



# Cook County Annual Performance Report

for Fiscal Year 2019



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

*Note: Due to the COVID-19 pandemic, the production of this report was delayed. This report was drafted in March of 2020, prior to the outbreak of COVID-19, so many of the stated goals and projections for 2020 may no longer be relevant. We have chosen to retain our original content in order to acknowledge Cook County's pre-COVID plans. The annual report for FY 2020 will compare the actual data points with pre-COVID goals and projections to demonstrate the impact of the current public health crisis on Cook County operations.*

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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 5.2 million residents of Cook County. We oversee the criminal justice system, provide healthcare to all regardless of the ability to pay, build and maintain critical infrastructure and administer property taxes. We also care for 69,000 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. In 2019, we folded performance management into the newly-established Office of Research, Operations and Innovation (ROI) to foster continuous improvement in Cook County government.

This report highlights achievements across all offices, and the data that we use to measure our success. We have also included goals and initiatives in 2020 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.

Though 2020 has been a challenging and difficult year, and while we anticipate that some of our metrics will not meet their targets due to the considerable impact of the COVID-19 pandemic, I am proud of the work and dedication of our public servants across Cook County, which is apparent through this Annual Report.

Sincerely,

A handwritten signature in black 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 the process that organizations, departments, and individuals use to meet their goals effectively and efficiently. One key component of that process is the use of data to monitor progress. In Cook County, each separately elected office is responsible for operating their own performance management program. For example, the Cook County Board President created the Office of Research, Operations and Innovation (ROI) in fiscal year 2019 to implement a continuous improvement program and oversee performance management for all Offices Under the President (OUP). ROI assists departments in establishing key performance indicators to measure progress towards their mission and goals, manages performance data and facilitates annual performance discussions to kickoff process improvement projects for the coming year.

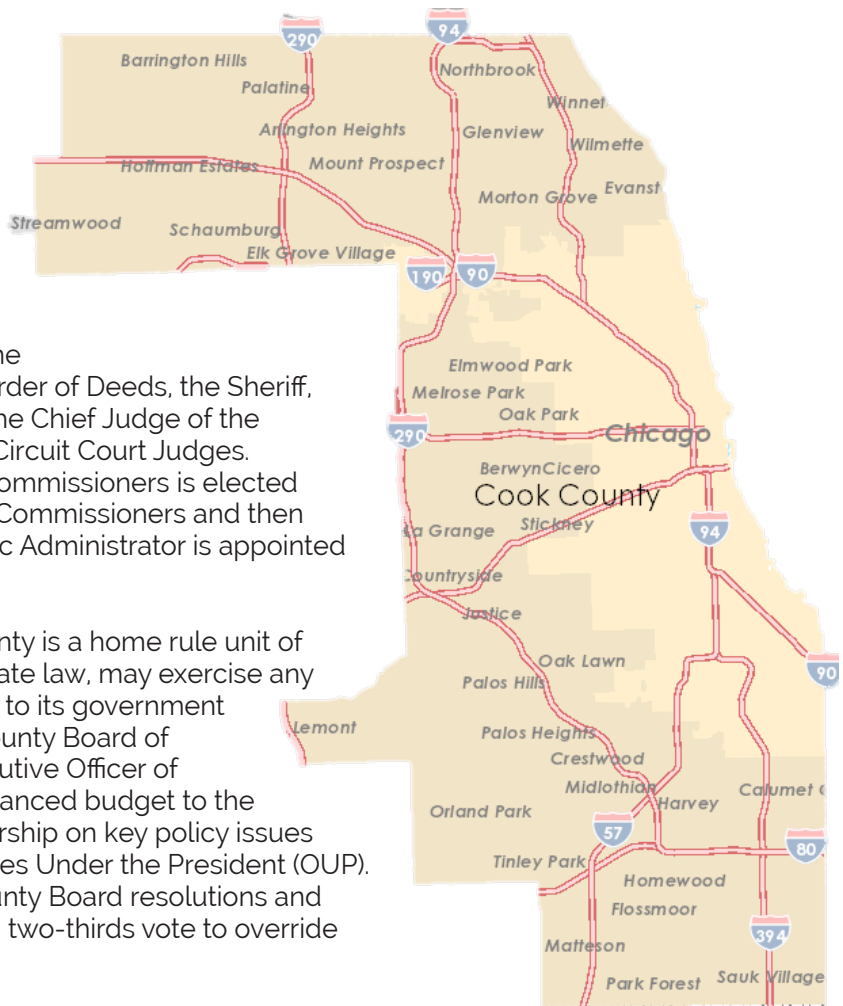
The purpose of this report is to display to the public and to the Cook County Board of Commissioners the operational achievements of all Cook County offices and sister agencies throughout fiscal year 2019 and preview upcoming initiatives for fiscal year 2020. It acts as a key part of the Cook County performance management framework by compiling key data points for each office that illustrate those achievements and initiatives.

## COOK COUNTY OVERVIEW

### COUNTY GOVERNMENT

Cook County is governed by the County Board President, seventeen Board Commissioners and eleven additional Cook County government offices. Eight 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 Recorder of Deeds, 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.



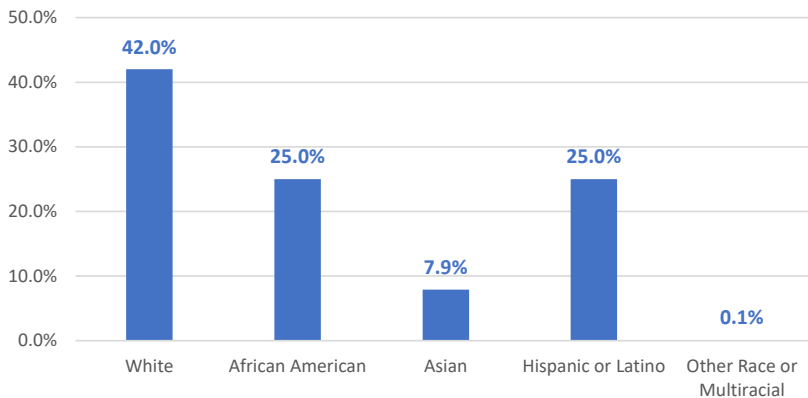
# COOK COUNTY GOVERNMENT

## 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 5.2 million residents, comprising 59 percent of Illinois' total population. Cook County encompasses the 2.7 million residents of the City of Chicago, the third largest city

**Cook County Population by Race**



in the United States. Cook County is racially and ethnically diverse, with a growing Latino and Asian population. Currently African Americans make up 25 percent of the population, Asians 7.9 percent and Whites 42 percent. The remainder of the population self-identity as American Indian, Alaska Native, Native Hawaiian, Other Pacific Islander (Other Race) or multiracial. 25 percent of residents identify as Hispanic or Latino of any race. Although Cook County is densely populated, the Cook County Forest Preserve District protects over 69,000 acres of natural land or 11 percent of Cook County.

Cook County comprises approximately 36 percent of Illinois' economic activity with 2.59 million jobs. Households in Cook County have a median annual income of \$63,353, which is more than the national median annual income of \$61,937. The most common industries in Cook County are health care and social assistance; professional, scientific, & technical services; and manufacturing (US Census 2018 ACS estimate).

## FUNCTIONS OF COOK COUNTY

### HEALTHCARE

Cook County provides public healthcare access and services to 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

# COOK COUNTY GOVERNMENT

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 12 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. 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 in an effort to promote economic development, supporting affordable housing and property redevelopment respectively. The Chicago Cook Workforce Partnership works jointly with Cook County and the City of Chicago to provide workforce development services and operate federally-funded American Job Centers throughout the County.



## OFFICES UNDER THE PRESIDENT

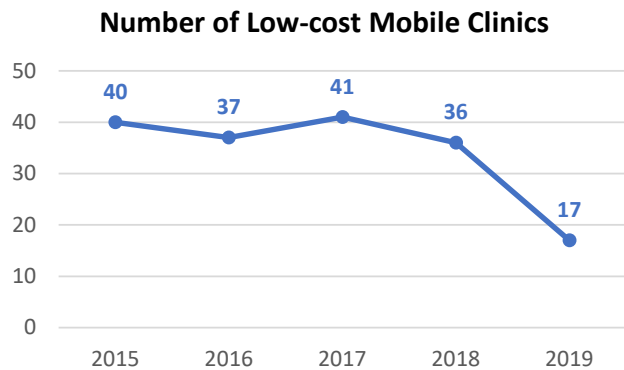
Toni Preckwinkle is the 35th President of the Cook County Board of Commissioners, an office she has held since 2010. The Cook County President oversees the Offices Under the President (OUP) and is charged with presenting a balanced budget to the Board of Commissioners each year. In 2018, President Preckwinkle published the Cook County Policy Roadmap: Five-Year Strategic Plan for Offices Under the President—OUP's first comprehensive, policy-driven strategic plan since the administration's 2011 transition plan. The Policy Roadmap outlines goals and objectives in six policy priorities: health and wellness, economic development, criminal justice, environment and sustainability, public infrastructure and good government. Centered on the values of equity, engagement and excellence, OUP developed the Policy Roadmap with direct input and participation from residents, as well as its Cook County sister agencies and community, industry and thought partners.

### Healthy Communities (Health and Wellness)



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

Cook County's Department of Animal and Rabies Control offers low-cost rabies vaccinations at mobile clinics throughout Cook County to dogs, cats and ferrets in the summer each year. More than 50,000 animals have been vaccinated since the program began in 2006. In fiscal year 2019, Animal and Rabies Control reduced the number of clinics by cancelling clinics which historically had low attendance, while retaining enough to cover the full geographic area of the County. This allowed the department to focus on clinics which were well attended.



In fiscal year 2019 the Medical Examiner's Office (MEO) completed 90 percent of autopsy reports within 60 days, a standard set by the National Association of Medical Examiners (NAME), improving service by providing families with timely reports. The Medical Examiner's Office received International Standardization accreditation for both forensic testing and forensic inspection from the American National Standards Institute. The MEO is also the only fully accredited medical examiner's or coroner's office in Illinois accredited by NAME and the only office to have all three accreditations in the nation.

### Vital Communities (Economic Development)



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

Cook County's south suburbs are asset-rich with people, infrastructure, businesses and real estate, but in recent years parts of the south suburbs have struggled due to population loss, foreclosures and government and private sector disinvestment. As a result, BED worked with public and private partners to launch the South Suburban Economic Growth Initiative (SSEGI) to create the institutional and financial capacity for coordinated, long-term economic development in the south suburbs. In fiscal year 2019, SSEGI established a Small Business Development Center and a Southland Development Authority to consider and manage strategic large-scale developments and focus on inclusive wealth creation. Cook County has pledged \$300,000 in fiscal years 2019 and 2020 for this initiative.



## OFFICES UNDER THE PRESIDENT

In 2019, the Bureau of Economic Development (BED) helped 48 businesses apply for tax incentives, representing \$165 million in estimated capital investment, an estimated creation of 910 jobs and estimated retention of 951 jobs. BED also committed \$7.8 million in federal HOME funding to provide 462 units of affordable housing.



In conjunction with the Cook County Complete Count Census Commission, BED is championing full participation in the 2020 Census. Cook County is focusing on building trusted relationships in and providing reliable information to hard-to-count communities. An accurate Census helps ensure fair representation at all levels of government and determine federal resource allocation to each community.

**Culver's Tax Incentive Project**

2016

2019

**55 current jobs**  
**68 jobs during construction**  
**\$3.4M in private investment**

### Safe and Thriving Communities (Criminal Justice)

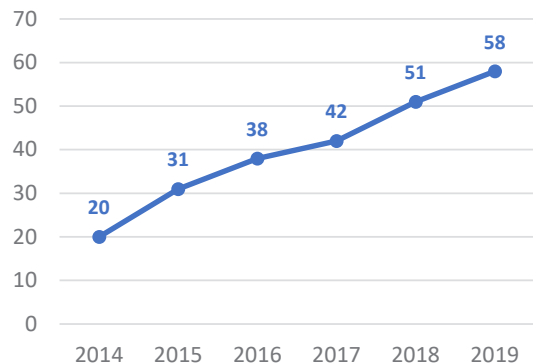
**Goal: To create safe communities and an equitable and fair justice system for all residents.**



In 2019 the Justice Advisory Council (JAC) continued funding violence prevention, recidivism reduction and restorative justice and this year focused specifically on supporting pregnant and post-partum justice-involved individuals and residents reentering their communities after being involved with the justice system. In total, JAC grants funded 58 organizations across all 17 Cook County districts totaling \$5.5 million. The JAC implements its community engagement strategy with specific attention to the impact of disinvestment in Cook County's communities of color. Our grantmaking addresses inequity in access to justice, education, and employment and we meaningfully include community voice in policy decision-making.

The Department of Emergency Management and Regional Security (EMRS) has committed to increase its investments in community-based organizations, anti-violence initiatives and reentry services. EMRS educates sister agencies and external partners about funding opportunities for projects aimed at community engagement, law enforcement education and justice-involved communities. In 2019, EMRS awarded \$122,000 in total to five programs through their Justice Assistance Grants.

**Number of Community Organizations Supported by JAC**



# OFFICES UNDER THE PRESIDENT

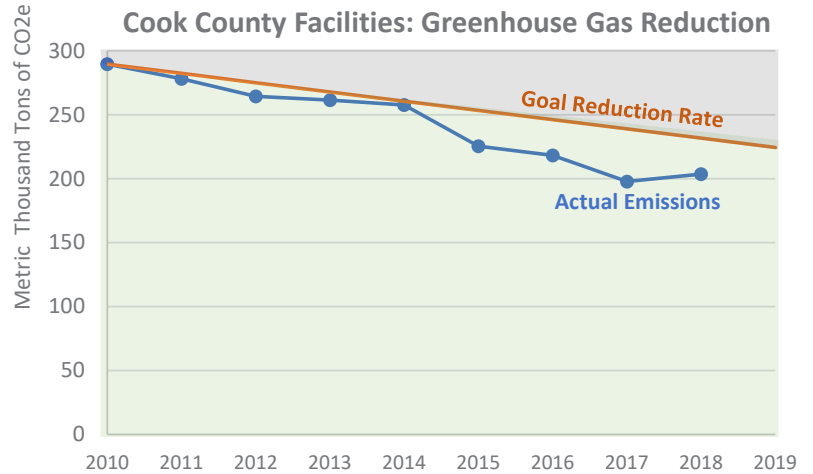
## Sustainable Communities (Environment & Sustainability)



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

The Green Buildings Program, overseen by the Bureau of Asset Management (BAM), continues to improve energy, water, waste and technology usage in all Cook County facilities. This initiative minimizes environmental impacts and saves taxpayer dollars. In 2019, as part of the Green Buildings Program BAM established a sustainability index for all County facilities, established recycling standards for the new Workplace Strategy and Design Guidelines and began implementing building automation systems to generate additional energy savings. This led to \$5.7 million in avoided energy costs, with energy savings of 413,646 million BTUs or the equivalent annual energy usage of 5,300 single family homes. The Green Buildings Program is one of many Cook County initiatives to achieve its goal of carbon neutral operations by 2050.

The Department of Environment and Sustainability (DES) has launched a Brownfield Revolving Loan Fund of over \$750,000 to redevelop and reuse sites in Bellwood, Maywood, Schiller Park, Franklin Park and other south suburban communities. Assessing and redeveloping brownfields promotes sustainability and economic development by cleaning up hazardous materials and preparing the sites for development. Over 120 acres of brownfield sites have undergone reuse, planning, or redevelopment in the West suburbs, creating or retaining over 200 jobs. Through a new federal grant, DES has received funding to assess 40 sites in the south suburbs between 2019 and 2021.



## Smart Communities (Public Infrastructure)



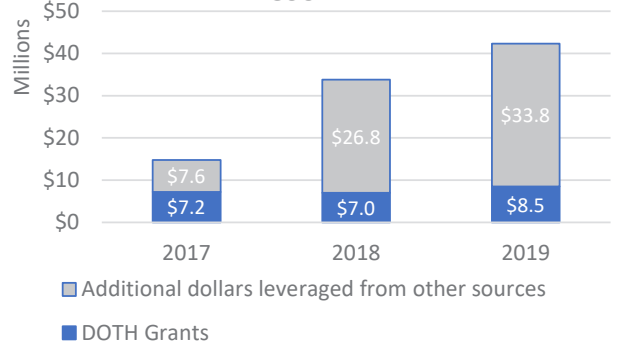
**Goal: To provide innovative infrastructure that will change how residents live, work and connect.**

Technology is an integral part of Cook County infrastructure, but gaps in access remain. In fiscal year 2020, the President's Office is spearheading an initiative to tackle the digital divide, the existence of limited access to broadband and technology, within Cook County. Federal Communication Commission data from December 2018 indicates that up to 25 percent of Cook County residents lack high-speed internet and more than 17 percent of African American and Latinx households lack a computer. Cook County government will leverage capital dollars and augment current public infrastructure to tackle this problem and provide equitable access to technology to all residents.

