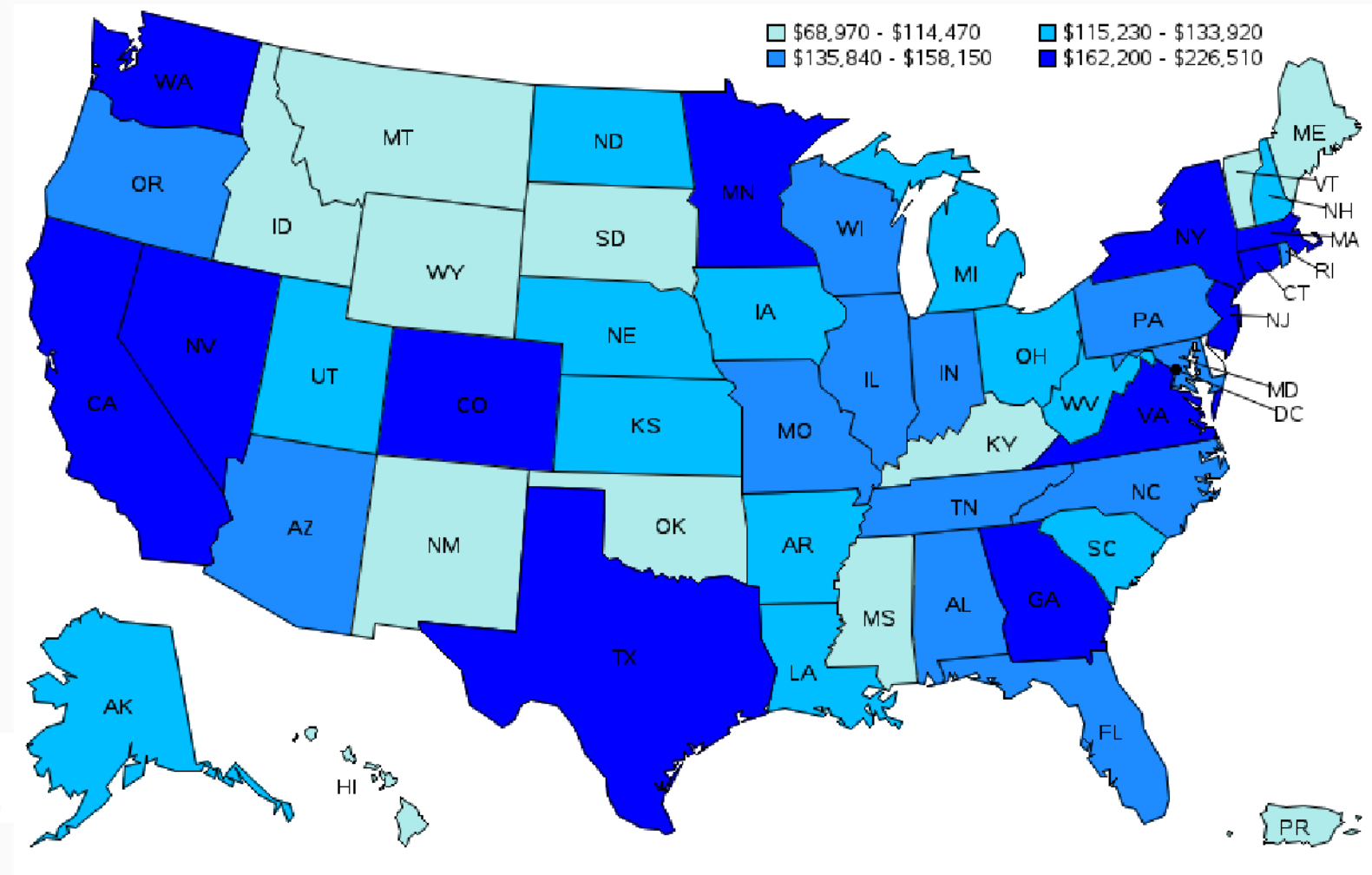


Kim Foxx

State Attorney, Cook County State's Attorney's Office



National Attorney Salaries: IL in Top 50% of Salary Bell Curve



\$68,970-\$114,470	23%
\$115,230-\$133,920	25%
\$135,840-\$158,150	27%
\$162,200-\$225,500	23%

¹States in white indicate data is not available according to the U.S. Bureau of Labor Statistics (<https://www.bls.gov/oes/current/oes230000.htm>).



