



FY2022 Mid-Year Budget Hearings

FY2022 Mid-Year Budget Review

2022 Mid-Year Budget Hearing

Finance Committee – Cook County Board of Commissioners

This schedule is subject to change.

Monday, July 18, 2022

Time	Budgetary Unit	Elected Official/Bureau Chief/Department Head
9:00	Bureau of Finance/Budget Overview	Lawrence Wilson Dean Constantinou Annette Guzman
10:00	Offices under the President	Lanetta Haynes Turner
10:30	Cook County Public Defender	Sharone Mitchell
11:00	Cook County Public Administrator	Hon. Louis G. Apostol
11:15	Office of the Independent Inspector General	Patrick M. Blanchard
11:30	Clerk of the Circuit Court	Hon. Iris Martinez
12:30	State's Attorney's Office	Hon. Kimberly Foxx
1:30	Cook County Clerk	Hon. Karen Yarbrough
2:00	Secretary of Board of Commissioners	Lynne Turner

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Tuesday, July 19, 2022

Time	Budgetary Unit	Elected Official/Bureau Chief/Department Head
9:00	Cook County Health	Israel Rocha Jr.
10:30	Office of the Cook County Treasurer	Hon. Maria Pappas
11:00	Office of the Sheriff	Hon. Tom Dart
12:00	Office of the Cook County Assessor	Hon. Fritz Kaegi
1:00	Offices of the Chief Judge	Hon. Timothy C. Evans
2:00	Cook County Board of Review	Hon. Larry Rogers Jr. Hon. Tammy Wendt Hon. Michael Cabonargi



Offices Under the President

FY2022 Mid-Year Budget Review

Offices Under the President

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget, FY2021 year-end projections and operational lessons learned amidst the prolonged COVID-19 pandemic.

Update on FY2022 Initiatives and Goals

Office of the President (OOP)

- **FY2022 Goal #1: Project Rainbow**

- After a successful launch in August 2021, Cook County developed an app with the University of Chicago available on Android and Apple as of May 2022. Project Rainbow is among the first in the country to develop a streaming service with content developed by the County's partners such as Tiny Docs, Brookfield Zoo, Chicago Botanic Gardens, and 20 other organizations. Project Rainbow also offers original content based on curriculum developed by the Golden Apple Foundation and its award-winning teachers. A small marketing campaign helped generate awareness around the app. The County will continue to add new content and other enhancements in 2022 with ongoing future programming updates. Further outreach initiatives are in development, including outreach to suburban school districts, through the end of the year.
- Project Rainbow pertains to both the Equity and Engagement Policy Roadmap priorities.

- **FY2022 Initiative/Goal #2 – Racial Equity Action Plan and Policy**

- The Director of Equity and Inclusion oversaw the socialization of the Racial Equity Baseline Survey Data to educate the Offices Under the President (OUP) more broadly on the internal data points assessed every 18-24 months. The next measurement is scheduled for Q4 2022. In partnership with the Bureau of Human Resources (BHR) Training team, the Director of Equity and Inclusion will also oversee mandatory Generational Diversity training launching the week of September 26th as the first mandated racial equity training for all OUP employees.
- A key milestone in the Racial Equity Plan was achieved in collaboration with the Budget Office in rolling out a New Business Case Form and Review process for the 2023 Budget. This update employs a thorough review of all new and augmented revenue to ensure the revenue does not create, nor perpetuate, any inequities across Cook County.
- The Director of Equity and Inclusion led 17 meetings across the OUP Bureaus and Special Offices in Q1 2022, including key front-line departments, to socialize data and preview upcoming mandatory training for fall. With the New Business Revenue Case, the County will move from 25% of new revenue in the budget going through an equity review in 2021 to 100% of new revenue for the 2023.
- All Racial Equity Initiatives in 2022 pertain to the Open Communities Policy Roadmap - good government objectives that call for transparent values-based policies and initiatives.

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- **FY2022 Initiative/Goal #3 – Equity Fund Task Force**

- The Equity Fund Taskforce completed its first Equity Fund Report, released in April. Highlights from the report were introduced to the Board at a Special Purpose Hearing in May where, through facilitated discussions with key community stakeholders, Commissioners heard and could ask questions about the first round of policy and program recommendations. Currently, all Equity Fund Taskforce working groups are meeting to build implementation plans for the recommendations approved at the May Board meeting.
- The Equity Fund Taskforce touches all six Policy Roadmap priorities across Healthy, Vital, Sustainable, Safe and Thriving, Smart and Open Communities.

Bureau of Administration (BOA)

- **FY2022 Goal #1 (Office of the Chief Administrative Officer): Printing and Graphics Services (PGS) System Implementation and Records Management County-wide Training**

- PGS completed the county-wide implementation of an online portal, streamlining requests for printing and graphics services. Records Management completed county-wide training to ensure efficient storage and safeguarding of county records while reducing space utilized for storage.
- All Offices have been enrolled in the new portal and 90% of Offices have completed records management training to date.
- the Office of the Chief Administrative Officer supports Open Communities by ensuring the best use of taxpayer dollars through the promotion of responsible and innovative management practices.

- **FY2022 Initiative/Goal #2 (Office of the Medical Examiner)**

- The average as of June 2022 is 349 autopsies per pathologist – well above the goal of 250 for the entire fiscal year.
- The average number of autopsies per pathologist is based on a calculation recommended by the National Association of Medical Examiners (NAME). Due to staffing shortages and a national shortage of pathologists, this performance indicator is expected to remain well above the target level. The larger caseload born by each pathologist ultimately affects their ability to meet the target metrics for completion of reports within 90 days.
- The Medical Examiner strives to provide a vital public service as efficiently as possible in the spirit of Open Communities. Despite the challenging workload, all Medical Examiner staff remain committed to bringing the office as close to its goals as possible.

- **FY2022 Initiative/Goal #3 (Law Library)**

- Print Resources Retrenchment**

- The Law Library has reduced print spending by 15% in FY 2022
- There has been no significant change in the percentage of patron inquiries that can be resolved with Law Library resources, indicating that the reduction in spending on print resources has not impacted our ability to serve the community.

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- The Law Library continues to support the Smart Communities policy priority by providing access points to technology and information resources to all County residents regardless of ability.
- **FY2022 Initiative/Goal #4 (Environment and Sustainability)**
 - **Greenhouse Gas (GHG) Emissions from County facilities**
 - The Annual Sustainability Report published in 2022 showed a reduction of 7.9% in GHGs from County facilities during the latest year of data.
 - Cook County has reduced GHGs from County facilities by 40.2% since the baseline year of 2010. Cook County also released an RFP for renewable electricity to cover a large portion of our electricity usage, putting us well on the way to meet the County's goal of reducing greenhouse gas emissions from County facilities by 45% by 2030 and achieving carbon neutrality by 2050, as well as using 100% clean renewable electricity by 2030.
 - Aligns with Sustainable Communities goal of supporting healthy, resilient communities that thrive economically, socially and environmentally.
- **FY2022 Initiative/Goal #5 (DOTH)**
 - **Invest in Cook**
 - The Department will further advance Invest in Cook (IIC) projects through strategic partnerships, grant applications, and active management to secure additional funding and facilitate award expenditures. One of Invest in Cook's most important functions is to provide early-stage funding to get projects off the ground, such as funding planning studies or preliminary engineering. This year, numerous previously funded projects have gone on to receive federal surface transportation program funding through the Councils of Mayors, such as the bike path on Beverly Road over the Northwest Tollway. In partnership with local sponsors, DOTH has sought additional funding this year in the federal appropriations process for several projects that began as Invest in Cook awards, such as the Skokie Valley Trail and the reconstruction of Butler Drive for the Illinois International Port District. This year DOTH is also assessing progress on previous awards to ensure timely accomplishment of the projects.
 - **Provide impact on any key performance indicators.** In the 2022 program, the Department continued to make awards across Cook County. The 2022 program consists of 43 modally diverse project awards. The program continues to focus on high-need communities, with 55% of funding awarded across 18 projects in low-to-moderate income communities. The County's 2022 IIC investment of \$8.9 M will advance \$27M in project activity to begin in 2022.
 - Invest in Cook supports focuses on support of the Vital Communities and Smart Communities Policy pillars. Transportation investment is the backbone to community and regional economic growth. By aiding our municipalities and townships and sister transportation agencies in the advancement of their critical transportation infrastructure work, we unlock the County's economic potential.

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Fair Transit South Cook

- Now in its second year, the Fair Transit South Cook pilot program has helped make transit more affordable and convenient in the southland. DOTH released an annual report for the program in May, which concluded that ridership is recovering 20 percentage points faster on the Metra lines where fares were reduced as part of the program than on the rest of the Metra system. Lower-income neighborhoods are benefiting the most from the Metra fare reductions and the service improvements on Pace Route 352 Halsted. Remaining activities for the year include continuing to market the program and conducting a community survey in the fall. **This transit equity investment is an area of focus for the Equity Fund.**
- **FY2022 Initiative/Goal #6 (Animal & Rabies Control)**
Increase first responder training
 - ARC continues to increase access to the First Responders Training NACO award program through a combination of virtual and classroom-based training. ARC is generating an online catalog for First Responders to utilize in office site training.
 - ARC has completed at least (8) trainings in 2022 with at least (26) municipalities in attendance.
 - First responders training aligns with the Healthy Communities pillar. As we continue to educate those that support our communities in public health, there is a positive effect on the social and environmental conditions of County residents.
- **FY2022 Initiative/Goal #7 (Emergency Management and Regional Security)**
 - EMRS has successfully created a new Preparedness Section tasked with helping assess suburban needs, initiating programs, and equipping communities with the tools they need to prepare for, respond to, and recover from critical incidents.
 - EMRS estimates 16,209 residents were reached via preparedness outreach efforts.
 - Approximately 7% of suburban municipalities have been supported thus far via preparedness outreach.
 - Through our preparedness efforts we ensure that access to resources and response capabilities are equitably distributed throughout Cook County.

Bureau of Asset Management (BAM)

- **FY2022 Goal #1: Clean Energy Plan**
 - The County continues to pursue a Power Purchase Agreement and has entered negotiations with several vendors to supply renewable energy in support of the 2030 goal for 100% renewable energy for electricity. The County also worked with Peoples Gas to implement natural gas saving measures across our portfolio, resulting in savings of 1,090,000 Therms annually. Energy efficiency projects at

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the Juvenile Temporary Detention Center, County Building, and Department of Corrections are expected to save 3,900,000 kWh per year. Combined, these

projects will save the equivalent of the electricity use of 1,660 homes for one year.

- Percent change in greenhouse gas emissions from Cook County facilities.
- Sustainable Communities (Environmental Sustainability)

- **FY2022 Goal #2: Recycling Expansion**

- Begin the process to increase recycling and recycling awareness in County facilities by using professional services to create a robust recycling program to capture plastic, glass, and metal cans. The new recycling contract is expected to be posted in October 2022.
- Monthly operational cost per square foot
- Sustainable Communities (Environmental Sustainability)

Bureau of Economic Development (BED)

Updates on the initiatives below does not adequately represent the depth and breadth of the Bureau's work this year. As a result of ARPA funds, BED has developed over 20 programs, representing \$100 million for 2022 alone. These programs range from support for small businesses, removal of lead service lines to launch of a Place Based Initiative and a Guaranteed Income program

Office of Economic Development

- **FY2022 Initiative/Goal #1: Initiative 1 - Continue and strengthen resident and community focused programs to assist in recovery from COVID.** Areas of focus include capital improvement needs in suburban municipalities, lead pipe replacement, water utility assistance, and digital equity. Programs will advance the equity goals of the County and focus on areas that have been disproportionately impacted by COVID and experienced past disinvestment.
 - **Current Status of Initiative/Goal:** BED is moving a set of community development ARPA initiatives forward, including all of those mentioned in the goal above. They are all in the project initiation phase. Four existing programs are also currently continuing with the support of ARPA or other funding sources.
 - **Provide impact on any key performance indicators:** The number of new initiatives is one of our performance metrics, and seven new community development programs have been initiated so far in FY2022.
 - **For OUP Only: How does this align with the Policy Roadmap:** Most of these community development initiatives align with the Vital Communities policy area of the Policy Roadmap. Several of them fall under other policy areas, such as Healthy Communities and Smart Communities. All ARPA proposals were reviewed by the corresponding Policy Roadmap committee.

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- **FY2022 Initiative/Goal #2: Initiative 2 - Expand small business programs and launch a “one-stop shop” that will serve as a comprehensive resource for Cook County businesses seeking technical assistance to start, operate, and grow.**
 - **Status:** BED launched the Cook County Small Business Source in May to support, grow and elevate small businesses by providing no-cost business advising, resources and access to events.
 - **KPI: Dollar Value of External Funds Leveraged:** 2022 Target for OED is \$750,000. For small business we secured \$1,244,600 in philanthropic and State funds.
 - **Policy Roadmap Alignment:** One of the Vital Communities objectives is: “Support expanded opportunities for local businesses, women or minority-owned firms and firms owned by people living with disabilities”. To date over 66% of businesses assisted are businesses owned by People of Color. There is also a recommendation to “Expand Cook County’s toolbox of available resources for small- and medium-sized businesses and entrepreneurs”. The Cook County Small Business Source is designed for that exact purpose. We are also going to launch a small business grant program in the Fall of 2022 to assist businesses with their recovery from COVID. Lastly The Source advances the Policy Roadmap strategy to Connect small businesses to banks, Community Development Financial Institutions, business incubators and worker cooperatives
- **FY2022 Initiative/Goal #3: Initiative 3 - Advance the South Suburban Economic Growth Strategy through continued investment in programs and organizations that will drive equitable recovery and inclusive growth in the region**
 - **Status:** OED has continued to invest in building the capacity of the Southland Development Authority (SDA) The County’s support has allowed the SDA to build a robust suite of business growth services and invest in its own internal systems and governance. We have also partnered with the SDA to launch the Metals Hub. an initiative to establish a collaborative network of metals, machinery and equipment (MM&E) manufacturers committed to collectively pursue new business opportunities. The Metal Hub’s goal is to strengthen and grow the manufacturing base in South Suburban Cook County.
 - **KPI – Number of New Initiatives.** – The Metals Hub represents a new initiative.
 - **Alignment with Policy Roadmap** – This strategy of investing in the Southland aligns with many of the objectives and strategies in the Roadmap including, “Support expanded opportunities for local businesses, women or minority-owned firms and firms owned by people living with disabilities” and Connect small businesses to banks, Community Development Financial Institutions, business incubators and worker cooperatives
- **FY2022 Initiative/Goal #4: Initiative 4 – The comprehensive set of programs envisioned for 2022 will require additional staffing and improved systems to deliver services efficiently and effectively. BED will attract new talent to fill existing vacancies and add additional capacity, while improving systems in the areas of project and grant management, data management, and invoice processing.**

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- **Current Status of Initiative/Goal:** BED has made progress on filling vacancies and moving the hiring process forward for new positions. BED has also been working both internally and with Guidehouse on process and system improvements, including an invoice tracking system and improved financial processes for subrecipients.
- **Provide impact on any key performance indicators:** The number of operational improvements is one of our performance metrics, and two such operational improvements that are in process are noted above.
- **For OUP Only: How does this align with the Policy Roadmap:** This progress on hiring and process/system improvements will enhance our programmatic work that forwards the goals of the Policy Roadmap.

Department of Planning and Development

- **FY2022 Initiative/Goal #1: In 2022, remaining staff vacancies and additional positions will be filled to facilitate broader program administration, fund disbursement and compliance, as the country continues to recover from the pandemic hardships**
 - Current Status of Initiative/Goal - Goal has not been met. Grant funded positions remain vacant as DPD awaits DHR posting of positions.
 - Provide impact on any key performance indicators. - Continued vacant grant funded positions impact the speed of program delivery as DPD will need to seek Consultants to address core work responsibilities related to finance and execution of new ARPA funded program work.
 - **For OUP Only: How does this align with the Policy Roadmap.** Staff vacancies translate to slower work production in program design, implementation, and funding.
- **FY2022 Initiative/Goal #2: Collaborate with partner agencies to align our federal resources and identify additional funding to assist vulnerable neighborhoods and residents through strategic use of our HUD grant dollars, additional resources from the U.S. Treasury and existing county economic development tools.** This will enable the Department to further disburse direct assistance to renters, homeowners, small businesses, and critical social service agencies assisting Cook County's homeless residents
 - Current Status of Initiative/Goal - Ongoing. DPD has met with HACC, JAC, DOTH and external partners such as HUD to share funding goals and grantees. This work is allowing DPD to re-shape our grant portfolio to be more targeted and impactful by exposing areas of need not previously funded which DPD may now focus on.
 - Provide impact on any key performance indicators. It should allow DPD to meet or exceed our targets but the KPI's may be represented in the metrics reported by a sister agency rather than DPD. As part of our ongoing discussions with these groups we will need to reconcile this factor.

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- **For OUP Only: How does this align with the Policy Roadmap.** This should enhance in the entire Vital Communities chapter through securing additional resources.
- **FY2022 Initiative/Goal #3: Staff worked remotely full time, meeting all deadlines on-time, for work products and event attendance virtually and in person as allowed.** Staff were also able to receive training weekly in program areas and on technology
 - Current Status of Initiative/Goal - On going – new finance staff have received HUD and County training from Budget and Comptroller's offices. Work continues in a hybrid environment.
 - Provide impact on any key performance indicators. - Not Applicable.
 - **For OUP Only: How does this align with the Policy Roadmap.** Allows work to continue and mitigate the interruptions caused from COVID-19.

Building and Zoning

- **FY2022 Initiative/Goal #1: The Department continues to improve current processes and procedures by working closely with the Bureau of Technology and its consultants to enhance its web-based permitting and inspection system.** In FY 2022, the Department will continue working with the associated building trades to implement and expand their building code regulations to address and promote green technology and to provide current and consistent guidelines that best serve the County's constituents.
 - **Current Status of Initiative/Goal-Ongoing/On schedule**
 - **Provide impact on any key performance indicators.** Provides innovation, improved services, and transparency.
 - **For OUP Only: How does this align with the Policy Roadmap.** Service instills the following: Innovative Leadership, Transparency and Accountability, Improved Services.

Zoning Board of Appeals

- **FY2022 Initiative/Goal #1: In FY2022, the ZBA will continue providing exemplary service by conducting its public hearings in a transparent, timely and equitable manner**
 - Ongoing. The ZBA conducts monthly public hearings for applicants of Unincorporated Cook County seeking zoning relief. Residents who are impacted by the projects are encouraged to participate in the process.
 - The ZBA Department continues to process applications, schedule, and hold public hearing in a timely manner (within 45 days of receiving applications).
 - **For OUP Only: How does this align with the Policy Roadmap.** Open Communities: Provides responsive, transparent services and develops a thriving, professional workforce that reflects the communities served.
- **FY2022 Initiative/Goal #2: Provide notices in a timely manner, and that are consistent with the requirements of the Zoning Ordinance and decrease the cost of completing public notices.**

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- Ongoing. The ZBA continues to send public notices to residents and businesses who are impacted by projects requesting zoning relief decisions. The notices are sent within the timeline required by the Cook County Zoning Ordinance.
 - The ZBA Department continues to process applications, schedule, and hold public hearing in a timely manner (within 45 days of receiving applications).
 - **For OUP Only: How does this align with the Policy Roadmap.** Open Communities: provides responsive, transparent services and develops a thriving, professional workforce that reflects the communities served.
- **FY2022 Initiative/Goal #3: Continue to improve the appeals process by collaborating with Building and Zoning. Includes streamlining the appeals process and making changes to the Zoning Ordinance.**
 - Ongoing. Over the past five (5) years the ZBA Department has streamlined its operational process. These changes have decrease supply and service cost. Our cost for mailing public notices including paper supplies have decreased overall. We have also worked with Building and Zoning to update the Zoning Ordinance and anticipate more changes in the future.
 - None
 - **For OUP Only: How does this align with the Policy Roadmap.** Open Communities: provides responsive, transparent services and develops a thriving, professional workforce that reflects the communities served.

Bureau of Finance (BOF)

- **FY2022 Goal #1: Implement new technology and update existing technology to allow for streamlined budgeting processes.**
 - Through the engagement of Grant Thornton, DBMS, in collaboration with the Bureau of Technology recently launched a new project to identify a modern budgeting system for the County. Bringing subject matter experts from across the County to assist in developing and implementing a holistic budgeting tool will streamline processes and the develop of the annual budget process, as well as the management of the budget throughout the year.
 - With the partnership of the Bureau of Technology and the Bureau of Administration, DBMS developed a new Cook County Budget Hub SharePoint site, which serves as a one-stop shop for departments to learn about budgeting, review training materials, keep abreast of budget deadlines, and download budget materials.
 - Policy Roadmap Priority: Open Communities (Good Government)
- **FY2022 Goal #2: Expand the Employee Assistance Program (EAP)**

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- Magellan EAP services are available to all County employees and their household members. The number of sessions available per member per issue increased from 3 to 5 at the start of the plan year. Approximately 60% of members resolve their issue in 3 sessions; this expansion is intended to improve that outcome.
 - Policy Roadmap Priority: Open Communities (Good Government)
- **FY2022 Goal #3: Roll out a Wheel Tax and Individual Use Integrated Tax Processing System.**
 - DOR implementation is scheduled for Q3 & Q4 of FY-2022
 - Policy Roadmap Priority: Open Communities (Good Government)
- **FY2022 Goal #4: Refund \$268 million of the GO debt for savings and keep debt from reaching unsustainable levels.**
 - The OCPO issued General Obligation Series 2021 B&C bonds to refund the GO Series 2011A&B and realize Net PV savings of \$42.8 million.
 - Policy Roadmap Priority: Open Communities (Good Government)
- **FY2022 Goal #5: Focus on operational efficiencies, using Lean Greenbelt, and Lean Blackbelt techniques.**
 - The entire OCC team completed Office of Research, Operations, and Innovation training.
 - Policy Roadmap Priority: Open Communities (Good Government)

Bureau of Human Resources (BHR)

- **FY2022 Initiative/Goal #1: Implementing and testing the new streamlined hiring process and identifying areas to make data-driven decisions on further process improvements.**
 - BHR has implemented a new streamlined hiring process for all categories of positions within Offices under the President. The Bureau continues to track various metrics to compile data that will inform our strategic decisions and further process improvement.
 - Specifically, BHR modified the Employment Plan to support shorter posting periods, expedited validation functions, increase the hiring pipeline for interns/externs/fellows/seasonal/temporary/emergency hires, increase transfer and

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promotional opportunities for internal candidates, and increase the pool of candidates through broader advertising through social media.

- As of the 2nd Quarter, BHR has seen positive results from these process improvements. These changes have generally improved hiring efficiency and increase the County's visibility in the job market, and candidate knowledge of the County as an employer.
 - Our process improvements are on track to promote job opportunities to community members as BHR anticipates hosting a hiring fair this year and continue to partner with Deloitte on sourcing, in support of the Open Communities policy objective.
- **FY2022 Initiative/Goal #2: Optimizing the County's applicant tracking system, TALEO.**
 - The TALEO optimization project continues. BHR and BOT continue to collaborate to complete the Phase 1 restructuring to support EBS/TALEO system integration.
 - There is no impact on key performance indicators.
 - This goal supports the Open Communities (Good Government) policy objective.
 - **FY2022 Initiative/Goal #3: Ensure that hiring practices align with the Affirmative Action Plan managed by the County's EEO Officer.**
 - The Bureau is in the process of updating the Employment Plan to allow for preferences for underrepresented populations of job seekers across Cook County.
 - This project has no immediate impact on any key performance indicators. After the changes are implemented and Cook County affords preferences to applicants in underrepresented populations in the job market, BHR will track the increase in hires within those populations.
 - This goal supports the Open Communities (Good Government) policy objective.
 - **FY2022 Initiative/Goal #4: Train County's managers on the newly approved collective bargaining agreements to ensure effective union and management relations while continuing to administer contractual processes as they relate to the management of union personnel in Cook County Government.**
 - The Department of Labor Relations is currently training management on approved contract language and continues to support managers in OUP and CCH in the fair administration of contractual processes as they manage union personnel.
 - The training of County managers aligns with the Vital Communities policy objective in that it supports the workforces and development of managers, as well as deters unnecessary litigation which has an economic impact.
 - **FY2022 Initiative/Goal #5: To process and close 176 grievances at the third step of the grievance process. Labor Relations anticipates that the new collective bargaining agreements approved in FY 2021 and FY 2022 will lead to a stable number of grievances in line with past performance.**

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- To date, the Department has closed 98 third step grievances. While collective bargaining is not complete, the Department of Labor Relations has seen a decrease in grievances attributed to clarifying language in approved collective bargaining agreements.
- This goal supports the Open Communities (Good Government) policy objective.
- **FY2022 Initiative/Goal #6: To close 30 grievances that have advanced to arbitration in FY 22. Labor Relations anticipates that the new language negotiated in the recent round of collective bargaining will help the County and Union resolve issues in the grievance process leading to an amicable resolution of employee grievances.**
 - Labor Relations is on target with meeting its goal in resolving arbitrations. To date, the Department has resolved 56% of matters advanced to arbitration.
 - This goal supports the Open Communities (Good Government) policy objective.

Bureau of Technology (BOT)

- **FY2021 Initiative/Goal #1: Hosting and Disaster Recovery RFP**
 - BOT has an active Request for Proposals (RFP) with all the County's separately elected offices and other agencies for hosting and disaster recovery.
 - Cook County has begun the hard work of transitioning from the current decentralized environment to a more consolidated hosting strategy.
 - The Hosting and Disaster Recovery RFP is central to Cook County's Smart Communities commitment to improving public technology infrastructure.
 - Accomplishments:
 - A very detailed RFP combining three different categories for (A) hosting in the Cloud or COLO (co-location) data center, (B) managed services, disaster recovery and (C) business continuity was developed after completing benchmarking analysis and business impact analysis.
 - Evaluations of all three categories are close to completion.
 - Category A (hosting services) evaluation completed.
 - Category B (Managed Services including DR) evaluation is close to completion.
 - Category C (Business Continuity Management) evaluation is close to completion.
- **FY2021 Initiative/Goal #2: Expanding Broadband**
 - Cook County has received funding from the State of Illinois to expand its south suburban broadband backbone.
 - This work aligns with the core value of advancing racial equity as outlined by the Policy Roadmap.
 - Overall Completion -
 - Pre-Requisites: 100%
 - Initiation: 100%
 - Plan & Design: 67%
 - Execute and Build: Not started

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- Accomplishments:
 - Engineering
 - Design Package 2: Central – Completed
 - Design Package 3: North – Completed
 - Construction Phase
 - Construction Package 1: Awarded
 - Construction Package 2: Not started
 - Construction Package 3: Not started
- ARPA funds have been awarded to supplement budget & expand scope
- Intergovernmental Agreements close to completion

Administrative Hearings

- **FY2022 Initiative/Goal #1 – New Citation Management System**
 - New citation Management system was approved by the Cook County Board of Commissioners in of June 2021 and is currently in the process of being installed in FY2022. Forest Preserve Police and Sheriff Police are currently in the testing phase and the Department of Administrative Hearings is scheduled to begin testing and training in August of FY2022.
 - This initiative is ongoing and once we are go-live will impact our average days to local compliance and parking citation disposition. All citations will be electronic and submitted to Administrative Hearings increasing internal efficiencies and allowing residents to manage and pay their citations through a new online portal.
 - This initiative is ongoing and aligns with Open Communities of the Policy Road map by making this process simple, transparent, and more accessible for residents.
- **FY2022 Initiative/Goal #2 – Remote Hearing Options**
 - Administrative Hearings continues to offer remote hearing options in FY22 to residents and Cook County employees. This initiative continues to prioritize safety and convenience for residents and Cook County employees allowing residents, ASA's, and department representatives to attend hearings via MS TEAMS.
 - Number of Cases adjudicated continues to be lower than anticipated as compared to pre-pandemic volumes due a reduction in citations issued by County departments in the first half of FY22. However, current volume is consistent with FY21 volumes.
 - Administrative Hearings anticipated a large volume of Wheel Tax and IUT in FY22 from DoR, but we have not received any Wheel Tax or IUT cases thus far in FY22.
 - The remote hearing option aligns with Open Communities of the Policy Road map by allowing the administrative hearing process to be simple, transparent, and more accessible for residents.