# OFFICES UNDER THE PRESIDENT

The Department of Transportation and Highways launched Invest in Cook in 2017 to cover the costs of planning and feasibility studies, engineering, right-of-way acquisition and construction associated with transportation improvements sponsored by local and regional governments and private partners. In 2019, Invest in Cook awarded \$8.5 million in grants and leveraged an additional \$33.8 million in other funds to enable over \$42 million in project activity. Invest in Cook puts a premium on equal access to opportunity and will continue to position local and regional projects for advancement with local, state and federal grant opportunities. Since its inception, more than half of Invest in Cook funded projects have occurred in low- and moderate-income communities.

**Total Project Investment Due to Invest in Cook**



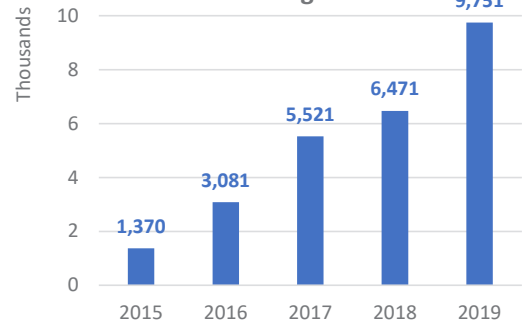
## Open Communities (Good Governance)

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



Over the last five years, the Bureau of Human Resources (BHR) has significantly increased both the number of trainings they conduct and the number of employees they train. In 2019, BHR conducted 221 trainings, a 19 percent increase over 2018, and trained 9,751 employees, a 51 percent increase over 2018. In addition to offering more in-person and online trainings, BHR has expanded the range of training topics to include customer service, respect and civility in the workplace, effective communication and emotional intelligence.

**Number of Employees Participating in BHR Training Classes**



To promote transparency and data-driven decision making, the Bureau of Technology's Data Analytics team spearheaded multiple projects in 2019. The Data Analytics launched a new,

interactive website for residents to explore the Cook County budget and launched groundbreaking public data releases with the Cook County Assessor's Office and the Cook County Comptroller's Office. In May 2019, the Data Analytics team and the Office of the President published a Policy Roadmap public dashboard for each policy priority. In fiscal year 2020 the Office of Research, Operations and Innovation will launch public dashboards showing key performance indicators for each individual department in the Offices Under the President. Besides creating unprecedented transparency for Cook County residents, this effort will also cultivate data literacy and data-based decision making across the County.



**Policy Roadmap Public Dashboard**

### Policy Priorities

 <b>Healthy Communities</b> Health and Wellness	 <b>Vital Communities</b> Economic Development	 <b>Safe &amp; Thriving Communities</b> Criminal Justice
 <b>Sustainable Communities</b> Environment & Sustainability	 <b>Smart Communities</b> Public Infrastructure	 <b>Open Communities</b> Good Government

<https://performance.cookcountyil.gov>

# COOK COUNTY HEALTH

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Since the founding of the original Cook County Hospital in 1834, Cook County Health (CCH) has been committed to serving the health care needs of the residents of Cook County. The original Cook County Hospital opened in 1857 as a teaching hospital and founded the country's first medical internship in 1866. Today, Cook County Health is made up of Stroger Hospital; Provident Hospital; the Ambulatory and Community Health Network; Cermak Health Services, which provides healthcare to the detainees at the Cook County Department of Corrections; and CountyCare, the managed care health plan owned and operated by CCH. Despite operating only two of the over 60 hospitals in Cook County, CCH serves as a safety net for many residents, and provides more than 50 percent of all charity care in the County. Through the Health System and the Health Plan, CCH serves more than 500,000 unique individuals annually.



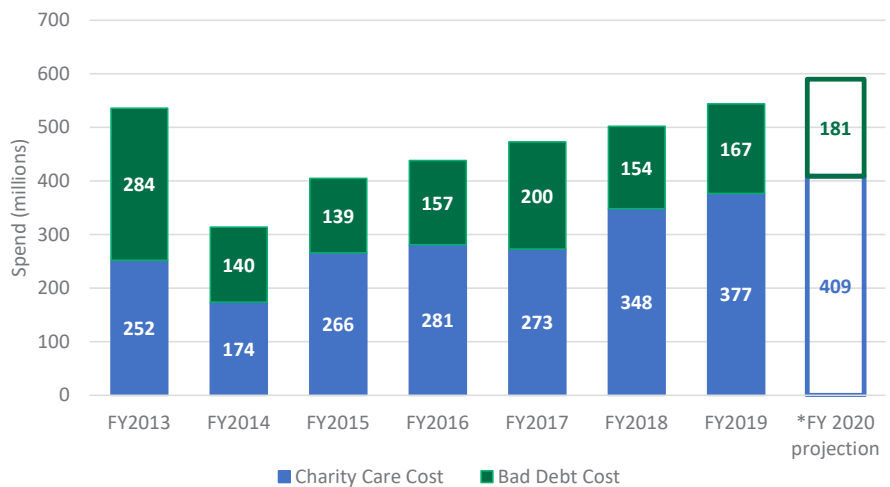
Built in 2002, the John H. Stroger, Jr. Hospital of Cook County remains at the forefront of new therapies and innovations in health care while never neglecting those in need. The 450-bed Stroger Hospital features one of the most respected Level 1 Trauma Centers in the nation.

Provident Hospital officially opened on January 22, 1891 but closed in 1987 due to rising hospital costs. Provident Hospital of Cook County re-opened on August 17, 1993 as a public, community teaching hospital.

The Ambulatory and Community Health Network (ACHN) is a network of more than a dozen community health centers, providing quality primary care for patients in locations across Cook County.

CountyCare is a Medicaid managed care health plan for people in Cook County, and offers a wide range of health services and expert care-- from preventative to specialty -- as well as prescriptions and transportation to its 318,000 members..

**Uncompensated Care**



# COOK COUNTY HEALTH

## 2019 Achievements

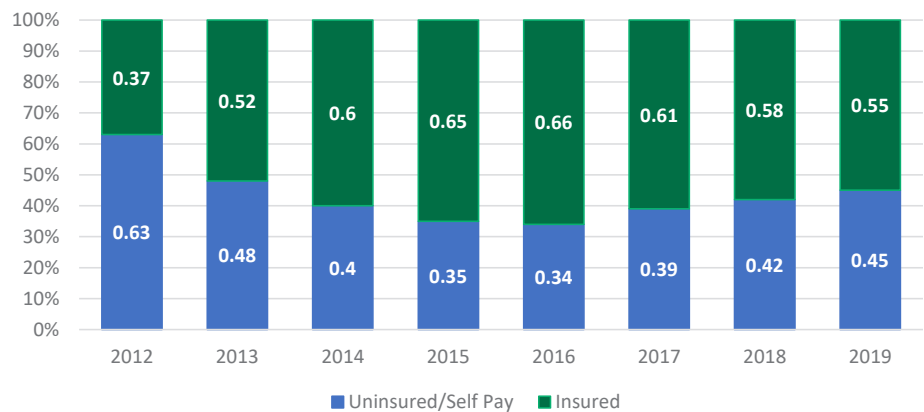
CCH continued to serve as the major safety net provider for many residents of Cook County. In FY2019, CCH provided over \$375 million in charity care, healthcare provided free of charge to those who cannot pay. This was \$30 million over the predicted budget for charity care, which has grown precipitously in recent years; in the last two years alone, CCH spending on charity care grew by \$100 million.

In FY2019, Stroger’s critical role as the hub of Cook County Health demanded the integration of high quality, safe and reliable healthcare with continuous process improvement to increase patient satisfaction and experience. Stroger Hospital was successfully recertified as a Level 1 Trauma Center and also holds certifications in stroke, burn, perinatal and oncology care. US News & World Report recognizes Stroger as a high performing hospital for heart failure, gastroenterology and GI surgery and neurology and neurosurgery. Stroger Hospital continued to increase the number of surgical cases and improve services, and had just below **13,189 surgical cases in FY2019**. Additionally, Stroger Hospital worked on implementing a strategy to improve the patient visit cycle for surgery (scheduling, intake, patient follow up, etc.) to improve the patient experience and achieve operational efficiencies. CCH also opened an Intensive Care Unit at Provident Hospital.

ACHN increased primary care (preventive and chronic disease management) services to the community across its 16 health centers, and as a result **primary care visits increased 9%** as compared to FY18. In FY2019, ACHN also opened a new location at Arlington Heights Health Center, providing medical, dental, behavioral health, and Women, Infants and Children (WIC) services to the Cook County greater northwest suburban region. ACHN also expanded maternal child health services by integrating WIC into seven of its health centers; launching an Ambassador program to ensure prenatal patients remain enrolled in prenatal care and to support a healthy delivery at Stroger Hospital. Additionally, ACHN received two new grant awards: Healthy Start and Healthy Families, aimed at improving pregnancy outcomes, reducing infant mortality and preventing child abuse/neglect.

CountyCare, CCH’s managed care plan, aimed to retain and increase membership, including assisting members with the re-determination process to maintain Medicaid eligibility. This initiative helped grow CountyCare to be the largest Medicaid managed care plan in Cook County, with over **318,000 members enrolled**. CountyCare has maintained and enhanced its community-based provider network, which includes expanding CCH referrals, and Cook County Health remains the largest provider of care in the CountyCare network. In FY2019, CountyCare rolled out medical cost action plans to deliver on savings opportunities and cost strategies across all departments in CountyCare. Initiatives have resulted in an increase in domestic spend, pharmacy cost savings, and administrative efficiencies.

Insured Status of CCH Patients



## COOK COUNTY HEALTH

In FY2019, CCH continued to substantially invest in new facilities, medical equipment and technology to improve patient safety, quality and experience. In FY2019, the total allocated dollars into procurement processes or actual spend from CCH was over \$74M. In addition, CCH filed a Certificate of Need application with the state of Illinois, an important initial step towards the construction of a new inpatient and outpatient facility on the Provident campus, and broke ground on the new CCH Belmont-Cragin Health Center.

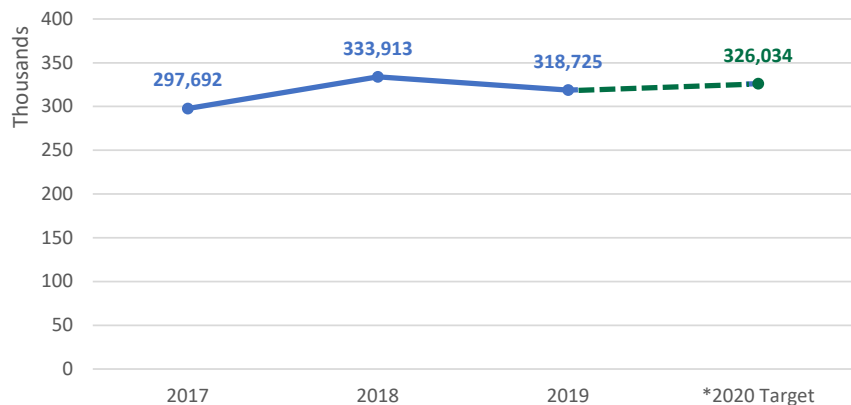
### 2020 Goals

In the coming year, CCH will continue transforming itself into a healthcare organization of choice, providing outstanding clinics across the County and specialty care, while improving patient experience regardless of a patient's ability to pay.

Although Medicaid enrollment is declining nationwide as of early 2020, County Care plans to grow from 318,000 members to 326,000 members in FY2020.

In FY2020, CCH is projecting to provide \$590 million in uncompensated care, including \$409 million in charity care. The increase in charity care, up almost 10% from FY2019, is due to the rising rates of people without health insurance. Due to this growth in charity care, the tax allocation from Cook County to CCH has increased from \$72 million to \$82 million. However, even with this increase the allocation remains far below historical levels, which used to exceed \$400 million.

CountyCare Membership

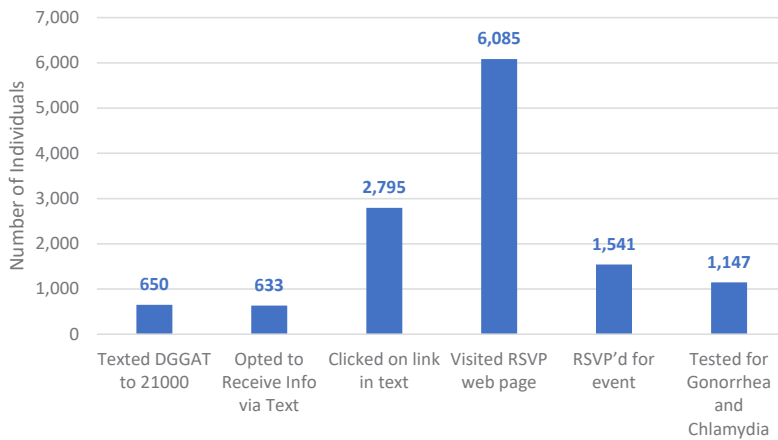


In FY2020, new outpatient clinics opening in North Riverside and Blue Island, as well as new dialysis services at Provident and surgeries at Provident and Stroger will expand the services available to residents. The system also aims to continue to increase primary care visits in an effort to reduce unnecessary and costly emergency room visits and improve health outcomes for patients.

# COOK COUNTY DEPARTMENT OF PUBLIC HEALTH

The Cook County Department of Public Health (CCDPH), an affiliate of Cook County Health, is the state-certified public health agency for Cook County with the exception of Chicago, Evanston, Skokie, Oak Park and Stickney Township. CCDPH serves approximately 2.5 million residents in 129 municipalities and strives to meet the public health needs of their suburban Cook County jurisdiction through effective and efficient disease prevention and health promotion programs. The agency works to prevent the spread of about 70 reportable communicable diseases and enforce Cook County and Illinois public health laws, rules and regulations.

**STI Media Campaign Outcomes  
(June-December 2019)**



## 2019 Accomplishments

CCDPH continued to promote healthy living and health equity that included support for the Cook County Minimum Wage and Earned Sick Leave ordinances. The agency further promoted a registry of extremely drug resistant organisms and implemented a plan to address the epidemic of sexually transmitted infections (STIs) throughout the County. CCDPH also received 2,169 new referrals to its Adverse Pregnancy Outcomes Reporting System (APORS) High Risk Program, which serves infants born with high risk factors such as prematurity and birth defects. These infants are paired with nurses who work with them and their families for the first two years of life.

CCDPH looked into food insecurities with the APORS families served, and the data collected was shared to stakeholders and used to link with existing CCDPH initiatives.

## 2020 Goals

In FY2020, CCDPH will convene its 5th annual Food Summit bringing together local food system stakeholders and consumers and continue to support implementation of the Good Food Purchasing Program in Cook County departments and agencies. The agency will also continue its STI Prevention Program, working with key leadership to establish follow-up for positive tested patients. CCDPH also will ensure all environmental health inspections are done and submitted electronically and increase the number of infants in the APORS Program receiving immunizations by 80%.



## CLERK OF THE CIRCUIT COURT

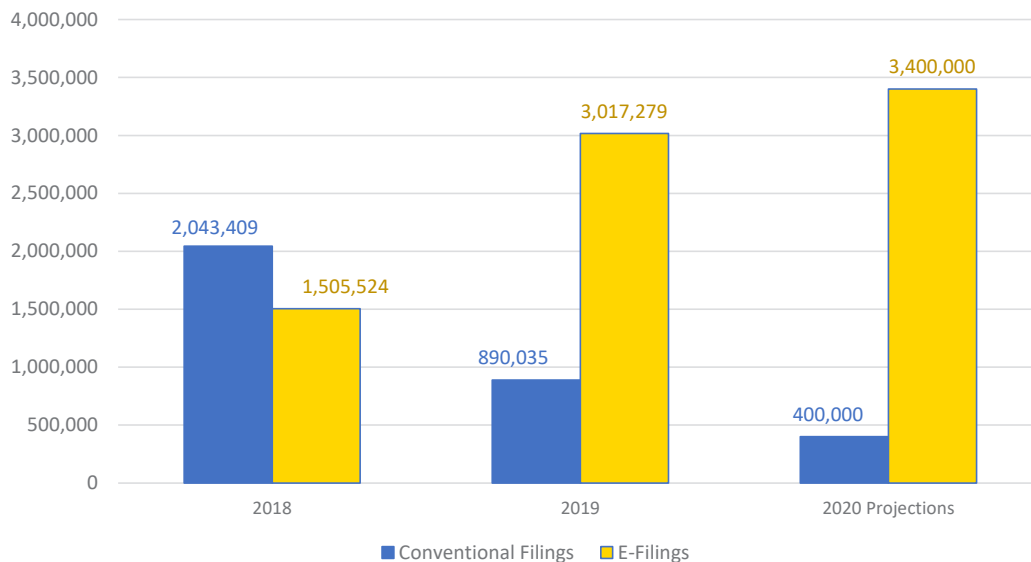
The Office of the Clerk of the Circuit Court of Cook County (Clerk's Office) is the official keeper of records for all judicial matters brought into one of the largest unified court systems in the world. The Clerk's Office is mandated by the State of Illinois to attend all circuit court sessions and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

The Clerk's 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 successfully, while also managing and organizing case information in the most efficient and effective ways possible. The Clerk's Office is required to charge, collect and disburse the fines and fees of the court as determined by the Clerks of Court and Criminal, Civil and Traffic Assessment Acts, along with performing other duties as required by law.

