For the Two Years Ended December 31, 2020

STATE OF ILLINOIS ROSELAND COMMUNITY MEDICAL DISTRICT COMMISSION

STATE COMPLIANCE EXAMINATION

For the Two Years Ended December 31, 2020

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For the Two Years Ended December 31, 2020

COMMISSION OFFICIALS

President William Towns Vice President Leon Walker Treasurer Vacant Secretary Tiffany Hightower **COMMISSION MEMBERS** Appointed by the Governor of the State of Illinois Member* Leon Walker Member* Tim Egan Member Vacant Appointed by the Chairman of the County Board of Cook County Member* William Towns Member (01/05/19 – Present) Vacant Member* (01/01/19 - 01/04/19)Shirley Bomar-Cole Member Vacant Appointed by the Mayor of the City of Chicago Member Tiffany Hightower Member* Ciere Boatright Member (04/28/20 – Present) Vacant Member* (01/01/19 - 04/27/20)Regina Porter

^{*}Serving an expired term.

For the Two Years Ended December 31, 2020

<u>COMMISSION MEMBERS – EX-OFFICIO REPRESENTATIVES</u>

Representing the Director of Commerce and Economic Opportunity

Ex-Officio Member Jonathan McGee

Representing the Director of Public Health

Ex-Officio Member Justin DeWitt

Representing the Secretary of Human Services

Ex-Officio Member Sharron Matthews

COMMISSION OFFICE

The Commission's office is located at:

Main Office – Headquarters

Roseland Community Hospital 45 West 111th Street Chicago, IL 60628

Forwarding Address

Far South Community Development Corporation 837 West 115th Street Chicago, IL 60643



MANAGEMENT ASSERTION LETTER

June 25, 2021

Honorable Frank J. Mautino Auditor General State of Illinois 740 East Ash Street Springfield, Illinois 62703-3154

Auditor General Mautino:

We are responsible for the identification of, and compliance with, all aspects of laws, regulations, contracts, or grant agreements that could have a material effect on the operations of the State of Illinois, Roseland Community Medical District Commission (Commission). We are responsible for and we have established and maintained an effective system of internal controls over compliance requirements. We have performed an evaluation of the Commission's compliance with the following specified requirements during the two-year period ended December 31, 2020. Based on this evaluation, we assert that during the years ended December 31, 2019, and December 31, 2020, the Commission has materially complied with the specified requirements listed below.

- A. Other than what has been previously disclosed and reported in the Schedule of Findings, the Commission has complied, in all material respects, with applicable laws and regulations, including the State uniform accounting system, in its financial and fiscal operations.
- B. Other than what has been previously disclosed and reported in the Schedule of Findings, money or negotiable securities or similar assets handled by the Commission on behalf of the State or held in trust by the Commission have been properly and legally administered, and the accounting and recordkeeping relating thereto is proper, accurate, and in accordance with law.

Sincerely.

Roseland Community Medical District Commission

SIGNED ORIGINAL ON FILE

William W. Towns PhD. President

For the Two Years Ended December 31, 2020

COMPLIANCE REPORT

SUMMARY

The compliance testing performed during this examination was conducted in accordance with *Government Auditing Standards* and the Illinois State Auditing Act.

ACCOUNTANT'S REPORT

The Independent Accountant's Report on State Compliance, on Internal Control over Compliance, and on Supplementary Information for State Compliance Purposes contains an adverse opinion on compliance and identifies material weaknesses in internal control over compliance.

SUMMARY OF FINDINGS

	Current	Prior
Number of	Report	Report
Findings	4	1
Repeated Findings	1	1
Prior Recommendations Implemented or Not Repeated	0	0

SCHEDULE OF FINDINGS

Item No.	<u>Page</u>	Last/First Report	<u>Description</u>	Finding Type
			FINDINGS (STATE COMPLIANCE)	
2020-001	9	2018*/2016	Failure to Establish a Control Environment	Material Weakness and Material Noncompliance
2020-002	11	2018*/2016	Noncompliance with the Roseland Community Medical District Act	Material Weakness and Material Noncompliance
2020-003	13	New	Board Member Vacancies	Material Weakness and Material Noncompliance
2020-004	15	2018*/2016	Failure to File Statements of Economic Interests	Material Weakness and Material Noncompliance

For the Two Years Ended December 31, 2020

SCHEDULE OF FINDINGS

Last/First

Item No. Page Report Description Finding Type

PRIOR FINDING

A 16 2018*/2016 Failure to Establish a Control Environment

EXIT CONFERENCE

The Commission passed on the opportunity for an exit conference on June 16, 2021. The Commission passed on the opportunity to provide responses to our recommendations on June 25, 2021.