Benefits Often Include a Hybrid Work Schedule and Sometimes Formal Mentoring

Office (A-Z)	Additional Training Programs	Discounted/ Free Public Transit	Employee Recognition Ceremony	Employee Resource Group	Formal Mentoring	Hybrid Work Schedule ¹	Loan Repayment Assistance ²	Monetary Bonus	Out-of-State Moving Expense Reimbursement
Cook County SAO				✓	✓	✓			
Bronx County DA	✓		✓					✓	
Brooklyn County DA	✓		✓		✓	✓		✓	
City of Chicago Dept of Law						✓			
Cook County Public Defender									
Denver DA	✓		✓			✓			
Harris County DA (Houston)		✓							
Hennepin County DA (Minneapolis)				✓	✓	✓			
Los Angeles County DA					✓	✓			
Maricopa County DA (Phoenix)	✓	✓			✓	✓	✓		✓
Multnomah County DA (Portland)		✓							

¹ All hybrid work schedules have limitations given the nature of the work where attorneys may need to be present for in-court

² Loan repayment assistance is a benefit beyond the Federal Public Service Loan Forgiveness Program

³ All offices offered paid continuing education opportunities and paid ARDC fees



COOK COUNTY SHERIFF'S OFFICE
SHERIFF THOMAS J. DART

1401 Maybrook Dr., Maywood, IL 60153
(312) 603-6444

To: Honorable John P. Daley, *Chairman, Finance Committee*
From: Honorable Thomas J. Dart, *Cook County Sheriff, Cook County Sheriff's Office*
CC: Kanako Ishida Musselwhite, *Budget Director*
Department of Budget & Management Services
Date: August 08, 2024
Re: Request for Information from FY2024 Mid-Year Budget Hearing

The following information is provided in response to questions posed at our department's budget hearing held on July 30, 2024.

1. Request ID #[1210-01]

Commissioner Anaya asked for the break-down of behavior health licensed physicians. And copies of MOUs (memorandum of understanding) for the treatment response team (TRT).

Response:

The Cook County Sheriff's Office has six (6) licensed behavioral health specialists. We do not have any physicians on TRT. A copy of the Memorandum of Understanding (MOU) agreement used by the Treatment Response Team is copied for your reference.

2. Request ID #[1210-02]

Commissioner Moore asked what services are provided for the cook county officers who are dealing with PTSD or who need counseling?

Response:

Sheriff Dart proposed and championed the passage of legislation ([SB3538](#)) in Springfield that eliminated out-of-pocket expenses for first responders seeking mental health treatment. This legislation was a significant step forward for assisting first responders who have been exposed to traumatic and dangerous situations by helping remove financial barriers between them and the tools they need to seek support from behavioral health specialists.

Under Sheriff Dart's leadership, the Cook County Sheriff's Office has established itself as a leader in Staff Wellness and Peer Support (SWPS) with an emphasis on emotional, mental, and physical wellness.

Peer support services for staff dealing with PTSD or in need of counseling include the following:

- Emotional Support: Providing a safe space for officers to share their feelings and experiences without fear of judgement.
- Empathy and Understanding: Connecting staff with peers who have faced similar situations, fostering genuine empathy.
- Resource Sharing: Offering information on professional help, therapy options, and coping strategies.
- Stress Management: Teaching practical techniques to manage and reduce stress.
- Encouraging Professional Help: Motivating staff to seek professional mental health support when necessary.
- Building Resilience: Equipping staff with tools and strategies to enhance resilience and cope with future challenges.
- Confidentiality: Ensuring conversations remain private, creating a trusting environment.
- Crisis Intervention: Providing immediate support during crisis and guiding staff to appropriate resources.
- Group Support Sessions: Facilitating group meetings where staff can share experiences and solutions collectively.
- Family Support: Extending support to staff members' families, helping them understand PTSD and providing them with coping resources.
- Follow-up Care: Regularly checking in on staff members progress and well-being to ensure ongoing support.
- Training and Education: Educating staff about PTSD, its symptoms, and effective coping mechanisms.
- Reducing Stigma: Working to reduce the stigma associated with seeking mental health support within the law enforcement community.