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

On July 1, 2018, E-Filing using e-Filell became mandatory for all new and subsequent civil case type filings. Thus, the Clerk's Office discontinued using its old e-Filing system which had been in place since 2009. There were more than 1.5 million e-filings at the end of 2018 using the new e-Filing system. E-Filing enables court users to electronically file cases from the comfort of their homes or offices, which saves time, travel and parking costs, reduces redundant paperwork, and allows for efficient processing of documents and fees online. The e-Filing system also manages the flow of information between filers, clerks, court personnel, and judges within the State of Illinois. In 2019, there were more than 3 million Cook County e-Filings, which is half a million more filings than the office projected. The Clerk's Office anticipates around 3.4 million Cook County e-Filings in 2020.

**Number of Conventional Filings vs. E-Filings**



The Clerk's Office is implementing a new \$36 million Case Management System (CMS) and went live with the County Division on February 13, 2018. All Criminal areas of law went live in November of 2019 with the new CMS, and the Civil and Traffic areas of law are expected to go live in summer or fall of 2020. The new generation CMS will serve all areas of law and will eliminate the use of the old mainframe legacy system, therefore leveraging advanced technology to improve efficiency and reduce costs.



## CLERK OF THE CIRCUIT COURT

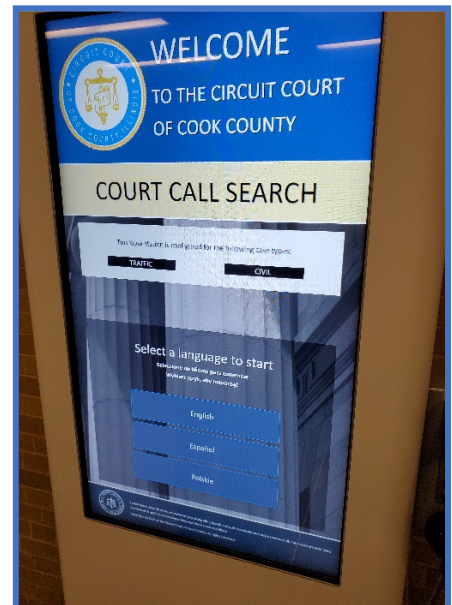
The Clerk of the Circuit Court engaged 30 law enforcement agencies to implement the new e-Ticketing system in June 2019. The Electronic Ticketing System provides a mobile citation solution to the Cook County Circuit Court and Police Agencies. Instead of hand-written citations that have to be manually entered into the Clerk's information management system, police officers easily enter citation information in a mobile device. With e-Ticketing officers cut three minutes off the time to issue each citation, thus improving the safety of both officers and defendants by reducing the time they are exposed to traffic, while also increasing revenue by producing more accurate, enforceable citations.



In the fall of 2020, the Clerk of the Circuit Court will finish implementing its new Disaster Recovery Plan. The Disaster Recovery Plan and supporting solution will help the Clerk's Office prevent severe loss of systems and core business data in the event of a major outage or catastrophic disaster.

Self-service Court Call Smart Kiosks provide court customers with detailed information about their court appearances scheduled for the current day. The Clerk's Office expanded its Smart Kiosks to the Daley Center along with Court Call Information Monitors in 2020. The kiosks are easily accessible on an as-needed basis, so

customers can conveniently visit them with inquiries. These kiosks help save time and allow court participants to have confidence in when and where their court appearance will take place. By placing kiosks at strategic locations, the Clerk's Office can assist more court customers with important court information without the need of engaging court staff. This provides for a highly efficient user experience and increased customer satisfaction. The Kiosks are touchscreen and provide information in English, Spanish and Polish, and are ADA compliant by providing for the visually impaired. In addition to streamlining the general consumer experience, Self-Service Court Call Kiosks are very expandable and can be used to share other critical information with the public like census news or public announcements.



### Looking Ahead

For the remainder of FY2020, the Clerk of the Circuit Court will ensure that operational initiatives implemented in the prior year, such as 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 a Printing Team are properly staffed and operating efficiently. Also, the Technology and Innovation (T&I) Bureau will continue to leverage advanced technology to improve the efficiency of court operations, reduce costs, improve customer service, and enhance information access offered to the public.

Clerk's Office staff continues to provide specialized customer service assistance to both self-represented litigants and attorneys in order for them to e-File successfully, while managing and organizing case information in the most efficient and effective ways possible.

## PUBLIC DEFENDER

### Overview of the Office:

The mission of the Law Office of the Cook County Public Defender is to protect the fundamental rights, liberties and dignity of each person whose case has been entrusted to us by providing the finest legal representation. As one of the largest public defender offices in the nation with nearly 700 employees, the Public Defender's teams of attorneys, investigators, mitigators, caseworkers and support staff all work together to provide holistic representation to adult and juvenile clients that extend beyond litigation in the courtroom, to addressing underlying issues that may have contributed to the client's involvement in the court system including mental health and substance use issues, removal from school and lack of stable housing.

The Public Defender's Office currently has 22 divisions, some of which are organized by location, such as the Suburban Courthouses, while others are organized by practice type, such as the Child Protection and Juvenile Justice Divisions, which operate out of the Juvenile Court building.

### New Initiatives:

Since becoming Public Defender in 2017, Amy Campanelli has established several new initiatives that have enabled the Office to work towards achieving the vision referenced above, including:

**Police Station Representation Unit:** On March 14, 2017, the Chief Judge of Cook County, Timothy Evans, entered a historic order mandating that any person in custody at a police station who requests counsel shall have the Public Defender "deemed appointed" as defense counsel. This order empowered the Public Defender's Office to represent anyone who is arrested and being held in custody by law enforcement agencies in Cook County. Previously, Public Defenders only were appointed by the court after cases reached the court system. Chief Judge Evan's order now enables Public Defenders to provide legal counsel to clients at the most critical point of the criminal court system – when they are being subject to interrogation by law enforcement and facing possible charges. Providing legal representation at this point in the criminal system will help reduce the county's jail population and ultimately, reduce the number of wrongful convictions in Cook County.

In April 2018, the newly created police station representation unit (PSRU) became fully operational. The attorneys in the PSRU are available 24 hours a day, seven days a week to provide free legal representation to anyone who is arrested and detained by law enforcement in Cook County.

In FY2019, the attorneys in the PSRU conducted 776 police station visits, resulting in 99 adults and 43 juveniles walking out of police stations uncharged. It is anticipated this number will increase during FY2020 as the public becomes more aware of the PSRU's existence.

**Mental Health Unit:** Each year, the Public Defender's Office represents clients who suffer from some form of mental health disorder. When our attorneys suspect that a client has a mental health issue, they are ethically bound to request an evaluation of the client's fitness to stand trial. To process these cases in a more efficient manner, in September 2019 the Office established a new Mental Health Resource Unit, which includes a full-time clinical psychologist who can perform mental health assessments, therefore significantly reducing the cost and delay associated with referrals to outside experts.

**Arrestees and/or their family  
and friends can make  
a toll-free call to  
**1-844-817-4448**  
and an attorney will be  
dispatched to the police station  
to assist the individual in asserting  
his or her rights.**

## PUBLIC DEFENDER

From September 2019 – February 2020, the Mental Health Resource Unit processed 30 referrals. Provided services include mental health screenings to identify client needs and provide recommendations on how to proceed with their legal case; assistance with creating treatment plans and finding appropriate treatment providers in the community for sentencing alternatives; assistance with finding appropriate experts when indicated; and, providing attorneys with education and information on best practices according to research. In six cases, the use of the Mental Health Resource Unit was crucial in determining that hiring an outside expert was not necessary, thus resulting in a cost savings of approximately \$60,000.00.

In FY 2020, the Office will add two social workers to this unit who will expand the unit's capacity to provide assessments, referrals for treatment and aid in establishing mitigation for sentencing purposes. Providing these services in-house reduces the need for outside expert witness referrals, which will result in additional cost savings to Cook County and most importantly, more effective and efficient service provision for clients.

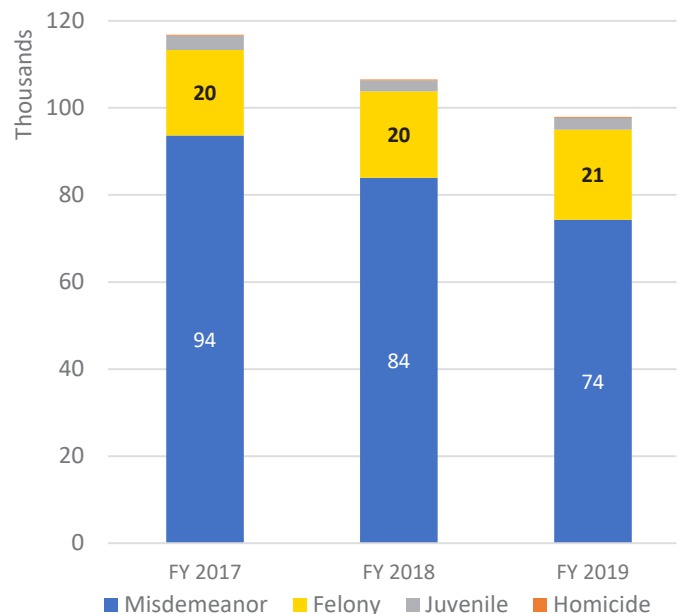
**Immigration Unit:** The Public Defender's Office routinely represents non-citizen clients who face potential deportation, pending the outcome of their criminal case. In FY2020, the Public Defender's Office is working to launch a new immigration representation unit comprised of an attorney supervisor, paralegals, attorneys and caseworkers who will provide internal advice and consultation to assistant public defenders representing non-citizen clients in their criminal cases, as well as postconviction petitions of non-citizen clients whose past criminal convictions trigger immigration consequences. In addition, this unit will provide full-scope legal representation to individuals facing removal from the United States who have cases pending before the Chicago-based Immigration Court, with the overall objective being to reduce the number of individuals detained in immigration detention facilities, and ultimately reduce the number of individuals who are deported from the United States.

### Case Appointments:

Over the past several years, the overall number of criminal cases filed in the Circuit Court of Cook County has declined. As a result, and as depicted above, the number of cases the Public Defender's Office is appointed each year has also declined. Nevertheless, the number of felony cases the Public Defender is appointed each year has increased; **felony case appointments in FY2019 increased by approximately 5%** compared to felony case appointments in FY2017; misdemeanor case appointments during this same time period decreased by approximately 20%.

Regardless of the case type, Public Defender clients have a broad range of needs that should be addressed as part of their legal representation. Accordingly, the Public Defender's Office has taken an innovative approach to helping clients address their needs through the creation of special units within the Office that are tasked with helping clients beyond the courtroom. Each new initiative is designed to support the Public Defender's vision to provide unparalleled, client centered holistic services through zealous legal advocacy that result in just outcomes for our clients and the community.

**Public Defender Case Appointments**



# SHERIFF

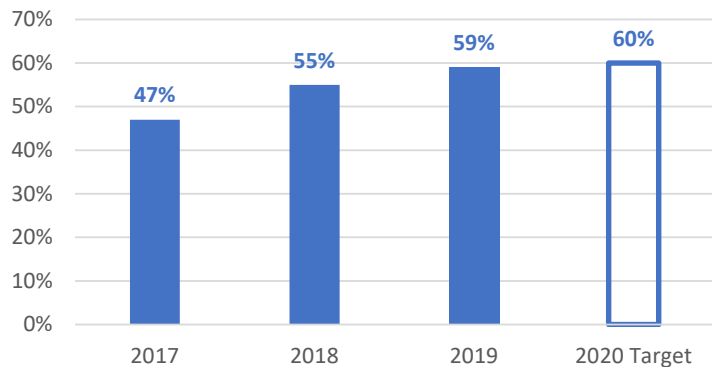
The Cook County Sheriff's Office is responsible for providing vital public safety services to Cook County residents. The Police Department is responsible for patrolling and investigations in unincorporated Cook County, warrant enforcement and targeted crime reduction initiatives in Chicago. The Court Services Department provides security in all courthouses and is responsible for the service and enforcement of summons, evictions and orders of protection. The Department of Corrections is responsible for housing pre-trial defendants and County sentenced individuals, providing them programming aimed at promoting safety in the jail and reducing recidivism. Community Corrections is responsible for monitoring those ordered to electronic monitoring in the community. The Sheriff's Office is committed to improving the quality of life of every person who engages with the Office by providing them with a safe and secure environment; treating them with dignity and respect in connection with every phase of their engagement; providing them with the services they need in an efficient, effective and timely manner; collaborating with other agencies and stakeholders as needed; and remaining fiscally responsible.

## 2019 Highlights:

In 2019, the Sheriff's Office used data-driven research to develop and expand programming to target detainees' biopsychosocial needs in order to improve jail conditions and post-release outcomes for detainees. These programs include substance abuse treatment, vocational rehabilitation, education services and religious services. As the below chart indicates, the Sheriff's Office increased the percentage of detainees receiving these innovative and therapeutic programs from less than half in 2017 to 60% in 2019.

Unfortunately, there will always be detainees who refuse programming. THRIVE, which offers holistic gender-specific substance abuse treatment for female detainees, increased its enrollment by 18% from 2018. Additionally, in 2019, the jail expanded the successful Recipe for Change culinary training program to female detainees; launched the Sheriff's Higher Educational Collaborative, which brings together representatives from higher education institutions in the county to expand post-secondary education opportunities for detainees, including post-release; continued the innovative Tails of Redemption program, which partners shelter dogs with detainees, giving detainees the opportunity to learn job skills, communication and patience; collaborated with IBEW to connect county-sentenced detainees in employment readiness programming to IBEW's job training program post-release; and administered more than 2,000 food handler certification exams as part of the Food Handler and Manager Program.

**Percentage of Detainees Receiving Programming**



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Sheriff's Police (CCSPD) continued its partnership within the City of Chicago by focusing its community policing efforts to reduce violence in high-crime districts. CCSPD's community policing model includes enforcement activities as well as community engagement activities. These include everything from meetings with community groups and residents to premise checks to helping with Safe Passage routes. As the below charts indicate, shootings and homicides continued decreasing in District 15, more so than the rest of the city, since the Sheriff's Office began its work there in June 2018:

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CCSPD also continued its robust policing efforts in unincorporated areas and suburbs of Cook County in 2019. CCSPD committed significant patrol and investigative resources in Ford Heights in 2019 and was also heavily involved in the community, interacting with students in and out of schools, hosting youth

# SHERIFF

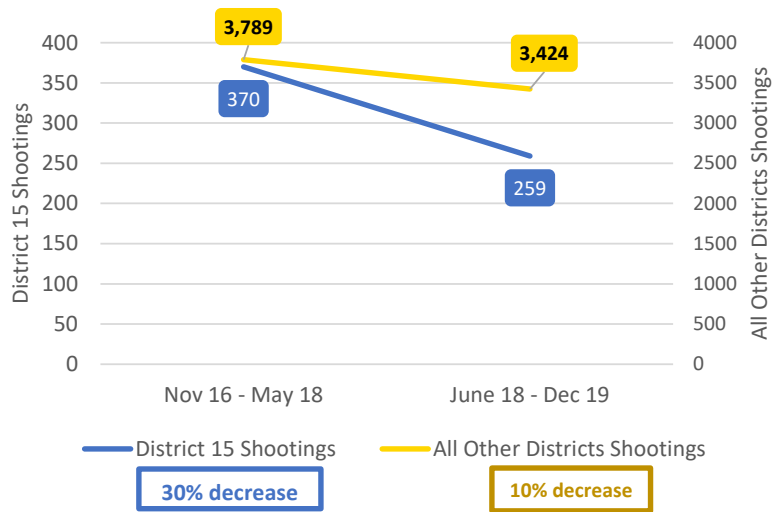
sports events, and providing services for seniors. Additionally, CCSPD initiated new partnerships with Dolton, Harvey, Phoenix, Robbins and Riverdale in 2019, providing additional resources during high activity times for these towns that have law enforcement staffing shortages. In 2020, CCSPD will continue to grow these partnerships through increased technical assistance and data and intelligence sharing.

In addition to continuing to run its Electronic Monitoring program with more than 2,200 participants on a daily basis, the Sheriff's Office also continued administering two community-based alternative-to-incarceration programs in 2019: the Sheriff's Work Alternative Program (SWAP), with more than 500 participants every day, and the Restoring Neighborhoods Workforce (RENEW), which had an average of 15 participants per day in 2019. SWAP participants cleaned up hundreds of community spaces in 2019, including parks, streets and viaducts, fostering community relationships and saving taxpayers money. RENEW participants learned marketable skills by deconstructing and demolishing uninhabitable buildings in struggling communities, with more than 300 structures demolished since the program began.