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- **FY2022 Initiative/Goal #1: Expand Audit Coverage**
 - Current Status of Initiative/Goal is In-process
 - Lack of increased staffing has hindered our Offices' ability to expand internal controls oversight and testing.
 - Policy Roadmap: Open Communities – Good Government.
- **FY2022 Initiative/Goal #2: Staff Training**
 - Current Status of Initiative/Goal is In-process
 - In-house and external training resources have and continue to be used to expand current staff knowledge and expertise.
 - Policy Roadmap: Open Communities – Good Government.

Department of Human Rights and Ethics (DHRE)

- **FY2022 Initiative/Goal #1 - Acquisition of Case Management System**
 - Efficiency and accuracy in reporting on key performance indicators
 - Aligns with OUP's Smart and Open Communities goals. Specifically minimize environmental impact by reducing paper, transforming DHRE operations to be more efficient and accurate, provide regular public reports and ease in making complaints
- **FY2022 Initiative/Goal # 2 - Hire a Community Outreach and Training Coordinator**
 - Increase number of ethics and human rights trainings
 - Aligns with OUP's Healthy, Smart, and Open Communities as the outreach is intended to increase awareness of human rights, fair housing, and wage laws. We were also able to create a more robust ethics training program in our effort to develop of culture of high ethical conduct in our day-to-day work. Finally, the Coordinator regularly communicates with the public, media, and community groups to support transparency efforts.

Justice Advisory Council (JAC)

- **FY2022 Initiative/Goal #1—Expand JAC's grantmaking and management capacity in anticipation of additional federal, state, and local funding for community-based violence prevention and behavioral health services.**
 - Current Status of Initiative/Goal—On target and ongoing. Expansion of grant monitoring staff and implementation of new Electronic Grants Management System (EGMS).
 - Provide impact on any key performance indicators—All grants continued into this fiscal year consistent with grant agreements.
 - For OUP Only: How does this align with the Policy Roadmap? All JAC operations related to grantmaking and management advance the Safe and Thriving Policy pillar insofar as these efforts advance the provision of services and

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supports to residents and communities most impacted by criminal legal system involvement and violence.

- **FY2022 Initiative/Goal #2—Build on community engagement strategies and grantee network with participatory processes that shape investment strategies and legislative initiatives and focus on identifying disparities and advancing racial equity and justice system reform.**
 - Current Status of Initiative/Goal—On target and ongoing. Developed and implemented innovative ARPA funded grant opportunity; significant participation of community liaisons in policy work concerning pre-trial reform; and developing a large community and system partnership focused on equity with the support of the MacArthur Foundation.
 - Provide impact on any key performance indicators. Staff currently exceed targets of 5% and 10% time devoted to legislative and administrative reform initiatives, respectively.
 - For OUP Only: How does this align with the Policy Roadmap? The JAC facilitates engagement of community residents and stakeholders in areas of violence prevention and reduction and justice system reform. These areas of work ultimately center on advancing the Safe and Thriving pillar by reducing reliance on the criminal legal system and thereby limiting the trauma inflicted by incarceration in favor of community-based supports for people who may otherwise be lost to prison or violence.
- **FY2022 Initiative/Goal #3—Provide comprehensive public-facing information, education and awareness of criminal justice reform efforts to community stakeholders and residents.**
 - Current Status of Initiative/Goal—On target and ongoing. Significant revisions to website and social media and coordination of interagency communications strategy.
 - Provide impact on any key performance indicators. N/A
 - For OUP Only: How does this align with the Policy Roadmap? Consistent with the Safe and Thriving Pillar of the roadmap, the JAC advances evidence informed and community affirmed strategies to help residents avoid and recover from criminal legal system involvement and violence. In the face of high rates of gun violence and calls for increased criminal punishment and imprisonment, the JAC works to ensure that the public understands the impact and effect of alternatives to incarceration and community-based services to address the root causes of crime and violence.

FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

FY2022 Mid-Year Budget Review

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Administrative Hearings	\$ 0	\$ 21,021	\$ 21,021	100.0%
Building & Zoning (SPF)	\$ 1,810,050	\$ 1,995,612	\$ 185,562	10.3%
Dept. Of Planning and Development – Other Revenue	\$ 0	\$ 118,332	\$ 118,332	100%
Environmental Control Fees	\$ 1,130,800	\$ 2,940,993	\$ 1,810,193	160.1%
Environmental Control Solid Waste Management (SPF)	\$ 265,000	\$ 285,335	\$ 20,335	0.8%
GIS County (SPF)	\$ 3,689,387	\$ 4,342,840	\$ 653,453	17.7%
Highway Dept. Permit Fees	\$ 835,000	\$ 1,034,359	\$ 199,359	23.9%
Law Library Fee	\$ 1,563,865	\$ 1,711,108	(147,243)	8.6%
MFT IL 1 st (SPF)	\$ 16,342,050	\$ 16,343,286	\$ 1,236.00	0.0%
Motor Fuel Tax (SPF)	\$ 112,648,141	\$ 101,588,766	(\$11,059,376)	(9.8%)
PEG Access Support (SPF)	\$39,802	\$ 37,721	(\$2,081)	(5.2%)
Township Roads (SPF)	\$ 500,188	\$ 532,248	\$ 32,060	6.4%
Medical Examiner Fees	\$ 1,725,000	\$ 2,212,546	\$ 487,546	28.3%

Explanation of variances greater than 1% and \$1 million. What corrective action will be taken?

- **OOP** – n/a
- **BOA**
 - Environmental Control Fees – YTD Actual is greater than YTD Budget because the department was able to conduct the annual Certificate of Operation (COO) invoicing approximately 45 days earlier this year.
 - DOTH SPF (Motor Fuel Tax) - Motor Fuel tax revenue was lower than projected by 9.8%, largely due to lower fuel consumption because of increased fuel prices and changes in travel patterns due to remote work. DOTH adjusts the timing of planned programming based upon forecasted outlook.
- **BAM**
 - Real Estate revenue of \$9,185,215 is the appropriated revenue for the year. Anticipating a positive variance of 3.6% for year-end as various revenue sources slightly exceed expectations
- **BED**
 - **Building and Zoning** – Favorable variance due to applicable regional economic factors.
 - **Department of Planning and Development** - Favorable variance in collections of Tax Incentive and Freddie Mac revenue, which is allocated to the General Fund under Misc/Other Revenue.
 - Revenue collection has exceeded YTD Budget.
- **BOF** – n/a
- **BHR** – n/a

FY2022 Mid-Year Budget Review

- **BOT**
 - GIS Revenues come from fees for the recording of deeds. The variance reflects more recordings being recorded than were expected.
- **Administrative Hearings**
 - In accordance with our mission, Administrative Hearing is not considered to be a revenue generating department. All revenues generated from the adjudication of citations are credited to the citation issuing County department. However, Administrative Hearings generates a small amount of income from the court cost and fees attached to default judgments issued to “no show” respondents at hearings.
- **County Auditor** – n/a
- **DHRE** – n/a
- **JAC** – n/a

FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$69,245,655	\$61,265,891	\$7,979,763	11.5%
Contractual Services	\$5,455,878	\$3,509,251	\$1,946,627	35.7%
Supplies and Materials	\$2,222,423	\$1,387,248	\$835,174	37.6%
Operations and Maintenance	\$4,474,042	\$4,564,595	(\$90,556)	(2.0%)
Rental and Leasing	\$373,700	\$493,828	(\$120,134)	(32.1%)
Contingencies & Special Purpose	(\$323,245)	\$326,259	(\$649,505)	200.9%
Total	\$81,448,453	\$71,547,072	\$9,901,369	12.2%

Explanation of variances greater than 1% and \$1 million. What corrective action will be taken if required?

OOP – None

BOA – None

BAM – None

FY2022 Mid-Year Budget Review

BED

Bureau of Economic Development				
Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$ 4,370,167	\$ 3,932,965	\$ 437,202	10.0%
Contractual Services	\$ 1,062,484	\$ 188,573	\$ 873,911	82.3%
Supplies and Materials	\$ 20,643	\$ 1,179	\$ 19,464	94.3%
Operations and Maintenance	\$ 151,852	\$ 164,669	(\$ 12,818)	(8.4%)
Rental and Leasing	\$ 9,676	\$ 18,382	(\$ 8,706)	(90.0%)
Contingencies and Special Purpose	\$ 4,550	\$ 2,855	\$ 1,694	37.2%
Total	\$5,619,372	\$4,308,624	\$1,310,748	23.3%

Please provide an explanation of variances greater than 1% and \$1 million

- **Personnel Services** – Favorable variance is due to current vacancies within the Bureau that are anticipated to be filled this year.
- **Contractual Services** – Favorable variance as the Bureau anticipates increased spending of Contractual Services budgets in Q3 and Q4.
- **Supplies and Materials** – Favorable variance due to hybrid in-office/remote work; supplies purchased as needed.
- **Operations and Maintenance** – Slightly unfavorable variance due to timing of non-personnel chargebacks for Maintenance and Subscriptions completed by DBMS at beginning of Fiscal Year. Variance should normalize by Year-End.
- **Rental and Leasing** – Slightly unfavorable variance due to timing of non-personnel chargebacks for Multi-Functioning Devices (Copiers/Printers) completed by DBMS at beginning of Fiscal Year. Variance should normalize by Year-End.
- **Contingencies and Special Purposes** – Favorable variance due to minimal spending in Q1 and Q2, increased spending anticipated in latter portion of Fiscal Year.

What corrective action will be taken if required?

- BED anticipates additional spending through the remaining portion of the Fiscal Year.

BOF – None

FY2022 Mid-Year Budget Review

BHR

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$3,774,417.71	\$2,399,064.20	\$1,375,353.51	36%
Contractual Services	\$159,093.50	\$152,927.81	\$6,165.69	4%
Supplies and Materials	\$25,475.50	\$6,862.29	\$18,613.21	73%
Operations and Maintenance	\$9,459.00	\$14,163.00	(\$4,704.00)	-50%
Rental and Leasing	\$9,391.00	\$17,500.04	(\$8,109.04)	-86%
Contingencies & Special Purpose	\$0.00	(\$19.50)	\$19.50	0
Total	\$3,977,836.71	\$2,590,497.84	\$1,387,338.87	35%

- Variances in personnel and non-personnel expenses can be attributed to hiring delays and the delayed purchasing of supplies.
- BHR will continue to monitor its budget and adjust spending levels as needed.

BOT – None

Administrative Hearings

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$ 365,896	\$ 350,472	\$ 15,424	4.2%
Contractual Services	\$ 315,573	\$ 189,609	\$ 125,964	39.9%
Supplies and Materials	\$ 5,825	\$ 2,546	\$ 3,279	56.3%
Operations and Maintenance	\$ 5,688	\$ 8,874	(\$ 3,187)	(56.0%)
Rental and Leasing	\$ 2,442	\$ 4,883	(\$ 2,442)	(100.0%)
Contingencies & Special Purpose	\$ 0	\$ 0	\$ 0	0
Total	\$695,423	\$556,385	\$139,039	20.0%

- Administrative Hearing's actual YTD expenses are currently below our YTD budget due to the continued low citation volume in the first half of FY22. **Contractual Services** expense is a professional services account used to pay our Administrative Law Judges which is significantly below budget. **Rental and leasing** expenses are Toshiba copier leases which are preloaded at \$4883 and the entire \$4883 was expensed in the first half of FY22. **Operations and Maintenance** account is another

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preloaded account for subscription services (i.e., Lexis/Nexis, Microsoft, etc.) in the amount of \$11,375 by BOT and the expenses charged back to that account Administrative Hearings does not control.

County Auditor

Comparison of YTD budget (as of 6/21/2022) vs YTD actual expenses with explanations for major variances and corrective action steps for Office of the County Auditor. As staff are on-boarded, expenses will increase and draw down allocated funds.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actual	\$ Variance	% Variance
Personnel	\$1,225,460	\$459,527	\$765,933	62.5%
Professional Develop/Fees	\$23,219	\$5,464	\$17,755	76.5%
Transportation and Travel Expenses	\$8,230	\$0	\$8,230	100.0%
Communication Services	\$720	\$720	\$0	0.0%
Graphics and Reproduction Services	\$450	\$0	\$450	100.0%
Advertising and Promotions	\$1,000	\$0	\$1,000	100.0%
Office Supplies	\$3,000	\$500	\$2,500	83.3%
Books, Periodicals and Publish	\$1,000	\$0	\$1,000	100.0%
Multimedia Supplies	\$4,061	\$4,061	\$0	0.0%
Maintenance and Subscription Services	\$12,346	\$8,843	\$3,503	28.4%
Property Maintenance and Operations	\$32,718	\$19,086	\$13,633	41.7%
Countywide Office and Data Processing Equip Rental	\$702	\$702	\$0	0.0%
TOTAL	\$1,312,906	\$498,902	\$814,004	62.0%

DHRE

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	80,149	64,540	15,609	0.36%
Contractual Services	2,899	3,093	-194	-0.07
Supplies and Materials	1,596	1,799	-203	-0.13
Operations and Maintenance	20,756	21,339	-583	-0.03
Rental and Leasing	1,028	2,055	-1,028	-1.00
Contingencies & Special Purpose	-	-	-	-
Total	106,426	92,826	13,601	-1.05%

JAC – None

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Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. This section applies to only operating fund positions. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
Bureau of Administration	191	147	40
Bureau of Asset Management	563	480	83
Bureau of Economic Development	91	69	22
Bureau of Finance	241	163	78
Bureau of Human Resources	90	41	49
Bureau of Technology	192	120	72
Administrative Hearings	9	8	1
County Auditor	20	7	13
Department of Human Rights and Ethics	10	7	3
Justice Advisory Council	14	11	3
Office of the President	32	20	12

If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal.

To the extent your agency has positions vacant as of 5/31/21, please provide the Board information on what, if any, challenges your office has faced in filling the positions.

Office of the President

- 100% of vacancies in the Office of the President are anticipated to be filled by fiscal year-end. Currently, the OOP has vacant positions posted via multiple social platforms, along with weekly meetings between Deloitte (Consulting) and the Bureau of Human Resources to help facilitate the hiring process.
- As shared by Deloitte in a presentation on "Navigating the Job Market" (6/22), hiring challenges are seen nationally; the hiring process can take up to 5-6 months from the

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creation of a job description to the first day of employment for the selected candidate. On top of that, due to the Covid-19 pandemic, workplace settings have changed; employers are encouraged to provide telecommuting capabilities in order to keep up with the job market and entice job seekers. This advantage for prospective candidates has added to the challenges to filling vacant positions.

BOA

- 41% of BOA vacant positions have been identified as highest priority positions and are currently in progress.
- 30% of the remaining 59% are ready for the next tier of hiring
- The hope is that 60% of all current vacancies will be filled by the end of the fiscal year.
- BOA continues to face challenges with recruiting Pathologists for the MEO as there is a national shortage.
- BOA continues to face challenges with applicant screening managed by Deloitte. Once we have completed interviews and selected candidates, we are informed by Deloitte analysts that the candidate is not qualified and have to start the process all over again.

BAM

- The Bureau of Asset Management has a total of 83 vacancies, 12 vacancies in the Office of Asset Management (OAM) and 71 vacancies in the Department of Facilities management (DFM). The Bureau is working closely with BHR to fill vacancies, and have several postings and interviews currently in process, mainly Janitorial for DFM and Project Directors at OAM. We anticipate filling a significant number of the vacancies in OAM and expect to fill vacancies in DFM at a faster pace this fiscal year due to the collaborative efforts and improved processes with BHR.
- The main challenge the Bureau of Asset Management has faced is a competitive labor market. The recruitment of candidates, limited candidates applying to postings, and difficulty meeting salary expectations have proven to be a challenge. Due to a gap in time between job posts ending and the receipt of the eligibility list by DFM (in some cases up to two months), many candidates pursue other opportunities, and our candidate pool decreases.

BED

- The Bureau of Economic Development expects to fill 100% of the vacancies by the end of the fiscal year. We are closely collaborating with our Bureau of Human Resources, Deloitte Consultants and Department of Budget and Management Services analysts to meet hiring needs. As additional operational support to the entire Bureau, the positions of (1) Assistant Deputy Bureau Chief and (1) Director of Financial Control were filled. These positions drive strategic capacity, fiscal, and operational efficiencies, including HR/hiring activities.
- The ongoing pandemic and ARPA workload decelerated our FY22 hiring momentum, yet significant staffing needs remain. In response to the economic impacts of COVID, several critical programs were designed, implemented, and monitored, which was a considerable undertaking for existing staff at rapid speed. This demonstrated the team's prowess and called attention to the need to build institutional capacity to support current staff and

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suburban Cook communities. The demand has fueled talent attraction and hiring to fill critical vacancies. Furthermore, the success of the deployed programs and the positive impact on families, business owners, and other stakeholders has allowed BED to continue providing resources with mileage. Additional staff is paramount.

- The challenges experienced this fiscal year promoted growth within our operations. As a result, BED leadership is confident that the existing vacancies will be filled so that new and equitable resources are deployed.

BOF – None

BHR

- BHR current vacancy rate is 54.4%. 71% of BHR's vacant positions are within the hiring process. BHR is aiming to have initiated the hiring process for 97% (which excludes three positions that were frozen) of its current vacancies by the end of the fiscal year.
- Due to the current hiring climate (Great Resignation), BHR has experienced challenges in filling various positions, specifically our recruitment personnel. Deloitte consultants have advised us on the difficulties that many organizations are experiencing in seeking recruitment professionals, as they are in high demand.

BOT

- The Bureau of Technology (BOT) is working very closely with the Bureau of Human Resources on filling as many vacant positions as possible. While the effort required a relatively large amount of time-consuming job description work initially, it has accelerated recently with an unprecedented number of job postings. The postings have started to produce lists of candidates for a variety of union, Shakman-covered, and Shakman-exempt positions. Providing an anticipated percentage of positions to be filled by the end of fiscal year 2022 is difficult to do at this point. BOT will be in a significantly better position to offer an estimate once the current round of postings come down and interviews are completed, which involve more than a dozen positions. It is important to note that efforts are currently underway to post other positions that BOT expects to fill during fiscal year 2022.
- For several years, the Bureau of Technology has found itself trying to recruit new talent in an increasingly competitive information technology (IT) labor market. Across the board, but particularly in more specialized IT sectors, the unemployment rate is near zero, and even at zero in the area of cyber security. While Cook County's benefits package, as well as BOT's mission, are very impressive, recruitment has nevertheless proven to be a challenge. And the recent changes with workplace arrangements – i.e. increased telecommuting brought on by the pandemic – have complicated recruitment efforts. As part of its effort to attract more job candidates BOT has spent a considerable amount of time during fiscal year 2022 updating existing job descriptions and creating new descriptions. These efforts are more likely to match the skills that prospective candidates can offer BOT, which should help with recruitment. In addition, BOT believes the expansion of existing teams (e.g. IT architecture team) and the creation of new teams (e.g. disaster recovery and business continuity) will help attract prospective candidates who would consider public-sector employment opportunities.

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Administrative Hearings

- Administrative Hearings currently has two vacant positions. Both vacant positions are union non-exempt positions (Admin. Asst.I and an Admin. Hearings Clerk). We have submitted a request to hire for the Admin. Asst. I position and plan to begin interviewing for this position before the end of July 2022. The second vacant position recently became vacant as of June 30, 2022 - the employee transferred to the Public Guardians Office. We plan on submitting a request to hire for this position by the end of July 2022. We anticipate having 100% of vacant positions filled prior to the end of FY2022.
- Administrative Hearings has not begun the interview process for either position. We are currently unaware of any challenges ahead in filling the positions. Both positions are entry level union non – exempt positions and we do not anticipate any challenges at the present time.

County Auditor

- Our Office intends to fill all vacancies. We have been actively working with the Bureau of Human Resources and their Consultants to post open positions.
- The Bureau of Human Resources has recently completed a salary study of our positions. Positions are being posted on multiple hiring sites. The challenge our Office is having in on-boarding staff is the lack of candidates who apply and meet the minimum qualifications.

DHRE

- One vacant position to be filled by August 2022.
- Candidates that have been made offers have declined due to the length of offer extended and at least 3 rejected the offer due to requirement to be in the office 3 times/week.

JAC

- The JAC is working closely with BHR and Deloitte to fill all its current FY22 vacancies as part of an expansion of personnel to better reflect the significant growth in grant making and service coordination and policy work across violence prevention and reentry services.
- The JAC has unfortunately experienced the unexpected passing away of a recently hired staff member who was hired at the end of a particularly long and protracted hiring effort that revealed a very competitive market with offers extended and rejected and ultimately too few candidates.

FY2022 Contracts

Please provide a list of your office's existing and anticipated contracts for FY2021 in the format provided below. (Feel free to attach this list separately if more room is needed).

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Vendor Name	Department	Contract Purpose	Contract Amount	Contract Start Date	Contract End Date	Contract Status*
Forefront	OOP				9/9/22	Will not renew
Aurelius Public Affairs	OOP				11/30/22	Renew
Paul V Beddoe Government Affairs LLC	OOP				11/3/22	Renew
All Circo Inc	OOP				11/3/22	Renew
John J. Millner and Associates, Inc.	OOP				11/30/22	Renew
Nekritz Amdor Andersson Group LLC	OOP				11/30/22	Renew
Turner Consulting Group	OOP				11/30/22	Renew
Neiger Design Inc.	OOP				11/30/22	Renew
	BOA – see attachment Appendix A					
	BAM – see attachment Appendix A					
Pitney Bowes	BED/DPD	Operations	\$11,644	3/1/21	2/28/26	Extend
CDM-Smith	BED/DPD	Operations	\$4,834,936	10/1/22	9/30/26	Renew
Pro-West	BED/BZ	Operations	\$189,000	2/1/23	1/31/25	Renew
Marketing & Communications	BED/OED	ARPA marketing/ outreach	\$1,000,000	10/1/22	2/1/24	New
	BOF – none					
Deloitte Consulting, LLP	BHR				11/7/22	Extended
Occupational Health Services/Concentra Medical	BHR				12/12/22	Renew
	BOT – see attachment Appendix A					
Postal Partners Inc	Administrative Hearings	Contract includes Administrative Hearings, Department of Revenue, Risk Management and the Clerk of the			7/9/22	Renewed

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		Circuit Court				
	County Auditor – n/a					
SHI, Advologix	DHRE	Case management project in conjunction with BoT SOW #10406				
	JAC – n/a					

BED

- **Building and Zoning** - New Pro-West contract will replace Pro-West contract set to expire 01-31-23
- **Department of Planning and Development** - DPD is amending the CDM-Smith Program Administration contract for our CDBG-DR Funded Disaster Recovery Program. The existing contract will be extended through one more year due to HUD's extension of the CDBG-DR Program Allocation to the County. The expected increase amount of \$654,940 will bring the total contract amount to \$4,834,396. This contract is fully funded under the CDBG-DR grant. Procurement is finalizing the renewal process with the vendor.

Capital Equipment Updates

Please provide a list of your office's FY2021 capital equipment projects and the status of projects in the format provided below. (Feel free to attach this list separately if more room is needed)

Capital Equipment Project	Project Status (Not Started/Started/Delayed/Completed)	Please provide an update on the project, reasons for any delays and the expected completion date of the project
OOP	n/a	n/a
BOA	For full list – view Appendix B attachment	
BOA – Environment & Sustainability	Department coordinating with BAM JOC contractor to purchase Containers (Project 25681); however, JOC contractor will change with new FY23 and order cannot be completed and delivered with current JOC contractor by end of FY22.	Funding to be carried over to FY23 and department will coordinate with new JOC contractor to order and deliver containers.

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BOA – Medical Examiner	FY2022 projects will be carried over into FY2023.	Ongoing projects in various stages with OCPO.
BOA – DOTH	The Department has completed at least 3 CEP projects out of 11 projects.	The remaining 8 projects are re-appropriated to FY2023 due to delay in manufacturing.
BOA – Animal & Rabies Control	Will complete CEP by July 2022.	There were equipment availability delays which caused the order not to be fulfilled earlier. Some will be completed in FY2023.
BAM	See attachment Appendix B	
BED – Project 123: DPD – IT Computer Refresh	Started	The Bureau of Technology has begun procuring IT Equipment on behalf of DPD
BOF	n/a	
BHR	Performance Management Module	BHR is currently working with BOT to identify a solution that will accommodate the needs of BHR and other offices enterprise-wide.
BOT	See attachment Appendix B	
Administrative Hearings	FY2022 CEP- Computer IT refresh Award #11565; Amount \$11,112.00	Computers have been ordered and delivered but the monitors are still on back order.
County Auditor	Our Office has received a Capital Equipment budget of \$12,832 to refresh our laptop inventory.	On May 18 th , the Bureau of Technology placed an order for new laptops on our behalf and we are awaiting arrival. All allocated funds were used for this refresh of laptops.
DHRE	Furniture is in the process of being procured.	IT Equipment has been purchased and deployed to users.
JAC	n/a	

Grant Funding

Please detail your office's efforts this year to seek out new sources of grant funding.

BOA – also see attached Appendix C

- **DOTH** - With the passage of the Investing in America and Jobs Act/Bipartisan Infrastructure Law, DOTH continues to aggressively seek Federal and State discretionary grants to further deliver the department's capital program as well as to assist partners with their projects. For example, again this year DOTH sought Highway Safety Improvement Program funds for key safety projects and anticipates its seventh consecutive annual Award this fall. Partnership projects include working with Metra on a

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federal discretionary grant application to rebuild and improve the 95th St/Chicago State University station, working with the Chicago Region Environmental and Transportation

Efficiency (CREATE) partners to seek federal funds for the Ogden Junction project, and with Amtrak and others for improvements to Union Station.

- **Medical Examiner** – Renewed grant for toxicology testing.
- **Environment and Sustainability** - In the last year, Department of Environment and Sustainability has developed new partnerships with organizations such as the Smart Energy Design Assistance Center at the University of Illinois, enabling us to go after technical grants from the federal government that we were not well positioned to compete for previously.
- **DOTH** has 6-8 full-time employees that dedicate 10-15% of their time for the grants application and administration.
- **Medical Examiner** – No full-time employees dedicated to grant administration. Majority of administrative/reporting duties handled by Business Manager II with oversight by Deputy Executive Officer.
- **ARC**-There are no full or part time employees dedicated to grants however, there are (4) full time employees that are partly responsible for grant administration. This is a change from 2021.