3. Request ID #[1210-03]

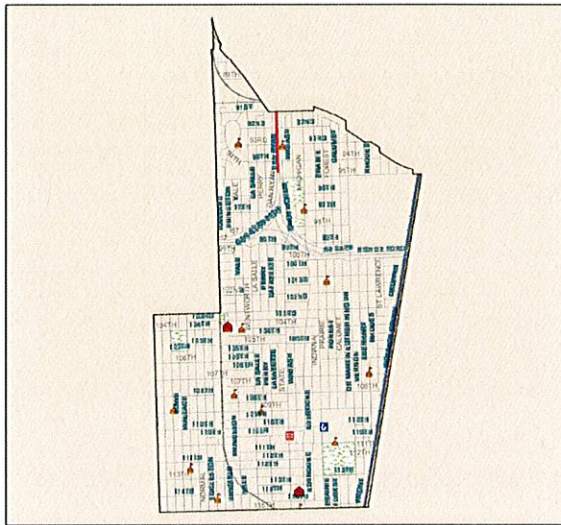
Commissioner Gordon asked for statistics on the violence in the Roseland community?

Response:

These statistics are sourced directly from Chicago Police Department records, which has primary jurisdiction over law enforcement operations in Roseland.



ROSELAND



DATE RANGE	SHOOTINGS	+/-	%Δ
Jan 01 2024 - Aug 01 2024	50	0	0
Jan 01 2023 - Aug 01 2023	50	-2	-3.8
Jan 01 2022 - Aug 01 2022	52	-16	-23.5
Jan 01 2021 - Aug 01 2021	68	15	28.3
Jan 01 2020 - Aug 01 2020	53		

DATE RANGE	HOMICIDES	+/-	%Δ
Jan 01 2024 - Aug 01 2024	16	5	45.5
Jan 01 2023 - Aug 01 2023	11	0	0
Jan 01 2022 - Aug 01 2022	11	-2	-15.4
Jan 01 2021 - Aug 01 2021	13	0	0
Jan 01 2020 - Aug 01 2020	13		

DATE RANGE	ROBBERY W/FIREARM	+/-	%Δ
Jan 01 2024 - Aug 01 2024	52	-25	-32.5
Jan 01 2023 - Aug 01 2023	77	17	28.3
Jan 01 2022 - Aug 01 2022	60	1	1.7
Jan 01 2021 - Aug 01 2021	59	-2	-3.3
Jan 01 2020 - Aug 01 2020	61		

DATE RANGE	HIJACKING INCIDENTS	+/-	%Δ
Jan 01 2024 - Aug 01 2024	10	-9	-47.4
Jan 01 2023 - Aug 01 2023	19	-3	-13.6
Jan 01 2022 - Aug 01 2022	22	2	10
Jan 01 2021 - Aug 01 2021	20	4	25
Jan 01 2020 - Aug 01 2020	16		

AGGRAVATED BATTERY

DATE RANGE	CRIME	+/-	%Δ
Jan 01 2024 - Aug 01 2024	129	-34	-20.9
Jan 01 2023 - Aug 01 2023	163	42	34.7
Jan 01 2022 - Aug 01 2022	121	-37	-23.4
Jan 01 2021 - Aug 01 2021	158	27	20.6
Jan 01 2020 - Aug 01 2020	131		

AGGRAVATED ASSAULT

DATE RANGE	CRIME	+/-	%Δ
Jan 01 2024 - Aug 01 2024	130	0	0
Jan 01 2023 - Aug 01 2023	130	14	12.1
Jan 01 2022 - Aug 01 2022	116	-25	-17.7
Jan 01 2021 - Aug 01 2021	141	5	3.7
Jan 01 2020 - Aug 01 2020	136		

WEAPONS VIOLATIONS - ARRESTS

DATE RANGE	CRIME	+/-	%Δ
Jan 01 2024 - Aug 01 2024	157	-40	-20.3
Jan 01 2023 - Aug 01 2023	197	-23	-10.5
Jan 01 2022 - Aug 01 2022	220	-12	-5.2
Jan 01 2021 - Aug 01 2021	232	74	46.8
Jan 01 2020 - Aug 01 2020	158		

BURGLARY

DATE RANGE	CRIME	+/-	%Δ
Jan 01 2024 - Aug 01 2024	106	12	12.8
Jan 01 2023 - Aug 01 2023	94	-20	-17.5
Jan 01 2022 - Aug 01 2022	114	36	46.2
Jan 01 2021 - Aug 01 2021	78	-81	-50.9
Jan 01 2020 - Aug 01 2020	159		

4. Request ID #[1210-04]

Commissioner Trevor asked for a timetable resolving Medicaid obstacles for billing services mental health related services in the jail and at Cermak.