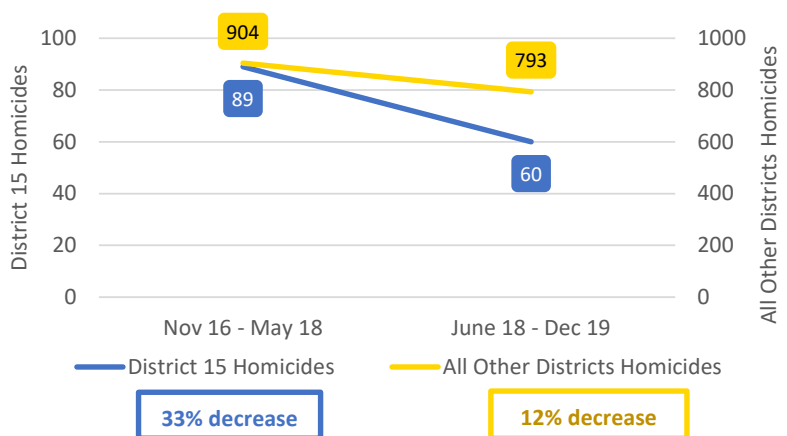
The Sheriff's Office continued automating processes to increase operational efficiencies throughout the office in 2019. The Sheriff's Office went live with an automated absence reporting system, enabling the re-deployment of Medical Call-In staff to other departments; deployed a new version of Sheriff's e-file, enabling residents to electronically file many documents that they would have previously needed to travel to a courthouse to file, further streamlining operations and allowing for better interaction with the public; implemented GovQA software so that the Sheriff's Legal Department can fulfill FOIA and subpoena requests more efficiently; and leveraged its data and dashboards to strategically employ resources for home checks, which has resulted in an approximately 30% decrease in medical call-offs among correctional officers from 2017 to 2019.

In 2019, the Sheriff's Office continued expanding its Green Initiatives in multiple departments. The Office implemented its Records Management System application, which significantly cut down on paper use for CCSPD and across the Office. The jail piloted a program to reduce water consumption with each toilet flush and started saving cooking oil from the Recipe for Change program to be transformed into biodiesel fuel for office trucks. The Office's Recycling Program continued expanding in 2019, and now recycles everything from pharmaceutical drugs to paper to detainee uniforms, with the goals of improving the environment,

District 15 - Decrease in Shootings from Prior Year



District 15 - Decrease in Homicides from Prior Year



## SHERIFF



RENEW demolition site in Harvey

generating revenue, reducing waste hauling and other operational costs, and providing on-the-job training to ex-offenders. In 2019, the program increased pounds of recycling material collected by nearly 50% from 2018 and also increased the percentage of waste replaced with recycling by approximately 20% from the previous year.

**2020 Goals:**

In 2020, the Sheriff's Office will expand re-entry and Electronic Monitoring programming initiatives, such as the Sheriff's Opioid Addiction Recovery Program (SOAR) and the Sheriff's Anti-Violence Effort (SAVE). Both programs offer intensive case management and linkages to community partners for individuals who are transitioning from CCDOC to the community.

The Sheriff's Office is also committed to growing its partnerships with the Chicago's Board of Elections and the County Clerk's Office in 2020 to establish the jail as an official polling place. The Sheriff's Office has a long track record of offering qualified voters the opportunity to vote via absentee ballot and is excited to take this next step.

CCSPD will continue addressing crime and protecting public safety in a fiscally responsible way, devoting resources where they are needed most. CCSPD will add Police Officers, become even more active in suburbs facing financial challenges, expand its work in Chicago, and establish a Public Integrity Unit to conduct investigations into corruption.

The Sheriff's Office will expand and promote its programs to support and assist employees, including the robust Peer Support Program, which offers 24/7 free and confidential support for all staff, and the EMPOWER Program, which works to elevate morale and staff well-being.



CCDOC Tails of Redemption Program

In 2020, the Sheriff's Office also plans to introduce even more specialized training for its recruits and staff, focusing on domestic violence and human trafficking issues. The Office will continue Naloxone training, ensuring that all sworn staff carry this life-saving opioid overdose medication.

Additionally, the Sheriff's Office will keep growing its Green Initiatives, including the Recycling Program, increasing both the quantity and types of items recycled. The Office will also start using a food dehydrator to help reduce waste and expand its installation of LED lights in offices to conserve electricity.

## STATE'S ATTORNEY

With more than 750 attorneys and more than 1,250 employees, the Cook County State's Attorney's Office (CCSAO) is the second-largest prosecutor's office in the nation. The Office is responsible for the prosecution of all misdemeanor and felony crimes committed in Cook County, one of the largest counties in the United States.

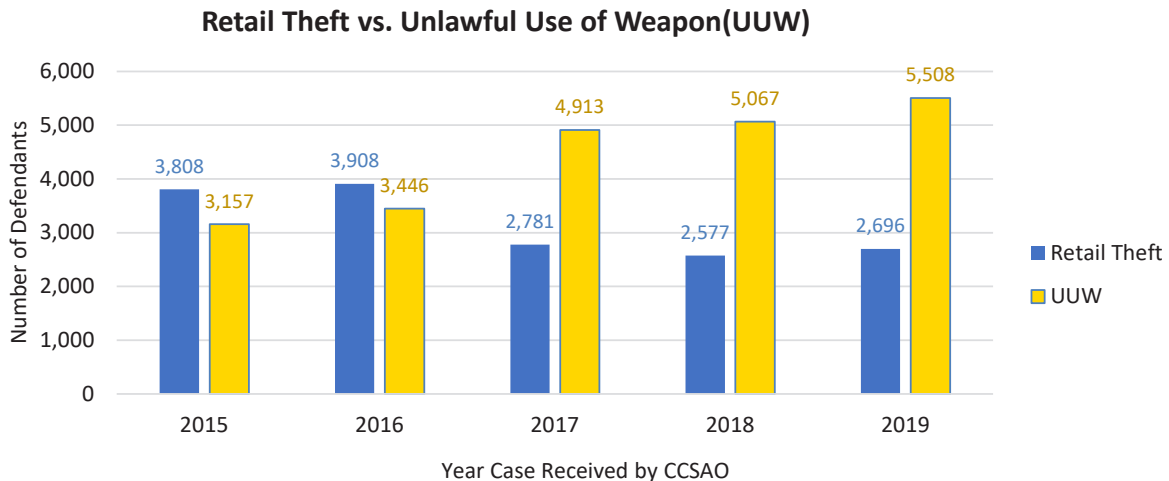
In addition to direct criminal prosecution, Assistant State's Attorneys (ASAs) file legal actions to enforce child support orders, litigate to protect consumers, immigrant families, and the elderly from exploitation, and assist thousands of victims of sexual assault and domestic violence each year. The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

The CCSAO's mission is to do justice in the pursuit of thriving, healthy, and safe communities. By implementing reforms while also observing a steady decline in violent crime, the CCSAO has proven that prioritizing public safety and reforming the criminal justice system can be done simultaneously, and has set a commitment to do both.

### IMPROVING PUBLIC SAFETY WHILE ENACTING MEANINGFUL CRIMINAL JUSTICE REFORMS

#### Shifting policy and resources

In 2016, violent crime in Cook County was at a 20-year high, yet retail theft was the number one felony charge that law enforcement referred to the CCSAO for review. The CCSAO used to devote more time and resources to retail theft than violent crime. By implementing policy changes like raising the threshold for felony retail theft and prosecuting retail theft under \$1000 as a misdemeanor the number one referred charge today is guns, which allows the Office to focus its limited time on the drivers of violence and advancing public safety rather than low level, nonviolent offenses.

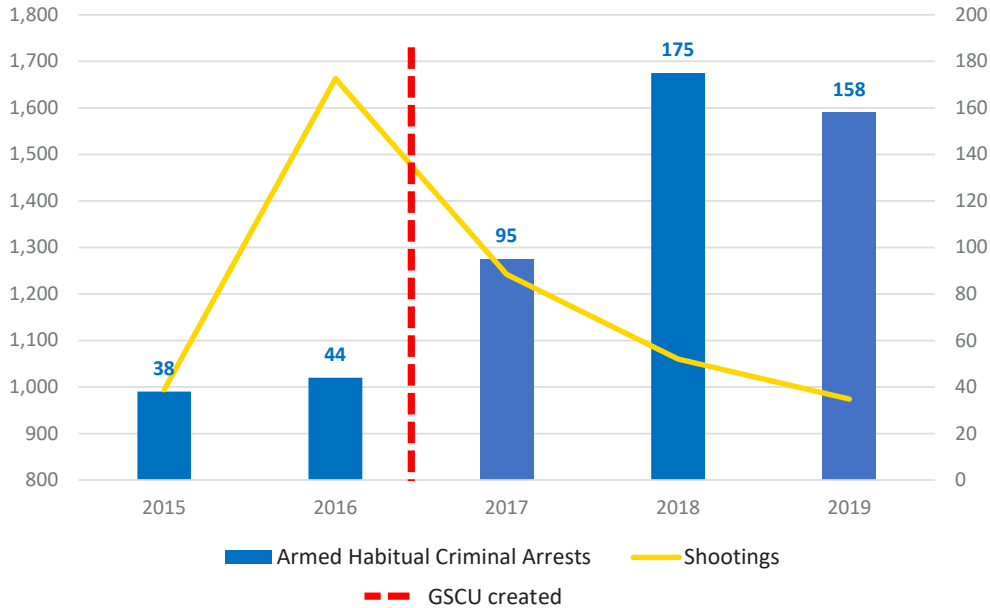


#### Significant public safety results in Gun Crimes Strategies Unit

Reallocating the office's limited resources has allowed for the implementation of innovative programs like the Gun Crimes Strategies Unit (GCSU) – an initiative launched in 2017 which takes prosecutors out of the courtroom and places them directly in police districts struggling with high rates of gun violence. Prosecutors in GCSU districts work collaboratively with local and federal law enforcement to share intelligence and target the drivers of violent crime. Data compiled by the University of Chicago Crime Lab show a decrease in gun violence and a significant increase in Armed Habitual Criminal Arrests (AHCA) – a weapons charge that makes it a crime for anyone with at least two convictions of a certain type to possess, sell, or receive transfer of a firearm – in GCSU districts. GCSU districts include the Chicago Police Department's 6th District (Gresham), 7th District (Englewood), 10th District (Ogden), 11th District (Harrison), and 15th District (Austin).

## STATE'S ATTORNEY

**Shootings and AHCAs in CPD Districts with embedded Gun Crime Strategy Unit Assistant State's Attorneys**

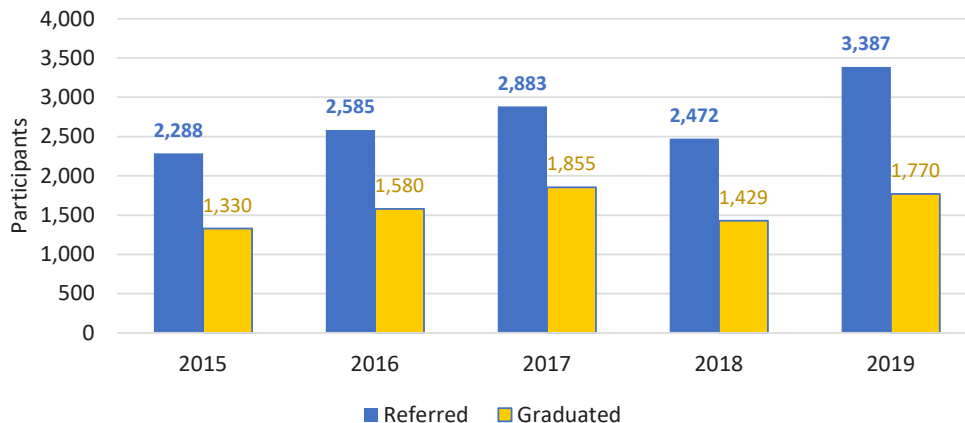


### Criminal justice reforms

In December 2018, in anticipation of statewide legalization, State's Attorney Foxx announced the CCSAO would cease to prosecute misdemeanor cannabis cases, absent special circumstances. In conjunction with reforms enacted in previous years, such as not prosecuting driving on a suspended license due to finances, ASAs were able to focus on violent crime cases.

Additional reforms include alternatives to bringing people into the justice system such as programs to decriminalize addiction, poverty, and mental health. Looking at individuals in their totality, not just as criminals, helps to create better public health and public safety outcomes. The CCSAO uses alternative prosecution (or diversion) programs to connect individuals to programs and services rather than sentencing them to time in custody. By participating in an alternative prosecution program, individuals are able to continue contributing to their communities and avoid a felony convictions.

**Alternative Prosecution Programs**





STATE'S ATTORNEY

Routinely detaining people accused of low-level offenses who have not yet been convicted simply because they are poor is not only unjust – it undermines the public's confidence in the fairness of the criminal justice system. Since efforts to reform the bail system took effect, Cook County has become a national leader, where crime has decreased while the jail population continues to decline to a historic low.

PROTECTING COMMUNITIES AND INDIVIDUALS' RIGHTS PROACTIVELY

Protecting common-sense gun laws

The CCSAO's Civil Actions Bureau (CAB) represents the public interest of Cook County's 5.4 million residents. In August 2019, the CAB successfully defeated the Illinois State Rifle Association's appeal to overturn the County's assault weapons ban. The CAB beat back the challenge, arguing that the ordinance protects Cook County residents from the threat of mass casualty posed by semi-automatic assault weapons and related accessories. The CAB is also defending the Cook County Forest Preserves District's ban on concealed weapons in the Forest Preserves.

Access to health care

Access to quality, affordable health care is part of building a healthier, safer society and greatly impacts economic development. The Trump Administration continues to enact policies that directly restrict the care and well-being of communities, particularly people of color, immigrants, and women. In May 2019, the CCSAO joined a coalition of 23 cities, states, and municipalities, to fight a final rule issued by the Trump Administration's Department of Health and Human Services, which sought to expand the ability of businesses and individuals to refuse to provide necessary health care on the basis of businesses' or employees' "religious beliefs or moral convictions." After a temporary injunction in July, the rule was ultimately blocked by a federal judge in November.

Public charge rule

The CCSAO defeated the Trump Administration a second time in 2019 by filing suit to block a discriminatory change to the public charge rule, which threatens those in immigrant communities from seeking public resources to access food, housing, and healthcare. A federal judge in Chicago – as well as judges in New York, Washington, and California – granted a preliminary injunction and stay to block the rule. This litigation is ongoing.

Safeguarding local tax dollars

In 2019, the Real Estate Tax Litigation settled 5,575 cases by (largely commercial) property owners challenging their property taxes, resulting in a savings of over \$215,300,000 to the taxing districts of Cook County.

RIGHTING THE WRONGS OF THE PAST

Cannabis legalization and conviction relief

The CCSAO played a vital role in passing legislation to legalize cannabis and provide the broadest and most equitable form of conviction relief possible. It was imperative that a prosecutor sit at the table with legislators in Springfield to say, "We did it wrong, and this is the opportunity for us to repair the harm." The Cannabis Regulation and Tax Act is not just an historic reform law but a public safety law as well. Communities most impacted by violence have the highest unemployment rates, the lowest education rates, and



## STATE'S ATTORNEY

the highest concentration of people returning to our criminal justice system. There are systemic conditions that cause these communities to diminish. The CCSAO filed the first motions to vacate prior low-level, non-violent cannabis convictions on December 11, 2019.

### Conviction integrity

Chicago was once known as the "False Confession Capital of the United States." Today, the CCSAO Conviction Integrity Unit is a national model, driven exclusively by the office's efforts to proactively seek out and vacate convictions of the wrongfully accused. The continued investigations into misconduct of former Chicago Police Sergeant Watts alone resulted in 17 vacated conviction cases in 2019 and another 13 cases in early 2020, bringing the total of vacated cases related to Sergeant Watts to more than 90 under the Foxx administration.

### TAKING A TRAUMA-INFORMED AND VICTIM-CENTERED APPROACH



*Child Sexual Assault Victim Witness Specialist Stephanie Coelho, Hatty, and State's Attorney Kim Foxx*

### Cook County's first courtroom facility dog

Navigating the criminal justice system can be confusing, and scary, especially for young people and victims of sexual assault. A courtroom assistance dog is one of several trauma-informed and victim-centered approaches the CCSAO has put in place to better serve victims and witnesses of crime. The CCSAO comes to this work with compassion and personal understanding of the victim's experience. In addition to a facility dog, new victim-centered systems include soft interview rooms to further reduce trauma and bring comfort to child and mentally-disabled victims.

### Vertical prosecution

Vertical prosecution, an approach where the same prosecutor stays on a case from

start to finish, is better for victims' emotional health and the pursuit of justice. Vertical prosecution provides continuity and limits the amount of times a victim needs to retell their story and be retraumatized. From a victim's perspective, especially when it's a child, trust can be built with the ASAs and anyone else involved in the case.