^{*} Prior finding 2018-001 was separated out and addressed in three separate findings in this engagement.

Springfield Office:

Iles Park Plaza 740 East Ash - 62703-3154 Phone: 217/782-6046 Fax: 217/785-8222 TTY (888) 261-2887



Chicago Office:

State of Illinois Building - Suite S900 160 North Lasalle - 60601-3103 Phone: 312/814-4000 Fax: 312/814-4006

Office Of The Auditor General **Frank Mautino**

INDEPENDENT ACCOUNTANT'S REPORT ON STATE COMPLIANCE, ON INTERNAL CONTROL OVER COMPLIANCE, AND ON SUPPLEMENTARY INFORMATION FOR STATE COMPLIANCE PURPOSES

Honorable Frank J. Mautino Auditor General State of Illinois

and

Board of Directors Roseland Community Medical District Commission

Compliance

We have examined compliance by the State of Illinois, Roseland Community Medical District Commission (Commission) with the specified requirements listed below, as more fully described in the *Audit Guide for Financial Audits and Compliance Attestation Engagements of Illinois State Agencies (Audit Guide)* as adopted by the Auditor General, during the two years ended December 31, 2020. Management of the Commission is responsible for compliance with the specified requirements. Our responsibility is to express an opinion on the Commission's compliance with the specified requirements based on our examination.

The specified requirements are:

- A. The Commission has complied, in all material respects, with applicable laws and regulations, including the State uniform accounting system, in its financial and fiscal operations.
- B. Money or negotiable securities or similar assets handled by the Commission on behalf of the State or held in trust by the Commission have been properly and legally administered and the accounting and recordkeeping relating thereto is proper, accurate, and in accordance with law.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants, the standards applicable to attestation engagements contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the Illinois State Auditing Act (Act), and the *Audit Guide*. Those standards, the Act, and the *Audit Guide* require that we plan and perform the examination to obtain reasonable assurance about whether the Commission complied with the specified requirements in

all material respects. An examination involves performing procedures to obtain evidence about whether the Commission complied with the specified requirements. The nature, timing, and extent of the procedures selected depend on our judgement, including an assessment of the risks of material noncompliance with the specified requirements, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our modified opinion.

Our examination does not provide a legal determination on the Commission's compliance with the specified requirements.

Our examination disclosed material noncompliance with the specified requirements during the two years ended December 31, 2020. As described in items 2020-001 through 2020-004 in the accompanying Schedule of Findings, the Commission did not comply with the specified requirements. As described in the accompanying Schedule of Findings as items 2020-002 through 2020-004, the Commission had not complied, in all material respects, with applicable laws and regulations, including the State uniform accounting system, in its financial and fiscal operations. As described in the accompanying Schedule of Findings as item 2020-001, money or negotiable securities or similar assets handled by the Commission on behalf of the State or held in trust by the Commission had not been properly and legally administered and the accounting and recordkeeping relating thereto is not proper, accurate, and in accordance with law.

In our opinion, because of the significance and pervasiveness of the material deviations from the specified requirements described in the preceding paragraph, the Commission did not comply with the specified requirements during the two years ended December 31, 2020, in all material respects.

The Commission's responses to the compliance findings identified in our examination are described in the accompanying Schedule of Findings. The Commission's responses were not subjected to the procedures applied in the examination and, accordingly, we express no opinion on the responses.

The purpose of this report is solely to describe the scope of our testing and the results of that testing in accordance with the requirements of the *Audit Guide*. Accordingly, this report is not suitable for any other purpose.