BAM – n/a

BED

Grant Name	Department	Appropriated Award Amount	Awards Start Date	Award End Date	Grant Set-Up Status
G50685-Grant: 2014 CDBG Disaster Relief	1013.Planning & Development	27,477,622	6/9/2014	9/30/2022	Set Up
G51175-Grant: 2015 Community Development Block	1013.Planning & Development	680,655	10/1/2015	9/30/2021	Set Up
G53240-Grant: 2016 HOME Roll Up	1013.Planning & Development	4,427,831	10/11/2016	9/1/2024	Set Up
G53445-Grant 2016: Community Development Block Grant (CDBG)	1013.Planning & Development	821,314	10/1/2016	9/30/2022	Set Up
G53469-Grant: 2017 CDBG	1013.Planning & Development	1,742,389	10/1/2017	9/1/2024	Set Up
G53493-Grant: 2017 HOME Investment	1013.Planning & Development	2,017,388	10/1/2017	9/1/2025	Set Up
G53593-Grant 2018 P&D HOME	1013.Planning & Development	4,104,063	10/1/2018	9/1/2026	Set Up
G53601-Grant 2018 P&D CDBG	1013.Planning & Development	1,423,596	10/1/2018	9/30/2024	Set Up
G53636-CDBG DR Program Income	1013.Planning & Development	10,260	6/9/2014	9/30/2019	Set Up
G53740-Grant 2019 P&D HOME	1013.Planning & Development	6,029,282	10/1/2019	9/30/2022	Set Up
G53741-Grant 2019 P&D Community Development Block Grant	1013.Planning & Development	5,926,938	10/1/2019	9/30/2022	Set Up
G53742-Grant 2019 P&D Emergency Solutions Grant	1013.Planning & Development	115,751	10/1/2019	9/30/2025	Set Up
G53956-Grant 2020 P&D HOME	1013.Planning & Development	6,134,647	10/1/2020	9/1/2028	Set Up
G53957-Grant 2020 P&D CDBG	1013.Planning & Development	9,334,535	10/1/2020	9/30/2023	Set Up
G53958-Grant 2020 P&D HESG	1013.Planning & Development	733,860	10/1/2020	10/8/2022	Set Up
G53959-Grant 2020 BoED Apprenticeship USA	1027.Office Of Economic Development	26,607	6/1/2020	12/31/2021	Set Up
G53993-Grant 2020 P&D Emergency Solutions Grant - Cares Act	1013.Planning & Development	8,954,818	6/30/2020	6/30/2022	Set Up
G54026-Grant 2020 P&D CDBG - CV	1013.Planning & Development	16,103,137	#N/A	#N/A	Pending Dept. Request
G54042-Grant 2021 EDA Cares Program	1013.Planning & Development	50,000	#N/A	#N/A	Pending Dept. Request
G54043-Grant 2021 Illinois DIR Program Phase III	1027.Office Of Economic Development	140,000	1/1/2021	6/30/2022	Set Up
G54146-Grant 2021 P&D CDBG	1013.Planning & Development	10,766,100	10/1/2021	9/30/2026	Set Up
G54147-Grant 2021 P&D HOME	1013.Planning & Development	6,577,051	10/1/2021	9/30/2027	Set Up
G54148-Grant 2021 P&D ESG	1013.Planning & Development	881,906	10/1/2021	10/30/2022	Set Up
G54195-Grant 2021 BoED DCEO Community Navigator	1027.Office Of Economic Development	744,600	7/1/2021	6/30/2022	Set Up
G54201-Grant 2021 P&D HOME Program Income	1013.Planning & Development	2,237,750	#N/A	#N/A	Pending Dept. Request
G54202-Grant 2021 P&D CDBG Program Income	1013.Planning & Development	20,128	#N/A	#N/A	Pending Dept. Request
G54211-Grant 2021 P&D HOME ARP	1013.Planning & Development	23,837,306	#N/A	#N/A	Pending Dept. Request

The OED regularly monitors and tracks funding opportunities to support our programs. Below is a list of pending and anticipated applications.

FY2022 Mid-Year Budget Review

- We are a subrecipient in the Voorhees Center @ the University of Illinois at Chicago's application to the US Department of Defense, Defense Manufacturing Community Support Program. We will find out if we advance to the next stage in late August.
- We have a separate pending application with the US Dept of Defense's Office of Local Defense Community Cooperation as a subrecipient with the Voorhees Center, University of Illinois at Chicago.
- We anticipate applying to renew our status as a Community Navigator for the State of Illinois Department of Commerce and Economic Opportunity when announced.
- Cook County (OED and DES) has two of seven programs included in mHUB's pending application with the Economic Development Administration's Build Back Regional Challenge. We have made it to the final 60 out of over 529 applications and will learn in September if we receive funding.
- OED is also a partner in the Chicago Cook Workforce Partnership's application to the Economic Development Administration's Good Jobs Challenge. Awards will be announced in September.
- The Chicago Community Trust through Together We Rise awarded \$500,000 to support the growth of the Cook County Small Business Source.
- DPD has no part-time positions. Full-time staff are responsible for the administration of HUD funded grants. In preparation for increased federal funds, from other agencies additional staff are needed to improve processes and effectively administer these additional grant programs.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
DPD – CDBG	11	8	3
DPD - HOME	6	3	3
DPD – ESG CV	5	2	3
DPD-CDBG DR	4	3	1
Department of Planning and Development	26	16	10

BOF – n/a

BHR – n/a

BOT – n/a

Administrative Hearings – n/a

County Auditor – n/a

DHRE – n/a

JAC

FY2022 Mid-Year Budget Review

- The JAC secured an increase and extension of state grant funds from an original award in FY21 to additional funding under that award lasting thru January 2023 in support of violence prevention services.
- Currently a total of 4 full-time staff members are responsible for the administration of grants and this is a change from 3 in the previous year.

FY2023 Preliminary Forecast

Below is the target for the entire elected or appointed official's budget. Department level targets are available in the Hyperion budgeting system.

FY2023 Budget Target	\$ 192,133,451
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Please provide preliminary ideas of how your office is planning to meet your budget target for FY2023.

OOP

- Filling the vacant position for a Business Manager III. The OOP Business Manager III will work with the administration and the OUP budget office to ensure that OOP meets the FY2023 budget target.
- Hold non-personnel spending steady
- Contracts will be in-place; they are fixed and have been taken into account
- Work will budget office re: personnel turnover (3%)
- Salary increases have already been taken into account

BED:

	FY2023 Prelim Forecast	FY2023 Target
1027-OED	\$6,516,607	\$5,380,061
1013-DPD	\$1,482,046	\$1,326,649
1160-BZ	\$5,458,004	\$5,476,359
1170-ZBA	\$429,045	\$433,180
Bureau of Economic Development	\$13,885,702	\$12,616,249

FY2022 Mid-Year Budget Review

- **1013-DPD** - We have revised our staff allocation plan to more accurately reflect grant funded work and are implementing quarterly reviews of grant to actual budgets to account for staff who periodically work on grants as reflected on weekly timesheets.
- **1160-BZ** - Through accessibility to online work-flow system and outreach.
- **1170-ZBA** - Our department has a fixed set of tasks to complete every month. We have budgeted for four (4) additional public hearings if they are needed, but do not anticipate any additional cost for operations this year.

BOF – separate report

BHR:

FY2023 Budget Target	\$9,757,479.00
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BHR intends to review its current personnel and non-personnel expenses to determine the appropriate staffing levels and non-personnel services necessary to maintain effective operations, increase efficiencies, and further improve processes.

BOT:

FY2023 Budget Target	\$27,211,979
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The Bureau of Technology will meet the FY2023 Budget Target.

Administrative Hearings:

FY2023 Budget Target	\$ 1,527,531
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Administrative Hearings will hold non-personnel spending steady and do not anticipate any problems meeting our FY2023 budget target.

County Auditor:

FY2023 Budget Target	\$ 1,911,726
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Based upon a gradual increase in staff and expenses related to staffing, our Office anticipates meeting our Fiscal Year 2023 Budget Target.

DHRE:

FY2023 Budget Target	\$ 1,121,416
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FY2022 Mid-Year Budget Review

DHRE intends to plan for its expenses within the budget limitations and goals approved by the President's Office and the Board of Commissioners.

JAC:

The JAC anticipates that its operating budget for personnel will significantly increase to accommodate up to 11 more FTE's onboarded before the second half of FY23. The funding strategy for this staff initially includes ARPA dollars but ultimately relies upon corporate dollars in years beyond ARPA funding. The JAC also manages a corporate funded grants that it expects to grow in FY23 and beyond to help support services for violence prevention and reentry complementary to the significant expansion of services funded through ARPA.

FY2022 Mid-Year Budget Review

Appendix A
FY2022 Contracts
See Attached

FY2022 Mid-Year Budget Review

Appendix B
FY2022 Capital Equipment Projects
See Attached

FY2022 Mid-Year Budget Review

Appendix C
FY2022 Grants
See Attached



Cook County Public Defender

FY2022 Mid-Year Budget Review

Public Defender's Office

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

- **Goal #1: Reduce caseloads to ensure zealous advocacy of clients.**

- **Current Status of Initiative/Goal**

The completion of this goal is in progress. Given the Office's critical staffing levels and number of cases it is constitutionally required to handle, the only practical way to reduce caseloads is to increase the number of staff. Accordingly, the Office has hired 30 attorneys in the last year, a number that has been constrained by the pace of the hiring cycle and the impact has been muted by the reality that the Public Defender's Office ("Office") has lost a similar number of attorneys and other critical staff because of attrition. A faster hiring cycle would enable the Office to make more progress in achieving this goal. The Office made offers to 38 pre-licensed attorneys in July and will be conducting interviews of new attorneys in August. To give perspective, the Office would have to net 175 attorneys to meet the minimum national standards of caseloads.

- **Provide impact on any key performance indicators.** N/A

- **For OUP Only: How does this align with the Policy Roadmap.**

This goal is aligned with Objective 2 of the Safe and Thriving Communities, as it aligns criminal justice investments and strategies to prioritize the needs of individuals involved in the criminal justice systems by providing these individuals Constitutionally required representation.

- **Goal #2: Expansion of the Professional Development Division.**

- **Current Status of Initiative/Goal:**

The Office has significantly enhanced its professional development for all staff. New attorneys now benefit from a five-week training program which provides trial advocacy instruction, client management workshops, and subject matter development among other relevant curricula. The Office has also developed a new training program for law student interns, which aims to improve client service and potentially, attorney retention. Historically, law student interns have provided a consistent pool of potential public defender candidates. Additional training opportunities have also been provided for investigators and support staff via internal and external trainings.

- **Provide impact on any key performance indicators.** N/A

FY2022 Mid-Year Budget Review

- **For OUP Only: How does this align with the Policy Roadmap.**

This goal is aligned with Objective 4 of the Safe and Thriving Communities, as it provides the incorporation of voices and affective communities in its training and Objective 3 of the Safe and Thriving Communities by better preparing attorneys to secure alternatives to detention and supportive services for their clients.

- **Goal #3: Creation of the Immigration Unit Pilot**

- **Current Status of Initiative/Goal**

The Immigration Unit Pilot is now fully launched and providing removal defense representation in Chicago Immigration Court in addition to providing advice on the potential immigration consequences of criminal cases as required by the United States Supreme Court's *Padilla* decision. The Office continues to work closely with the Defenders for All Coalition comprised of over 40 organizations that actively supported the Unit Pilot's creation. The Office has also formed a universal representation partnership with the National Immigrant Justice Center, the Resurrection Project and the Immigration Project to receive referrals for new immigration court cases. To meet the growing need for removal defense, the Office intends to add two more attorneys, one additional paralegal and two social workers to the Unit Pilot. The Office anticipates incorporating the Pilot as a permanent new division in FY23.

- **Provide impact on any key performance indicators.** N/A

- **For OUP Only: How does this align with the Policy Roadmap**

This goal is aligned with Objective 4 of the Safe and Thriving Communities, as it provides access to supportive services for justice-involved residents by providing immigration removal services.

II. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022, will be reported in the upcoming monthly Revenue and Expense report.

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
State of Illinois	-	\$64,665	\$64,665	-
Other	-	\$1,890	\$1,890	-
Records Automation SPF Revenue	\$41,408	\$25,839	\$(15,569)	(37.6)%

- Explanation of variances greater than 1% and \$1 million N/A

FY2022 Mid-Year Budget Review

- What corrective action will be taken? N/A

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022, will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$38,566,969	\$36,845,313	\$1,721,657	4.5%
Contractual Services	\$1,104,659	\$948,310	\$156,349	14.2%
Supplies and Materials	\$205,951	\$181,043	\$24,908	12.1%
Operations and Maintenance	\$523,420	\$520,586	\$2,834	0.5%
Capital Expenditures	-	-	-	-
Rental and Leasing	\$40,371	\$80,742	\$(40,371)	(100.0)%
Contingencies and Special Purposes	\$(12,500)	\$0	\$(12,500)	100%
Total	\$40,428,871	\$38,575,994	\$1,852,878	4.6%

- Please provide an explanation of variances greater than 1% and \$1 million
 - **Personnel** – The slow pace of the hiring cycle effects the Office’s ability to onboard new personnel.
 - **Contractual Services** – N/A
 - **Supplies and Materials** – N/A
 - **Operations and Maintenance** – N/A
 - **Capital Expenditures** – N/A
 - **Rental and Leasing** – N/A
 - **Contingencies and Special Purposes** – N/A
- **What corrective action will be taken if required?** The Office continues to work with BHR to improve the speed of the hiring cycle.

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office’s hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

FY2022 Mid-Year Budget Review

Bureau/Department*	# of FY2022 Appropriated FTE	# of Filled Positions	# of Vacant Positions
Public Defender	740	631	109

- **If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal.**

The Office has been working diligently with BHR to fill critical vacancies. In July, the Office made offers of employment to 38 Pre-Licensed Attorneys. It is anticipated that at least 15 Assistant Public Defender I vacancies will be filled by the end of the fiscal year, along with eight Mitigation Specialists, three Interpreters, two Social Caseworkers, two Investigators, eight Paralegals, seven Administrative Assistants, one Director of Legislative and External Affairs, and one Chief Data Officer, among others. It is anticipated that over 60% of current vacancies will be filled by the end of this fiscal year.

- **To the extent your agency has positions vacant as of 5/31/22, please provide the Board information on what, if any, challenges your office has faced in filling the positions.**

In April 2021, a new Public Defender administration began. Under Public Defender Sharone R. Mitchell Jr.'s leadership, the Office has established new positions that will aid in addressing the Office's new priorities including the creation of new policy and training divisions, enhanced community engagement and communications. The Office has faced several challenges and delays in filling new positions, but the Office continues to work with BHR to fill vacancies as quickly as current BHR and the Office's human resource capacities allow.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- **For any contract that is expiring this year, please indicate whether the contract will be renewed, extended or re-bid**

Safer Foundation – The Safer Foundation provides personnel support for the Office's interviews of clients at bond court. The Office is starting the process of getting this contract extended through December 2023, which will be the second and last extension option from the original contract.

Lawyers Assistance Program – The Lawyers Assistance Program is conducting a wellness audit of the Office. This work is anticipated to be completed at the end of the contract term.

Chicago United Industries – Chicago United Industries provides boxes for warehouse files. The contract is effective January 1, 2021, through December 31, 2023, with one, two-year renewal option.

FY2022 Mid-Year Budget Review

Journal Technologies – Journal Technologies provides support for the eDefender case management system. The Office is starting the process of getting this contract extended through October 2023. This will be the second and last extension option from the original contract.

See Appendix A for additional information.

- If re-bid, the status of the procurement. N/A, no contracts are anticipated to be re-bid in FY22

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

1. **134 PD Resource Library** – This project focused on the creation of a “brief bank” and is now complete. In FY22, with the approval of the Budget Department, these funds were reallocated towards the Office's computer refresh project.
2. **151 PD FY22 Computer Refresh** – The Office is working with BOT and County vendor SHI, to provide computers to staff who either do not have a computer or have a computer that is so old that it hampers the ability of the employee to perform their job duties.

See Appendix B for additional information.

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

- **Please detail your office's efforts this year to seek out new sources of grant funding.**

The current list of the Office's grants is provided in Appendix C.

- **How many full-time or part-time staff members in your office are responsible for the administration of grants and if this is a change from FY2021? (Indicate how many are full-time and how many are part-time)**

The Office has one full-time Grant Analyst that is responsible for the administration of grants and for seeking new opportunities. The CFO supervises the grant analyst and grants administration from a financial perspective; the Senior Policy Advisor manages the administration of grants from a programmatic perspective.

FY2022 Mid-Year Budget Review

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$88,089,096
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- **Please provide preliminary ideas of how your office is planning to meet your budget target for FY2023.**

The Office will continue to work with the Budget Department to craft a budget that will enable the Office to achieve its constitutional mandates and mission to protect the fundamental rights, liberties and dignity of each person whose case has been entrusted to us by providing the finest legal representation.

The Office has suffered from historic understaffing. The Office remains persistent in its recruiting efforts and partnership with BHR and continue to be hopeful that resources will be invested to enable the Office to ultimately reach its constitutional mandates, it should be noted that the creation of budget targets should acknowledge the historical underfunding of public defense compared to all other justice functions that are funded by the County.

Staffing needs are acerbated by the impending implementation of the Pretrial Fairness Act (PFA) on January 1, 2023, when the state’s use of cash bond will be eliminated and replaced by a new, robust pretrial system. This will impact the Office in two ways:

First, current bond court hearings will morph into a two-part hearing process requiring significantly more preparation and peoplepower, given the new legal standards that must be met.

Second, by ending the use of cash bond, private defense lawyers will no longer be able to accept the bond funds paid by clients as payment for legal representation. This is predicted to significantly increase the need for Assistant Public Defenders to be appointed by the court to represent clients in an increases number of cases in the criminal court system.

The PFA, combined with a weakening economy and a demand for more police activity to answer a perception of increased crime, will require more labor from the Office.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

See Attached



Cook County Public Administrator

FY2022 Mid-Year Budget Review

Public Administrator

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

• FY2022 Initiative/Goal #1

- To date in FY2022, the Public administrator has generated over \$2,298,476 in fees, interest, court costs, and funds for unknown heirs. The PA's current (FY2022) budget is \$1,531,140.
- The PA projects that its fees alone will generate \$1,402,806 in revenue returned to the County by the close of August, 2022. This represents over 91% of the target revenue for FY2022.

• FY2022 Initiative/Goal #2

- Over \$6,452,768 has been returned to heirs and beneficiaries via PA estate administration in FY2022.
- The PA has continued the ongoing process of determining whether unclaimed property remains with the State Treasurer for estates administered by the Office in the previous 20-year period. To date in FY2022, the PA has returned \$1,227,062 and is in the process of probating those assets.
- Since the beginning of this effort in FY2019, the PA has reclaimed over \$5,250,000 for these estates.

II. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Fees and Licenses	\$728,000	\$487,568	\$240,432	33.0%

- A continued backlog of cases in the court system and clerk's office due to COVID-19 has delayed estate closings into FY2022. The PA's FY2022 Budget through Q3 is \$1,092,000; our revenue return through the close of Q3 is projected to be \$1,402,806, therefore eliminating any variance.

FY2022 Mid-Year Budget Review

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$609,699	\$586,430	\$19,269	0.4%
Contractual Services	\$50,604	\$46,867	\$3,737	7.4%
Supplies and Materials	\$2,414	\$315	\$2,097	86.9%
Operations and Maintenance	\$36,800	\$46,655	(\$9,855)	(.3%)
Rental and Leasing	\$18,679	\$17,918	\$761	4.0%
Contingencies and Special Purposes	\$14,550	\$0	\$14,550	100%
Total	\$728,745	\$698,186	\$30,559	4.2%

- Please provide an explanation of variances greater than 1% and \$1 million
- What corrective action will be taken if required?

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
Public Administrator	15	14	1

- The PA is currently in the process of hiring for the vacant position. We expect it will be filled before the close of the third quarter.

FY2022 Mid-Year Budget Review

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid.
 - If re-bid, the status of the procurement.

VI. Capital Equipment Updates

N/A

VII. Grant Funding

N/A

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$ 1,584,896
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- The PA will continue its mandate to probate estates in Cook County for decedents without next of kin available to administer them. Based on the number of investigations we are conducting and the successful administration of our current and past estates, we are confident that the volume of cases we manage will remain consistent such that we will meet our 2023 budget target.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

N/A

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

N/A



Office of the Independent Inspector General

FY2022 Mid-Year Budget Review

Office of the Independent Inspector General

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

- FY2022 Initiative/Goal #1 – Enhance OIIG’s case management system to streamline workflow.**

This goal is in process. The OIIG’s case management system vendor is currently working on upgrades and technical fixes to the system. These upgrades will allow the OIIG to continue to go paperless and maintain full case files within the case management system.

- FY2022 Initiative/Goal #2 – Continued focus on sexual harassment and discrimination.**

The OIIG continues to perform those duties set forth in the Cook County Code, section 44-53 (Prohibition of Discrimination and Harassment), as well as the OIIG Ordinance that requires monitoring compliance of all County agencies with the policy and training directives of the Cook County Code and the conduct of investigations into allegations of discrimination and harassment throughout Cook County government.

- FY2022 Initiative/Goal #3 – Conduct reviews in the areas of contract and grant management.**

The OIIG has initiated several reviews and opened related investigations in connection with the distribution of grant funds that are currently active.

II. FY2022 Revenue (for revenue generating offices) – Not applicable

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$1,160,806	\$1,010,794	\$150,012	13.28%
Contractual Services	\$10,836	\$1,368	*\$9,468	87.38%
Supplies and Materials	\$5,014	\$4,018	\$996	19.86%

FY2022 Mid-Year Budget Review

Operations and Maintenance	\$58,708	\$56,604	\$2,104	3.58%
Capital Expenditures	-	-	-	-
Rental and Leasing	\$3,582	\$7,164	**\$3,582	-1.00%
Contingencies and Special Purposes	-	-	-	-
Total	\$1,155,324	\$779,948	\$375,376	32%

*Contractual services include the OIIG's Professional Services budget account. This account is a contingency account for any outside services the OIIG may need to contract with in the conduct of an investigation.

**Please note that the OIIG's rental and leasing budget for the year is \$7,164 and covers the cost of copier rentals and two parking spaces for OIIG vehicles. Both expenses are paid upfront in December for the entire year. No other expenses are required out of this account.

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
OIIG	19	15	4

- The OIIG started one new Investigator in June 2022. We currently have an active posting related to two additional vacant OIIG Investigator positions (Inv. III and V) which we anticipate filling in the coming weeks. The Deputy Inspector General position is also vacant but is being held open pending the appointment of a new Independent Inspector General later this year.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- The OIIG has no expiring contracts for FY2022.

VI. Capital Equipment Updates

FY2022 Mid-Year Budget Review

N/A

VII. Grant Funding

N/A

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$ 2,186,744
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- The OIIG budget is grounded by expenditures related to OIIG staff. We will continue to manage staffing levels within the confines of the FY2023 budget target. However, we are mindful that the Metropolitan Water Reclamation District of Greater Chicago (MWRD) Intergovernmental Agreement (MWRD IGA) with the OIIG for services is scheduled to expire in May 2023. The FY2023 proposed target amount is reflective of the MWRD IGA expiration and potential for the cessation of OIIG services at the MWRD.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

N/A

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

N/A



Clerk of the Circuit Court

FY2022 Mid-Year Budget Review

The Clerk of the Circuit Court

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

- **FY2022 Initiative/Goal #1**

Court Operations, e-Filing Program (Output Metric)	2020 Year End Actual	2021 Year End Actual	2022 Year to Date 2nd Quarter Actual	2022 Year End (Revised) Target
Number of e-Filings	2,087,971	2,298,003	1,259,072	2,500,000

- On July 1 2018, e-Filing became mandatory for all civil areas of law. From 2020 to 2021, the number of e-filings that the Office of the Cook County Clerk of the Circuit Court (our Office) received increased by 210,032. This increase was due to e-filings beginning to slowly return to their pre pandemic numbers. Through 2022 Year-To-Date 2nd Quarter, there were 1,259,072 e-filings, an increase of 189,072 from 2021 Year to Date 2nd Quarter. We anticipate a continued increase in e-filings through the end of FY2022 with a target of 2,500,000.

- **FY2022 Initiative/Goal #2**

Court Operations Courtroom Clerks (Output Metric)	2020 Year End Actual	2021 Year End Actual	2022 Year to Date 2nd Quarter Actual	2022 Year End (Revised) Target
Number of cases filed	463,021	415,594	219,719	439,438

- The number of case filings is separate from the number of e-filings. A single case may contain multiple e-filings. From 2020 to 2021, the number of case filings decreased slightly from 463,021 to 415,594. This drop was due to the pandemic and the slow reopening of courts. Through 2022 Year-To-Date 2nd Quarter, there were 219,719 cases, an increase of 20,238 from 2021 Year-To- Date 2nd Quarter. As stakeholders begin to conduct more business in the Courts and court operations return to normal, our Office anticipates a higher 2022 target of 439,438 case filings compared to the 415,594 case filings from last year.

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II. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Fees and Licenses	\$32,187,500	\$27,711,185	\$(4,476,315)	(13.9)%
Clerk Circuit Court Administrative – SPF	\$322,872	\$906,685	\$583,813	180.95%
Circuit Court Electronic Citation - SPF	\$246,235	\$149,263	\$(96,972)	(39.4)%
Circuit Court Document Storage – SPF	\$3,335,545	\$2,710,191	\$(625,354)	(18.7)%
Circuit Court Automation – SPF	\$4,034,115	\$2,711,211	\$(1,322,904)	(32.8)%

- The Negative Variance or decrease in revenue is due to the timing of the report not yet reflecting the disbursements to the County from previous months not yet completed. Our Office is allocating additional resources to bring disbursements to the County current. Also, the continued impact of the pandemic and the slow return to pre-pandemic levels for number of cases filed has impacted revenue. As the Courts continue to be used more by the stakeholders and the general public, our Office's revenues will increase. We anticipate that our Office's revenue streams will meet FY2022 budgeted levels.

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$45,282,631	\$39,857,348	\$5,425,283	12.0%
Contractual Services	\$875,680	\$500,802	\$374,878	42.8%
Supplies and Materials	\$67,471	\$36,431	\$31,040	46.0%
Operations and Maintenance	\$3,783,840	\$3,394,278	\$389,563	10.3%

FY2022 Mid-Year Budget Review

Capital Expenditures	\$0	\$373,095	\$(373,095)	0.0%
Rental and Leasing	\$169,544	\$215,557	\$(46,013)	(27.1)%
Contingencies and Special Purposes	\$0	\$(305,920)	\$305,920	0.0%
Total	\$50,179,166	\$44,071,592	\$6,107,575	12.2%

Personnel	The positive variance in Personnel through the first half of FY2022 is due to a number of positions that have remained vacant. Our Office has taken major steps to bring the court system to adequate levels of staffing in FY2022. Our Office successfully completed a Collective Bargaining Agreement, position title collapse, and promotional process within the first two quarters of FY2022. Each of these steps were necessary before many outstanding vacancies could be filled. We are currently backfilling all promoted positions, and posting and hiring for the vacant positions.
Contractual Services	The positive variance in Contractual Services are due to the State's reimbursement for the cannabis tax, which offsets costs within the postage account. Further, the positive variance can be attributed to lower than anticipated legal expenses, which resulted from a additional staff attorneys and Human Resource personnel. The anticipated variance at fiscal year-end is expected to be less than 1%.
Supplies and Materials	The positive variance in Supplies and Materials is due to unspent funds in office, computer and data operating supplies. Our Office incurred and will incur more Supplies and Materials expenses in June and July. The anticipated variance at fiscal year-end is expected to be less than 1%.
Operations and Maintenance	The positive variance in Operation and Maintenance is due to the new Tyler CMS license and maintenance contract negotiated in Q2 of FY2022. Most of the new negotiated costs will be absorbed with what was budgeted for this CMS project in the ARPA Fund.
Capital Expenditures	The negative variance in Capital Expenditures is to due to the Administrative Office of the Illinois Courts ("AOIC") Technology Modernization Program that was awarded to our Office in Q2 of FY2022. The AOIC awarded up to 1.16 million of reimbursement to modernize Cook County's courtrooms with new technology. Our Office is continuing the process of procuring laptops, monitors and docking stations for the Court System which will be reimbursed later this fiscal year. This negative variance will be offset in the Corporate fund by a contra account when the State issues the reimbursement later this fiscal year.
Rental and Leasing	The negative variance exists because the county-wide Cannon photocopy leasing costs were paid at the beginning on the fiscal year. Our Office does not anticipate to incur Rental and Leasing costs over FY2022 budget for the remainder of the fiscal year.