Response:

The Sheriff's Office has been consistently exploring options to expand services to individuals in custody in a fiscally responsible manner. As part of this effort, the Sheriff's Office has advocated for recent regulation changes that allow for case management and certain physical/behavioral health services for eligible individuals in custody to be billed to Medicaid up to 90 days before release. These changes were recently approved by the

federal government as part of the state's Medicaid 1115 Waiver on July 2. The Office is now exploring how to operationalize this opportunity. Doing so will require the Office and its services to secure Medicaid certification, a process that is anticipated to involve policy and operational modifications, including the addition of specialized billing staff. Meanwhile, the Office is collaborating with CCHHS and external Medicaid certified providers to assist in expanding services to individuals in custody utilizing Medicaid.

5. Request ID #[1210-05]

Commissioner Stamps asked for a list of community partners that you work with in relation to individuals transitioning from our community resource center (CRC), caseloads of CRC employees, and any metrics kept by CCSO.

The Community Resource Center (CRC) has three (3) case managers with an average caseload of approximately 156 participants each. The CRC Community Evictions Specialist maintains an average caseload of 58 participants.

The CRC collects several data elements and metrics. They include:

- Number of new contact attempts for:
 - Individuals leaving the Cook County Department of Corrections (CCDOC) and calls/emails from the community at large into the general Community Resource Center (CRC) phone line/email.
 - Individuals facing eviction that are seeking assistance/support.
 - Unhoused populations seeking assistance/support through direct contact with the Sheriff's Housing Assistance Resource Program (SHARP) staff.
 - Individuals on Electronic Monitoring seeking support/assistance.
 - Referrals from outside agencies, elected officials and other community stakeholders.
- Success rate of subsequent attempts by CRC staff to connect with participants and method by which contact was ultimately successful.
 - Telephone
 - Email
 - Text/SMS
 - Home Visit
- Reported needs from participants. They include:
 - Housing
 - Substance Abuse/Mental Health Support
 - Volunteer Opportunities
 - Anti Violence Initiatives
 - Medical Assistance

- Employment
 - Rental Assistance
 - Food
 - Transportation
 - Benefit Enrollment
 - Others
- Number of active cases being managed by staff and for what duration.
 - Breakdown of where participants reside (Zip Code)

List of CRC community-based partnerships:

6th Ward Central	Chicago City Clerk
Ada McKinley Community SVS	Chicago Dept of Health
After School Matters	Chicago Park District
Alpha Phi Alpha Frat	Chicago Public Library
Anti-Cruelty	Chicago Treasurer's Office
ASG Staffing	Chicago Urban League
Association House of Chicago	Chicago Workers Collaborative
	CHICAT
Back 2 School Bash	Chinese American Service League
BCC, Stay LIT	City Colleges of Chicago
Benefits Access Network	City Motivators
Bethel Family Resource Center	City of Bellwood
Bethel's Daily Bread	Community Storytellers
Bettenhausen	CountyCare
Between Friends Legal Advice	CPS
BIPOC	CTA
Black College Expo, CSU	Dresses for Girls in Need
Black Men United	FBI Chicago + NPHCC
Breathing Yoga Works	Food4Less
Brookfield Zoo	Galewood Neighbors
Camp Chicago	Garfield Park Comm. Council
CBO Collective	GBC Autism Services
CEDA Financial Assistance Program	Giving Others Dreams (GOD)
Center For Changing Lives	Global Girls Glow Up Summit
CHA	Goodwill
Chatham Youth Development Program	Greater Holy Temple + Humble Hearts
Chicago Animal Care & Control	GSJ Family Life Center
Chicago Baby Shower	Gyrls in the HOOD
Chicago Board of Elections	HACC

Happyian LLC
 Healing Arts Chicago
 I am a Gentleman Inc.
 Illinois Action for Children
 Illinois Partners in Hope
 Illinois Psychiatric Society
 In His Hands Resource Center Inc
 JTDC
 Jump Hire
 Kindness Campaign
 Legacy Charter School
 Life Changing Community Outreach
 Lombard Workforce Connection Center
 Lurie Hospital
 Moraine Valley College
 New Moms
 No Kids Die in the Chi
 Oak Park Friends School
 Office of Emergency Management and
 Communications
 One City
 Our Lady of Africa-St. Elizabeth
 Partners Personnel
 Paw Salvation
 Phalanx Group Services
 Project HOOD
 Prominent Personnel Solutions
 Purpose over Pain
 Rainbow Push Coalition
 Rincon Family Svs
 River Forest Community Center
 Saint Leonard's Ministries