### WHAT'S NEXT

In 2020, the CCSAO will continue this work to improve public safety while meaningfully reforming the criminal justice system. Initiatives include but are not limited to building upon the success of the Gun Crimes Strategies Unit, expanding alternative prosecution programs, and working with partners and community to decriminalize addiction, mental health issues, and poverty.

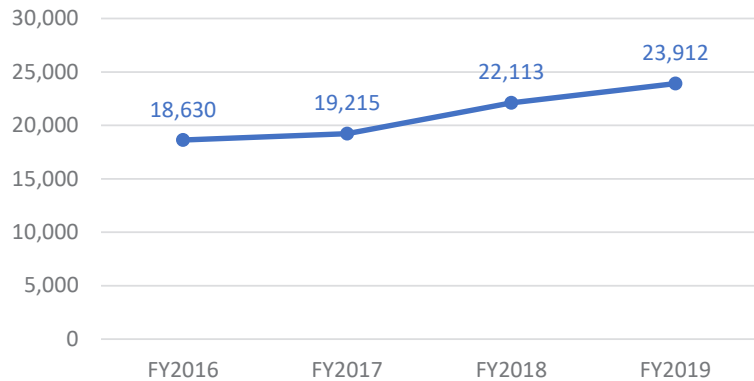
# CHIEF JUDGE

To establish justice is a primary function of government, declared by the preambles to the Constitutions of the United States and the State of Illinois. To give substance to that declaration, the authors of the new state Constitution included the requirements for a judicial system in Article IV. Today, the Circuit Court of Cook County is the largest of 24 statewide circuits, managed under the centralized authority of Chief Judge Timothy C. Evans. The Circuit Court is one of the largest unified court systems in the world, with about 400 judges who serve the 5.2 million residents of Cook County within the City of Chicago and its more than 130 surrounding suburbs. About one million cases are filed in the Court each year.

## 2019 Highlights

The Circuit Court for Cook County achieved substantial progress in 2019. The year began with the completion of significant changes in court facilities and the reassignment of certain services, mostly pursuant to the budget litigation settlement between the Court and Cook County, completed a year earlier. The Adult Probation Department's (APD) large community office in Chicago was closed and employees moved to temporary quarters in the Leighton Criminal Court Building; the Court closed two Chicago branch court locations and relocated misdemeanor matters and felony preliminary hearings; and behavioral health services for residents of the Juvenile Temporary Detention Center were transferred to the Cook County Health and Hospitals System. The Court also continued its focus on bail reform and the evolution of pretrial services.

**Number of Felony Defendants Securing Pretrial Release**



On July 17, 2017, Chief Judge Evans issued General Order (GO) 18.8A, "Procedures for Bail Hearings and Pretrial Release," codifying in court policy and practice that monetary bail should not be oppressive and affirming the constitutional presumption of innocence and the statutory presumption in favor of release on non-monetary bail. G.O. 18.8A changed bond court and pretrial service practices for felonies effective September 18, 2017, and misdemeanors effective January 1, 2018. In conjunction with G.O. 18.8A, Chief Judge Evans established a new division of judges to focus on bail hearings. These reforms were the culmination of efforts Chief Judge Evans initiated almost a decade earlier in 2008, when he ended video bond court via closed-circuit television and announced plans for a new robust pretrial services effort.<sup>1</sup> These reforms are reducing the population of the Cook County Jail (and associated costs) and increasing the release of pretrial defendants who are not deemed a danger to the community while their case is pending.

Statistical results illustrate these improvements. The number of felony defendants securing pretrial release have increased by almost 30% over the last three years:<sup>2</sup>

<sup>1</sup> In October 2009, Judge Evans was awarded the Rehnquist award by the National Center for State Courts, which cited among other reforms, "sweeping reforms of bail setting procedures creating a fairer system of pretrial justice."

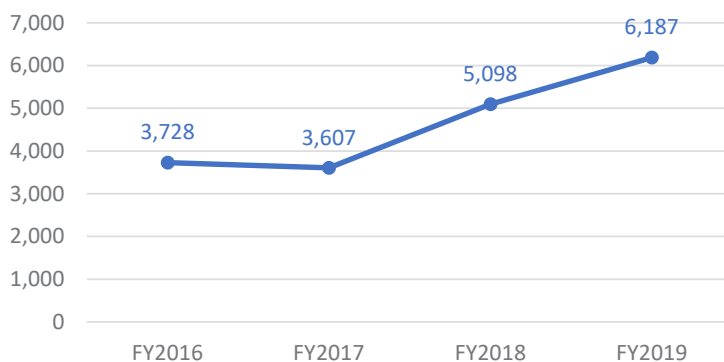
<sup>2</sup> This chart includes defendants processed through any of the bond courts with a felony charge from December 1, 2015 through November 30, 2019. A defendant who exits the jail after the initial bond hearing, but before the case disposition, is counted as being released. This count includes defendants not required to post money to secure release (I-Bonds), defendants required to post money (D- and C-Bonds), defendants ordered to pretrial supervision, defendants ordered to GPS, and defendants placed on the Sheriff's Electronic Monitoring Program.

## CHIEF JUDGE

The Court's bail reform efforts continued last year. On December 10, 2018, most initial misdemeanor bail hearings at all five city branch court locations moved to the Leighton Criminal Court Building, following a consolidation for felony bail hearings in the Chicago branches many years earlier. This consolidated most initial Chicago bail hearings to one location, as is the case on weekends and holidays.

Meanwhile, both APD and the Social Service Department (SSD) have met these challenges, providing pre-release risk assessment scores and contextual information to bond court judges and supervising defendants post-release in the community while their case is pending in the courts. For 2019, Cook County added new staff positions for Pretrial Services to manage expanding caseloads, and hiring is underway.

**APD Pretrial Supervision Average Daily Population**



With respect to the pre-release caseloads, APD and SSD pretrial staff conducted risk assessments on more than 53,000 defendants in FY2019, representing a 45% increase from about 36,500 the previous year. APD Pretrial Services completed assessments for over 98% of eligible defendants and completed interviews for over 90% of defendants during the year, exceeding goals set by the Illinois Supreme Court and Cook County.

For post-release cases, pretrial officers are responsible for monitoring the conditions of release, which may include reporting to

an officer, curfews, and no-contact orders. Officers also notify defendants of upcoming court dates, provide status updates to the court, and connect defendants to resources in the community for behavioral health, housing, and employment.<sup>3</sup> During FY2019 and as noted below, APD's post-release supervision caseloads increased significantly. APD Pretrial Services supervised about 6,200 defendants with active cases on a typical day, an increase of more than 21% from FY2018.<sup>4</sup> In addition, supervision assignments for SSD caseworkers increased from 800 in FY2018 to more than 10,000 last year. As a result, although APD and SSD Pretrial Services received additional staff for FY2019, caseload ratios across the county remain above recommended levels.

### Plans for 2020

#### Bond Reform and Pretrial Services

Supervision caseloads for Pretrial Services are expected to remain high as judges look for release options that can protect public safety and help defendants make positive changes in their lives. To help in these efforts, two new initiatives are underway. In February 2020, APD began a pilot program to refer higher-risk defendants to a community provider for cognitive behavioral therapy (CBT) as a condition of their supervision. These classes take the place of office visits and provide an option for defendants to remain in the community before trial. CBT is an evidence-based practice that has been shown to reduce re-offending across many justice-involved populations. The second initiative is part of a recently awarded federal grant that will allow a social worker to identify defendants at high risk for opioid overdose who are being released from the jail. The social worker will coordinate with the Sheriff's Community Corrections program and with APD Pretrial Services to link defendants to treatment resources in the community, with a focus on overdose prevention.

<sup>3</sup> Cases supervised in Chicago are assigned to officers based on their risk level, with lower caseloads for higher-risk defendants. Suburban cases are not separated by risk level, as the lower volume does not require a similar approach.

<sup>4</sup> Active cases are defined as defendants with an active court order for pretrial supervision as a condition of bond. This may include defendants with a curfew, with GPS monitoring, those required to report to an officer (reporting cases), defendants who only receive court date notifications from an officer (non-reporting cases), cases in short-term warrant status, and cases that may be in custody but the court has not terminated the supervision order.

## CHIEF JUDGE

### **Grants – John D. and Catherine T. MacArthur Foundation**

Other noteworthy court initiatives are underway. In the last few years, the Court has been awarded increased funding by federal, state and private agencies to enhance court programs such as drug and mental health courts, and Adult Redeploy Illinois. A federally funded partnership with Cook County Health supports the use of an innovative screening tool for mental health and substance use disorders and referral to treatment for clients in the Adult Probation Department. In addition, the Office of the Chief Judge in collaboration with other county public safety agencies was recently awarded \$2.5 million in additional funding from the John D. and Catherine T. MacArthur Foundation to continue its Safety+Justice Challenge (SJC) criminal justice reforms.

### **Behavioral Health Services at Juvenile Court**

In recent years, the Court committed to design and implement a fully-integrated, trauma-competent system of behavioral health and wellness screening, assessment, and intervention for youth involved at Juvenile Court. This system would maximize the collaboration among the many youth-serving stakeholders, increase case coordination, and better align services with the behavioral health needs of youth. These efforts, which are on-going, are intended to improve positive outcomes and future opportunities for youth within the four domains of: (1) behavioral health, (2) education, (3) risk and safety and (4) community transition. The Court recently completed the design of an RFP for the Juvenile Clinic, with forensic services modified in accordance with the Court's vision. Other changes are in process.

### **Restorative Justice Community Court**

In 2020, the Court expects to make substantial progress in expanding its network of Restorative Justice Community Courts (RJCC). These courts empower the community to create solutions to repair harm caused by crime and conflict. In each case, community representatives work with eligible defendants to create agreements to facilitate healing as an alternative to punishment. Both felonies and misdemeanors are heard in these alternative, dispute-resolution criminal courts. The first RJCC opened in the North Lawndale neighborhood in late 2017, the first of its kind in Illinois. The second court will open this year in the Englewood neighborhood. In addition, a lease is now in negotiation for space to accommodate a third court, in the Avondale community.

### **Home Studies, the Office of Adoption and Family Supportive Services**

Several months ago, the Cook County Bureau of Administration contacted the Court to explore the possibility of the Court assuming the responsibility for the Cook County Office of Adoption and Family Supportive Services. For the past many years, this office provided reports to the judges of several divisions on the results of court-ordered social investigations, or home inspections for parties involved in adoptions, child custody, probate matters involving children, guardianship, parentage and dissolution of marriage cases. The Court recently agreed to assume authority over the office and is working with the county to hire staff, transfer records and arrange office space.

## ASSESSOR

On December 3, 2018, Assessor Fritz Kaegi began his administration of the Cook County Assessor's Office, promising fairness, ethics, and transparency in the assessment of property. Assessor Kaegi and his staff of 236 employees spent 2019 enacting this vision through operational changes, technological upgrades, and legislative support.

### Mission and Mandates of the Cook County Assessor's Office

The mission of our office can be considered in three parts, with each corresponding to a legal statute.

First, our mission involves the delivery of uniform and accurate assessments, with timely and informative notices, in compliance with international standards, guided by industry best practices. We're guided in this part of our mission by Cook County Ordinance, which sets out mandates for how residential and commercial property is assessed and the State Property Tax Code, which requires property to be assessed based on Fair Market Value.<sup>2</sup>

Our office also strives to create a culture of professionalism, inclusion, and accountability to the public, with engaged employees who take pride in delivery of high-quality, universal services. Here, again, we take our statutory duty from the Illinois Tax Code.

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

### Operational Highlights: 2019 Initiatives and Outcomes

#### #1: Pursued efficiencies and cost savings.

- Changed contracts to reduce spending by \$663,000/year (about 2% of our budget).

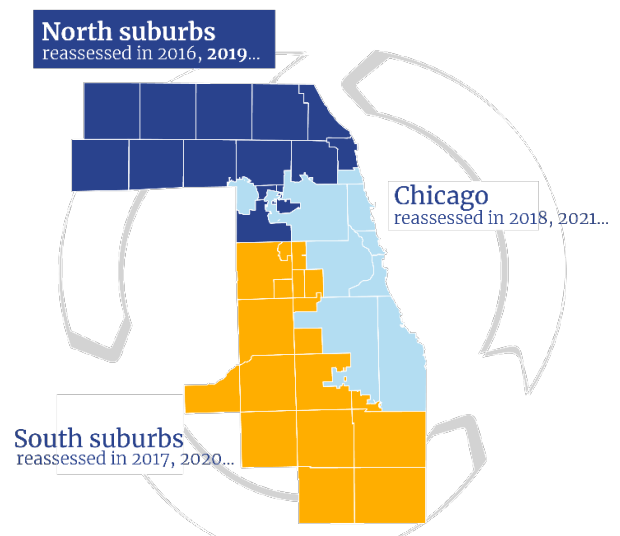
#### #2: Invested in technology to move beyond time-intensive, paper-driven processes.

- Utilized County partnerships through BOT to leverage tools like ArcGIS and Pictometry/Eagleview. This, combined with the use of new computer tablets by our field staff, contributes to efficiency and accountability.
- Worked with BOT to improve our website and build new call center technology, improving taxpayers' options for receiving answers to questions.
- Launched the Real Property Income and Expense (RPIE) online tool to help commercial property owners provide data critical for accurate valuations.

#### #3: Streamlined exemption processing for taxpayers and our staff.

- Worked with legislators to make it possible to pass HB 833, which allows us to renew the senior exemption automatically each year.

### Cook County's Triennial Reassessment Cycle



<sup>1</sup> Ordinance Chap. 74, Art. II, Div. 1, Sec. 74-31 et. Seq. and Div. 2, Sec. 74-60 et. seq.

<sup>2</sup> 35 ILCS 200/

<sup>3</sup> State Property Tax Code Article 15. (35 ILCS 200/15).

## ASSESSOR

### #4: Was transparent and accessible about our office's work and processes.

- We post township-level reports for residential and commercial property reassessments. All our data and models are now on the Cook County Open Data Portal and GitLab.
- New social media channels (Facebook, Twitter, and Instagram), more website content, and several new outreach initiatives give taxpayers more visibility into our operations and easy access to our office.
- We held 210 outreach events in 2019, including assessment appeal seminars, property tax reform town halls, and speaking engagements by Assessor Kaegi.

### #5: Increased professional standards across multiple departments.

- Graded our reassessments in accordance with international industry standards.
- Worked with an outside auditor to improve operations and processes. We have adopted many of its recommendations and continue to work with them.

### Operational opportunities: 2020 initiatives and goals

In the beginning of 2020, we achieved four objectives:

- Made it possible to file for exemptions online for the first time.
- Substantially expanded the online appeal process to include residential and commercial properties and accompanying documentation.
- Collaborated with other County offices to include census information on reassessment notices, at no extra cost.
- Relunched the Assessor's Office website.

Throughout 2020, we will continue the multi-year process of operational improvements with a focus on the following goals:

#### #1: Increase investments in staff and their development.

- Strategically fill open positions and vacancies in valuations and operations.
- Utilize training opportunities within the IAAO and with other subject matter experts to continue the development of the CCAO staff's technical skill sets.

#### #2. Expand use of data and technology in service of fair, uniform assessments.

- Find a critical path to on-time deployment of Tyler Technologies iasWorld.
- Fully leverage GIS technology and image-based software in support of accurate assessments of property.
- Pair sales verification with geospatial analysis of assessments.
- Modernize our databases, including access to sales listings.
- Source income and expense data from commercial property owners.
- Adopt more quality control measures in the creation of assessment values.
- Develop end-to-end valuation guidelines and procedures.

#### #3: Continue building an office that is accessible and transparent.

- Expand publication of data about local real estate and assessments.
- Expand partnerships with other offices to assist in County-level initiatives.
- Become a trusted expert on the Cook County property tax and assessment systems.