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Contingencies and Special Purposes	In early FY2022, our Office began working with the County to re-categorize the State of Illinois, Department of Healthcare and Family Services Child Support Grant as a reimbursement for services rather than a traditional grant. All of these Child Support grant expenditures were moved to our Office's Corporate Fund and will remain there for future year budgets. The State of Illinois regularly sends reimbursements to our Office based on child support processed. The State's reimbursement is categorized in contingencies and special purposes as a contra account to offset expenses previously charged to the Child Support Grant.
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IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
Clerk of the Circuit Court	1,370	1,085	285

- When the Clerk of the Circuit Court was elected in November of 2020, she inherited an office that was understaffed. Our Office also inherited a federal court Shakman monitoring process that has added additional steps and oversight to our hiring process. In FY2021, we began executing an extensive hiring plan that has continued through the first two quarters of FY2022. In addition, we received an additional 67 positions in the FY2022 budget. We anticipate filling all 1,370 positions in our Office to adequately serve the court system's needs.
- In conjunction with continuous hiring in FY2021 and FY2022 and oversight by the federal court Shakman monitor, our Office completed a new Collective Bargaining Agreement ("CBA"). The new CBA included a reorganization and collapse of all union position titles, grades and steps. This process was completed in April 2022. Since that time, our Office conducted several rounds of laterals and promotions. These steps were necessary before our Office could address entry level hiring. We continue to post and hire for vacant entry-level positions.
- Once entry-level hiring is complete, our Office plans to post and hire non-union positions. This includes over 40 vacant manager and support staff positions.

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- Our Office has continued to post and hire for vacant positions and we anticipate filling almost all of the vacant positions by year-end FY2022. Our Office developed a system to efficiently backfill promoted positions, and is working with the federal court Shakman monitor and all County regulations to fill the vacant positions.
- Our Office is also working with other County agencies to prepare for court changes to support the Pre-Trial Fairness Act and the move to 24/7 Domestic Violence Court. These additional changes require our Office to request an additional 10-15 union court clerk positions to ensure staffing is adequate.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- Appendix A attached

Vendor	Department	Contract Purpose	Contract Amount	Start Date	End Date	Status
CHICAGO TRIBUNE	Court Operations	Publication Of Legal Notices	\$743,561.71	01 Aug 2021	31 Jul 2022	Currently Out for Bid
CONSCISYS CORPORATION	MIS	Electronic Appeals Software	\$203,400.00	01 Jul 2017	31 Aug 2022	Renewed
ENGINEERED SECURITY SYSTEMS INC	MIS	CCTV System Maintenance and Support	\$97,704.00	18 Oct 2021	17 Oct 2022	Renewed
PAPER SOLUTIONS	Court Operations	Printing: City And Suburban Traffic Tickets	\$264,280.00	01 Dec 2021	30 Nov 2022	Extended
DAVIS BANCORP INC	Accounting	Armored Car Services	\$992,152.00	01 Apr 2022	31 Mar 2023	Ongoing
PAPER SOLUTIONS	Records Management	Printing And Manufacturing Of File Jackets And Folders	\$2,674,665.00	16 Aug 2020	15 Aug 2023	Ongoing
TRADEMARK PRODUCTS	Court Operations	Electric Time Stamps, Sealers, And Local Dater Stamps Repair Services	\$86,840.00	28 Sep 2020	27 Sep 2023	Ongoing

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TRADEMARK PRODUCTS	Court Operations	RUBBER STAMPS AND MARKING EQUIPMENT	\$86,600.00	01 Dec 2021	30 Nov 2023	Ongoing
THE ENVELOPE CONNECTION INC	Court Operations	PRINTING OF COURT DIVERSION ENVELOPES	\$86,800.00	01 Dec 2021	30 Nov 2023	Ongoing
TYLER TECHNOLOGIES INC	MIS	Electronic Case Management And Court Docket System	\$40,890,618.74	09 Apr 2022	08 Apr 2024	Ongoing

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

- **Appendix B attached**

Capital Equipment Project	Project Status (Not Started/Started/ Delayed/Repurposing/Completed)	Please provide an update on the project, reasons for any delays and the expected completion date of the project
CCC Legacy CMS	Started	Remaining funds from FY2017 Contract will be spent in FY2022.
Van for Records Management	Started	Van has been procured in FY22. CCC is awaiting deliver.
Desktops	Started	Project will be complete by August 2022.
Printer Replacement	Started	Project will be complete by August 2022.
High Volume Printer	Repurposing	Project no longer necessary. Request has been submitted for capital authority to be repurposed.
Duplex Desktop Scanners	Started	Project will be complete by August 2022.
Legacy Managers	Started	Project will be completed by November 2022.

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Insight Records Management	Started	Project will be completed by November 2022.
HPE Synergy VMware	Complete	Project was completed in March 2022.
Call Center: Sentinel Equipment	Repurposing	Project was completed using 2021 Capital. Requesting repurpose of capital authority.
Technology Modernization	Started	Project will be complete by August 2022.

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

- **Appendix C attached**
- CCC currently participates in one grant, the Self Represented Litigant Coordinator Grant. This grant is awarded in August of each year to help improve Court processes for self-represented litigants. CCC is currently applying for the 2022 – 2023 grant and requesting unspent 2021 – 2022 funding be carried over for another year. CCC has no part time or full time staff dedicated to the administration of grants in 2022. There is no change from 2021.

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$110,449,398
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Please provide preliminary ideas of how your office is planning to meet your budget target for FY2023.

- The Clerk of the Circuit Court will continue to hire additional Staff within Court Operations, Management Information Systems, Human Resources, and Finance. These hiring efforts will ensure the necessary services provided by our Office are administered as the Courts return to normal operations. The Clerk of the Circuit Court is in the process of filing all current vacancies. In addition, our Office will continue to implement new technological systems and management processes that will lead to greater ease of service and record keeping.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

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Appendix B

FY2022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

See Attached



Cook County State's Attorney

FY2022 Mid-Year Budget Review

State's Attorney's Office

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

- FY2022 Initiative/Goal #1

Adjust to new technology in the courtrooms and remote work processes.

The pandemic accelerated the Cook County State's Attorney's Office's (SAO) long-term technology transformation away from paper documents and manual processes. As the justice system settles into a "new normal," the SAO continues to advance these technology initiatives to better meet the operational needs of the courts, further the administration of justice, and address pandemic-related backlogs.

Upgrading Courtroom Technology

Over the past two years, the SAO replaced 100% of its legacy courtroom equipment and quadrupled the number of Audio/Visual (AV) carts available so that every felony courtroom and most misdemeanor courtrooms have access to an AV cart. AV carts allow Assistant State's Attorneys (ASAs) to easily display digital evidence for judges, juries, and counsel. These AV carts include monitors, inputs and cables to attach to laptops, switches to make the presentation equipment accessible to both prosecution and defense, and in some instances, speakers and DVD players. These hardware investments have allowed prosecutors to seamlessly present digital evidence during court and minimize technology delays.

Transition to the Cloud

The transformation's centerpiece is the SAO's long-term digitization of evidence and legal documents into the cloud-based SharePoint system. To complement SharePoint, the office is pursuing an investment in a digital evidence management tool to streamline evidence collection from law enforcement. The SAO has increased its data storage on SharePoint by tenfold since the start of 2021.

Implementing a New Case Management System

The SAO is also implementing a new case management system, which will make it easier for staff to document cases and share information, in addition to ending the SAO's presence on the antiquated Cook County mainframe.

Implementing the SAO Telecommuting Policy

The SAO announced in late June that it would implement a new Telecommuting Policy during the fall to formalize the office's current telecommuting arrangement.

Most employees who telecommute will utilize the "Routine Telecommuting" option, which allows for approved employees to telecommute for a maximum of two days per week. Employees must

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receive approval from their supervisor, Bureau Chief, and Human Resources to telecommute. To apply, employees will need to provide an alternative worksite and the days they will telecommute.

The SAO will take advantage of lessons learned during the COVID-19 pandemic by balancing flexibility against the office's operational requirements and the benefits of in-person collaboration. The SAO will use this new policy as a recruiting tool, as the policy is in line with or more generous than the SAO's peers in government and law.

- **FY2022 Initiative/Goal #2**

Building upon the success of the Gun Crimes Strategies Unit

Under the leadership of State's Attorney Foxx, the SAO piloted and expanded the Gun Crimes Strategies Unit, a task force focused on partnering with state and federal law enforcement to develop strategic intelligence, identify individuals driving violence in some of Chicago's most violent police districts, and have a dedicated team of prosecutors vertically prosecute cases, meaning the same prosecutor handles every part of the trial process.

The Gun Crimes Strategies Unit cases are some of the most complex criminal cases that the SAO handles. The vertical prosecution element is a critical component of successful prosecutions due to the complexity of the crimes and the trust required to bring witnesses to trial.

An evaluation of the Gun Crimes Strategies Unit conducted by the University of Chicago Crime Lab ("Crime Lab") and published in December 2021 examined the program between February 2017 and December 2018. The researchers found that during that period the Gun Crimes Strategies Unit reduced the number of times individuals were re-arrested for gun crimes following a felony arrest.

Both local and federal law enforcement partners have praised the Gun Crimes Strategies Unit, with many Chicago Police Commanders and suburban chiefs interested in having an ASA embedded in their district or police station.

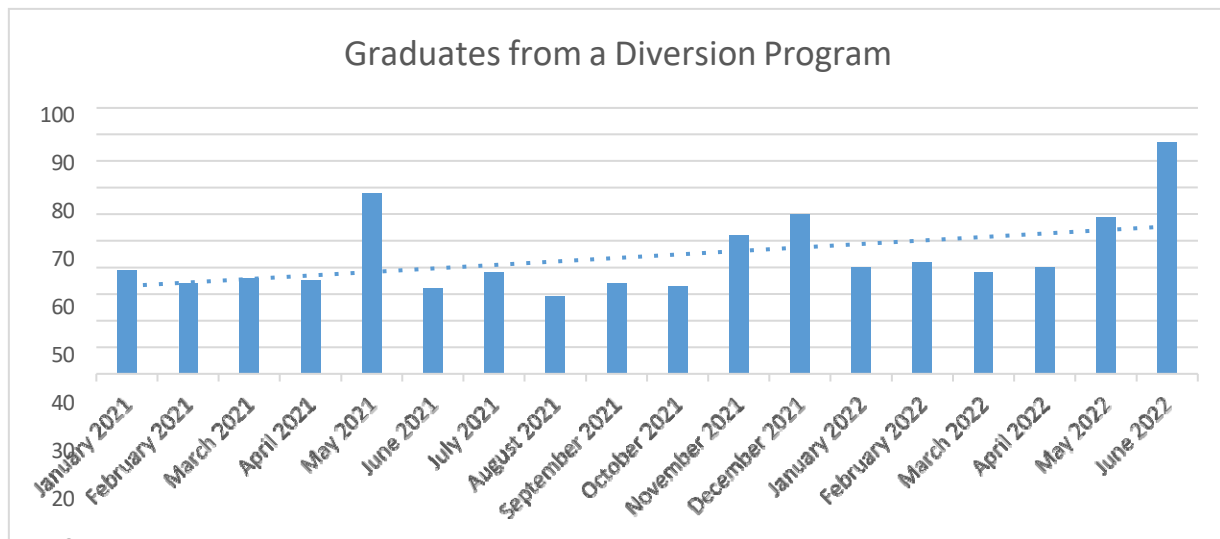
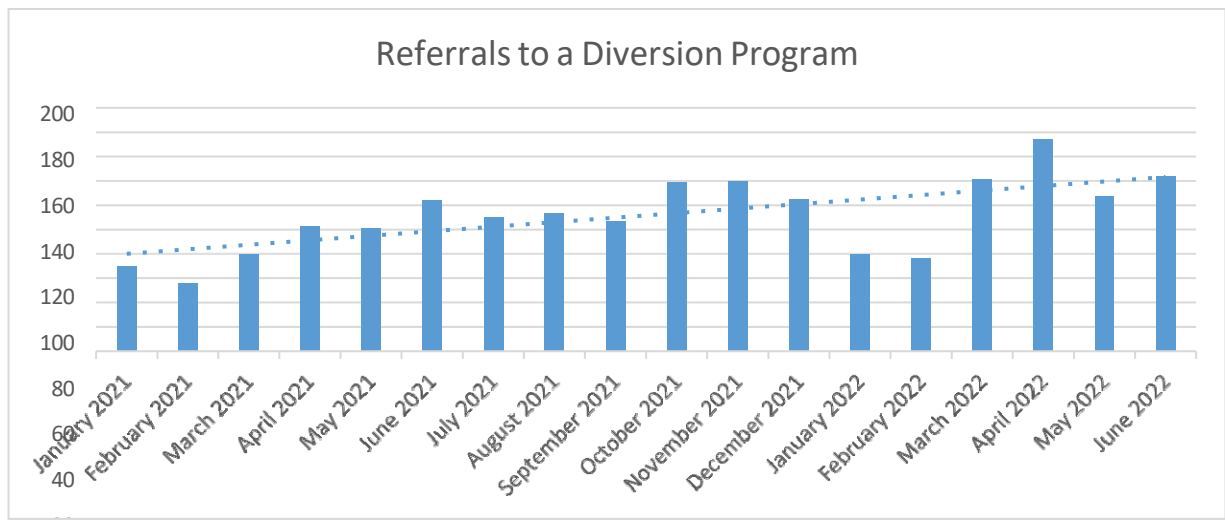
- **FY2022 Initiative/Goal #3**

Expand alternative prosecution programs, and work with partners and the community to decriminalize addiction, mental health issues, and poverty.

Increasing Diversion Referrals and Graduates

Fewer COVID-19 restrictions have allowed the SAO to divert more cases from bond court, preliminary hearings, and felony courtrooms, allowing the number of referrals and graduations to trend upward since January 2021.

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Receiving National Recognition

During 2022, the Rehabilitative Alternative Probation (RAP) and Women's Rehabilitative Alternative Probation (WRAP) Drug Court Program received both [local](#) and [national](#) news coverage.

In addition, the National Association of Drug Court Professionals and the U.S. Department of Justice named the ((W)RAP) Drug Court Program one of ten national mentor treatment courts out of the 4,000 treatment courts across the country. National mentor courts are exemplary treatment courts selected to serve a three-year term as model programs to assist new or growing courts.

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These top-tier programs follow the best evidence-based practices and play a significant role in national training, technical assistance, and research efforts.

Expanding Diversion Programs

In December 2020, the SAO helped launch the Supporting Education and Employment Development (SEED) program. The SEED program is for individuals aged 18-26 charged with narcotics crimes. SEED works to provide pathways to legal, meaningful employment through case management, educational services, trauma-informed and cognitive-behavioral interventions, job development, and placement. SEED provides an alternative to traditional prosecution with the opportunity for criminal charges to be dismissed upon successful completion of program requirements.

The program has enrolled 145 participants so far.

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

The pilot is a six-month program for young adults charged with gun possession in Chicago Police Districts 4, 5, and 22. The Bridgeview staff works with GRO Community out of Roseland to provide wrap-around services, group therapy, and cognitive-behavioral therapy. The SAO will drop a participant's charge if they complete the program. The SAO is working with the Joyce Foundation and the University of Chicago to evaluate the program and how participants fare after completion. While the program is in its infancy stage, initial results are promising in that a small percentage of participants have been dropped from the program.

- **FY2022 Initiative/Goal #4**

Increased investigations of past wrongful convictions

The SAO's Conviction Integrity Unit is driven to proactively seek out and vacate convictions of the wrongfully convicted. This is an especially important endeavor as Chicago was once known as the "False Confession Capital of the United States." During 2021, the office has vacated over 100 wrongful convictions, mostly cases involving former Sergeant Watts. In addition to Watts, the office is reviewing cases from Detective Reynaldo Guevara and will make a recommendation over which cases should be vacated.

- **FY2022 Initiative/Goal #5**

Preparing for implementation of the SAFE-T Act.

Since June 2021, several SAO staff have worked with representatives from other criminal justice stakeholders towards the implementation of the Pre-Trial Fairness Act on January 1, 2023. Most notably, the Pre-Trial Fairness Act eliminates the role of cash bail and mandates operational changes to the pre-trial process.

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The working group has reviewed projections overseen by Loyola researchers to project the increased duration of court calls, staffing, and space requirements to comply with the law's many requirements. The SAO is still strategizing on resource deployment and how to meet the law's additional requirements.

II. FY2022 Revenue (*for revenue generating offices*)

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
State's Attorney Fees and Licenses	\$275,400	\$275,400	-	-
State of Illinois	\$107,695	\$107,695	-	-
SPF Narcotics Forfeiture	\$923,157	\$943,158	\$20,001	2.2%
SPF Records Automation	\$61,706	\$25,621	\$(36,085)	(58.5)%

- *Explanation of variances greater than 1% and \$1 million/What corrective action will be taken?*

State's Attorney Fees and Licenses

Consists entirely of fees imposed by the Judges and collected by the Clerk of the Court for felony and misdemeanor convictions.

State of Illinois Revenue

Consists of personal property replacement taxes collected by the State of Illinois and paid to local governments. This revenue reimburses the salary of the State's Attorney.

Special Purpose Narcotics Fund

Consists of revenues derived through forfeited monies associated with narcotics prosecutorial work. Intergovernmental revenue to fund work with State, City, and County Agencies on various

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drug-related cases. There is a small variance in YTD anticipated revenue due to administrative timing of receipts; YTD as of July 7, 2022 the office has received \$1,460,722.31. No corrective action is needed.

State's Attorney Record Automation Fund

Consists of fees paid on various judgments used by the office for hardware, software, research & development, and personnel. Corrective action- This revenue is solely dependent on fees paid on various judgements, the office is not able to dictate its intake. The office is proactively reducing the costs incurred on the fund to offset revenue shortfall, such as not filling a vacant position appropriated to the fund.

III. FY2022 Expenditure

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$62,213,965	\$55,435,971	\$6,777,993	10.9%
Contractual Services	\$1,496,996	\$1,139,645	\$357,351	23.9%
Supplies and Materials	\$669,592	\$357,945	\$311,647	46.5%
Operations and Maintenance	\$1,811,338	\$2,278,336	\$(466,998)	(25.8)%
Capital Expenditures	-	-	-	-
Rental and Leasing	\$166,438	\$321,062	\$(154,625)	(92.9)%
Contingencies and Special Purposes	\$(31,250)	\$143,984	\$(175,234)	560.7%
Total	\$66,327,079	\$59,676,944	\$6,650,135	10.0%

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- *Explanation of variances greater than 1% and \$1 million/What corrective action will be taken?*

Personnel

The majority of ASA hiring occurs after the July bar exam due to the nature of the attorney licensing process in Illinois. Thus, it is not unusual for the SAO to carry vacancies in the first half of the fiscal year which represents a significant part of the variance. See below under the “Status of FY2022 Hiring” for more information on hiring and attrition.

Contractual Services

The office is receiving slightly less than anticipated payment requests associated with case activity. This includes court reporting and the acquisition of medical records, expert witness fees, etc. which largely make up this funding category. Many support service funding has not been spent due to the pandemic and its impact on hiring.

Supplies and Materials

Less consumption of supplies is occurring as a result of the office working in a quasi-remote environment. However, increased spending on supplies is anticipated since more all SAO employees will be spending at least three days per week in the office starting in the fall.

Operations and Maintenance

The variance is due to greater than anticipated technology investments that will yield greater efficiencies. This includes additional SharePoint sites allowing for employees to better engage and communicate, a Freedom of Information Act portal that will make it easier for requestors to make requests and receive documents, and easier for the SAO to produce FOIA requests.

Rental and Leasing

The variance is associated with copier lease rentals by the Department of Budget and Management Services to ensure department cost allocation.

Contingencies & Special Purpose

The variance is a result of expenditures being charged earlier than expected. Funds are budgeted within the final quarter and will offset the variance, correcting the presentation.

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Corrective Actions

Corrective actions will include the ongoing monitoring of office activity. Future spending is dependent on increased employee and court activity. The office is evaluating the need for a board-approved transfer of funds where spending is exceeding YTD budget.

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated FTE	# of Filled Positions	# of Vacant Positions
State's Attorney	1,209	1,026	183

Role	# of Vacant Positions
Administrative	38
Investigators	4
ASAs	141
Total	183

- If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal.*

The SAO's goal is to fill as close to 100% of vacancies as possible by the end of the fiscal year. As of May 31, 2022, there were 183 vacancies in the office. Thirteen new employees started employment with the SAO between June 1 and July 7, 2022. Fifty two have pending employment

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activity by August 15 – this includes 46 bar takers that start on August 15. Seven attorney positions are currently in the hiring/interviewing process. Non-attorney positions will be filled after required collective bargaining and/or other interviews.

The SAO has taken several steps to modernize its hiring processes, including a redesign of the hiring division with additional staff, automation of the hiring process, tracking of hiring data, and developed a more meaningful onboarding experience. In 2021, the SAO created a new onboarding process with a full slate of events centered around the incoming class. This improvement will be enhanced and continued into 2022. The SAO is also conducting exit interviews and using that feedback to help with retention and morale.

- *To the extent your agency has positions vacant as of 5/31/2022, please provide the Board information on what, if any, challenges your office has faced filling the positions.*

The SAO is the premiere employment opportunity for aspiring prosecutors seeking to make meaningful change in one of the largest and most complex court systems in the country. Similar to its prosecutorial counterparts across the country, the SAO is facing increased challenges in hiring new talent and retaining current staff.

Below are some of the challenges the SAO and other prosecutorial offices face:

- *Expanded law firm hiring:* Law firm hiring increased by over 100% in 2020 following several years of decline.¹ The increased demand for attorneys comes from law firms opening new practice areas due to regulatory changes and technological innovations. This includes law gaming, cannabis, non-fungible tokens (NFTs), and cryptocurrency.
- *Pay issues:* The expanded law firm hiring has made government lawyers an easy group to recruit from given how low their pay is relative to their private-sector counterparts. As the cost of college increases, fewer people can afford a career in public service after paying so much for college and with such high debt loads. For example, both undergraduate and private law school tuition tripled in cost after adjusting for inflation between 1985 and 2019.² Thus the difference between the Kirkland & Ellis entry-level salary of over \$200,000 stands in stark contrast to the \$72,000 SAO entry-level salary.

¹ Merken, Sara. “New Law Firm Data Shows ‘Skyrocketing’ Demand for U.S. Lawyers.” Reuters. Thomson Reuters, May 19, 2021. <https://www.reuters.com/business/legal/new-law-firm-data-shows-skyrocketing-demand-us-lawyers-2021-05-19/>.

² Hanson, Melanie. “Average Cost of College by Year.” Education Data Initiative, January 9, 2022. <https://educationdata.org/average-cost-of-college-by-year>.

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- *Fewer law school students:* The number of first-year law students declined by over 25% between 2010 and 2019.³ This leads to a smaller pool of lawyers that can apply to the SAO.
- *Lower bar passage rate:* In addition to fewer people taking the bar exam, the bar takers' pass rate is declining. In 2016, 63% of February bar takers and 72% of July bar takers passed the Illinois exam. In 2021, only 42% of February bar takers and 67% of July bar takers passed the exam.⁴
- *Legal market's increased flexibility:* Law firms are increasingly providing people more flexibility in when and how they get their work done. In addition, the universal bar exam allows attorneys to practice in other states.
- *Diminished interest in law enforcement:* The reckoning that law enforcement has faced over the past decade about its role in mass incarceration and racial injustice has deterred many socially-conscious law students from applying to become prosecutors.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid.
 - If re-bid, the status of the procurement.

Vendor Name	Contract Purpose	Contract Amount	Contract start	Contract end	Contract status	Department
Porter Lee Corporation	Evidence Management Software	\$131,876	8/1/21	7/31/22	Ok to expire	Investigations

³ "Law School Enrollment." Law School Transparency. <https://www.lawschooltransparency.com/trends/enrollment/all>.

⁴ "Persons Taking and Passing the 2021 Bar Examination." The Bar Examiner. National Conference of Bar Examiners. <https://thebarexaminer.ncbex.org/2021-statistics/persons-taking-and-passing-the-2021-bar-examination/>.

"Persons Taking and Passing the 2016 Bar Examination." The Bar Examiner. National Conference of Bar Examiners. <https://thebarexaminer.ncbex.org/statistics/2016-statistics/persons-taking-and-passing-the-2016-bar-examination/>.

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University Of Chicago	Justice Reinvestment Initiative	\$364,323	10/1/20	9/30/22	Renewing	Programs & Development
University Of Chicago	Innovative Prosecution Solutions for Combating Violent Crimes	\$76,660	10/1/21	9/30/22	Ok to expire	Programs & Development
Pitney Bowes Inc	Postage Machines, Maintenance and Meters	\$203,126	12/20/21	12/19/22	Renewal	Administration
Thomson Reuter West	Legal Online Research	\$1,239,582	10/1/20	9/30/23	Active	Countywide - SAO / Budget lead
Lexis-Nexis	Legal Online Research	\$1,824,800	10/1/20	9/30/23	Active	Countywide - SAO / Budget lead.
Tiles In Style LLC.	Dual Mounted Mobile Television Carts	\$31,350	2/14/22	2/13/24	Active	MIS
Enterprise Fleet Management Inc.	Vehicle Leasing and Maintenance	\$815,374	6/1/20	5/31/24	Active	Fleet Administration
Appriss Insights LLC	Victim Information and Notification Everyday (VINE) Services	\$786,000	11/1/21	10/31/24	Active	Victim Witness
Presence Behavioral Health	Skokie Drug Treatment Court	\$241,856	6/23/22	9/30/25	Active	Programs & Development
Aeon Nexus Corporation	Consolidated Case	\$6,291,154	7/1/22	6/30/27	Active	MIS

FY2022 Mid-Year Budget Review

Vendor Name	Contract Purpose	Contract Amount	Contract start	Contract end	Contract status	Department
	Management System					
Galls, LLC	Ballistic Vests	SAO Allotment: \$33,075 Total: \$484,086	11/1/19	10/31/22	Renewal	Investigations (Lead: Sheriff)
Paper Solutions, Inc.	Printed File and Jacket Folders	SAO Allotment: \$45,170 Total: \$2,674,665	8/16/20	8/15/23	Active	Administration (Lead: Clerk of the Circuit Court)
Ove Inc., Dba Century Springs	Countywide Bottled Drinking Water	SAO Allotment \$94,691 Total \$782,348.22	5/18/21	5/17/24	Active	Administration (Lead: Countywide)
TwoMayToz	Food service for Impaneled Jury Trials and Victim Witness	SAO Allotment: \$134,600 Total:	8/1/21	7/31/26	Active	Victim Witness (Lead: Chief Judge)

FY2022 Mid-Year Budget Review

		\$1,535,320				
Sutton Ford	Ford Vehicles	SAO Allotment \$746,640 Total \$12,546.25 0	4/1/20	3/1/23	Active	Fleet Administration (Lead: Sheriff's Office)
Sutton Ford	Ford Vans	SAO Allotment \$43,912 Total \$746,768	5/23/22	5/22/23	Active	Fleet Administration (Lead: Countywide)

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

Capital Equipment Project	Project Status	Please provide an update on the project, reasons for any delays and the expected completion date of the project
206 SAO Case Management Syst	Started	Consolidated case management system contract with Aeon Nexus Corporation, effective 7/1/2022 – 6/30/2027, approved at June County Board meeting and recently executed; spend anticipated in 3 rd and 4 th quarter of this year.
SAO Grant ICAC Laptops	Started	Working with SAO Grant and ICAC units on specifications.