Search Inc.
 Second Chance
 Senator Harris, Dolton Park Dist
 Sharp Staffing
 Sinai Infectious Disease Center (SIDC)
 St. Paul Community Development Ministries
 St. Sabina Employment Resource Center
 Summer50 Fest
 Teamwork Englewood
 The Healing Academy & CSU
 The Living Room-Renaissance Social Svs
 The Motherhood of Chicago
 This Is Life
 Thornton Board of Trustees
 Timothy Community Corporation
 Tony's Charitable Foundation
 Tots of Joy
 Transitional Training Services Inc
 Tree House Vet Wellness Center
 Turano
 Tyler Perry Studios Dreamers
 Ulta
 UNITY Squad
 UR Chicago Alliance
 USPS
 Victory Centre South Chicago
 Walgreens
 West Side Food Access Open Convening
 Westside Forward
 YAP, One Summer Chicago
 Young Manufacturers Association
 YVP Media

6. Request ID #[1210-06]

Commissioner Lowry asked for statistics, like graduation rates, about CPS enrolled students within the jail.

Response:

The Sheriff's Office has identified 109 individuals currently enrolled in CPS within the CCDOC and a total of 44 individuals have graduated in 2024 to date.

Chicago Public School (CPS) maintains official records and statistics related to CPS enrolled students within the jail. For additional statistics, please contact York High School Principal Sharnette Sims directly at ssim1@cps.edu.

**MEMORANDUM OF UNDERSTANDING
BETWEEN
THE COOK COUNTY SHERIFF'S OFFICE
AND _____**

This Memorandum of Understanding (MOU) is entered into by and between the Cook County Sheriff's Office ("CCSO") and _____ ("Municipality") (collectively, the Parties). This document affirms the agreement of the signatory parties to fulfill the terms of this MOU. These terms include the achievement of all deliverables and adherence to requirements as noted.

I. RECITALS

WHEREAS, pursuant to 55 ILCS 5/3-6021, the Sheriff shall be conservator of the peace in his or her county, and shall prevent crime and maintain the safety and order of the citizens of that county; and

WHEREAS, the CCSO Municipality developed and implemented the Sheriff's Treatment Response Team ("TRT") in order to reduce the impact of substance abuse and mental illness on Cook County and its residents; and

WHEREAS, the TRT combines law enforcement resources with assistance from Licensed Clinical Social Workers to connect individuals suffering from a mental duress, mental health issues, and/or substance use disorder with harm-reduction and substance abuse treatment services; and

WHEREAS, Municipality provides law enforcement services within its jurisdiction and desires to partner with CCSO in order to connect citizens in real-time to mental health and substance abuse services during community calls for law enforcement service; and

WHEREAS, both the CCSO and Municipality desire to memorialize the terms of their collaboration.

NOW, THEREFORE, in consideration of the mutual covenants and agreements set forth herein, the parties hereby agree as follows:

II. INCORPORATION OF RECITALS

The recitals set forth above are incorporated herein as though fully set forth:

III. ROLES AND RESPONSIBILITIES

CCSO and Municipality shall collaborate in order to connect individuals with TRT services during calls for service and/or in the course of Municipality's lawful duties. This MOU serves to memorialize the process by which Municipality may engage the TRT for supportive services. In order to facilitate this process, the Parties agree to the following terms and conditions:

- A. In the event that Municipality, by lawful means, identifies a need for TRT services on-scene during a call for law enforcement service or otherwise, Municipality shall contact the TRT by contacting the TRT 24/7 TRT Duty Phone (Hotline) at 309-4ME-HELP or 309-463-4357.
- B. TRT personnel shall provide services in accordance with policy and training. Subject are not obligated to speak with TRT staff, and Municipality understands that the service shall be made available voluntarily. Upon request, Municipality law enforcement officers shall step away to provide space to the subject and TRT staff in order to ensure confidentiality.