### Cook County Assessor's Office: 2019 By the Numbers

**\$7.99 billion** growth in Cook County's Assessed Value

**438,462 properties** reassessed in the Northern Suburbs

**231,014 assessment appeals** processed

Over **one million exemptions** administered, producing **\$1.5 billion in property tax saving** for homeowners, seniors, persons with disabilities, and veterans

**One new law** that allowed for the **auto-renewal of 31,000 Senior Exemptions** – an average savings of **\$803 per senior** per year

**242 full-time employees**

## BOARD OF REVIEW

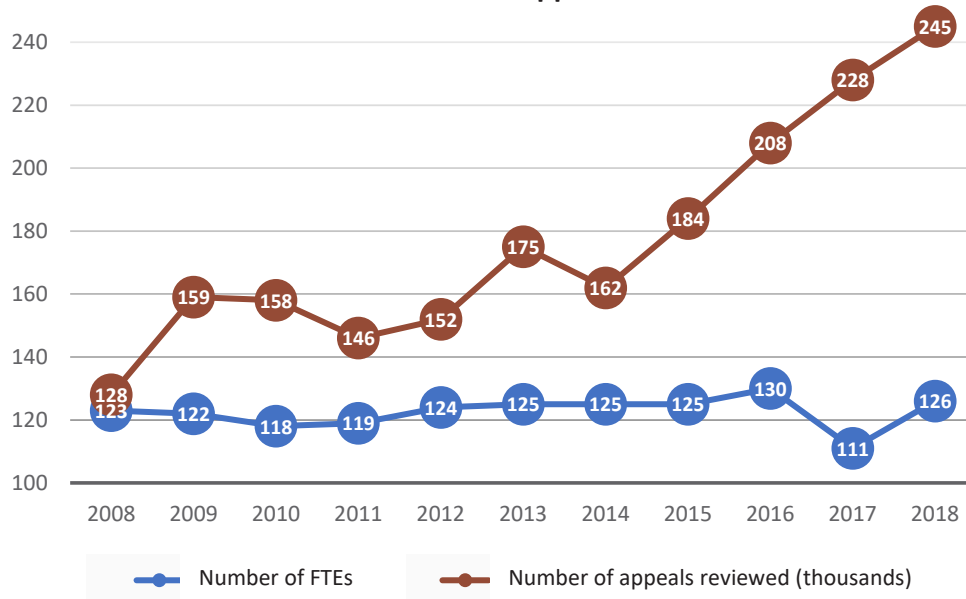
The Board of Review (BOR) is charged by the Illinois State Legislature to review all assessment appeals and make corrections in order to promote equity. Residents come to the BOR when they feel their property assessment is incorrect due to the overvaluation of their property by the Assessor. Our goal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

The Board of Review is made up of 3 elected Commissioners, Commissioner Larry Rogers, Jr., Commissioner Dan Patlak and Commissioner Michael Cabonargi, and a staff of 142 full-time employees. Each assessment appeal filed requires a majority ruling from the Commissioners to affect a change in valuation. Therefore, each Commissioner's staff reviews and rules on every appeal before the Board.

### Board of Review Budget and Operation

In the 2018 Tax Year Appeal Session, the Board of Review received appeals on 540,000 Property Index Numbers (PINs) in 245,000 appeal dockets. This represented a 50% increase in PINs appealed from the last session and a 33% increase in dockets filed from the last city reassessment. Even with the addition of 11 new staff positions, the BOR ended its session on May 10, 2019 (April 15 is a target closing date) and used more staff overtime than any session before. The BOR staff accrued over 27,000 hours of overtime from January 2019 to April 2019. Each analyst averaged 305 hours of overtime in the session.

2008-2018 FTEs vs. Appeal Volume



### Board of Review Use of Technology to Create Management Efficiencies

Since its creation and implementation in 2015, the Digital Appeals Processing System (DAPS) has created a more efficient Board of Review workflow. The system transformed the Board of Review from a paper-based workflow to a state of the art, digital enterprise content management system. Since 2015, the BOR is constantly innovating and analyzing ways to improve the system. For example, appeals on large multi PIN condominium buildings slow the entire system because of the size and complexity of the individual files.



## BOARD OF REVIEW

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

### 2020 Goals

In 2020, the Board of Review received 21 new staff positions to absorb the increase in appeal volume and defend Property Tax Appeal Board cases for all taxing bodies in the County. The added resources will help the Board of Review fulfill its goal of providing the public with access to a fair accurate review of their assessment and timely completing its appeal session. The Board of Review will continue to leverage technology to improve efficiencies focusing on integration with legacy systems.

In addition, the Board of Review is focused on serving all communities in Cook County. Enhancements to the paid subscription service for high volume users will create funding for the Board to focus on outreach to underserved neighborhoods and communities, providing all property owners with access to the appeal process.

## COUNTY CLERK

The Cook County Clerk serves as the chief election authority for the entire county, one of the largest election jurisdictions in the nation. Along with administering elections in suburban Cook County, the Clerk's office maintains birth, marriage and death records, assists property owners in redeeming delinquent taxes, and records the activity of the Cook County Board of Commissioners. The Cook County Clerk's Office is committed to providing quality and efficient service to the public in our three major divisions, Vital Records, Real Estate & Tax Services, and Elections, and we are adding a fourth, when we assume the duties of the Recorder of Deeds office, December 2020. In addition, we manage an Election Operations Center (EOC) which houses our election and voter equipment in a secured environment.

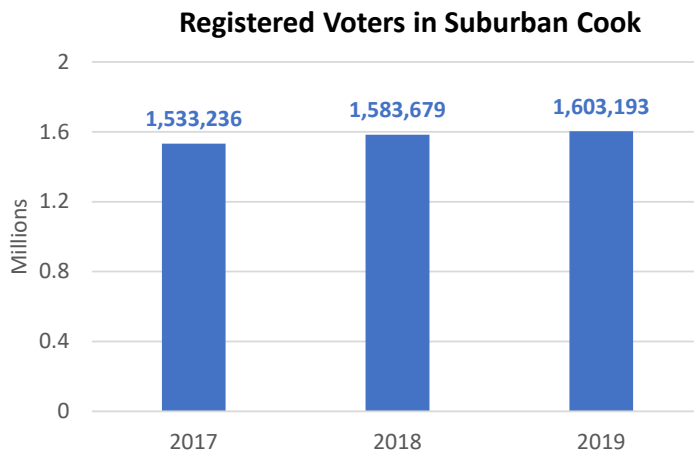
In fiscal year 2019, the office focused on increasing revenue generation, the efficiency of customer transactions, and voter accuracy. Our Vital Records Division is the office record keeper of the births, marriages, civil union and deaths that occur in Chicago and suburban Cook County. It is a very heavily visited office. Thus, we ensured that cashiering workstations were properly staffed during peak office hours and cashiers processed customers quickly and efficiently. We processed over 772,453 Birth and Death Certificates combined. With enforcement of REAL ID, we foresee in 2020 our request for birth certificates increasing by 3% as residents obtain the required documents for proof of birth. This requirement also impacts our revenue stream.

We are continuously assessing the office for operating efficiencies, decreasing costs, and enhancing internal controls to ensure that we are properly utilizing, managing and monitoring taxpayers funds.

### Highlights of 2019 – Elections Goals and Objectives

Our Election Division is working immensely to meet its goals. Currently, Suburban Cook County has 1,603,193 registered voters which is the highest number in history. In 2017 and 2018 there was 1,533,236 and 1,583,679 voters respectively. Voter registration has been made easier and more convenient; a county resident may now register online, in person, or download registration forms and register through the mail. Having these different methods in place has contributed to the increase in registered voters over the years.

## COUNTY CLERK



New Voter equipment was piloted across 147 precincts in three townships. The new equipment has robust technology and security measures in order to make it easier for voters to navigate. Our election infrastructure measures, which include technical support, are effective throughout the Primary and Consolidated elections and we will continue to enhance them for the future.

We have partnered with the Chicago Board of Election Commissioners on a new Joint Petition Program which will save people time and money. It allows individuals to verify valid signatures on petitions either downtown or at our Elections Operations Center in Cicero.

Campaigns won't have to make two visits to verify one page of signatures.

The office is working to make the 2020 elections more inclusive, by removing language barriers. We were able to successfully secure the inclusion of additional languages on our ballots and election materials and will be adding six new languages including Polish, Russian, Ukrainian, Arabic, Urdu, and Gujarti by the November elections.

Our website – [cookcountyclerk.com](http://cookcountyclerk.com)– has had 5.3 million unique visitors in 2019, and 9.2 million pageviews. With the Presidential Election, we expect website traffic to increase by 10% in 2020. Visitors will have voter and election information at their fingertips to keep informed about candidates, election day work opportunities, election results, and the opportunity to view and download voter registration statistics, turnout history, and more.

### Highlights of 2019

#### Vital Records-Enhances Genealogy On-Line Portal

In 2019, we enhanced our Genealogy On-line portal which allows us to better determine potential manual searching required by the search team. Customers have been finding more of the information they need through our website, saving time and money. The new Genealogy website has greatly reduced the amount of time employees spend responding to customer emails. Since the launch, 1,791 genealogy orders have been placed, generating additional revenue.

During 2019, 267,178 people visited our birth certificate web page, and we expected to process 356,146 birth records. In the same period, 226,471 people and/or couples visited our marriage web page, which is 7.5 percent more visitors than in 2018, and nearly 47,000 couples used the marriage application page to begin the process of applying for a marriage license.

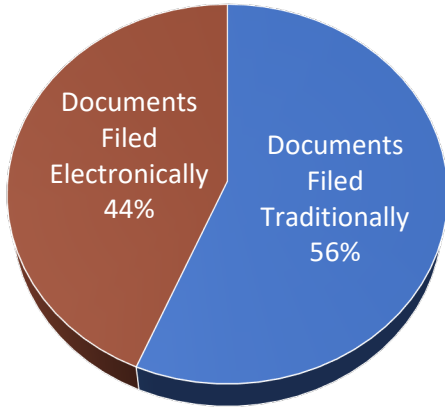
On Friday, Jan. 17, 2020, Clerk Yarbrough proudly issued the 15,000th marriage license in Cook County to a same-sex couple. This milestone came nearly six years to the day that the first marriage licenses were issued to a same-sex couple by the Clerk's office.

#### Real Estate & Tax Services-Enhanced Taxing District Levy Submittals

Our online district portal saves taxing districts time, money and effort by eliminating the need to travel to our location to file their taxing documents. They receive immediate confirmation that documents were submitted in a timely manner to meet our established deadline.

COUNTY CLERK

**Taxing District Documents Filed Electronically for FY 2019**



Taxing District officials are encouraged to file their required documents electronically through the Clerk’s secure District Portal

Through the first half of 2019, 40 percent of the total documents for levies, budgets and financial reports were filed via the online district portal (DistrictPortal.cookcountyclerk.com). This online portal, used by more than 1,400 taxing agencies, school districts, villages, and other municipalities saves our staff time and effort from scanning and making levies easily assessable to the public without manual handling of paperwork. Our Tax Delinquent Search page has had nearly 2.8 million-page views in 2019, a 31 percent increase over 2018.

**2020 Strategic Initiatives and Goals**

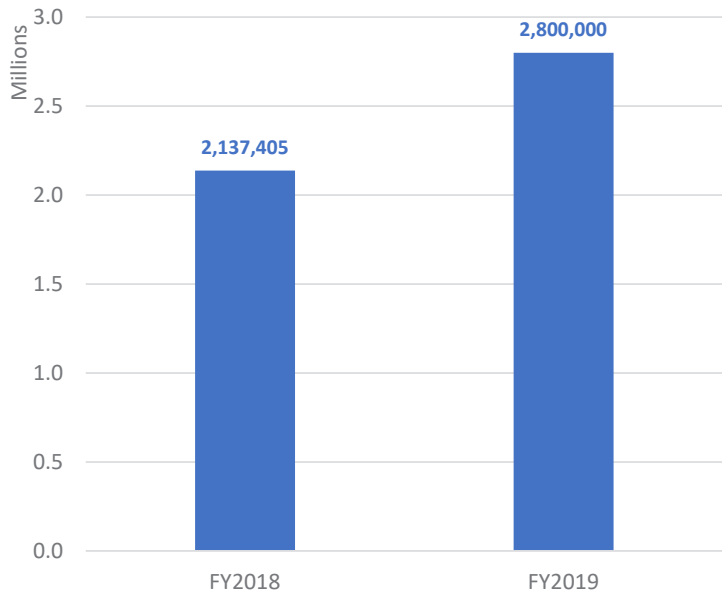
We are working diligently with our two vendors to deploy the new Cashiering and Document Management systems by summer 2020. We plan for the systems to be fully operational across all three (Vital Record, Tax Services, and Ethics) divisions. We should see cost

advantages due to the technological and workflow changes we will implement by year end 2020. This will enhance our transaction processing in our two significant divisions, Real Estate & Tax Services and Vital Records.

The office aims to enhance the online Tax Services-district portal and fully automate levy submissions. Tax Services, working with a new Coordinator of Community Outreach, plans to host various outreach sessions and roll out diverse tools such as brochures, forms, etc. to keep taxpayers informed of the services available to them before their need arises. These outreaches will be fully outlined on our website. Our goal is to reach previously underserved areas across the County as a whole.

The office will fully roll out the new voter equipment countywide for the 2020 Presidential Primary, and all of these machines will undergo regular and extensive pre-election testing prior to voter-usage.

**Cook County Clerk Delinquent Tax Search Page Views**



The Cook County Clerk’s Delinquent Property Search allows users to research property online

## RECORDER OF DEEDS

The Cook County Recorder of Deeds Office accurately records, stores and maintains land records and other documents in perpetuity for public and private use, facilitating home ownership and mortgage lending. After residents close on a house, take out a mortgage, finish paying off a loan, etc. they bring any related documents to the Recorder of Deeds Office to be recorded as part of a property's chain of title. This can also be done through an E-Recording process where documents are submitted electronically for recording. E-recording accounted for 60% of recordings in 2019, up from 55% in 2018. Also, the office provides a Property Fraud unit which helps citizens in Cook County protect their home against fraud and a Veterans Service office which records and maintains military discharge papers.

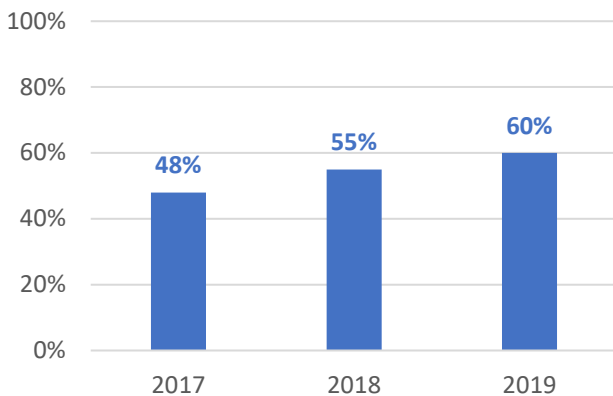
This past year the Cook County Recorder of Deeds implemented a new pricing structure for recording documents called Predictable Fee which made recording and pricing documents far simpler. This removed tedious page counting from the equation and allowed customers to clearly understand how much they will owe for any given recording. This eliminated the back and forth of being just short by a few cents or having to be sent a refund for sending too much. Beyond that, Predictable Fee has allowed the Recorder's Office to streamline services so that valuable time and effort were not dedicated to page counting, a complicating pricing process, and hands on case management. This has enabled the Recorder's Office to come in \$1.2 million (or 17%) under the appropriated budget for FY19 while maintaining the same customer service and programs.



The Recorder's Office also started an exciting project in 2019 to digitize historical records. The County currently provides records from 1985 to the present online, but documents from 1871 through 1985 are only available in person. In July of 2019 the long road to digitizing those older records kicked off and the exciting multiyear adventure to digitization of all records began.

Finally, our Property Fraud, Community Outreach, and Veterans Service Office worked successfully to support residents throughout Cook County. As part of our Community Outreach we attended 70 events to highlight our Property After Death, Property Fraud Alert, and Veterans Discount Card programs. Our Property After Death program gives residents the skills and information to transfer property, bank accounts, cars, and other possessions without a will. In conjunction with our Property Fraud Unit, we signed up over 6,800 people in FY19 for our Property Fraud Alert system, which alerts customers when something is being recorded on their property and has over 67,000 enrollees. Through our Veterans service office, we issued over 2,000 Military/Veterans Discount Cards which entitles eligible members to discounts at a variety of businesses throughout Cook County.

**Electronic Recording of Documents**

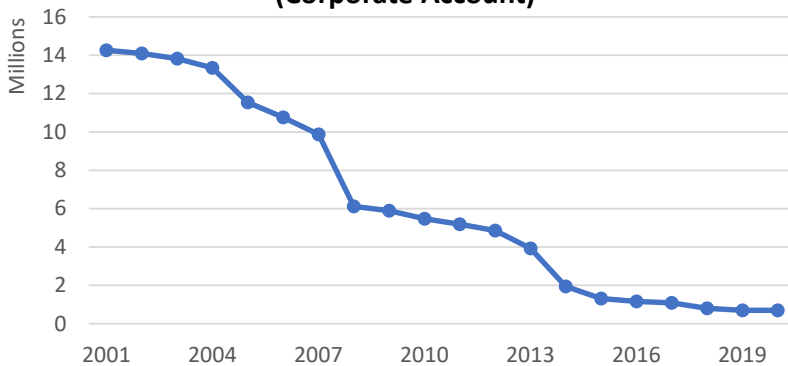


In 2019, the Cook County Recorder of Deeds accomplished much while maintaining a drive for great customer service and fiscal responsibility for the taxpayers of Cook County. Going into 2020 the Recorder's Office will continue our hard work, our outreach programs, and our digitization project, all while preparing to merge offices at the end of the year with the Cook County Clerk.

# TREASURER

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 \$14 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.