FY2022 Mid-Year Budget Review

083 Ongoing SAO Audio	Started	In process, partial spend completed; working with SAO Purchasing and MIS Audio Video Unit in finalizing remaining specifications towards County marketplace purchase.
089 CCSAO MIS Server Ref	Started	Purchase Order completed 1/4/22, awaiting receipt of equipment.
091 CCSAO FY2022 Vehicle	Started	Purchase Orders completed 3/11/22 and 6/3/22 as contracts became available, awaiting vehicles, continuous concerns countywide related to auto industry production and vehicle availability.
262 Evidence Room Equipment	Started	Working with countywide marketplace vendor on equipment quotes.
264 Forensic IT Equipment	Started	In process, partial spend completed; SAO Purchasing and MIS working with countywide hardware vendor on quotes

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

Grant Name	Department	Appropriated Award Amount	Awards Start Date	Award End Date	Grant Set-Up Status
G53582-2018 SAO Equitable Sharing Program - Treasury	1250 SAO	\$1,200,000	12/1/17	11/30/22	Set-Up
G53583-2018 SAO Equitable Sharing Program - Justice	1250 SAO	\$2,558,699	12/1/17	11/30/22	Set-Up
G53605-Grant 2019 SAO Internet Crimes against Children	1250 SAO	\$482,361	10/1/18	9/30/22	Set-Up
G53723-Grant 2018 SAO Human Trafficking Task Force	1250 SAO	\$277,775	10/1/18	9/30/22	Set-Up
G53745-Grant 2020 SAO Title IV-D STATE	1250 SAO	\$2,878,062	7/1/20	6/30/22	Set-Up

FY2022 Mid-Year Budget Review

Grant Name	Department	Appropriated Award Amount	Awards Start Date	Award End Date	Grant Set-Up Status
G53746-Grant 2020 SAO Title IV-D FED	1250 SAO	\$4,736,473	7/1/20	6/30/22	Set-Up
G53818-Grant 2019 SAO Combating Violence Crime	1250 SAO	\$204,269	10/1/19	9/30/22	Set-Up
G53823-Grant 2019 SAO Intellectual Property Enforcement Program	1250 SAO	\$179,542	10/1/19	9/30/22	Set-Up
G53824-Grant 2019 Improving Criminal Justice Response to Sexual Assault	1250 SAO	\$491,657	10/1/19	9/30/22	Set-Up
G53825-Grant 2019 SAO Justice Reinvestment Program	1250 SAO	\$1,053,415	10/1/19	9/30/22	Set-Up
G53826-Grant 2020 SAO Prosecuting Cold Cases DNA Program	1250 SAO	\$130,238	1/1/20	12/31/23	Set-Up
G53845-Grant 2020 SAO Facility Dog Program	1250 SAO	\$105,200	1/1/20	12/31/27	Set-Up
G53847-Grant 2020 SAO Post Conviction DNA Grant	1250 SAO	\$402,962	1/1/20	12/31/22	Set-Up
G53897-Grant 2021 SAO Law Enforcement Prosecution & County Victim Assist	1250 SAO	\$785,723	1/1/21	6/30/22	Set-Up
G53898-Grant 2021 SAO Skokie Adult Drug Treatment Court	1250 SAO	\$55,000	10/1/21	9/30/25	Set-Up
G53900-Grant 2021 SAO Sexual Assault/Domestic Violence Specialist	1250 SAO	\$21,670	7/1/21	6/30/22	Set-Up
G53901-Grant 2021 SAO	1250 SAO	\$10,000	7/1/21	6/30/22	Set-Up

FY2022 Mid-Year Budget Review

Hidden Victim Support Group					
G53902-Grant 2021 SAO Domestic Violence MDT	1250 SAO	\$310,416	1/1/21	12/31/22	Set-Up
G53903-Grant 2021 SAO Sexual Assault MDT	1250 SAO	\$346,808	1/1/21	12/31/22	Set-Up
G53905-Grant 2022 SAO Internet Crimes Against Children	1250 SAO	\$441,121	10/1/21	9/30/22	Set-Up
G53909-Grant 2022 SAO Intellectual Property Enforcement Program	1250 SAO	\$400,000	#N/A	#N/A	Pending Dept. Request
G53910-Grant 2021 SAO	1250 SAO	\$579,643	10/1/21	9/30/22	Set-Up

Grant Name	Department	Appropriated Award Amount	Awards Start Date	Award End Date	Grant Set-Up Status
Complex Drug Prosecution					
G53913-Grant 2021 SAO Appellate Asst	1250 SAO	\$2,042,179	7/1/21	6/30/22	Set-Up
G53918-Grant 2021 SAO IL Attorney General Child Sexual Abuse Specialist	1250 SAO	\$57,940	7/1/21	6/30/22	Set-Up
G54035-Grant 2021 SAO LEPCVA - CM	1250 SAO	\$189,475	1/1/21	6/30/22	Set-Up
G54037-Grant 2021 SAO Sexual Assault MDT - CM	1250 SAO	\$196,257	1/1/21	12/31/22	Set-Up
G54038-Grant 2021 SAO Domestic Violence MDT - CM	1250 SAO	\$130,311	1/1/21	12/31/22	Set-Up
G54071-Grant 2022 SAO Justice Reinvestment Program	1250 SAO	\$1,250,000	1/1/21	12/31/22	Set-Up

FY2022 Mid-Year Budget Review

G54072-Grant 2022 SAO Improving Criminal Response to Sexual Assault	1250 SAO	\$1,047,219	#N/A	#N/A	Pending Dept. Request
G54078-Grant 2022 SAO Law Enforcement Prosecution & County Victim Assist	1250 SAO	\$580,815	7/1/22	12/31/23	Pending Dept. Request
G54080-Grant 2022 SAO Victims of Crime Act Multi-Victim	1250 SAO	\$2,062,500	6/1/22	11/30/23	Set-Up
G54081-Grant 2022 SAO Victim of Crime Act Multi-Victim - CM	1250 SAO	\$894,700	6/1/22	11/30/23	Set-Up
G54083-Grant 2022 SAO Innov Prosecution Soln for Combat Violence Crime	1250 SAO	\$394,411	#N/A	#N/A	Pending Dept. Request
G53907-Grant 2021 SAO Human Trafficking Task Force	1250 SAO	\$750,000	10/1/21	9/30/24	Set-Up
G54233-Grant 2021 SAO Human Trafficking Task Force CM	1250 SAO	\$250,000	10/1/21	9/30/24	Set-Up
G54087-Grant 2022 SAO Skokie Adult Drug Treatment Court	1250 SAO	\$206,274	#N/A	#N/A	Pending Dept. Request
G54088-Grant 2022 SAO Criminal Tax Fraud Program	1250 SAO	\$248,514	#N/A	#N/A	Pending Dept. Request
G54091-Grant 2022 SAO Child Sexual Abuse Specialist	1250 SAO	\$42,489	#N/A	#N/A	Pending Dept. Request

FY2022 Mid-Year Budget Review

Grant Name	Department	Appropriated Award Amount	Awards Start Date	Award End Date	Grant Set-Up Status
G54095-Grant 2022 SAO Title IV-D Child Support Enforcement FED	1250 SAO	\$7,341,354	7/1/22	6/30/23	Set-Up
G54096-Grant 2022 SAO Title IV-D Child Support Enforcement STE	1250 SAO	\$3,781,909	7/1/22	6/30/23	Set-Up
G54097-Grant 2022 SAO Illinois Statewide Auto Theft Task Force	1250 SAO	\$644,144	#N/A	#N/A	Pending Dept. Request
G54098-Grant 2022 SAO Complex Drug Prosecution	1250 SAO	\$287,831	#N/A	#N/A	Pending Dept. Request
G54099-Grant 2022 SAO Appellate Assist	1250 SAO	\$1,506,003	7/1/22	6/30/23	Set-Up
G54176-Grant 2021 SAO IL Statewide Auto Theft Task Force	1250 SAO	\$472,000	7/1/21	6/30/22	Set-Up
G54229-Grant 2021 SAO Post Conviction DBAS	1250 SAO	\$500,000	10/1/21	9/30/24	Set-Up

- Please detail your office's efforts this year to seek out new sources of grant funding.

Competitive New Grants Applied for in 2022 (so far):

COPS Mental Health and Wellness Program \$117,320 (2 years)

Through the FY22 Law Enforcement Mental Health and Wellness Act (LEMHWA) Implementation Project funding, the SAO will develop and implement the Officer Wellness Program. This program will be open to all sworn personnel in the Investigative Bureau (approximately 115 officers). The program is designed to provide sworn members support, training, and services to support officer mental health. This program will provide officers with resources to receive proven, confidential, and accessible solutions to address mental health wellness. Improvement of officer mental health has a direct positive impact on officer engagement within communities.

FY2022 Mid-Year Budget Review

The program has three core components: 1) connection to a national peer support network, 2) participation in the Resilient Minds On The Front Lines (RMOFL) Training Program, and 3) individual mental health wellness assessment by a licensed mental health professional. These separate components, properly instituted, will promote a healthier officer, one who is dedicated to the promotion of justice and improved communication and interactions with those they encounter.

Illinois Attorney General Victim Assistance Special Project \$37,100 (1 year)

The SAO has identified areas of need that would assist in providing support services to the victims of Cook County. Three components identified are 1) wheelchairs at all courthouses to help in transporting victims and families when they are in court, 2) a small, discreet card to provide DV victims with information about safety planning and resources, and 3) training for the Victim Witness Unit to increase awareness, build trust, and foster understanding of different backgrounds, perspectives, and needs to work towards growth and a healthier work climate. Each of the needs will increase our ability to provide victims with the best possible services. This one-time grant will provide the funds necessary to address these identified needs.

Competitive Grant Renewal Applications Submitted in 2022:

Intellectual Property Crime \$375,000 (2 years)
Cold Case DNA Program \$500,000 (3 years)

- How many full-time or part-time staff members in your office are responsible for the administration of grants and if this is a change from FY2021? (*Indicate how many are full-time and how many are part-time*)

The SAO's Program and Development Unit consists of one Director and two Program Specialists; a total of three full-time staff dedicated to grant.

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$146,084,380
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- Please provide preliminary ideas of how your office is planning to meet your budget target for FY2023.

FY2022 Mid-Year Budget Review

The SAO tentatively feels that it will be able to meet its budget target. The office recognizes that the 3.5% or \$4,918,288, increase over last year's appropriation is a significant investment into the office's mission and will make its best attempt to stay within that funding mandate.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

See Attached



Cook County Clerk

FY2022 Mid-Year Budget Review

County Clerk

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

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

The Clerk's Office strategically navigated through the pandemic in all four divisions and the office mission continues to be efficiency in operations, advocacy, cybersecurity, and accuracy.

I. Update on FY2022 Initiatives and Goals

Recording Division Operational Improvements and Efficiencies:

The Recordings Division has been under the Clerk's Office since December 2020. We are steadily assessing the needs to streamline functions and ensure efficiencies. Thus, there have been several improvements in the Recording Divisions operations. The current E-Recording efficiency has improved by reducing our processing time from 48 hours to 24 hours. Many customers are shifting over to our e-Recordings platform. Currently we are processing approximately 80% of our daily recordings via eRecording.

We are very excited about providing our Customer Service-Telecom Call Center with the ability to communicate to both our English and Spanish speaking residents. We now utilized an **E-Comm** online service to assist all callers that may be experiencing any issues with online purchases of previously recorded document copies. This has proved be well received and enhanced the overall customer experience.

Our office has partnered with the onsite Bureau of Administration to provide and return all necessary Tract Books at the warehouse which will allow for a faster turnaround time in our office, providing the customers with the documents recorded before 1959. This partnership has help make our Retrieval Process more efficient. For documents recorded prior to 1985, we have adopted the most up to date safeguards in our Image Xpress search platform.

Real Estate & Tax Services Advancements:

Property Tax Sales Getting Back on Track

The property tax sales process is getting back on track since the executive order was lifted. We have closed two sales (i.e., 2018 Annual Sale held in November 2021 and the 2020 Scavenger Sale held in February 2022). We are working on two other sales simultaneously (i.e. closing the 2019 Annual Sale held in May 2022 and the hosting the over-the-counter forfeiture sale that started July 1, 2012 and scheduled to end August, 2022. The 2020 Annual Sale will be the final sale for FY 2022. Our Tax Sale team has been working arduously to meet all required property tax code requirements to close sales in a timely manner and have information available for public review.

FY2022 Mid-Year Budget Review

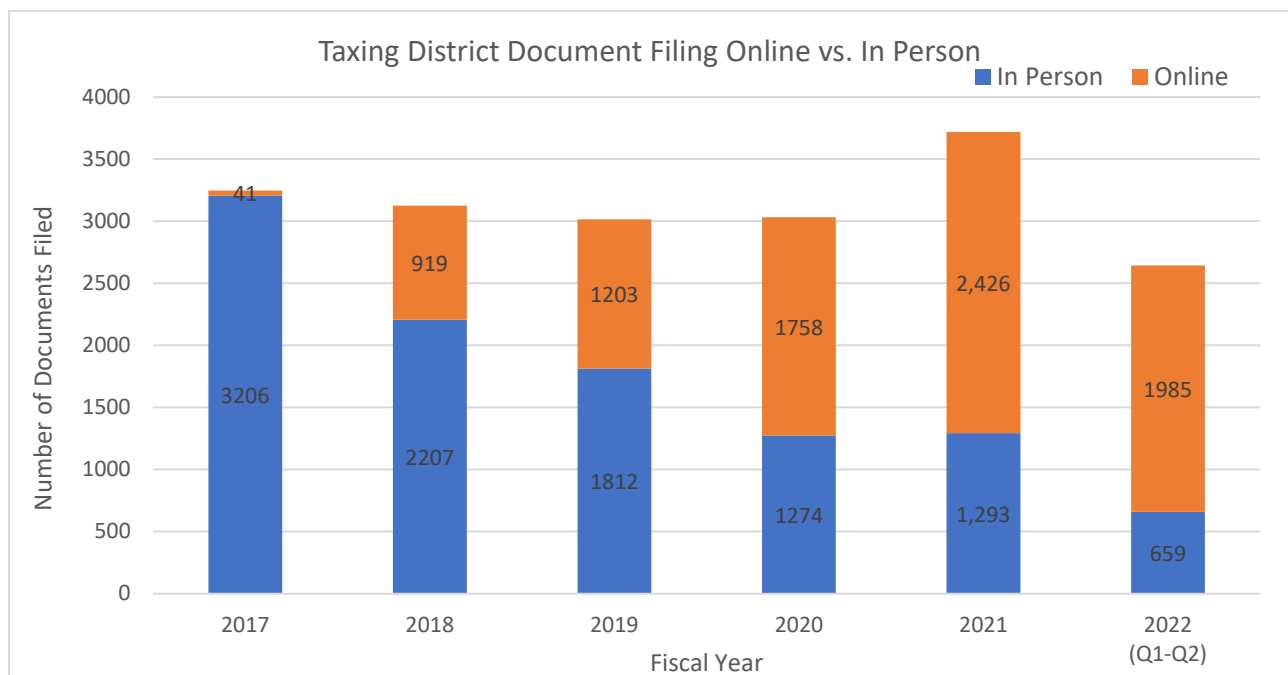
Enhanced Taxing District Levy Submittals Eliminating any Disruptions to the Tax Cycle

Our online district portal continues to provide efficiencies for the taxing districts, saving them time, money and effort by eliminating the need to travel to our location to file their taxing documents. They can receive immediate confirmation that documents were submitted in a timely manner, meeting the established deadline.

In December 2021 (by far the busiest month for levy filings) 77.8% of levy documents were filed via the online portal from more than 1400 taxing agencies. During Q1 & Q2 of 2022, 1,985 documents were filed via the online district portal (75% of the total for levies, budgets, and financial reports). The ability for taxing districts to file electronically using the District Portal creates an efficiency that saves the Clerk's staff time and effort from scanning and making them easily accessible without manually handling paperwork.

The District Portal was heavily leveraged during the COVID19 pandemic. The staff was able to work totally remotely and meet the tax cycle processing deadline. This proves that the investment in electronic methods to receive and deliver information outweigh the cost, especially in uncertain times.

Enhancements and adaptations to the District Portal are currently being designed in a joint effort between Clerk staff and our website vendor. These enhancements will enable more remote filings and data-capture through electronic forms for the taxing districts, and better workflow and streamlined logging for Clerk staff.



Our goal is to maintain efficiency towards the next tax-cycle which includes portal enhancements planned as part of the IPTS (mainframe) implementation and with stand-alone improvements to fully automate levy submissions.

FY2022 Mid-Year Budget Review

- **Information Security Improvements:**

Information security has been improved. Cybersecurity systems have been upgraded to stay ahead of the ever-evolving cybersecurity threat environment, with specific focus on improving the resiliency of software code and backup systems.

- **Election Services Manages First Election Through Redistricting Changes:**

Vital Records Operational Efficiencies:

Cook County Vital Records developed a departmental refresher of the Vital Record Act for all staff to update their working understanding to ensure accurate and efficient service to the public. This refresher proved extremely useful to ensure that limit and reduce any errors and/or mistakes in providing citizens with their supporting documents.

The Online Marriage Process was enhanced to include electronic signatures and other advanced technologies which proves advantageous to our operations overall.

As of July 2022 the Secretary of State (SOS) made a procedural change in the way Notary Seals are processed by Vitals. Vitals is working with SOS Office to keep the process change budget as neutral as possible.

II. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Corporate -Fees and licenses	\$ 28,375,000	\$ 35,704,116	\$ 7,329,116	26%
SPF - County Clerk Document Storage System	\$ 2,654,474	\$ 10,602,824	\$ 7,948,350	299%
SPF - County Clerk Automation	\$ 701,649	\$ 664,735	\$ (36,914)	-5%
SPF - GIS Fee	\$ 1,597,398	\$ 1,861,751	\$ 264,353	17%
SPF - County Clerk Rental Housing Support Fee	\$ 136,303	\$ 147,298	\$ 10,995	8%

Corporate – Fees and Licenses

The Corporate Fund reflects fees associated with three Clerk Divisions: Real Estate and Tax Services, Vital Records, and our Recordings Division. The Recordings Division is experiencing an increase in revenue due to fluctuating property sales. The market is experiencing high prices due to low housing inventories which has resulted in “bidding wars” for property. It is still a “sellers” market however with interest rates rising, we are expecting a slowdown in sales. In addition, the sale volume for of residential and commercial properties over \$1,000,000.00 has increased, therefore impacting revenue generated from the transfer stamp. The **SPF-GIS and SPF County Clerk Rental Housing Support Fee Revenue** are based on recorded documents. As recording documents increase and/or decrease, the it will impact the revenue generated for these SPF accounts.

FY2022 Mid-Year Budget Review

The Real Estate and Tax Services Division is experiencing an increase in revenue due to back-to-back tax sales (i.e. November, 2021, February 2022, and May 2022) which attributes to our overall 26% increase in revenue as of May, 2022.

SPF-County Clerk Automation

This Automation fund is greatly impacted by our Vital Records sales. We are noting a decline in vital record purchases given the continuous change in the REAL ID which was a major factor in FY 2020 before the pandemic.

SPF – County Clerk Document Storage System

The Clerk's Office entered into a bulk document sales agreement (State Statute 55 ILCS 5/5-1106.1) with First American Data Company in the amount of \$7,500,000.00 for the purchase of images of documents and plats from 1985 to 2021.

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$ 7,615,933	\$ 6,583,383	\$ 1,032,550	14%
Contractual Services	\$ 890,924	\$ 518,057	\$ 372,867	42%
Supplies and Materials	\$ 150,484	\$ 87,933	\$ 62,551	42%
Operations and Maintenance	\$ 752,164	\$ 531,046	\$ 221,118	29%
Capital Expenditures	\$ -	\$ -	\$ -	0%
Rental and Leasing	\$ 54,041	\$ 100,279	\$ (46,238)	-86%
Contingencies and Special Purposes	\$ -	\$ -	\$ -	0%
Total	\$ 9,463,546	\$ 7,820,698	\$ 1,642,848	17%

Personnel: The decrease in the annual personnel expenditure is due to vacancies attributable to several retirements in 4th Qtr. 2021 and open positions from our Assumption of Duties. We are taking action to fill these positions by year end on a priority basis.

Contractual Services and Operations and Maintenance: The current decrease in these expenditure line items is due to incomplete projects as of May 2022. Thus, additional vendor services and fees (i.e., software licenses) associated with the roll out of Real Estate and Tax Services-Cashiering System, Phase

FY2022 Mid-Year Budget Review

It should be applied by 4th quarter. Recordings Division projects requiring vendor support have not been fully deployed as of 2nd quarter.

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

- If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal.
- To the extent your agency has positions vacant as of 5/31/22, please provide the Board information on what, if any, challenges your office has faced in filling the positions.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
County Clerk	195	158	37

The current vacant positions are due to the following:

- Several retirements created vacancies in our Vital Records, Real Estate and Tax Services, and Recording Divisions. We are working diligently to fill at least 27% of the positions by end of 4th quarter 2022.
- Approximately 13 positions in our Recordings Division remain unfilled that were created for the purpose of the Assumption of Duties. Unfortunately, several hires were released for inadequate support of qualifications and inability fulfill the required duties within their ninety days probation period.
- We currently have a small Human Resource team that is tasked with also hiring all positions for each election including but not limited to trainers and judges. For FY 2022, we are faced with both a Primary and General election.

FY2022 Mid-Year Budget Review

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid.
 - If re-bid, the status of the procurement.

SEE APPENDIX A FOR LISTING OF CONTRACTS

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

Capital Equipment Project	Project Status (Not Started/Started/ Delayed/Completed)	Please provide an update on the project, reasons for any delays and the expected completion date of the project
ePoll Book Replacement	Completed	N/A
Server Hardware Refresh	Completed	N/A
Replace Laptops	Completed	N/A
Clerk Election Equipment	Completed	N/A
Consolidated Website	In progress	Continuously updating website for unification throughout Clerk's office.
Tax Services-Portal	In Progress	Currently in progress to develop Requirements Documents
Workstation Replacement for Recording Operations (Due to Assumption of Duties)	In Progress	Items on Backlog due to Supply Chain Issues
Mail Ballot Workstation Bar Stools	Completed	N/A
Postage Machine and Peripherals-Elections	Completed	N/A

FY2022 Mid-Year Budget Review

Election Cargo Van	Completed	N/A
Furniture/Chairs for Vital Record Customer Areas	Completed	N/A

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

- Please detail your office's efforts this year to seek out new sources of grant funding.
- How many full-time or part-time staff members in your office are responsible for the administration of grants and if this is a change from FY2021? (Indicate how many are full-time and how many are part-time)

Grant Name	Department	Award Amount	Award State Date	Award End Date	Grant Set Up Status
G35165-Grant 2022 CC Voter Registration State Grant	County Clerk	\$ 2,637,762	7/1/2021	6/30/2022	Set-Up
G54203-Grant 2022 CC 2022 HAVA Election Security Grant	County Clerk	\$ 289,923	7/1/2021	6/30/2022	Set-Up
G35165-Polling Place Accessible Grant	County Clerk	\$107,000	7/1/2021	6/30/2022	Set-Up

The Clerk's office does not have a designated team that is responsible for the administration of the respective grants. The above grants are reimbursable grants in which we purchase equipment and/or services based on the established grant agreement and request reimbursement. The grants are set up by the office Financial Support team and utilized by Election Services Division. Our Elections team continues to connect with the State to obtain all applicable grant funds.

VIII. FY2023 Preliminary Forecast

FY2022 Mid-Year Budget Review

FY2023 Budget Target	\$59, 769,26.00
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To meet our expenditure target, The Office of the Cook County Clerk (CCCO) is focused on continuous cost efficiencies, economies of scale, and implementing best practices. CCCO's goal is to submit a budget of personnel and non-personnel expenses that are reasonable based on the services provided and objectives for FY 2023.

FY 2023, revenue will be generated through four services: Real Estate and Tax Services, Vital Records, Ethics, and Recording Operations. We do not plan to create any additional product offerings.

Currently, the real estate market is in an upswing. Recordings Divisions revenue is contingent upon the continuous growth of the Real Estate (R/E) Market which fluctuates based on the economy. The R/E market dictates the transactions that come into our office. However, the R/E market can become uncertain at any time due to the outlook of business conditions, unemployment, low inventory of houses, and increased interest rates.

In addition, revenue will be impacted by the timing of the various tax sales which will occur fourth quarter FY 2022. Revenue from Vital Records will continue to be impacted by the need for the REAL ID in which the deadline continues to be extended.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

See Attached



Secretary of the Board of Commissioners

FY2022 Mid-Year Budget Review

Office of The Secretary to The Board of Commissioners

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

• FY2022 Initiative/Goal #1

- STTB provides legislative support and information for the Cook County Board of Commissioners, President, elected officials, agencies, departments and members of the public so items can be presented for consideration to the County Board. The Secretary to the Board also provides information and training to various stakeholders, regarding the proceedings and policies of the Board so the legislative process will be efficient, effective, open and transparent. This is the 1st Primary Goal of STTB.
- Provide impact on any key performance indicators- This goal is measured by the successful completion of meetings and the accuracy of related material published and circulated to numerous users. A new resource is being secured via Granicus to provide transcription/closed captions to the County Board Meetings.
- *For OUP Only: How does this align with the Policy Roadmap -* STTB aims to be an excellent administrator of the vital services residents and other stakeholders rely on by being open, transparent, accountable, efficient, and effective.

• FY2022 Initiative/Goal #2

- Current Status of Initiative/Goal The 2nd priority of STTB, is building, supporting and maintaining the County Archives and Records Office, the agency is primarily responsible for the preservation, promotion and publication of the history of Cook County—our government, communities and people.
- Provide impact on any key performance indicators- As a new and growing function, the goal of the Unit is to develop the framework and necessary functions to provide historical information and data on Cook County's rich and intricate history. The operation and tasks of the Archives Unit continues to grow and expand. Additional resources are necessary to meet the goal and objective of the Unit. In addition, planning for the County's bicentennial is on the horizon. The measurement of the Unit is shown by the archival systems and processes that must efficiently and effectively meet the needs of the stakeholders. These systems are currently being organized.
- *For OUP Only: How does this align with the Policy Roadmap-* The Archives Unit aims to be an excellent administrator of the vital services residents and other stakeholders rely on by being open, transparent, accountable, efficient, and effective.

II. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

FY2022 Mid-Year Budget Review

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
N/A	N/A	N/A	N/A	N/A

- Explanation of variances greater than 1% and \$1 million N/A
- What corrective action will be taken? N/A

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$ 553,969	\$ 399,907	\$ 154,062	28%
Contractual Services	\$ 261,291	\$ 294,726	\$ (33,435)	-13%
Supplies and Materials	\$ 67,450	\$ 18,182	\$ 49,267	73%
Operations and Maintenance	\$ 2,529	\$ 5,054	\$ (2,526)	-100%
Capital Expenditures	\$ -	\$ -	\$ -	0%
Rental and Leasing	\$ 12,296	\$ 9,995	\$ 2,301	19%
Contingencies and Special Purposes	\$ -	\$ -	\$ -	0%
Total	\$ 897,533	\$ 727,864	\$ 169,669	19%

- Explanation of variances greater than 1% and \$1 million STTB has no variances greater than 1% and \$1 million
- What corrective action will be taken if required? All Budget lines will come in line by 4th quarter of FY2022

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

FY2022 Mid-Year Budget Review

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
Secretary to the Board	11	8	3

- If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal. Respectfully, we will be requesting an add'l head count to support the Archives Unit. All 12 positions will be filled by EOY
- To the extent your agency has positions vacant as of 5/31/22, please provide the Board information on what, if any, challenges your office has faced in filling the positions.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid. All Contracts will be renewed and payable via SHI
 - If re-bid, the status of the procurement.

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing. N/A

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant. N/A

- Please detail your office's efforts this year to seek out new sources of grant funding.
 - ❖ STTB actively seeks grants and funding opportunities to meet the growing needs of the Archives Unit.
- How many full-time or part-time staff members in your office are responsible for the administration of grants and if this is a change from FY2021? (Indicate how many are full-time and how many are part-time)

FY2022 Mid-Year Budget Review

VIII. Y2023 Preliminary Forecast

FY2023 Budget Target	\$1,955,229
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- Please provide preliminary ideas of how your office is planning to meet your budget target for FY2023.
 - ❖ The 2023 budget target for STTB is reasonable and efficient and will be made by tightly managing the resources given and making reductions and timing expenses when necessary. However, a small increase will be necessary to meet the growing demand and needs of the Archives Unit.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

N/A

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

N/A

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

N/A



Cook County Health

FY2022 Mid-Year Budget Review

Cook County Health

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

IX. Update on FY2022 Initiatives and Goals

- **FY2022 Initiative/Goal #1: Establish Comprehensive Service Lines Cardiology, Neurology and Cancer Center**
 - CCH began the implementation of a more comprehensive Cardiology, Neuroscience Institute, Cancer Center and recruiting of positions to support.
- **FY2022 Initiative/Goal: Re-establish Provident ICU operations, expand Medical Surgical capacity, and restore ambulance runs**
 - ICU re-opened in April and ambulance runs slated to begin later in the year.
 - ICU is averaging a daily census of two.

X. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022, will be reported in the upcoming monthly Revenue and Expense report.

Revenue	YTD Budget	YTD Actuals	\$ Variance	%Variance
Miscellaneous Revenue	\$9,323,074.00	\$1,594,204.00	(\$7,728,870)	82.90%
NPSR	\$36,729,448.00	\$36,480,979.00	(\$248,469)	0.70%
Medicare	\$103,572,022.00	\$75,935,856.00	(\$27,636,166)	26.70%
Medicaid Public Asst	\$1,572,296,932.00	\$1,989,452,658.00	\$417,155,726	-26.50%
Private Payors and Carriers	\$3,777,100.00	\$28,531,744.00	\$24,754,644	24.50%
BIPA	\$35,775,000.00	\$37,550,000.00	\$1,775,000	-5.00%
DSH	\$91,612,981.00	\$144,592,734.00	\$52,979,753	57.80%
Total Revenue	\$1,887,080,457.00	\$2,314,138,175.00	\$427,057,718	-22.60%

- **Miscellaneous Revenue** by 82.9% below budget due to timing of receiving meaningful use revenue. Revenues are still expected to be received.
- **Medicare** below budget by 26.7% due to lower OP, ER, and surgical volume.
- **Medicare Public Assistance** above budget by 26.5% due to increase in enrollment in CountyCare membership and Non-County Care MCO Directed Payment catchup.
- **Private Payors and Carriers** below budget by 24.5% due to lower OP, ER and surgical volume
- **BIPA** greater than budget by 5% due to unanticipated catchup payments.
- **DSH** greater than budget by 57.8% due to unanticipated catchup payments.

FY2022 Mid-Year Budget Review

XI. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022, will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$397,394,873	\$328,834,512	\$68,560,361	17.30%
Contractual Services	\$1,417,910,147	\$1,689,533,430	(\$271,623,283)	-19.20%
Supplies and Materials	\$70,876,837	\$83,298,659	(\$12,421,822)	-17.50%
Operations and Maintenance	\$53,720,275	\$47,781,271	\$5,939,004	11.10%
Capital Expenditures	\$124,786	\$100,601	\$24,186	19.40%
Rental and Leasing	\$15,899,811	\$12,971,169	\$2,928,642	18.40%
Contingencies and Special Purposes	\$9,281,618	\$16,206,871	(\$6,925,253)	-74.60%
Total	\$1,965,208,347	\$2,179,022,071	(\$213,813,723)	-10.90%

- Personnel expenses are favorable due to timing of personnel hiring and conservative turnover % used in budget.
- Contractual services are unfavorable due to increased managed care claims and contracted staffing expense. These are offset by higher-than-expected capitation revenues and salary surplus.
- Supplies and Materials are unfavorable due to timing of expenditures but are not anticipated to exceed FY22 budget.
- Operations and Maintenance are favorable due to decrease in repairs of medical equipment.
- Rental and Leasing are favorable due to timing of expenditures.
- Contingencies and Special Purposes are unfavorable due to an increase in claims expense but anticipated not to exceed FY22 budget.

XII. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

FY2022 Mid-Year Budget Review

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
4240-Cermak Health	657	455	202
4241-JTDC Health	61	43	18
4890-Health Admin	375	267	108
4891-Provident	393	239	154
4893-ACHN	859	655	204
4894-CORE	72	60	12
4895-DPH	129	95	34
4896-Health Plan Services	441	171	270
4897-Stroger	4604	3268	1336

- If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal.
 - CCH's anticipates filling 15% - 20% of vacancies by the end of fiscal year based on where vacancies are in the hiring process. CCH is planning additional job fairs help with our recruitment efforts.
- To the extent your agency has positions vacant as of 5/31/22, please provide the Board information on what, if any, challenges your office has faced in filling the positions.
 - CCH's has challenges filling vacant positions due to the tight labor market having many vacant positions. Currently there are more positions available than jobseekers.

XIII. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid.
 - If re-bid, the status of the procurement.
- All contracts with expired dates are in process of renewal.

XIV. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment project. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

XV. Grant Funding

FY2022 Mid-Year Budget Review

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

- Please detail your office's efforts this year to seek out new sources of grant funding.

Cook County Health and Cook County Department of Public Health strives to seek grant fundings that are in line with its current and long-term programmatic goals. Both Departments are recipients of several ARPA initiatives.

- How many full-time or part-time staff members in your office are responsible for the administration of grants and if this is a change from FY2021? *(Indicate how many are full-time and how many are part-time)*

There are seven (7) full-time Finance personnel and one (1) outside consultant (Accountant) supporting Grants in CCH. The consultant is something new for FY2022 compared to previous FY2021.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

N/A

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

See Attached



Office of the County Treasurer

FY2022 Mid-Year Budget Review

County Treasurer

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

- **FY2022 Initiative/Goal #1: # of Online Payments**
 - Current Status of Initiative/Goal
 - **CCTO Answer:** On target.
 - Provide impact on any key performance indicators.
 - **CCTO Answer:** We had a goal of 750,000 online payments collected by fiscal year end and we are currently at 487,957 online payments through 6/28/2022. We expect to meet or surpass 750,000 online payments after our second installment collections, assuming the 2nd installment property tax collection is collected in FY2022.
 - *For OUP Only: How does this align with the Policy Roadmap.*
 - **CCTO Answer:** N/A
- **FY2022 Initiative/Goal #2: # of Days for Printing, Folding, and Inserting Property Tax Bills per Installment**
 - Current Status of Initiative/Goal
 - **CCTO Answer:** On target.
 - Provide impact on any key performance indicators.
 - **CCTO Answer:** We had a goal of 9 days per installment. During our first installment, we met that target by completing this process in 9 days.
 - *For OUP Only: How does this align with the Policy Roadmap.*
 - **CCTO Answer:** N/A

II. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Revenue	FY 2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Corporate -Fees and Licenses	\$17,916,338	\$87,643,885	\$69,727,547	389%
SPF - County Treasurer Tax Sales Automation	\$5,469,705	\$5,814,157	\$344,453	6%

- Explanation of variances greater than 1% and \$1 million

FY2022 Mid-Year Budget Review

- **Corporate – Fees and Licenses:** As outlined in my letter to the Board on May 11th, 2022, we chose to provide a conservative estimate during the FY22 budget process because we were unsure if the current pandemic would affect our ability to hold upcoming tax sales. Not holding our annual tax sales would have negatively affected the amount of penalty collected. When we hold the annual tax sales, we receive an influx of late property tax payments from property owners trying to pay off unpaid taxes. By holding the 2018 Annual Sale in November 2021 and the 2022 Scavenger Sale in February, our overall penalty collections reflect an increase in late property tax payments made. In addition, we held the 2019 Annual Tax Sale on May 12th as well as will hold the 2020 Annual Tax Sale in November 2022, which will further increase the amount of penalty revenue collected this fiscal year
- **SPF – County Treasurer Tax Sales Automation:** To date we've received more property tax payments made through third party agents. Although, we're slightly above our special purpose fund collection at this time, historically we've been seen roughly \$11M in annual collections and expect that collections will trend towards the historical collection of \$11M.
- What corrective action will be taken?
 - No corrective action needed at this time.

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$ 301,687	\$ 217,582	\$ 84,106	28%
Contractual Services	\$ 28,974	\$ 10,240	\$ 18,734	65%
Supplies and Materials	\$ 1,885	\$ 1,317	\$ 568	30%
Operations and Maintenance	\$ 1,327	\$ 1,833	\$ (507)	-38%
Capital Expenditures	\$ -	\$ -	\$ -	0%
Rental and Leasing	\$ 4,320	\$ 8,640	\$ (4,320)	-100%
Contingencies and Special Purposes	\$ -	\$ -	\$ -	0%
Total	\$ 338,193	\$ 239,611	\$ 98,582	29%

- Please provide an explanation of variances greater than 1% and \$1 million
 - **Personnel:** We have three vacancies in the corporate fund that we do not expect to hire into due to the competitive job market as well as to meet our annual turnover figure.
 - **Contractual Services:** We expect our invoices to arrive in the second half of the year.
 - **Supplies and Materials:** We expect our invoices to arrive in the second half of the year.

FY2022 Mid-Year Budget Review

- **Operations and Maintenance:** We spent more than expected at this point in time during the year on automotive costs. We do not expect this to continue.
- **Rental and Leasing:** It was expected that we were going to spend the total allocation of this account prior to mid-year.
- What corrective action will be taken if required?
 - **Personnel:** No corrective action needed.
 - **Contractual Services:** No corrective action needed.
 - **Supplies and Materials:** No corrective action needed.
 - **Operations and Maintenance:** We do not expect to spend as much on automotive costs for the remainder of the year resulting in this account ending at or below budget.
 - **Rental and Leasing:** No corrective action needed.

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
Treasurer	7	4	3

- If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal.
 - We have three vacancies in the corporate fund that we do not expect to hire into due to the competitive job market as well as to meet our annual turnover figure.
- To the extent your agency has positions vacant as of 5/31/22, please provide the Board information on what, if any, challenges your office has faced in filling the positions.
 - We have three vacancies in the corporate fund that we do not expect to hire into due to the competitive job market as well as to meet our annual turnover figure.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid.
 - If re-bid, the status of the procurement.
- REALAUCTION.COM LLC: Procurement will extend the time of this contract. No increase in contract amount
- SERVER CENTRAL LLC DBA DEFT: RFP has been released by Procurement.

FY2022 Mid-Year Budget Review

- BOB BENJAMIN CONSULTING LTD: New RFP to be released later this year.
- CLARITY PARTNERS LLC: We will let this contract expire.

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

- We have not experienced any issues with our capital purchases and expect to spend all funds by the end of the year

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

- Please detail your office's efforts this year to seek out new sources of grant funding.
 - Our office does not have any grants.
- How many full-time or part-time staff members in your office are responsible for the administration of grants and if this is a change from FY2021? *(Indicate how many are full-time and how many are part-time)*
 - Our office does not have any grants.

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$ 730,232
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- Please provide preliminary ideas of how your office is planning to meet your budget target for FY2023.
 - We may decide to reduce the total number of vacant positions on the corporate fund budget.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

N/A



Cook County Sheriff

FY2022 Mid-Year Budget Review

Cook County Sheriff's Office

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

- CCSPD will continue devoting its resources to innovative and effective services that support communities and interrupt the cycle of violence and by providing law enforcement services to communities in need. Using specialized tactical units, non-traditional community policing, unique data science, and community-based programming, CCSPD will continue collaborating with the City of Chicago and Cook County suburbs to reduce violence in the areas most at risk.
 - In 2022 thus far, Sheriff's Police has referred 274 potential clients to the Treatment Response Team, and there are 212 active clients as of 6/6.
 - Co-Responder Model – In January 2021, my Office began to use a co-responder model for telehealth interventions between Sheriff's Police Officers and behavioral health professionals seeking first to de-escalate volatile situations and then to create community-based pathways to treatment for individuals in crisis. The use of tablets is safer for both clinicians and law enforcement and a far more effective use of resources in a jurisdiction as large as Cook County than a "face-to-face" co-responder model.
 - As of 6/6/22,
 - 129 Zoom calls have been received by behavioral health professionals,
 - 68 on scene phone calls have been made by Sheriff's Police, and
 - 49 individuals are receiving services as a result of the co-responder calls.
 - Since the inception of the Community Resource Center, staff has made over **38,697** outreach calls to Cook County residents, including those returning to communities and EM participants, to offer services and follow up on referrals. To date, **4,909** individuals are receiving some type of service or linkage to a community provider or assistance with an eviction.
 - Data Driven Strategy Initiatives (DDSI) is responsible for working collaboratively with fellow law enforcement agencies both internally and externally collecting, analyzing, and investigating data related to targeted crimes for the purpose of developing crime reduction strategies.
 - Self-defense/Stop the Bleed classes and hate crime/cybercrime/senior scam seminars share knowledge and awareness that allow citizens to protect themselves and their loved ones from theft and harm. Community townhalls, peace circles, turkey/toy distributions, senior events/academies, and mentoring youth build trust between community members and law enforcement.
- CCSPD will continue its efforts to remove guns from the street.
 - Our Street Crime Suppression Team and Electronic Monitoring Gun Team have worked vigorously to take guns from those who possess them illegally; 35% were recovered in Chicago while 65% were recovered in suburban Cook County.
 - Gun recoveries have increased 11% when compared to 1/1/21 to 6/29/21.

FY2022 Mid-Year Budget Review

- Court Services will continue expanding the use of technology to assist in the implementation of more self-service processes. In the Civil Division, deploying tools such as GIS, routing systems, communication devices, and bar code scanners will create operational efficiencies and result in streamlined planning and execution of service of process and enforcement of court orders.
 - The Cook County Sheriff's Office, Information Technology Unit and Court Services Department have created and implemented the Sheriff's Civil Division E-file system. The system allows customers to place process for service with the Sheriff's Office remotely from their office or home.
 - The Sheriff's E-File system has been upgraded to include options for "Bulk Filers", these are filers placing 10 or more transactions for service with the Sheriff's Office. This was developed with direct input from multiple practitioners in the field to create the most user-friendly and efficient experience for our customers.

II. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Sheriff General Fees	\$5,425,000	\$5,927,229	\$502,229	9.3%
Miscellaneous/Other	-	-	-	-
SPF 911 ETSB	-	-	-	-
SPF Women's Justice Services	\$49,960	\$34,870	\$(15,090)	(30.2)%
SPF Vehicle Purchase	\$34,503	\$100	\$(34,403)	(99.7)%
SPF Pharmaceutical Disposal Fund	\$34,286	\$31,836	\$(2,450)	(7.1)%
SPF State Asset Forfeiture	-	\$230,942	\$230,942	-

Sheriff's General Fees - \$502,229 Positive Variance

The Sheriff's Office currently has a favorable revenue variance of \$502K. The positive variance is based upon revenue not being collected evenly throughout the fiscal year. Sheriff's Office revenue collection peaks during the first half of the fiscal year and then declines for the remaining half of the fiscal year. We expect our revenue to meet our projection as the year progresses.

Special Purpose Fund Women's Justice Services - \$15,090 Negative Variance

Fines for this special purpose fund are collected for violations of the Public Morals Nuisance Violations. The fund has historically received more revenue in the 2nd half of the year to make up the current negative variance.

FY2022 Mid-Year Budget Review

Special Purpose Fund Vehicle Purchase – \$34,403 Negative Variance

The fee for this special purpose fund is collected from violations of the Illinois Vehicle Code and is used for the acquisition or maintenance of police vehicles. The fines are collected by the Clerk of the Circuit Court and we have historically seen an increase in the collection during the 2nd half of the fiscal year.

Special Purpose Fund Pharmaceutical Disposal Fund - \$2,450 Negative Variance

The Pharmaceutical Disposal Special Purpose Fund was established for implementation of the Cook County Safe Disposal of Pharmaceuticals Collection in fiscal year 2018. Based on prior years' collection, we believe the negative variance will be eliminated by revenue collected during the 2nd half of the fiscal year.

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$273,553,441	\$ 289,541,464	\$(15,988,023)	(5.8)%
Contractual Services	\$6,612,710	\$6,236,096	\$376,614	5.7%
Supplies and Materials	\$1,245,075	\$1,274,176	\$(29,101)	(2.3)%
Operations and Maintenance	\$8,905,461	\$6,325,658	\$2,579,803	29.0%
Capital Expenditures	\$2,276,327	\$2,276,327	\$0	0.0%
Rental and Leasing	\$211,468	\$441,854	\$(230,387)	(108.9)%
Contingencies and Special Purposes	\$(715,227)	\$(332,988)	\$(382,239)	53.4%
Total	\$289,812,926	\$305,762,587	\$(15,949,661)	(5.5)%

Personnel - \$15,988,023 Negative Variance

The Sheriff's Office's negative variance in personnel is driven by overtime expenditures largely related to holding IDOC inmates and challenges with hiring into correctional officer positions and keeping up with attrition. The Sheriff's Office has developed a plan with the Department of Budget and Management Services to address this

FY2022 Mid-Year Budget Review

variance which includes IDOC and FEMA reimbursements, the closure of Division 10, reevaluating the fringe calculations, and continuing to review and analyze overtime expenditures.

Contractual Services - \$376,614 Positive Variance

The current positive variance in contractual services is primarily driven by a surplus in the food services, contract maintenance, and professional legal expense accounts. We are finalizing the awarding of the food services contract. We project an increase in the cost per meal which will reduce the current surplus and meet our budgeted appropriation.

Supplies and Materials - \$29,101 Negative Variance

In the first half of the fiscal year, the Sheriff's Office has limited spending in the supplies and materials accounts to an absolute minimum. Due to delayed purchasing and an increase in raw material prices, we will continue to review these accounts to stay within the budgeted appropriation.

Operations and Maintenance - \$2,579,804 Positive Variance

The annual invoices for our IT operation and maintenance accounts are typically received in the second half of the fiscal year. These payments will negate the current surplus by fiscal year end.

Rental and Leasing - \$230,387 Negative Variance

The \$230K negative variance is primarily due to the county charging the full appropriation for multifunction device rental at the beginning of the year. We do not expect to have any additional charges for these services for the remainder of the year and will stay within the allotted appropriation.

Contingencies and Special Purposes - \$382,239 Negative Variance

Sheriff's Office reimbursements are typically billed quarterly. The invoices for the 2nd quarter are not billed until June. Any shortfall in this account will be offset by a surplus in the County's Department of Revenue account.

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year.

Bureau/Department*	# of FY2022 Appropriated FTE	# of Filled Positions	# of Vacant Positions
1210-Office of the Sheriff	12	11	1

FY2022 Mid-Year Budget Review

1214-Sheriff's Administration And Human Resources	318	305	13
1216-Office of Prof Review, Prof Integrity Special Investigations	33	32	1
1217-Sheriff's Information Technology	116	100	16
1230-Court Services Division	909	867	42
1231-Police Department	671	656	15
1232-Community Corrections Department	239	198	41
1239-Department of Corrections	3,401	3,203	198
1249-Sheriff's Merit Board	21	21	0

- Much like law enforcement agencies across the Country, the CCSO has faced challenges over the past year in attracting qualified Correctional Officer candidates despite increasing recruitment efforts across the Country. Also, due to lower-than-average industry compensation for many roles, we have faced difficulty in filling civilian positions.
- We would appreciate help from the Board to fill sworn positions.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid.
 - If re-bid, the status of the procurement.

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

VII. Grant Funding

Grant Name	Department	Appropriated Award Amount	Awards Start Date	Award End Date	Grant Set-Up Status
G53650-Grant 2018 SHE Equitable Share - Justice	1210.Office Of The Sheriff	\$290,000	12/1/2017	11/30/2022	Set-Up
G53651-Grant 2018 SHE Equitable Share - Treasury	1210.Office Of The Sheriff	\$600,000	12/1/2017	11/30/2022	Set-Up

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G53743-Grant HIDTA	2020	SHE	1210.Office Sheriff	Of The	\$4,700,160	1/1/2020	12/31/2021	Set-Up
G53919-Grant Support FED	2022	SHE Child	1210.Office Sheriff	Of The	\$4,808,643	7/1/2022	6/30/2025	Set-Up
G53920-Grant Support STE	2022	SHE Child	1210.Office Sheriff	Of The	\$2,477,180	7/1/2022	6/30/2025	Set-Up
G53921-Grant HIDTA	2021	SHE	1210.Office Sheriff	Of The	\$4,248,342	1/1/2021	12/31/2022	Set-Up
G53922-Grant STEP	2021	SHE	1210.Office Sheriff	Of The	\$103,536	10/1/2022	9/30/2023	Not Set-Up
G53921-Grant HIDTA	2021	SHE	1210.Office Sheriff	Of The	\$4,089,821	1/1/2022	12/31/2023	Not Set-Up
G53923-Grant Residential Substance Treatment (RSAT)	2022	SHE Abuse	1210.Office Sheriff	Of The	\$187,975	6/1/2022	5/31/2023	Not Set Up
G53979-Grant Coronavirus Supplemental Funding	2020	SHE Emergency	1210.Office Sheriff	Of The	\$915,968	10/1/2020	1/31/2022	Set Up

The Sheriff's Office currently has 2 full-time staff members who are responsible for the administration of grants.

The Sheriff's Office continues its efforts to seek out and pursue grant funding through Federal, State, Local, and philanthropic funding opportunities. Our grant personnel conduct daily searches of numerous granting organizations, including but not limited to Community Oriented Policing Services (COPS), Bureau of Justice Assistance (BJA), National Institute of Justice (NIJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office for Victims of Crime (OVC), Illinois Criminal Justice Information Authority (ICJIA), and MacArthur Foundation, in order to identify potential grant funding that aligns with the Sheriff's Office's mission and policies. These efforts allow the Office to identify the most pressing crime-related challenges confronting the justice system and to provide information, training, coordination, and innovative strategies and approaches for addressing these challenges.

Current efforts include maintaining and monitoring five (5) FY20 grant awards which support a wide range of programming. The Sheriff's Office applied for nine (9) more and are in the process of applying for three (3) additional grant awards.

FY22 Grants Applied for:

- Comprehensive Law Enforcement Response to Drugs (renewal)- Increase public safety and improve the behavioral health of community residents.
- Law Enforcement Mental Health and Wellness Act- To provide funding for expansion of Peer Support
- COPS Hiring Program- To provide funding to hire additional personnel in an effort to increase community policing and crime prevention efforts.
- R3 (Restore, Reinvest, Renew) Service Grant- Grant funding opportunity for the R3 program is intended for organizations who provide services in their communities that address at least one of the five R3 Program Priorities.

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- R3 Planning Grant- Program funds will be used to reduce gun violence through intervention and prevention, to improve re-entry and diversion services for people involved with the criminal justice system, to provide access to legal representation and advice, to encourage investment and economic growth, to enhance youth development, and to support programs that improve the social determinants of health.
- R3 Service Grant with TASC- Grant funding opportunity for the R3 program is intended for organizations who provide services in their communities that address at least one of the five R3 Program Priorities.
- Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program- To reduce the impact of opioids, stimulants, and other substances on individuals and communities, including a reduction in the number of overdose fatalities, as well as mitigate the impacts on crime victims by supporting comprehensive, collaborative initiatives.
- Chicago Department of Public Health (CDPH)- Funding provided to support reentry services.
- Intellectual Property Program- The goal of this program is to improve coordination of intellectual property (IP) enforcement efforts among federal, state, and local authorities, which contributes to the Department's priority of reducing crime. These efforts shall include aggressive investigating and prosecuting a wide range of IP crimes, with a particular focus on: (1) public health and safety; (2) theft of trade secrets and economic espionage; and (3) large scale commercial counterfeiting and piracy.