- C. CCSO shall assess the needs of TRT program participants and provide them with appropriate treatment services, including, but not limited to, immediate crisis intervention, peer support and referrals for services including outpatient treatment services, residential treatment services, day treatment services, aftercare services and/or any other relevant treatment services based on needs.
- D. Municipality will provide the TRT with data pertaining to referrals to the CCSO including, but not limited to, number of referrals, copies of police reports and related documentation, body worn camera video, and any additional records necessary.
- E. The CCSO and Municipality shall participate in joint meetings on an as-needed basis. Such meetings shall be attended by those identified by the CCSO and Municipality individually.
- F. When applicable, the CCSO and Municipality shall comply with all state and federal guidelines regarding public health emergencies, including the ongoing COVID-19 pandemic, natural emergencies, or other events beyond the control of the parties, such as an act of God. Both Parties shall understand that procedures may need to be adapted in light of any related developments.

IV. TERM

The term of this MOU shall commence upon full execution of this MOU, and continue in full force and effect for one (1) year (the "Initial Term"). This MOU shall automatically renew for additional one (1) year terms (each the "Renewal Term") up and until such time as this MOU is terminated by the Parties. Either party may terminate this MOU upon sixty (60) days written notice to the other Party.

V. CONFIDENTIALITY

The Parties acknowledge that the TRT's role and purpose in each call for service shall be separate from Municipality's. TRT is not responding in a law enforcement capacity, and even if CCSO sworn personnel are on-site to assist it does not impact TRT's specific role and purpose. Accordingly, TRT shall maintain the confidentiality of information shared by subjects and shall not be expected to relay or transmit such information to Municipality in accordance with state and local law. *See, e.g., 740 ILCS 110 et seq.*

Any data, information, reports, deliverables, documents, and personnel information ("Data") provided by CCSO to Municipality under this MOU, and vice versa if any, are confidential and shall remain the property of the originating agency. All Data shall be maintained in a confidential manner and will not be disseminated or disclosed except by express consent of the CCSO. Municipality shall ensure the confidentiality of same, and shall notify the CCSO immediately if there Municipality been a breach, or if the information is sought by legal process. Notwithstanding, the Parties acknowledge that both entities are subject to the Freedom of Information Act.

VI. LIABILITY

Neither Party to this MOU shall be liable for any negligent or wrongful acts, either of commission or omission, chargeable to the other, unless such liability is imposed by law. This MOU shall not be construed as seeking either to enlarge or diminish any obligation or duty owed by one Party to the other or to a third Party.

VII. NOTIFICATION

All notices required under this MOU shall be in writing and sent to the addresses and persons set forth below, or to such other addresses as may be designated by overnight carrier, or registered or certified mail, return receipt requested.

CCSO

Cook County Sheriff's Office
50 West Washington
Suite 704
Chicago, Illinois 60602
Attn: General Counsel

Municipality

VIII. GENERAL CONDITIONS

- A. **Compliance with Laws.** The Parties shall at all times observe and comply with all applicable federal, state, and local laws, statutes, ordinances, rules, regulations, codes, and executive orders, now existing or hereinafter in effect, which may in any manner affect the performance of this MOU.
- B. **Counterparts.** This MOU may be executed in any number of counterparts, each of which shall be deemed an original and all of which, taken together, shall constitute a single, integrated instrument.
- C. **Governing Law and Venue.** This MOU shall be governed by and construed in accordance with the laws of the State of Illinois and the ordinances of Cook County, without regard to the principles of conflicts of law thereof.
- D. **Entire Agreement; Modification.** This MOU constitutes the entire agreement between the Parties with respect to the subject matter hereof and supersedes any prior agreements, negotiations and discussions. This MOU may not be modified or amended in any manner without the prior written consent of the Parties hereto. No term of this MOU may be waived or discharged orally or by any course of dealing, but only by an instrument in writing signed by the Party benefited by such term.
- E. **Severability.** If any term of this MOU or any application thereof is held invalid or unenforceable, the remainder of this MOU shall be construed as if such invalid part were never included herein, and this MOU shall be and remain valid and enforceable to the fullest extent permitted by law.
- F. **Non-Exclusivity.** This MOU is not exclusive, and either party is free to enter into similar agreements with any third-party, unless otherwise stated in this MOU.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

IT IS SO AGREED:

For CCSO:

General Counsel
Cook County Sheriff's Office

Date

For Municipality:

Print Name: _____
Title: _____

Date