**Treasurer's Office Budget Requests  
(Corporate Account)**

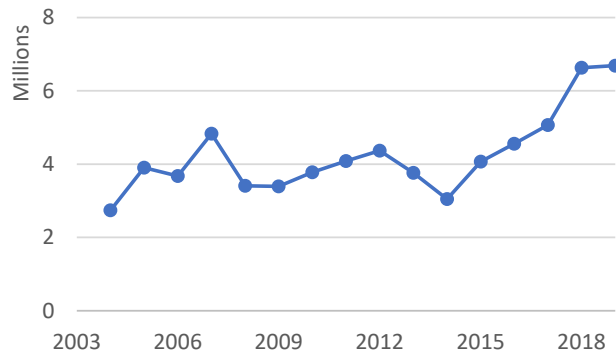


The Treasurer's Office had 250 employees in FY1998 but, through automation efforts over the last 20 years, now operates with less than 90 employees. This reduction saved \$36.4 million in FY2020 alone and is one of the reasons the Treasurer's Office is able to fund 94% of its budget with commercial user fees, only utilizing **taxpayer dollars for 6% of spending**. The decreasing amount of taxpayer dollars requested by the Treasurer's Office annually since 2001 is shown at left. **The goal of the office is to be entirely self-funded**, and independent of any taxpayer-funded sources.

## 2019 Accomplishments

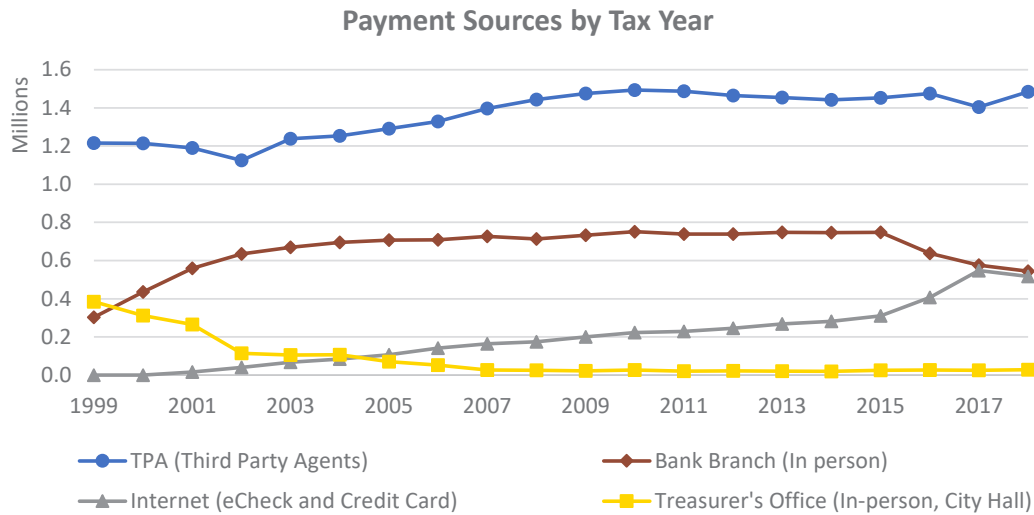
The CCTO has made community outreach a major focus over the past year and will continue to do so in the future. In recent years, the office has focused on improving the webpage in order to provide taxpayers with an easy way to submit payments online, check payment status, download electronic tax bills, search for refunds, check property tax exemptions, contact the Treasurer's Office, and more. In FY2019, the website was visited **nearly 6.7 million times**, and in July of 2019, the website had more than one million visits in a single month for the first time ever. The website is also mobile accessible, and since December of 2017, the website has almost 3 million visits from mobile users.

**Website Visits**



In addition, the Treasurer's Office Outreach Program continues to collaborate and expand on its efforts to work with elected officials and civic leaders in various communities, including aldermen, the Rainbow/PUSH Coalition, groups representing Chinatown and the Hispanic community, and other ethnic groups and elected officials. Treasurer Pappas was awarded a Lifetime Achievement Award this summer from Rev. Jesse Jackson, Sr. due to her outreach efforts over the years. Through both webpage and outreach efforts, the Treasurer's Office is helping taxpayers to claim a possible **\$79 million in duplicate and overpayment refunds** and **\$44 million in possible missing senior exemptions**.

# TREASURER



In FY19 the CCTO automatically issued refunds to bank or credit card accounts for nearly 57,000 taxpayers, totaling **\$36.2 million**, which eliminated the need for taxpayers to fill out a paper refund application. Through the Stop Taxpayer Over Payment System (STOPS), \$376 million in duplicate payments have been stopped and returned by the Treasurer’s Office since 2010. In July 2019, additional website enhancements were introduced in to display pending payment information, an additional safeguard against overpayments.

In 1998, there were two ways to pay property taxes: mailing to the Treasurer’s Office, and in person at one of six offices belonging to the Treasurer. Today, there are nine methods: mailing to a lockbox, in person at Chase, community banks, or the Treasurer’s Office, through ACH or wire payments by Third Party Agents, and online, through credit card, or subsequent taxes by tax buyers. Over the last several years, even bank branch in-person payments have declined substantially, as taxpayers utilize online and third party options to streamline their experience.

## 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 are aimed at providing commercial payers, specifically mortgage companies, title companies, and banks, access to electronic data and statistics to better serve their individual taxpaying customers, and thereby reduce errors and duplicate payments.

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

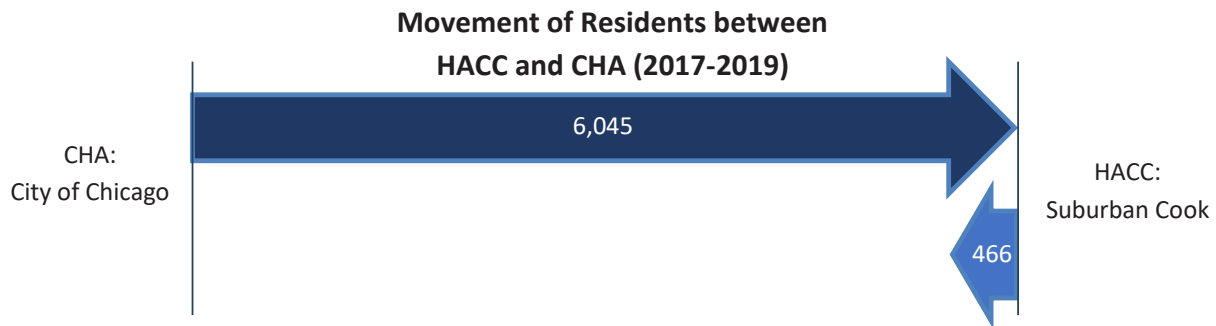


The CCTO also supports legislative efforts. In 2020, the Treasurer’s Office aims to modify law to allow taxpayers more time to tender payment before offering their taxes for sale, reduce the number of sales-in error by eliminating loopholes in the sale-in-error statute, and lower the interest rate on sub taxes, in order to effectively reduce the redemption amounts taxpayers must pay in order to keep their properties. All of these initiatives aim to ease the tax sale process for taxpayers.

## HOUSING AUTHORITY OF COOK COUNTY

For nearly 75 years, the Housing Authority of Cook County (HACC) has been fulfilling its dual mission to provide affordable housing and economic opportunity to low-income residents across suburban Cook County. Over the decades HACC has been the main source of assistance in suburban Cook County, managing 19 affordable housing sites, providing rental assistance to thousands more and launching supportive service programs for Cook County residents both young and experienced. In 2019, HACC continued to increase the number of households served, reinvest in its portfolio of affordable housing units across the suburbs, and renew efforts to connect residents with resources to help them live their best lives.

While HACC's mission has remained consistent over the years, the challenges facing communities in the suburbs today are drastically different than those encountered in 1946. The "suburbanization of poverty," a national trend describing the displacement of low-income households from city neighborhoods to suburban areas due in large part to high housing costs, is a major driver of HACC's organizational planning strategy. Even as recently as 2000, only a third of Cook County's low-income residents lived in the suburbs, but by 2016 that proportion had increased to 50%, increasing the demand for programs that HACC provides. The movement of low-income residents to the suburbs is also clear when comparing the population exchange between HACC and the Chicago Housing Authority, the counterpart to HACC within the City of Chicago. As seen in the accompanying graphic, the number of individuals supported by CHA who move into HACC's jurisdiction outweighs the number of people who need housing assistance and move back into the city by a factor of 10.



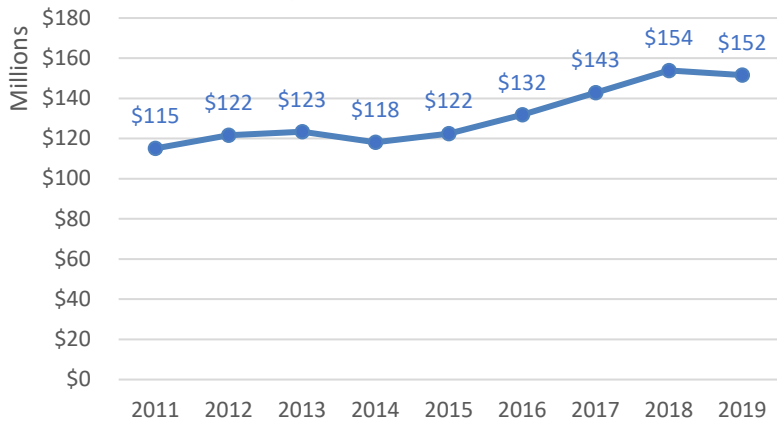
In the face of this reality, HACC remains committed to its mission: providing housing to Cook County's most vulnerable citizens - low-income households, veterans, single-parent families, and individuals with disabilities, among others. In 2019, HACC provided over \$151 million in housing assistance to more than 17,500 low-income, suburban households throughout Cook County. While HACC administers over a dozen types of assistance programs, the majority of the assistance is provided through various forms of the Housing Choice Voucher (HCV) program, a rental subsidy program (previously known as Section 8) that provides rental relief to residents living in the private housing market. This year, HACC provided assistance to over 12,500 through various forms of the voucher program.

2019 saw the expansion of parts of this program to target especially vulnerable populations. A partnership with the Cook County Court System is at the center of this expansion; in July 2019, HACC committed to providing 25 vouchers to members of the reentry community as they leave incarceration and transition back to their communities. While this program is still in its infancy, HACC plans to double down on this effort in 2020 and provide an additional 50 vouchers to this vulnerable population.

In terms of capital improvements at HACC's site-based, or public housing, properties, 2019 marked the substantial completion of a county-wide effort to rehabilitate HACC's affordable housing stock. Throughout this effort, over \$200 million in public and private funds have been leveraged leading to over 1500 units of safe, decent and affordable housing being preserved for decades to come. In the coming years, HACC plans to redevelop the remaining 244 units in its portfolio that need rehabilitation.

# HOUSING AUTHORITY OF COOK COUNTY

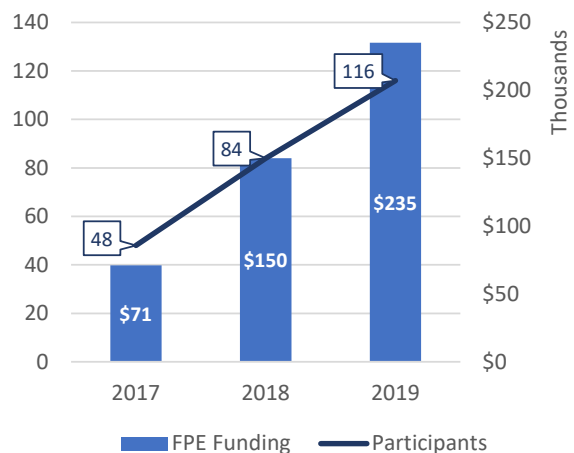
Housing Assistance Payments



In order to provide residents with access to economic opportunity, this year was defined by a renewed pledge to connect residents with the programs and resources needed to reach their goals. While ongoing, adult-centered initiatives like our family self-sufficiency and mobility programs continued to thrive, HACC is especially proud of growth in youth programming. For the first time in the organization's history, HACC forged a partnership with suburban community colleges to provide three new programs: computer training classes, a STEM program and new internships for youth ages 7-18 living in HACC communities.

Established youth programs saw substantial growth as well. The expansion seen in the Forest Preserve Experience (FPE) Program, a five-week summer internship program based in the Forest Preserves of Cook County, stands out as one of the biggest highlights of 2019. Throughout the program, high schoolers from HACC's HCV and Public Housing programs work on environmental conservation and restoration projects throughout the Forest Preserves' jurisdiction. Time is also devoted to learning about the local environment - youth participate in a number of environmental enrichment activities, such as hiking, canoeing, and other recreational opportunities. HACC invested an additional \$85K in 2019, bringing the total investment to \$236K, which allowed 116 youth to participate in this year's class - up from 48 when the program launched in 2017.

Forest Preserve Experience



Looking toward 2020, HACC will continue adapting to the rapidly changing suburban environment and plan for the future. In the summer of 2020, HACC plans to open its waitlist for the Housing Choice Voucher program for the first time in over a decade, which will open the opportunity for affordable housing in the private market to thousands more residents. Plans to begin developing two new affordable housing sites in Chicago Heights and Evanston, IL are also top priorities in the year ahead. Finally, HACC will continue to forge new partnerships, and seek new funding, to provide supportive services to those in our communities that need it most.

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



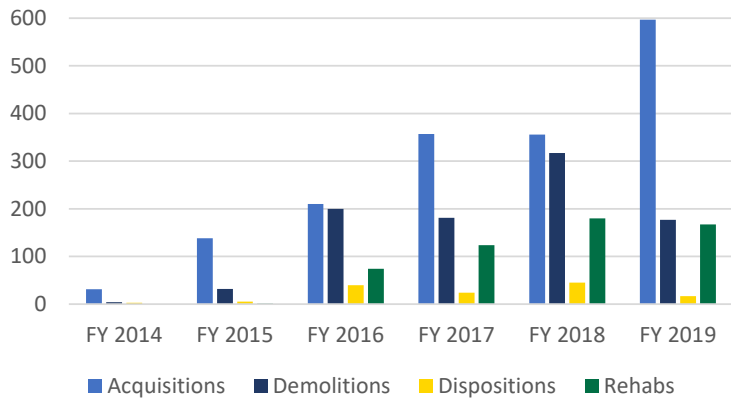
# LAND BANK

The Cook County Land Bank Authority (CCLBA) works to reduce and return vacant land and abandoned buildings back into reliable and sustainable community assets. CCLBA was formed by ordinance of Cook County in 2013 to address the large inventory of vacant residential, industrial and commercial property within the area. The Land Bank’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; support targeted efforts to stabilize neighborhoods; and stimulate residential, commercial and industrial development.

## 2019 Achievements

CCLBA acquired 597 properties in fiscal year 2019, which represents 35% of all acquisitions by the Land Bank since its inception. In addition, 177 properties were sold to private buyers in 2019, which closely aligns with CCLBA’s goals for this year. In the same time period 167 rehabs were successfully completed for this year, representing 32% of all finished rehabs. CCLBA completed 17 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 Planning & Economic Development (CCPED).

CCLBA Annual Activity



The CCLBA has acquired 1,689 properties since inception 6 years ago, and of these 54% or 911 have been sold, 546 have been successfully rehabbed, and 509 are now reoccupied and back to a productive and sustainable use. In documenting the final end-use for these reoccupied properties, the Cook County Land Bank is seeing that 82% of all reoccupied properties have been sold/acquired for homeownership, while the remaining 18% are rental properties. This last statistic is tremendously exciting as CCLBA continues to surpass our 75% homeownership goal on an annual basis, even in communities where CCLBA was told homeownership was not a viable real estate strategy.

Over  
**\$9.96 Million**  
 Returned to the Cook  
 County tax rolls

Finally, the community wealth number, which represents actual dollars that are brought into the communities where these properties are rehabbed, has continued to climb to \$71.3 million. Combining that with the \$9.96 million that have been redeemed through the Tax Certificate Program and the nearly \$20 million in delinquent taxes that have been reset, the Cook County Land Bank Authority has made over **\$100 million dollars in impact** throughout Cook County since its first acquired property in 2014.

## Fiscal Year 2020 Goals

For FY 2020, the Cook County Land Bank is looking to acquire 700 properties, sell 400 properties, and generate \$40 million dollars of community wealth in our designated focus communities. In addition, the CCLBA is looking to demolish 30 homes, and have 200 residential homes rehabbed & ready for occupancy.

## FOREST PRESERVES

The Forest Preserves of Cook County, with nearly 70,000 acres, is a regional treasure and a critical resource for Cook County, protecting habitats for plants and animals, helping to control flooding in our neighborhoods, cleaning our water and air, and improving the health and quality of life of millions of people. Within its boundaries are some of North America's richest ecosystems, including tallgrass prairies, savannas, woodlands and wetlands that are home to thousands of species of plants, animals and other organisms, including over a hundred threatened and endangered species.

The Forest Preserves is visited more than 60 million times a year and offers year-round outdoor recreation and environmental education opportunities. It offers countless opportunities for hiking, bicycling, paddling, fishing, picnicking, golfing, camping and much more!

Established more than 100 years ago, the Forest Preserves have a mission to safeguard the land in its care and make sure that everyone feels welcome. The Next Century Conservation Plan (NCCP), released in 2014, sets out bold actions and ambitious goals to ensure the Forest Preserves' native habitats thrive, provide a welcoming and accepting environment for the diverse population it serves, demonstrate the value of protected land and support enduring and accountable leadership. The Forest Preserves and its partners have been working together to achieve measurable outcomes in advancing the four priority areas of the NCCP which include: Nature, People, Economy and Leadership.