FY22 grants in process of reviewing for:

- Housing Assistance for Human Trafficking
- IDHS Violence Prevention Service
- National Case Closed Project

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$636,360,697
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- Currently, we are working on increasing hiring and reducing overtime to ensure that we can meet our FY23 budget target.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

See attached



Office of the Cook County Assessor

FY2022 Mid-Year Budget Review

County Assessor

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

- **FY2022 Initiative/Goal #1: Ensure successful implementation of the Assessor's component of the Integrated Property Tax System**
 - The Cook County Assessor's Office ensured that Phase 1 of the Integrated Property Tax System (IPTS) successfully went live in 2021. Beginning with the 2021 reassessment of the City Triad, the valuation process was conducted using Tyler's iasWorld and we were able to retire many of the valuation applications of our legacy systems (AS400 and mainframe). The CCAO continues to work with our partners in the Cook County Clerk's Office and the Cook County Treasurer's Office on Phase 2 of the IPTS Project, which consists of the tax extension process, homestead exemptions, billing, and collections. Certain components of Phase 2 including SmartFile exemption applications are scheduled to go live later in 2022 and in 2023.
- **FY2022 Initiative/Goal #2: Complete the triennial reassessment of the Northern Triad**
 - The Cook County Assessor's Office has begun the triennial reassessment of the Northern Triad and will continue this work through the second half of 2022. As of July 8, 2022 the CCAO has mailed reassessment notices to three townships: Norwood Park, Barrington, and Hanover. The CCAO will continue to post updates on the reassessment of the Northern Triad to our website and social media channels.
- **FY2022 Initiative/Goal #3: Continue to release our valuation models to the public and measure our work against industry standards**
 - The CCAO has released both our [single-family](#) and [condo](#) residential models to the public, along with extensive documentation. We have released our single-family models in this way since 2019. 2022 marks the first year we have released our condo models. We also continue to release (and refresh) our public data on the Cook County Open Data Portal.
 - Starting in 2019, the CCAO released data ranges for the commercial valuations models we use. In 2021, we publicly released property-specific data that show the specific inputs used in those models. We will continue to release this information annually to the public for each reassessed commercial property - without the need for a FOIA request. The release of this information exceeds the level of transparency provided by most assessors' offices.
 - In 2022, the CCAO will go live with a new data portal that will show property characteristics

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- The CCAO continues to measure our assessments using the industry standards set by the International Association of Assessing Officers (IAAO). These standards measure uniformity and equity. The Civic Consulting Alliance identified that the 2018 reassessment of the City of Chicago failed to meet these industry standards of uniformity and equity. A similar study of the 2021 reassessment of the City shows a marked improvement over 2018. Our new models and other improvements to data and methodology succeeded in producing uniform, equitable assessments in 2021 with the COD, PRD and PRD all falling within the goal ranges set by the IAAO:

	Uniformity COD	Vertical Equity	
		PRD	PRB
	goal: 5-15	goal: 0.98-1.03	goal: 0.05-0.05
2018	30.75	1.20	-0.28
2021	14.7	1.028	-0.04

II. FY2022 Revenue (for revenue generating offices)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Corporate -Fees and licenses	\$ 23	\$ 361	\$ 338	1468%
SPF - Assessor Special Revenue	\$ 175,526	\$ 209,851	\$ 34,325	20%
SPF - Erroneous Homestead Exemption Recovery	\$ 515,476	\$ 1,110,000	\$ 594,524	115%
SPF - Cook County Assessor GIS Fee Fund	\$ 723,908	\$ 930,315	\$ 206,407	29%

Corporate Fees and Licenses: Our corporate revenue consists only of the nominal fees collected by our Freedom of Information department. So far in 2022 our collection of FOIA fees has exceeded our projections, but the very low dollar value of these fees accounts for the extreme percentage variance shown.

Assessor Special Revenue: The CCAO's special revenue consists of all other fees collected through the daily operations of our office including incentives, divisions, and our database subscriptions. The

FY2022 Mid-Year Budget Review

Erroneous Homestead Exemption Recovery: In FY22 we have seen an increase in our erroneous homestead exemption revenues over FY21, as well as our FY22 targets. Several factors are driving this increase. First, due to expanded outreach efforts over the past three years, homeowners are more aware that they can claim exemptions on their primary residence only. Second, new data sources and increased efficiencies the investigation and hearing processes have enhanced productivity and therefore collections.

Cook County Assessor GIS Fee: The CCAO collects a portion of the fees collected through each transaction recorded at the Recorder of Deeds / Cook County Clerk's Office. For the past two years, the actual revenues collected have exceeded our estimates as the real estate market was experiencing a high volume of activity. Though that may change in the second half of 2022, so far this year that trend has continued.

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$ 12,014,601	\$ 10,803,001	\$ 1,211,600	10%
Contractual Services	\$ 1,711,988	\$ 699,723	\$ 1,012,265	59%
Supplies and Materials	\$ 225,089	\$ 324,115	\$ (99,026)	-44%
Operations and Maintenance	\$ 323,499	\$ 533,327	\$ (209,828)	-65%
Capital Expenditures	\$ -	\$ -	\$ -	0%
Rental and Leasing	\$ 59,319	\$ 79,869	\$ (20,550)	-35%
Contingencies and Special Purposes	\$ -	\$ -	\$ -	0%
Total	\$ 14,334,496	\$ 12,440,035	\$ 1,894,461	13%

- Please provide an explanation of variances greater than 1% and \$1 million
- What corrective action will be taken if required?

Personnel: The variance in our personnel expenditures is due to a higher than anticipated turnover rate.

Contractual Services: The bulk of our contractual services expenditures are related to the printing, mailing, and publishing of reassessment notices. The first townships of the 2022 North Triad reassessment were mailed in early July, with publication dates set for mid-late July. Therefore these expenditures will be concentrated in the second half of FY22. Additionally, many of our commercial real estate data subscriptions are billed and paid annually in the second half of FY22.

FY2022 Mid-Year Budget Review

Supplies and Materials: Our supplies and materials expenditures consist of office supplies, media subscriptions, and computer and data supplies. These expenditures fall unevenly throughout the year, as they are either one-time costs or annual subscriptions billed on a specific month. Because there is a negative variance for the first half of FY22, we will compensate in the second half of FY22 with lower expenditures.

Operations and Maintenance: Our operations and maintenance costs are mostly IT and hardware related. Because there is a negative variance for the first half of FY22, we will compensate in the second half of FY22 with lower expenditures.

Rental and Leasing: Our biggest rental and leasing item is the leasing costs for our mail and postage machines, which are essential to our daily operations and allow us to save costs on our external mail vendor for the smaller mailings the CCAO is obligated to send out. There is a negative variance shown in the first half of FY22 as a new contract was finalized in the spring of 2022 and an annual invoice was paid out at that point.

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
County Assessor	259	206	53

- **If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal.**

We have found that the one of the major reasons why a hiring sequence might result in zero ranked candidates is that the minimum qualifications for our position descriptions are too restrictive. The real estate assessment and appraisal worlds are highly specialized. While we need this level of professionalism and skill in our office, requiring an advanced degree or an industry designation can be real challenge in attracting younger professionals to a career in Cook County government. Instead of setting certain minimum qualifications as a requirement in the hiring process, we can work with local schools and professional organizations to build comprehensive training programs that attract and retain new talent.

FY2022 Mid-Year Budget Review

This is a long-term goal of our office, given the challenges we have seen in hiring over the past three years especially since the pandemic began.

To date in FY22 twenty employees have retired or separated from the CCAO. We have hired and onboarded sixteen employees into new positions (five of which were internal hires).

We have fourteen positions that are currently open and active in a hiring sequence. We expect to fill twenty-two total positions by the end of FY22 or 42% of our current total vacancies.

Our office dedicates significant resources towards hiring. Each HR Generalist will run two hiring sequences at a time with further support from HR leadership, Legal, Compliance, and Operations.

This year and in FY23 we are exploring new ideas such as apprenticeships and fellowships, further advertising of open positions, and partnerships with local colleges and universities (including colleges offering Associate's Degrees).

- **To the extent your agency has positions vacant as of 5/31/22, please provide the Board information on what, if any, challenges your office has faced in filling the positions.**

In addition to the challenges mentioned above, the length of a single hiring sequence remains at 60-90 days for our office. This is due to the requirements of active monitoring by the ACA under Shakman.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid.
 - If re-bid, the status of the procurement.

Please see Appendix A for comments.

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

Please see Appendix B for comments.

FY2022 Mid-Year Budget Review

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

- Please detail your office's efforts this year to seek out new sources of grant funding.
- How many full-time or part-time staff members in your office are responsible for the administration of grants and if this is a change from FY2021? (*Indicate how many are full-time and how many are part-time*)

N/A. The CCAO does not receive any grant funding.

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$ 30,703,174
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- Please provide preliminary ideas of how your office is planning to meet your budget target for FY2023.

Some of our non-personnel costs will be lower in FY23 compared to FY22, which will help us in reaching our budget target. These costs include professional services, as one of our biggest contracts from FY22 will be expiring this year and will not be extended or replaced. Our office supplies and certain equipment costs continue to trend down slightly as more and more of our operations move online.

Hiring, training, and professional development remain some of the biggest priorities for our office. Our personnel and personnel services expenditures over the last three years reflect this. Our executive team is working to assess the needs and priorities of each department to ensure that our office will continue to deliver excellent service to the public.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

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Appendix B

FY2022 Capital Equipment Projects

See Attached

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Appendix C

FY2022 Grants

N/A



Offices of the Chief Judge

FY2022 Mid-Year Budget Review

Circuit Court of Cook County, Office of the Chief Judge

This mid-year brief reflects observations by the Circuit Court of Cook County, on a consolidated basis, including all court departments and divisions.

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

Pretrial Fairness Act

On February 22, 2021, Governor Pritzker signed into law an omnibus criminal justice reform bill (HB 3653) that will impact virtually every agency in the criminal justice system in the state of Illinois. The provisions can be grouped into two broad categories, policing reform and pretrial release reform, the latter included in the Pretrial Fairness Act (PFA). Most of the PFA provisions take effect January 1, 2023.

The PFA makes numerous and significant changes in pretrial case processing, including eliminating monetary bond, making certain charges ineligible for detention, creating new hearings required for pretrial detention, and changing eligibility for electronic monitoring. The changes impact two Circuit Court divisions significantly: Domestic Violence and Pretrial. Implementation of each of these changes will require collaboration, and changes in policy, practice, infrastructure, and culture across the criminal justice system.

Cook County's work with the Safety and Justice Challenge (SJC) over the last six years has created a platform for engaging in the cross agency planning and collaboration required to successfully implement these changes. As the County's SJC site coordinator, Justice System Partners (JSP) has provided technical assistance and communications support to Cook County partners since the beginning of their participation in the initiative last year.

In July 2021, JSP began planning work with the Court and other Cook County stakeholders, using a project structure consisting of committees. In October 2021, JSP began coordinating and facilitating the work of the various workgroups. At this point, PFA implementation subgroups have reviewed initial data analysis provided by Loyola University Chicago and discussed the benefits and challenges of the current hearing locations for selected case types. These conversations are leading to a collective proposal for planning the detention hearing component of the PFA, which will likely include new weekend and holiday in-person/hybrid hearings at the Leighton Criminal Courthouse, taking advantage of the resources now serving the Pretrial Division bond hearings on those days. Wherever they are housed, the hearings will require investments in new staff positions and support resources across a number of Public Safety offices. Each office has been instructed to project these needs for inclusion in the 2023 budget request due later this month.

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Pretrial Services and Electronic Monitoring

Meanwhile, with the effects of the PFA looming, the court's adult pretrial service operations have continued to operate at a high standard while navigating the tumultuous effects of the pandemic, which has stretched into its third calendar year.

The court's pretrial officers of both the Adult Probation and Social Service Departments prepare risk assessments and reports for initial appearances across the county, based on the Public Safety Assessment (PSA) and defendant interviews. From December 2021 through April 2022, officers completed about 12,600 PSAs (96% of eligible defendants) and about 9,300 defendant interviews, which resumed last November. Post-release officers provide court reminders and supervision check-ins with defendants with a court order for supervision. Caseloads for post-release officers increased substantially through 2021, peaking at an average of about 8,300 defendants in May 2021. These caseloads have been declining consistently since then, likely due to a combination of the courts working through the backlog of cases caused by COVID and fewer cases overall. About 6,700 pretrial status defendants were on active supervision in January 2022.

Although the jail population has increased from its pandemic-driven lows, Public Safety partner agencies remain focused on reducing the unnecessary use of detention for pretrial defendants. Electronic monitoring continues to be a valuable tool available for the judiciary, with the goal of increasing accountability while allowing defendants to retain a degree of normality while they await trial. The defendant population in APD's GPS program, currently about 800, has declined from its pandemic peak of about 1,400 active cases, but is still significantly higher than pre-pandemic levels. However, the number of defendants in the court's curfew program, which is monitored through the use of Radio-Frequency (RF) bracelets, has increased steadily as the pandemic has matured. This program saw its average daily population increase by about 48% from December 1, 2020 through November 30, 2021.

Since December 1, 2021, the curfew population has remained close to 1,000 active cases, compared to about 600 cases in March 2020.

The court's probation departments continue to prepare for the implementation of the Pretrial Fairness Act, which includes several major changes to eligibility for electronic monitoring. Department leadership participates regularly in planning meetings with other stakeholders and external partners, and is working to prepare for the transition away from monetary bonds.

Domestic Violence Committee

In 2021, the Circuit Court, the Cook County Board of Commissioners and the advocacy community recognized the need to improve services to victims of domestic violence, those who seek protection and support in the courts. As a result of our joint efforts, the Cook County Board approved an expansion of services in the 2022 budget, including both daytime and after-hours domestic violence court operations, additional court staff, resources for advocate agencies and technological support.

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To facilitate the improvement and expansion of domestic violence court operations, Chief Judge Evans reestablished the court's Committee on Domestic Violence Court. The Committee is comprised of County Board commissioners, members of the judiciary and their staff, representatives from the President's Office, State's Attorney's Office, Public Defender's Office, Clerk's Office, Sheriff's Office,

Office of the Chief Judge, advocates representing domestic violence agencies and legal aid groups, and members of the private bar.

The Committee is charged with examining current operations and making recommendations to the Chief Judge on improvements needed to help protect the safety of victims of domestic violence and the rights of those accused. Further, the Committee was directed to work with the Chief Judge's Office to establish after-hours court operations in which on-call judges are available to hear petitions for emergency protective orders during the weekdays outside of regular court hours, on weekends, and over holidays.

The Committee submitted a draft report to the Chief Judge on April 11, 2022, recommending that the court increase staffing in the Domestic Violence Division for regular operations and after-hours operations, increase litigants' access to assistance and information, facilitate communication and data sharing with stakeholders and the general public, reorganize caseloads across existing and new court calls in the Domestic Violence Division, transfer cases not involving domestic violence to other parts of the court, add a Mental Health Diversion call in the Domestic Violence Division, and increase the utilization of technology by litigants and court personnel. After meeting with Chief Judge Evans to discuss the recommendations, the Committee is preparing a final report to be issued to all agencies in July 2022.

Indeed, by April 2022, several of the Committee's recommendations had already been implemented. Five (5) court coordinators were hired to staff daytime operations at the 555 West Harrison courthouse and suburban locations. The law library at the courthouse was converted into an emergency hearing room to provide an extra civil case call. The Committee worked with programmers from Illinois Legal Aid Online (ILAO) to create an online guided petition with direct filing access to the circuit clerk's office to provide easier access to litigants filing emergency petitions remotely. Plans are in place to transfer cases not involving domestic violence to other parts of the court to facilitate participation of judges in after-hours duty rotations. Plans are also in place to increase the availability and accessibility of mediators for those cases not involving domestic violence. Finally, work has begun on creating a Mental Health Diversion call modeled on the Fitness Diversion Project currently operating in the misdemeanor branch courts.

Much progress has also been made in establishing after-hours court operations. A pilot program is set to begin September 6, 2022, with operations tentatively scheduled to be provided Monday-Friday from 9:00pm-3:00am, and Saturdays, Sundays and court holidays from 1:00pm-6:00pm. Litigants will have advocate assistance in filing petitions and court hearings will be conducted by duty judges with court support staff and circuit clerk assistance. The Sheriff's Office will staff LEADS clerk positions for

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after-hours operations. After-hours advocate assistance through Connections for Abused Women and their Children (CAWC) has been retained contractually using budgeted funds, and those advocates have been hired and are being trained. Court staff will be hired and technology assistance through ILAO has been created and user tested. Laptops and other technological support have been purchased and are ready for distribution.

The Committee intends to function as a standing committee to assess conditions and monitor implementation of current plans, and to make recommendations for further expansion of domestic violence operations.

Legal Aid for Housing and Debt

The Cook County Legal Aid for Housing and Debt (CCLAHD) program includes the Early Resolution Program (ERP) and the Mortgage Foreclosure Mediation Program (MFMP). The CCLAHD hotline opened in November 2020, and the in-court services for the ERP started in January 2021. The MFMP, initiated in 2010 to meet the mortgage foreclosure crisis and closed by the County in 2017, is in partial operation and is under construction.

CCLAHD Early Resolution Program (ERP) - The ERP program provides both pre-court and in-court services for parties involved in residential eviction cases, consumer debt cases, and tax deed sales. ERP services are available for both landlords and tenants on claims of non-payment of rent and are currently provided remotely. Pre-court services include a hotline, legal aid, and assistance for applying for rental aid through city, county, or statewide rental assistance programs.

The majority of eviction filings are initiated in the First Municipal District, Chicago. However, ERP has been operating in all six (6) municipal district courthouses since 2021. Under this program, residents who are facing eviction, consumer debt collection, or tax deed issues can receive help. The process generally begins with a call to a hotline, which will direct residents to the right resources, including legal aid, whether or not a court case has been initiated. The second path for residents receiving help under the ERP is in court. When a resident appears in court for an eviction case or for a consumer debt case, a case manager helps triage cases and makes sure litigants can meet with legal aid staff immediately during the court call. In eviction cases, litigants also have the option to meet directly with a representative of their local rent assistance program to start the process of applying for rental aid. This option is available as long as the city or county have a program that is accepting applications. The ERP continues to adjust operations to meet the needs of litigants, the plaintiffs' bar, and other stakeholders.

So far this year, eviction filings have been generally on par with pre-pandemic levels. For the first five months of this calendar year, 11,192 evictions were filed in Cook County, 93% of which were residential. By comparison, 11,990 evictions were filed in the first five months of 2019. In addition, since the start of the ERP through May 31, 2022, the CCLAHD program hotline has received over 9,000 phone call intakes, almost 11,000 in-court referrals, and a 27% settlement rate (which is quite high for eviction cases). Further, in the suburban Municipal

FY2022 Mid-Year Budget Review

Districts, the program has received over 300 applicants for in-court rental assistance from court referrals and has provided over \$3,400,000 in rental assistance funds to litigants.

Mortgage Foreclosure Mediation Program (MFMP) – For the first five months of the calendar year, there have been 3,685 new foreclosures filings, 25% less than the 4,933 filed for the same period before the pandemic in 2019. The month-over-month average still has yet to reach the levels of 2019 foreclosure filings, which had already been historically low at that point. All expectations and indications from the foreclosure bar are that foreclosure filings will rebound and surpass pre-pandemic levels – it is simply a matter of when and how quickly that rebound will occur.

The MFMP is currently in the process of being rebooted to its former full capacity as it existed in 2017. Currently, the hotline and legal aid component are in operation. Anyone subject to a foreclosure filing can call a hotline and schedule appointments with a HUD-certified housing counselor and with legal aid for free legal advice. The remaining MFMP components scheduled for implementation include hiring in-court case managers and fully relaunching in-court referrals to mediation. Any referral to mediation will include the appointment of a pro bono attorney for representation at mediation sessions.

The full relaunch of the MFMP is pending final decisions on office space allocations to house the program case managers, who are crucial to triaging and tracking in-court activity. Space on the 11th floor of the Dunne Administration building has been tentatively identified; upon that allocation, staff retention would follow later this summer.

Jury Trial Activities and Jury Operations

As the effects of the pandemic recede and restrictions on in-person activities are lifted, the pace of Circuit Court trial activities is increasing, facilitated by new courtroom technologies enabling hybrid remote proceedings, coupled with provisions of additional space for jurors to accommodate the social distancing requirements both in court as well as for jury assembly. After suspending civil and criminal jury trials early in 2020, they restarted in earnest in May 2021, but space limitations continued to hamper operations. That changed in September 2021, when additional space was allocated for jurors on the 22nd floor of the Richard J. Daley Center and on the second floor of the George N. Leighton Criminal Court building. On March 22, of this year, the social distancing requirements for jurors was lifted, further easing restrictions on jury trial activities.

In all of calendar year 2021, the trial courts requested that the Office of Jury Administration supply jurors for 404 trials, involving 195 civil cases and 209 criminal cases. In just the first five-plus calendar months of 2022 through June 10, trial courts have requested jurors for 687 cases, 388 civil and 299 criminal.

FY2022 Mid-Year Budget Review

Since April, Jury Administration has been cautiously expanding the number of standby summons mailings as jury trial requests increase, accounting for expected trial court needs as well as juror response rates in the evolving pandemic environment. In June, as the number of jury trial requests began to stabilize, the office began to incorporate a limited number of direct summons calls.

On June 1, 2022, juror pay increased from \$17.20 per day to \$35.00 per day, a change approved by the Cook County Board last November. The increase will ease, just a bit, the financial burden on jurors participating in jury service. We also expect that the increase may have a positive impact on overall juror response rates to summons mailings. Overall, the increasing trial activities and increase in pay rates are expected to drive the court's costs for jury operations to pre-pandemic levels and beyond.

II. FY2022 Revenue

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Public Guardian	\$1,385,000	\$1,343,797	\$(41,203)	(3.0)%
State of Illinois - Reimbursements	\$27,171,400	\$28,505,474	\$1,334,074	4.9%
Mortgage Foreclosure Mediation Program - SPF	\$186,201	\$299,729	\$113,528	61.0%
Circuit Court Illinois Dispute Resolution - SPF	\$141,622	\$112,532	\$(29,090)	(20.5)%
Adult Probation Service Fee – SPF	\$897,254	\$366,755	\$(530,500)	(59.1)%
Social Services Probation -SPF	\$1,164,567	\$232,401	\$(932,166)	(80.0)%

- Explanation of variances greater than 1% and \$1 million
- What corrective action will be taken?

Public Guardian – Revenues mostly include legal and estate fees charged to their adult clients. Collections to date are marginally negative to budget due to variation in the return to normal working conditions in the unpredictable pandemic environment. Collections on a month to month basis have remained at or above \$200,000 per month YTD through June. The expectation remains

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that while collections may continue to be impacted by the pandemic, the Court projects collections for the FY approaching the budget amount of \$2,500,000.

State of Illinois - Reimbursements – Each year, the Administrative Office of the Illinois Courts (“AOIC”) provides an allocation of salary subsidies to counties, payable in accordance with Illinois statutes, (725 ILCS 185/33 and 730 ILCS 110/15, 4 and 4a) for certain probation officers and detention staff. By law, these subsidies include \$1,000 per month for “salary subsidy” positions and 100 percent funding for the salaries of “grants-in-aid” and “pretrial services” positions. In their letter of August 12, 2021, the AOIC announced that the allocation for the probation and court service departments and detention staff for the Circuit Court would be \$58,528,550 for the state fiscal year ended June 30, 2022, to fully reimburse existing payroll positions in accordance with statutory requirements. The County budget for FY2022 was established at \$54,000,000, less than the full state allocation due to anticipated position vacancies. So far this year, subsidy revenues are exceeding expectations, notwithstanding continuing position vacancies in all three probation agencies and in the JTDC, mostly related to COVID-19 and associated hiring delays and difficulties.

In recent years, the AOIC agreed to provide counties additional subsidies at the end of the state fiscal year to make up for county revenue shortfalls, attributable to probation and detention vacancies. The AOIC has recognized that COVID-19 has significantly slowed hiring across the state and as a result, the state has had surplus funds available to reimburse county payroll costs. While no announcements have yet been made for this fiscal year, we understand that such supplemental subsidies again are under consideration.

The court is now awaiting final word and instructions for application. At this point, while the supplemental state payment values have not yet been announced, we are confident that subsidy filings and collections will meet or exceed the budgeted value.

Mortgage Foreclosure Mediation Program – Revenue reflects collections by the Clerk of the Circuit Court of an additional \$150 fee on all Mortgage Foreclosure filings to fund mediation services, pursuant to the County Board Resolution, “Cook County Housing Protection Fee Collection,” approved October 22, 2020. The positive variance is due to the lifting of certain moratoria on the filing of mortgage foreclosure cases that were implemented due to the pandemic. The Court expects that filing activity and related fee collections will remain on its present positive trajectory as reflected below, provided no unforeseen pandemic moratoria are restored, and as a result of current macro-economic conditions.

December, 2021	\$18,375
January, 2022	18,000

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February, 2022	27,000
March, 2022	156,114
April, 2022	\$130,240

Circuit Court Illinois Dispute Resolution – Revenue reflects a \$2.00 per civil case statutory fee collected by the Clerk of the Circuit Court pursuant to 710 ILCS 20/3, which increased from \$1.00 beginning January 2022. Collections are set aside to be paid to the provider of mediation services by order of the Court. Any amounts collected in excess of a statutory maximum per year must be deposited in the County Treasury for the administration of justice. The statutory maximum payable to the service provider increased in 2022 to \$300,000, 710 ILCS 50/4. Collections are trending positively following the fee increase in January 2022, and as such, the Court anticipates collections for the year will be in excess of the \$300,000 statutory limit.

Adult Probation Service Fees – Pursuant to statute and court administrative orders (GAO 05-08, 05-09), the Adult Probation and Social Service Departments collect court-ordered probation service fees from adult offenders sentenced to probation, conditional discharge, or supervision, up to \$50 per month, subject to offenders’ ability to pay and other adjustments by order of the trial court. The significant negative variance to date in Adult Probation fee revenue in part reflects a delay in remittances to the county of collected fees that began in February 2022. The remittances have been on hold since that time, following the implementation of a new accounting and finance software package as a part of the implementation of cfive, an integrated case management software solution that went live in Adult Probation in January 2022. Meanwhile, collections from probationers have continued. For the first six months of the fiscal year, Adult Probation has collected \$715,815 in probation fees. The county can expect a large catch-up payment of about \$275,000 in the coming weeks. Nevertheless, after accounting for that factor, a negative revenue variance remains. While collections have been enhanced with the introduction of credit and debit card payment options, case filings have declined with lower arrest levels since the onset of the pandemic. Overall, collections are generally in line with those of the pandemic-impacted years of 2020 and 2021.

Social Service Probation Fees – As with Adult Probation, the negative variance in Social Service revenue in part reflects a delay in remittances to the county of collected fees that began in February 2022. (In

January, 2022, Social Service also implemented the cfive case management system). Collections have continued, however. For the first six months of the fiscal year, Social Service has collected \$668,986 in probation fees. The county can expect a large catch-up payment in the coming weeks of about \$400,000. Nevertheless, as with Adult Probation, a negative variance remains. While collections have been similarly enhanced with the introduction of credit and debit card payment

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options, misdemeanor case filings have declined with lower arrest levels since the onset of the pandemic. Overall, collections are generally in line with those of the pandemic-impacted years of 2020 and 2021.

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022 will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$111,172,931	\$105,750,532	\$5,422,399	4.9%
Contractual Services	10,381,148	6,328,013	4,143,135	39.9%
Supplies and Materials	2,270,420	1,899,934	370,486	16.3%
Operations and Maintenance	10,788,111	10,547,615	240,496	2.2%
Capital Expenditures	45,000	166,388	(121,388)	(269.8)%
Rental and Leasing	266,830	375,085	(108,255)	(40.6)%
Contingencies and Special Purposes	(51,756)	(136,391)	84,635	(163.5)%
Total	\$134,872,685	\$124,841,176	\$10,031,508	7.4%

- Please provide an explanation of variances greater than 1% and \$1 million
- What corrective action will be taken if required?

Personnel - The positive personnel cost variance to date of about five percent reflects the effects of vacant positions, mostly the JTDC (46%), Adult Probation (18%) and the Office of the Chief Judge (11%). The positive trends are reduced somewhat by offsetting negative variances in overtime costs at the JTDC. Budget performance relating to overtime is a direct result of the macroeconomic environment's impact on hiring and reflects the JTDC's efforts to maintain a safe and secure detention center. In all, the departments under the Office of the Chief Judge to date this year have accumulated projected payroll surplus of a combined \$10.6 million, exceeding the YTD turnover obligations of the Court, of approximately \$5.1 million. And as noted above, the net surplus (after turnover) equals approximately \$5.5 million at the

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mid-year point. Professional staff who have left the departments or who have declined offers of employment over the past year have cited factors such as opportunities for increased pay, generous opportunities to work remotely or in a hybrid work environment, stipends to purchase computer equipment for remote work, and in general, opportunities for flexible work environments. Hiring has been particularly difficult at the JTDC, which typically has a lengthy period before position posting and hire. The court maintains a detailed hiring plan in accordance with county requirements and has submitted a number of hiring requests for approval this year. But although the court's position vacancy counts are currently a bit lower than those outlined by the county above, the current count is elevated relative to historical norms. Overall, the court plans to fill substantially all vacant positions by the end of the fiscal year.

Contractual Services – The positive variance in contractual services arises primarily from: unrecorded juror fees and lower utilization of jurors, billing and invoice processing delays for the Juvenile Probation contracts, lower expenses related to clinic services for juveniles, and billing delays for a variety of smaller contracts across the court.

First, there appears to be a delay in recording expenditures for jury fees and related expenses so far this year. Actual charges were \$720,567 through May, but only \$96,630 is reflected in the county expenditure records, a difference of \$623,937. Notwithstanding this delay and beginning June 1, 2022, with the increase in juror pay from \$17.20 to \$35.00 per day, the Court expects juror fees and related expenses to finish the fiscal year under budget overall in juror fees, meals and postage of about \$1 million, due to space shortages in the first half of the year, combined with fewer summons calls. See pages 5-6 for a discussion of trial and jury activities.

Second, there appear to be unrecorded expenditures for services through the Northwestern University clinic at Juvenile Court for several months due to delays in the implementation of a new contract, effective March 1. After taking into account the timing difference for recording such expenditures, the Court expects expenditures for the fiscal year for this contract to result in a positive variance of approximately \$400,000.

Third, there appear to be timing differences in billing received for Juvenile Probation's evening reporting center and the Saura Center, Heartland totaling approximately \$700,000. After taking the timing difference in account, the Court expects expenditures for the fiscal year to track close to budget for these contracts.

Finally, recorded expenditures generally reflect a lag in billing and invoice processing, in some cases for several months relating to not-for-profit agencies which serve the court's clientele. The court has a wide variety of professional service contracts, in most operating departments, providing a broad spectrum of services to clients residing all over the county. So while the budget reflects a six month period, recorded expenditures reflect natural processing delays of two or three months.

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Supplies and Materials - The positive variance in supplies and materials (16.3%) primarily reflects the timing related to invoice processing and payments posting for both food supplies at the Juvenile Temporary Detention Center and computer supplies across all offices under the Office of the Chief Judge. Although supplies and material costs are trailing expectations at this point, the variance is temporary. The court expects to expend all funds available within this budget year.

Operations and Maintenance – Operations and Maintenance includes lease costs of the Daley Center and the Dunne Administration building, (\$12,544,273), electronic monitoring for adults and minors,

(\$4,649,511) and a variety of MIS related maintenance arrangements. The positive variance noted above is mostly attributed to the annual allocation by the county of BOT Mainframe and other MIS costs of

\$1,413,259 recorded early in the year, largely offset by savings achieved to date for EM costs relative to budget. EM savings mostly result from declining GPS hookups in Adult Probation, relative to expectations (see the discussion re: EM on page two).

Capital Expenditures – Last November, the court’s budget was amended to add resources for the court’s domestic violence, 24/7 initiative. That amendment included \$90,000 for laptops to support the changes in process there. In addition, and as noted in contingencies below, last April, the county board approved of a budget transfer, which added \$1,314,399 for additional capital equipment. The laptops have been acquired and acquisition of the equipment for the remote operations is now in process. As a result, the court’s expenditures to date exceed the original budget provision noted.

Rental and Leasing – The court’s rental and leasing accounts include costs associated with multifunction copiers (\$292,528), rental of space for the court’s three restorative justice community courts (\$133,600), storage (\$48,640) and mail machines (\$37,851). For the most part, expenditures to date are exceeding budget values, as the full annual MFD copier cost values have been recorded by the county early in the year.

Contingencies and special purpose funds – The budget for contingencies includes a variety of credits totaling \$6,033,724, representing minor fee collections, program reimbursements and transfers from special-purpose funds, net of charges of \$3,822,000 mostly for legal fees for indigent litigants, all netting to a credit of \$2,211,724. In addition, in April, the county board approved a budget transfer to increase contingency credits by \$1,567,547 to recognize payments awarded to the court from the state to pay for capital equipment to facilitate remote

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operations in court (22-2620). Both the charges and collections are lower than expectations to date, resulting in positive budget performance to date. In addition, no transfers from SPFs have yet been made relative to the budgeted credits of \$2,290,524. The need for such transfers will be measured as the year progresses.

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office's hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
Adult Probation	554	496	58
Judiciary	437	382	55
Office of the Chief Judge	541	438	103
Public Guardian	220	204	16
Forensic Clinical Services	25	24	1
Social Service	226	219	7
Juvenile Probation	329	285	44
Juvenile Temporary Detention Center	575	534	41

- If your office has vacant positions, please provide an indication of what percentage of vacancies are anticipated to be filled by fiscal year-end and what actions are currently in place to help achieve that goal.
- To the extent your agency has positions vacant as of 5/31/22, please provide the Board information on what, if any, challenges your office has faced in filling the positions.

The court maintains a detailed hiring plan in accordance with county requirements and has submitted a number of hiring requests for approval this year. But although the court's position vacancy counts are currently a bit lower than those outlined by the county above, the current count is elevated relative to historical norms. Last year at this time, the court reported 299 vacancies. Overall, hiring has been slower than in normal times, and promises to be a

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significant challenge going forward due to the tightening labor market and higher applicant wage demands, which often exceed county salary schedules. As anticipated by many experts, the Great Resignation has led to experienced, skilled staff seeking new opportunities while creating challenges in recruiting and retaining qualified talent. Professional staff who have left the office or who have declined offers of employment over the past year have cited factors such as opportunities for increased pay, generous opportunities to work remotely or in a hybrid work environment, stipends to purchase computer equipment for remote work, and in general, opportunities for flexible work environments. Hiring has been particularly difficult at the JTDC, which typically has a lengthy period before position posting and hire. Slow hiring there has contributed to consistently high levels in overtime spending.

In response to market demands, the court is in the process of reclassifying to higher grades and/or salaries positions in the Restorative Justice Community Courts as well as law clerk and staff attorney positions. The court has also broadened the reach of its job postings to include the career services sites of relevant professional organizations and academic institutions, in addition to the court's website and commercial sites such as Indeed.com.

Notable activities in certain offices include:

- Positions such as law clerks and court coordinators for the Office of the Chief Judge are vacated and filled quickly on an ongoing basis. Offers of employment for most open law clerk positions have been accepted, with employment to commence following the July, 2022, bar examination.
- A class of 38 Adult Probation officers will be on-boarded in September.
- The court is in the process of filling 23 open Clerk V positions to assist self-represented litigants in the *Zoom* Rooms operating in most court facilities. (Such operations are currently staffed by employees ordinarily assigned to the court's Children's Rooms, which have been closed since the onset of the pandemic but will re-open and require staffing when circumstances permit later in the summer.
- The hiring of Domestic Violence Division staff, in accordance with the recommendations of the court's Committee on Domestic Violence, is proceeding. Postings for the staff attorney/law clerk and court coordinator positions created in the FY22 budget are pending and are anticipated to be filled in the coming weeks. The Division has hired a Senior Division Attorney, four court coordinators, and a Suburban District Coordinator.
- With reclassification of the Case Manager and Peace Circle Keeper positions to higher grades, the court anticipates attracting suitable candidates and filling all open positions in the coming months.
- The court anticipates filling the open full-time Court Interpreter positions from the ranks of the certified session ("per diem") interpreters by the end of the summer.
- The Public Guardian expects to fill all vacant positions by fiscal year-end, mostly attorney positions. They typically receive an influx of eligible applicants after bar results are available in the early fall when candidates become licensed. They heavily

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recruit at the area law schools through their programs related to public interest law, child law, elder law, and other relevant practice areas. They also actively recruit through the minority law student and bar organizations, and public interest job fairs in Chicago and elsewhere.

- The Social Service Department (SSD) has been transitioning back to pre-pandemic operations. Casework officers have resumed meeting with moderate to moderate-high level clients and they will soon resume in-person reporting for low-moderate clients who are currently reporting via phone and virtually. Since the beginning of 2022, SSD has added 30 additional pretrial officers, casework officers, clerical staff, and staffing this year, many dedicated to the new DUI Evaluation and Monitoring Program (DEMP). With the integration of the DEMP earlier this year, the DUI client population has increased. The Restorative Justice Community Courts (RJCC) Program has also thrived with the Englewood court hosting their first graduating class in June 2022 with 29 participants successfully completing the program. Four SSD Caseworker Officers were recently added to the RJCC Program. During these past few months, SSD has continued to maintain the focus on client-based services such as the Partner Intervention Program (PAIP) and parenting classes, all of which has maintained consistent participation via virtual access.
- The JTDC is planning to fill all vacant positions by year-end. Hiring strategies include:
 - Email blast to Illinois college and university career coordinators
 - Attending college/university job fairs
 - Maintaining job postings on the Cook County career section website
 - Maintaining job postings on the Court's website and Indeed.com
 - Networking with like facilities regarding recruiting efforts

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- For any contract that is expiring this year, please indicate:
 - Whether the contract will be renewed, extended or re-bid.
 - If re-bid, the status of the procurement.

The court has many contracts that expire in the next 12 months, for food, clothing, and other products for resident minors at the JTDC. The court has other contracts in process as well. Observations on select contract arrangements follow:

Office of the Chief Judge, Judiciary – Later this month, the court will seek approval from the Cook County Board to approve of a long-term contract with National Safety Council, to administer the court's traffic safety school program. Based on an RFP process, this new contract will ensure services for motorists available both in-person and on-line for a number of years at no cost to the county. The court recently initiated a new short-term contract on an emergency basis with CAWC to provide advocacy services in connection with the reforms at Domestic Violence Court. We anticipate a sole-source arrangement in the next cycle, to be followed with a robust RFP process after the service variables are defined over the next year.

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The court currently has a contract with NAMI to provide clinical case management services to clients of the court's seven mental health specialty courts. The contract, which expires at the end of the year, includes short-term housing assistance that NAMI can provide through their network. NAMI succeeded another vendor which resigned due to circumstances related to the pandemic and its aftermath. The court will weigh procurement options in the coming months.

Public Guardian – The Panoramic Software contract is currently being renewed for 3 years with 2 additional renewal options. The anticipated board date is 7/28/2022. The Clarity Partners LLC contract has 2 optional renewals. The office expects to exercise the renewal option for 2023.

Adult Probation, Social Service - Drug testing is a critical component in the supervision of offenders, making certain they are in compliance with their court ordered conditions. A Request for Proposals (RFP) has not yet been initiated for such testing at this time. However, we do anticipate a solicitation for proposals in the late summer or early fall of FY2022. The adult probation departments continue to work through the challenges of the new cfive web-enabled case/fee management system. Contractual concerns have arisen which need to be addressed for reporting requirements.

JTDC - The JTDC has five contracts that expire in the next 12 months (outlined below), all of which are for food, and food preparations products for resident minors. The JTDC has other contracts in process as well. Kingdom Farms Inc. is currently on a re-bid with a 6 month semi-annual RFP, instead of previous yearly contract due to the constant change in prices of product.

Vendor	Purpose	Contract Value	Contract Start	Contract Exp.	Status
KINGDOM FARMS INC	Meat Products	\$470,830	29 Mar 2022	28 Sep 2022	Re-Bid
MC MAHONS FOOD CORPORATION	Milk Products	\$425,690	01 Jul 2021	30 Jun 2022	Renewed
BLACK DOG FOODS LLC	Bread And Pastry Goods	\$228,141	01 Jul 2020	30 Jun 2022	Renewed

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BLACK DOG FOODS LLC	Dairy Products For JTDC	\$252,340	01 Jan 2022	31 Dec 2022	Renewed
AMC MECHANICAL INC	Cooking Equipment Preventive Maintenance And Repair	\$69,527	01 Nov 2021	31 Oct 2022	Renewed

Juvenile Probation – The Juvenile Probation Department along with the Cook County Sheriff’s Office and Adult Probation Department are developing the scope of work and RFP draft for electronic monitoring services. Contract # 1515-15006B is due to expire January 23, 2023; one additional year renewal is available. The three departments are working toward requesting a one year extension.

Other current contracts with the Juvenile Probation department are as follows, all of which were executed recently:

Contract	Vendor	Description	Start Date	End Date	Award/Release Date
1953-18090	HEARTLAND ALLIANCE FOR HUMAN	JUVENILE DETENTION ALTERNATIVE INITIATIVES: SHELTER CARE PROGRAM	01 Dec 2021	30 Nov 2024	04 Nov 2021
1953-18001B	LAWRENCE HALL	SERVICE PROVIDERS FOR REPORTING CENTERS FOR COURT-INVOLVED YOUTH SERVICES (Region 5)	01 Dec 2021	30 Nov 2024	05 Nov 2021
1953-18001C	TASC INC	SERVICE PROVIDERS FOR REPORTING CENTERS FOR COURT-INVOLVED YOUTH SERVICES (REGION 6)	01 Dec 2021	30 Nov 2024	05 Nov 2021
		SERVICE PROVIDERS FOR REPORTING CENTERS FOR COURT-INVOLVED YOUTH SERVICES (REGIONS 1,3,4)			05 Nov 2021

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1953-18001A	AUNT MARTHAS YOUTH SERVICE CENTER INC		01 Dec 2021	30 Nov 2024	
1953-18001D	YOUTH OUTREACH SERVICES	SERVICE PROVIDERS FOR REPORTING CENTERS FOR COURT-INVOLVED YOUTH SERVICES (REGION 2)	01 Dec 2021	30 Nov 2024	05 Nov 2021
1953-18033	NORTHWESTERN UNIVERSITY	Clinical Assessment and Forensic Services for Court Involved Youth	01 Mar 2022	28 Feb 2025	11-May-22

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

1310 – Chief Judge Computer Technology (Project 26875)	In Progress	All computer refresh equipment has been purchased. In process of imaging in preparation for distributions. All funds have been expended.
1310 – Chief Judge DV IT Equipment (Project 27197)	In progress	All laptop equipment has been purchased and received. In process of imaging in preparation for distribution. All funds have been expended.
1310 Chief Judge Jury Administration (Project 23985)	In progress	Jury Administration is being developed in-house. Funds were requested to be moved to FY2023 to provide time to amend county's IVR contract and to contract with some external .net developers.
1310 Chief Judge Court Technology Equipment (Project 27398)	In Progress	This is funding that is reimbursable to the County from the AOIC. Funding used to purchase hybrid/remote technology equipment for courtrooms. All funds expected to be used.
1300 Judiciary Guardianship Fingerprint Scanner (Project 27201)	In progress	Determining whether equipment provided by Sheriff can sustain this request.

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1305 Public Guardian – Juvenile Client Case Management (Project 24734)	In Progress	In FY2020-21, the PG contracted with a consulting firm to conduct a comprehensive needs assessment, and help develop a RFP to select a vendor. The RFP was submitted to the County's procurement office for review in the second quarter of FY2022. In the second half of FY2022, the RFP will be posted, and the selection process is expected to be completed. The Public Guardian's Office was approved for \$1M capital appropriation for the juvenile client case management system (P24734). The PG has requested to rollover funds for 2023 for approximately \$451,460. Cash flow projections: \$189,280 expenditures for 12/1 to 3/22; \$359,260 expenditures expected for 4/22-11/22; requesting to rollover remaining \$451,460 for 2023 expenditures.
1313 Social Service 2-Way Radios (Project 27197)	In Progress	SSD has worked in tandem with AOIC to finalize and approve the Fieldwork Policy to ensure the department remains consistent in its actions while out in the field. The department has acquired additional fieldwork equipment (25 radios and 1 large charging station) for FY2022. These additional pieces of equipment will provide safety to staff as they travel into neighborhoods within the county.
1326 Juvenile Probation EMS (JEMS) (Project 22406)	In Progress	The Juvenile EMS (JEMS) project continues for the Juvenile Probation Dept. The new case management system went live November 2020. Enhancements of dashboards, information tabs and data reporting continues for optimal utilization and ease to access information on client status.
1326 Juvenile Probation Vehicles (Project 26804)	In Progress	The Dept. was approved for funding to replace 3 vehicles that have been identified for salvage. Ordering of new vehicles is pending completion of the new vehicle contract award.
1326 Juvenile Probation Vehicles (Project 26858)	Delayed	Due to current contract expiring and new contract to be awarded, the Dept. has paused its plan to install GPS system on its fleet.

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		Installation of GPS will be revisited in future fiscal years.
1280 Adult Probation CMS Year 2 of 2 (Project 21150)	In Progress	The system went live on January 31, 2022. Working through small unforeseen impacts on operations with the new case management system implementation and adopting fixes and changes where

		possible. We are actively working with the vendor on resolutions, while still aggressively vetting future enhancements, which are to be delivered within this fiscal year. Future enhancements include reporting modules, dashboards, and interfaces such as electronic payment portal and integration with electronic monitoring platform that will increase operational efficiencies.
1280 Adult Probation Case Management (Project 26890)	In Progress	The system went live on January 31, 2022. Working through small unforeseen impacts on operations with the new case management system implementation and adopting fixes and changes where possible. We are actively working with the vendor on resolutions, while still aggressively vetting future enhancements, which are to be delivered within this fiscal year. Future enhancements include reporting modules, dashboards, and interfaces such as electronic payment portal and integration with electronic monitoring platform that will increase operational efficiencies.
1280 Adult Probation Motorola Radios (Project 26877)	In Progress	APD ordered handheld Motorola radios and auxiliary equipment, received two weeks ago. They were engraved with the incorrect agency. Awaiting delivery of new radio housings with correct inscription.
	Delayed	The JTDC is working with Capital Planning and Facilities Management to complete this project. A project funding request has been submitted to roll funding in FY2023. This project is not

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1440 Juvenile Temporary Detent. CNTR Video Camera Project (Project 25697)		expected to be completed until FY2023, and is developing a RFP which will allow contract negotiation, and implementation.
1440 Juvenile Temporary Detent. CNTR Motorola Security Radio (Project 26793)	Completed	The JTDC has upgraded every Security Radio in the facility, along with charging docking stations, belt holsters, and replacement back up batteries as well. All funds will be expended.
1440 Juvenile Temporary Detent. CNTR Vehicles (Project 26794)	Delayed	The JTDC is working with the County Budget Department to complete this project. Since the award was approved the price of vehicles has increased. We are working together to re-allocate funds to cover the overage cost.

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

- Please detail your office's efforts this year to seek out new sources of grant funding.
- How many full-time or part-time staff members in your office are responsible for the administration of grants and if this is a change from FY2021? *(Indicate how many are full-time and how many are part-time)*

Our portfolio of grant programs is the largest in the history of the Circuit Court both in value and number of programs. The court is currently managing 25 different grant programs funded by federal, state, and private grantors with a total award value of \$11.3 million to administer and enhance programs to assist litigants, increase access to justice to the court's clients and enhance public safety. The court also administers an ARPA-funded allocation of \$7.1 million to help youth involved in the justice system in Cook County. Several of the grant programs from the U.S. Department of Health and Human Services enhance various substance abuse, mental health and veterans' problem-solving courts across the county, by expanding and expediting client access to community-based substance abuse treatment services,

cognitive behavioral therapies and improving communications and coordination through electronic case management. The court's grant portfolio also includes three Adult Redeploy Illinois grants (\$1.2 million) to divert low-level, non-violent criminal defendants suffering from behavioral problems from incarceration at the Illinois Department of Corrections (IDOC).

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The court is in the process of preparing a ARPA-funded sub-recipient agreement with the Ann & Robert

H. Lurie Children's Hospital of Chicago in an aggregate amount of up to \$6,450,184 for three years to implement the Strengthening Chicago's Youth, Juvenile Justice Collaborative Expansion, a program to match justice-involved youth with appropriate community-based services according to their individual goals and to needs. The mission of the program is to minimize future justice involvement for arrested youth and reduce racial disparities in the justice system.

Earlier this year, the court became aware of the Illinois Supreme Court's "Illinois Court Technology Modernization Program," which funds technology goods and services to modernize local court systems. Based on a robust application, the court received funding of \$1.57 million to facilitate WIFI expansion and enhance technical capacity to enable hybrid remote/in-person court proceedings in all courtrooms and to allow jurors in jury deliberation spaces to review digital evidence. Additional elements of the court's application remain under review for possible future funding.

The county also received supplemental funding of \$1.45 million this year for the Cook County Safety and Justice Challenge (SJC). The SJC is an initiative funded by the John D. & Catherine T. MacArthur Foundation which seeks to safely reduce the jail population and address racial and ethnic disparities within the criminal justice system. The award supplements the current program award of \$2.5 million, which expires in September 2022. The new funding will be utilized to implement multiple strategies including establishment of relationships with community residents through dialogue, criminal case reviews to analyze and identify patterns and opportunities to increase efficiency within the system, treatment referrals and linkage for defendants with long prior histories, expansion of current diversion programs for emerging adults with drug offenses, addressing warrants, and implementation of data integration to facilitate exchanges and analysis between county stakeholders and to support data driven decision making. These strategies will be implemented with a focus on addressing racial equity in the criminal justice system.

Court applications are now in process for a number of new competitive grants to enhance the current court operations.

The court does not have a dedicated division to manage its grant portfolio. Rather, the court's finance office, grant program managers and problem solving court staff dedicate hours on a part-time basis to complete both administrative and programmatic responsibilities. The court has relatively few positions funded by grants or the court's operating budget to administer grant programs.

FY2022 Mid-Year Budget Review

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$289,562,717
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- Please provide preliminary ideas of how your office is planning to meet your budget target for FY2023.

In May, the court submitted preliminary projections for the 2023 budget, which totaled \$300.0 million. Although those estimates were incomplete, as they included the county’s preloaded values for salaries and payroll fringe benefits and did not reflect any new staff requests and expected adjustments, we expect the court’s initial request later this month will likely be generally in line with the May projections, with adjustments for Pretrial Fairness Act resources and other initiatives, which are now under review. The court is also considering an expansion of services in certain areas, such as mental health for juvenile and adult clients and 24/7 operations at Domestic Violence Court. Nevertheless, the court is reviewing its options for the submission due July 25. At this point, all are under consideration.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

See Attached

FY2022 Mid-Year Budget Review

Appendix B

FY022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

See Attached



Cook County Board of Review

FY2022 Mid-Year Budget Review

Board of Review

Objective: Update on FY2022 Goals and Objectives, review FY2022 YTD budget and FY2022 year-end projections.

I. Update on FY2022 Initiatives and Goals

• FY2022 Initiative/Goal #1 Digital Appeals Processing System (DAPS) Enhancements

- The CCBOR is meeting its goal. The CCBOR made another improvement to the Exemption application workflow, transitioning to a more efficient and digital work process.
- We are continuing with Tyler and OnBase workflow integration & Comparable system, and implementing a password reset function to increase efficiency. We are finalizing the “Piggyback Contract” process. We anticipate completion in FY2023.
- The County’s BOT has provided us with a license upgrade for the SQL Database, which is expected to be completed by end of summer 2022.

• FY2022 Initiative/Goal #2 High Volume Subscription Service

- The “Bulk Filing” feature of the subscription service implemented for the 2020 tax appeal session has been upgraded for electronic pay through Chase Bank. This has eliminated paper checks and makes the collection process seamless. We expect to collect the anticipated \$100,000 for the current tax session.
- The “Bulk Filing” enhancement generated additional revenue for the County. This funding allows the BOR Outreach efforts to extend to the underserved Cook County communities, providing all property owners with access to the appeal process.

• FY2022 Initiative/Goal #3 Virtual Non-Attorney and Attorney Hearings

- As a direct result of improved efficiencies achieved during the Governor’s “Stay at Home” Order, the CCBOR continued to conduct virtual hearings for the 2021 tax year session. We instituted the County’s Jabber system which provides our analyst and Clerk staff with security by not having to use their personal phone device when contacting taxpayers.

II. FY2022 Revenue (*for revenue generating offices*)

Comparison of YTD budget (as of 5/31/2022) vs YTD actual revenue with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022, will be reported in the upcoming monthly Revenue and Expense report.

FY2022 Mid-Year Budget Review

Revenue	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Corporate -Fees and licenses	\$ 100,000	\$ -	\$ 100,000	100%

- The current BOR revenue source is a “Data Subscription Service” provided to high volume users at the BOR. The product is a complied data package of BOR appeal decisions which allows users to digitally organize their filings and results. The cost structure is based upon appeal volume tiers. Users are invoiced annually at the beginning of the BOR Appeal Session. We anticipate meeting this goal.

III. FY2022 Expenditure

Comparison of YTD budget (as of 5/31/2022) vs YTD actual expenses with explanations for major variances and corrective action steps. Final unaudited actuals for May 31, 2022, will be reported in the upcoming monthly Revenue and Expense report.

Operating Expenses	FY2022 YTD Budget	FY2022 YTD Actuals	\$ Variance	% Variance
Personnel	\$ 6,805,244	\$ 6,477,499	\$ 327,745	5%
Contractual Services	\$ 49,349	\$ 6,069	\$ 43,280	88%
Supplies and Materials	\$ 92,147	\$ 76,126	\$ 16,021	17%
Operations and Maintenance	\$ 144,304	\$ 184,356	\$ (40,052)	-28%
Capital Expenditures	\$ -	\$ -	\$ -	0%
Rental and Leasing	\$ 17,599	\$ 29,955	\$ (12,356)	-70%
Contingencies and Special Purposes	\$ -	\$ -	\$ -	0%
Total	\$ 7,108,643	\$ 6,774,005	\$ 334,638	5%

IV. Status of FY2022 Hiring

Please provide a status (as of 5/31/22) on the office’s hiring efforts to date and planned through the end of the year. For OUP, please provide responses at the Bureau-level. For all other elected/appointed offices, please provide responses at the office/department-level.

Bureau/Department*	# of FY2022 Appropriated Positions	# of Filled Positions	# of Vacant Positions
Board of Review	151	137	14

FY2022 Mid-Year Budget Review

- The Board of Review anticipates hiring into all vacancies in the 3rd quarter to complete the 2021 tax appeal session and to be staffed for the upcoming new session.
- The vacant positions are a result of attrition and staggered hiring to meet the expected turnover. The BOR has offered a hybrid work schedule as a retention perquisite.

V. FY2022 Contracts

Please see attached Appendix A for a list of your office's existing and anticipated contracts for FY2022.

- N/A

VI. Capital Equipment Updates

Please see attached Appendix B for a list of your office's FY2022 capital equipment projects. Please provide a general status on your capital equipment projects and any the cause of any delays you are experiencing.

The Board of Review is in the processing of reviewing and accepting a "Piggyback Contract" with the state of Oklahoma for our Databank Comparable system.

VII. Grant Funding

Please see attached Appendix C for a list of your office's FY2022 appropriated grants and the status of each such grant.

- N/A

VIII. FY2023 Preliminary Forecast

FY2023 Budget Target	\$ 16,176,498
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The BOR will explore all options of efficiencies across all expenses that will not prevent the BOR from fulfilling its responsibilities to the County and its constituents.

FY2022 Mid-Year Budget Review

Appendix A

FY2022 Contracts

N/A

FY2022 Mid-Year Budget Review

Appendix B

FY2022 Capital Equipment Projects

See Attached

FY2022 Mid-Year Budget Review

Appendix C

FY2022 Grants

N/A