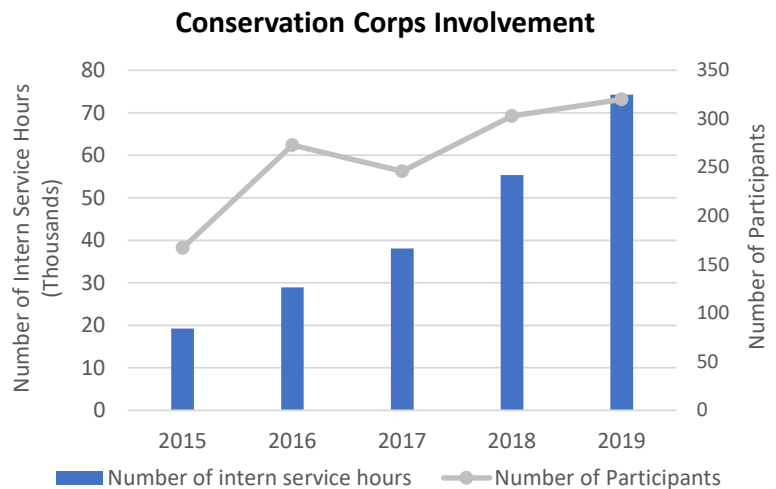
### Nature:

In 2019 there were 13,449 acres of land in the Forest Preserves' care under restoration or active management, an increase of 38% compared to 2018. The prescribed burn program has been expanded to help control invasive species and allow for native plant species to grow, with Spring 2019 the largest single burn season on record, treating 9,081 acres.

Operating in conjunction with partners, nearly a dozen Conservation Corps programs provide paid, hands-on experience working in the preserves to participants from across Cook County's diverse communities, which include

youth and those with barriers to employment. The program has more than doubled in size in the last five years, from engaging 173 participants in 2014 to 320 in 2019. The Conservation Corps provided 75,897 intern service hours in 2019, exceeding its target by 56%. Volunteers are also an essential part of the Forest Preserves' restoration efforts. In 2019, the Forest Preserves volunteer resources department measured 1,522 workdays by volunteers and 44,568 hours to restoring native habitat.

In 2020 the Forest Preserves, will continue its efforts to address issues associated with climate change by implementing its Sustainability and Climate Resiliency Plan, including converting to a fuel-efficient fleet, continuing to make lighting and building efficiency upgrades, and working toward the goal of operating all Forest Preserves' building and vehicles with 100% renewable energy by 2050.

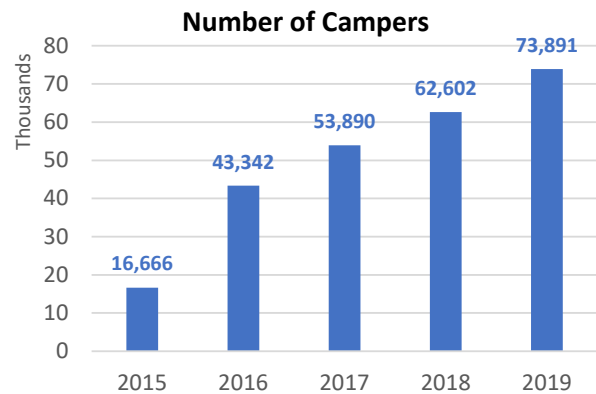


## FOREST PRESERVES

### People:

The Forest Preserves continues to welcome all visitors and actively invite and engage the residents of Cook County through improvements to its outdoor recreation amenities, including extending trails and new signage. In 2019, 3,106 programs were offered to the public at sites throughout the preserves, from special events like Maple Syrup Fest and Juneteenth to smaller events every week, such as nature hikes, art making, and animal encounters. A total of 77,401 participants attended these events, an increase of 29% from 2018, and another 375,361 visitors came to the Forest Preserves' six nature centers. The Forest Preserves' five campgrounds welcomed 73,891 campers in 2019, bringing the total to more than 246,000 campers since the campgrounds opened in 2014.

The Forest Preserves continues to expand its outreach efforts to connect more people to nature, introducing 243 new community groups to Forest Preserves in 2019 and working with 320 returning community groups. In 2020 the Forest Preserves will build on its development of an inclusive program model that reflects the cultural and ethnic diversity of Cook County with community engagement and programming activities that welcome, invite and support more people and new communities from all over Cook County.



### Economics:

The Forest Preserves works to demonstrate the value of protected lands and promote the Forest Preserves via billboards, radio, TV, internet and print advertisements and garnering 51,287,655 website hits and 572 media mentions in 2019. With an estimated value of \$469 million in annual regional benefits, the Forest Preserve provides "ecosystem services" via flood control, water recharge and purification and carbon storage. In 2020 the Forest Preserves will continue to focus on marketing efforts that emphasize the health, recreation and ecological benefits of the Forest Preserves for all residents of Cook County.

### Leadership:

Under the leadership of President Toni Preckwinkle and General Superintendent Arnold Randall, the Forest Preserves has recommitted to active, effective stewardship of the preserves and has fundamentally rebuilt administration and operating systems. Under the current administration, Forest Preserves improvements include establishing a Minority and Women Owned Business (M/WBE) ordinance and contract compliance program, in 2019 41% of awarded contracts achieved M/WBE business participation, exceeding the target by 17%, and 37% of contract payments were made to M/WBE businesses, exceeding the target by 6%. In 2020 the Forest Preserves will continue to prioritize M/WBE compliance by providing certification assistance to potential vendors and increasing the participation of new M/WBEs in the procurement process.

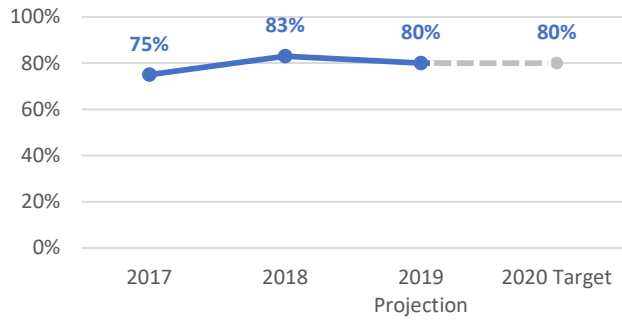
The Forest Preserves continues to move in a positive direction with expanded and deeper partnerships in communities and in the conservation field, more efficient and transparent operations, and better management of his natural lands. The work is far from complete, but staff, partners, volunteers and advocates have the blueprint and momentum to continue moving the goals of the Next Century Conservation Plan forward.

## OFFICE OF THE INDEPENDENT INSPECTOR GENERAL

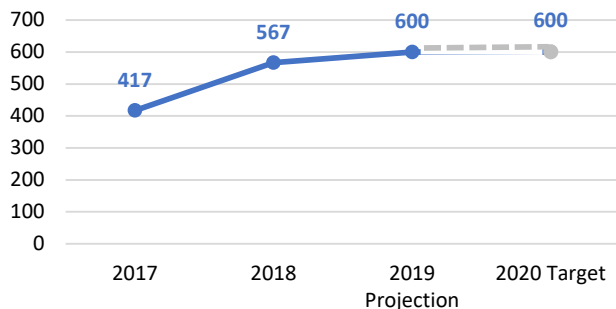
The Office of the Independent Inspector General (OIIG) was created by ordinance in 2007 to detect and deter corruption, fraud, waste, mismanagement, unlawful political discrimination and misconduct in the operation of Cook County Government. As of May 2019, the Metropolitan Water Reclamation District of Greater Chicago (MWRD), which reclaims and treats wastewater and performs flood water abatement in Cook County to protect the health and safety of citizens and of area waterways, was added to the scope of the OIIG responsibilities. At that time, Cook County and the MWRD finalized an Intergovernmental Agreement extending the jurisdiction of the OIIG to include the MWRD in the same manner as exists for Cook County Government. The MWRD will be responsible for the costs associated with the services provided by the OIIG. In 2019, the OIIG received a total of 700 complaints from Cook County Government employees, those who do business with Cook

County and citizens of the county, which resulted in the issuance of a total of 43 summary investigative reports. The summary investigative reports are the culmination of the individual complaint investigations, which includes witness and subject interviews and document and records reviews. At the conclusion of the investigative process, there are findings made which either sustain or non-sustain the complaint allegations. A summary investigative report is issued based on the complaint allegations impact to Cook County Government. Investigations that identify deficiencies in policy or procedures or systemic problems may include 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 agency or department head, 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 recommendation(s), the agency or department head must provide a detailed explanation as to why they will not follow such recommendation(s). Their failure to follow any recommendation will be noted in the OIIG's Quarterly Report. Since 2017, approximately 80% of the Inspector General's recommendations have been adopted.

**Percent of OIIG Recommendations Adopted**



**Number of New Complaints**



The numbers of complaints and case openings in 2019 continues to trend upward from past years and it is anticipated that these numbers will continue at the same rate or higher in FY2020. The OIIG continued its efforts to identify contract fraud and waste in Cook County Government in order to not only expose current misdeeds but also deter future attempts of this type of misconduct. The OIIG has continued to monitor Cook County Health (CCH) to ensure monies owed CCH are successfully processed and collected. Additionally, the OIIG has conducted other reviews at CCH with an effort

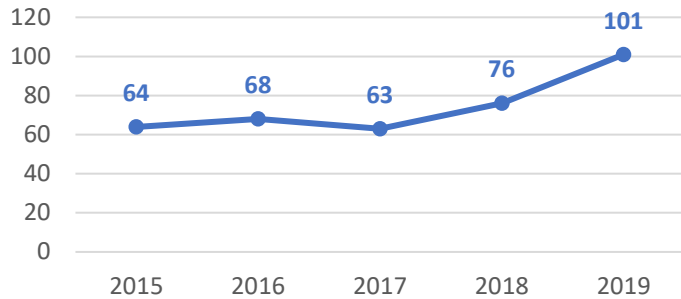
toward maintaining fiscal integrity. The OIIG will continue through outreach to focus its efforts on increasing the number of new complaints with an emphasis on those matters that directly impact the operation of Cook County Government and the MWRD.

## PUBLIC ADMINISTRATOR

### MISSION

The Office of the Public Administrator of Cook County (PA) handles the estates of 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 the valuables within them, 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 estate administrator, the Public Administrator handles estates under the supervision of the Probate Division of the Circuit Court of Cook County.

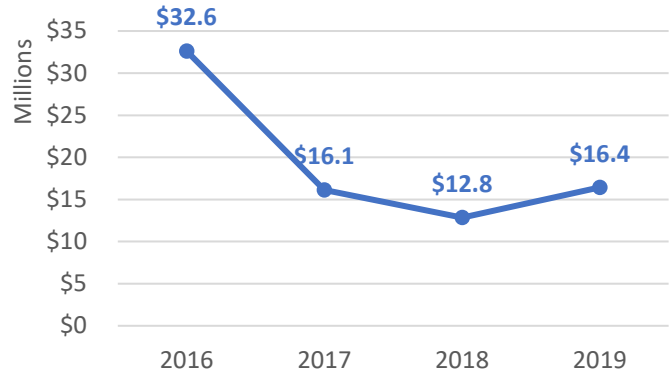
#### Estates Opened



### OUTCOMES

The PA works closely with other County and State agencies to ensure decedents' estates are not subject to waste or loss. That effort begins with the Office's investigators, who investigate on average 1,272 cases each year in order to safeguard a decedents' property and to inquire as to a decedent's next of kin. In 2019, the PA opened new estates for 101 individuals, which involves determining a decedent's heirship and filing with the Probate Court to act as an estate's administrator. In 2019, over \$16 million was returned to heirs and beneficiaries via the PA's estate administration. The PA has returned nearly \$78 million to heirs from 2016 to 2019.

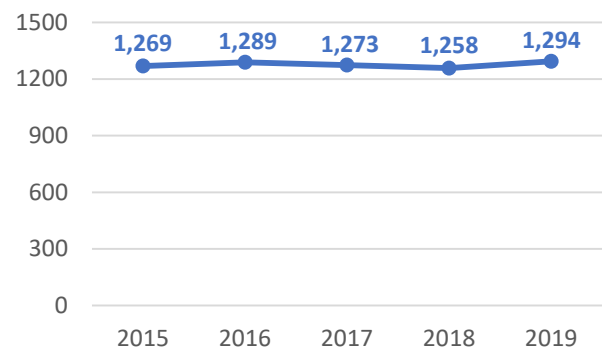
#### Amount Returned to Heirs Per Year



### 2020 INITIATIVES AND GOALS

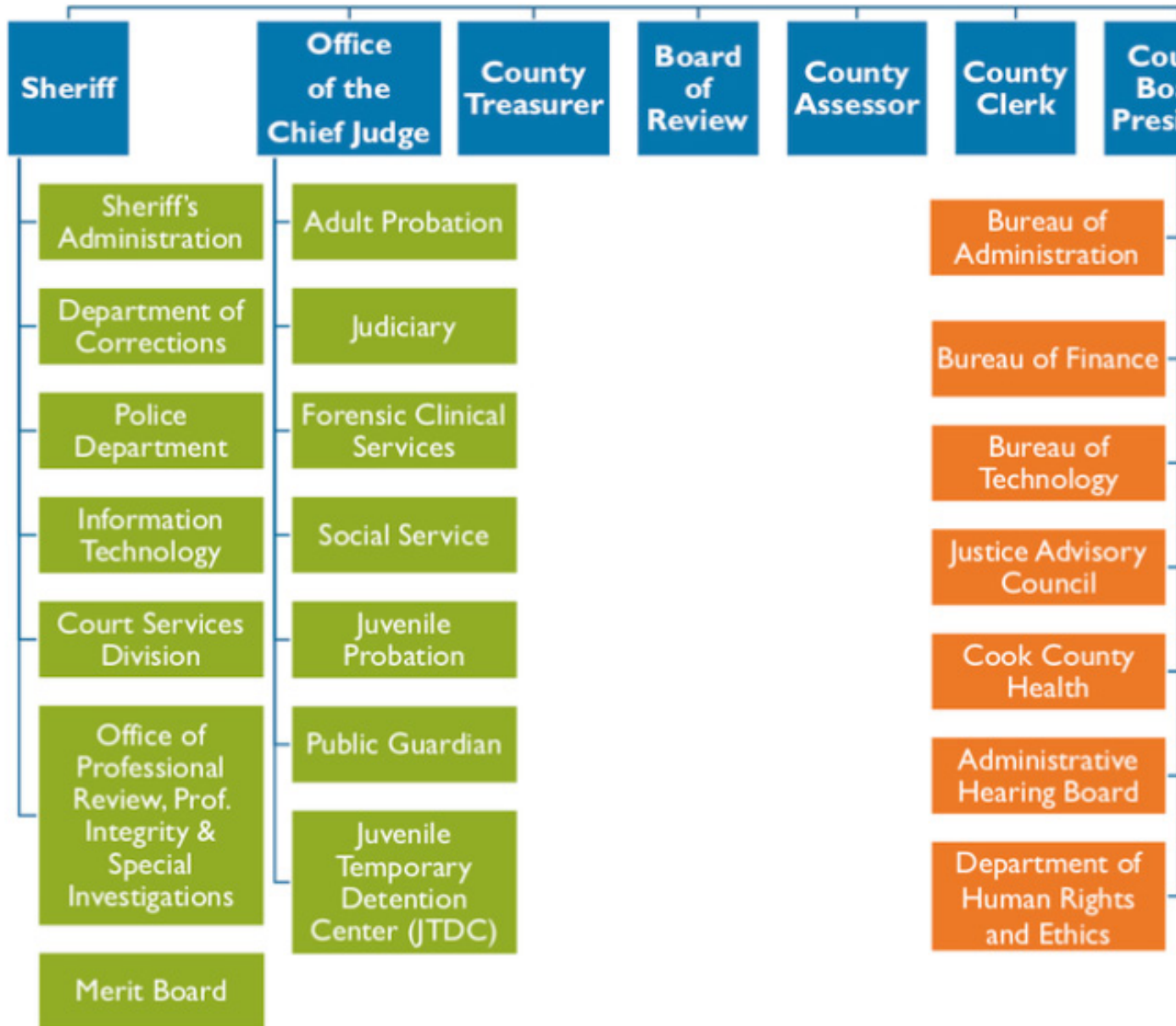
The Office of the Public Administrator is consistently revising policies to be as efficient and environmentally friendly as possible. The PA is streamlining estate tax returns by filing and saving returns electronically, thus reducing postage, copying expenses, and waste. In addition, the PA fully adopted e-filing with the County Clerk's Office, saving on printing and postage expenses. The PA 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. To date, the Office has identified and recovered \$1,135,744 and is in the process of probating those assets in order to return them to heirs and beneficiaries where possible.

#### Cases Investigated



# 2020 COOK COUNTY

## RESIDENTS OF



# ORGANIZATIONAL CHART

## COOK COUNTY