Internal Control Over Compliance

Management of the Commission is responsible for establishing and maintaining effective internal control over compliance with the specified requirements (internal control). In planning and performing our examination, we considered the Commission's internal controls to determine the examination procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the Commission's compliance with the specified requirements and to test and report on the Commission's internal controls in accordance with the *Audit Guide*, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control. Accordingly, we do not express an opinion on the effectiveness of the Commission's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that have not been identified. However, as described in the accompanying

Schedule of Findings, we did identify certain deficiencies in internal control that we consider to be material weaknesses.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with the specified requirement on a timely basis. A material weakness in internal control is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material noncompliance with the specified requirement will not be prevented, or detected and corrected, on a timely basis. We consider the deficiencies described in the accompanying Schedule of Findings as items 2020-001 through 2020-004 to be material weaknesses.

A *significant deficiency in internal control* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We did not identify any deficiencies in internal control that we consider to be significant deficiencies.

There were no immaterial findings that have been excluded from this report.

The Commission's responses to the internal control findings identified in our examination are described in the accompanying Schedule of Findings. The Commission's responses were not subjected to the procedures applied in the examination and, accordingly, we express no opinion on the responses.

The purpose of this report is solely to describe the scope of our testing of internal control and the results of that testing based on the requirements of the *Audit Guide*. Accordingly, this report is not suitable for any other purpose.

Supplementary Information for State Compliance Purposes

Our examination was conducted for the purpose of forming an opinion on the Commission's compliance with the specified requirements. The accompanying supplementary information for the years ended December 31, 2019, and December 31, 2020, in Schedule 1 and the Analysis of Operations section are presented for purposes of additional analysis. Such information is the responsibility of Commission management. Because of the significance of the matters described in the accompanying Schedule of Findings as items 2020-001 through 2020-004, it is inappropriate to, and we do not, express an opinion on the supplementary information referred to above.

SIGNED ORIGINAL ON FILE

JANE CLARK, CPA Director of Financial and Compliance Audits

Springfield, Illinois June 25, 2021

For the Two Years Ended December 31, 2020

2020-001 **FINDING** (Failure to Establish a Control Environment)

The Roseland Community Medical District Commission (Commission) failed to establish a control environment.

During our testing, we noted the following:

- The Commission was unable to provide complete and proper supporting documentation for two of two (100%) tested disbursements during the examination period, totaling \$2,025. Therefore, we were unable to determine whether the disbursements were for the correct amount and the documentation was complete, properly approved, and in accordance with applicable policies. In addition, due to the lack of complete and proper supporting documentation, we could not determine if additional reporting requirements, such as federal Form 1099-MISC, were applicable.
- Based on review of the Commission's Board minutes, there is evidence of financial activity that was not recorded in Commission records. Namely, a \$5,000 payment was made for a draft plan that did not appear as an expenditure on the Commission financial records.
- The Commission has a Memorandum of Understanding in effect with a notfor-profit corporation. Related party transactions between the Commission and the not-for-profit corporation are not being accounted for in the Commission's financial records. Further, there is risk of a conflict of interest as the Interim Executive Director of the Commission is also the Executive Director of the not-for-profit corporation.
- The Commission failed to revoke bank signature authority for a Commissioner who is no longer active. The Commissioner has been inactive since June 5, 2017.
- The Commission failed to maintain a general ledger, trial balance, or a summary schedule of financial activity and the Commission does not reconcile its bank account on a monthly basis.
- The Commission's bank charges a monthly bank fee. During 2019 and 2020, the Commission paid \$176.40 in bank fees, or \$7.35 monthly. The Commission should consider moving its account to a different bank which does not charge fees in order to avoid wasting its limited funding.

The State Records Act (5 ILCS 160/8) requires the Commission to make and preserve records containing adequate and proper documentation of the organization, functions,

STATE OF ILLINOIS

ROSELAND COMMUNITY MEDICAL DISTRICT COMMISSION SCHEDULE OF FINDINGS – STATE COMPLIANCE FINDINGS

For the Two Years Ended December 31, 2020

2020-001 **FINDING** (Failure to Establish a Control Environment) - Continued

and essential transactions of the Commission to furnish information to protect the legal and financial rights of the State.

The Fiscal Control and Internal Auditing Act (30 ILCS 10/3001) requires the Commission to establish and maintain a system, or systems, of internal fiscal and administrative controls to provide assurance that funds applicable to operations are properly recorded and accounted for to permit the preparation of accounts and reliable financial and statistical reports and that funds held outside the State Treasury are managed, used, and obtained in strict accordance with the terms of their enabling authorities.

The Statewide Accounting Management System (Procedure 17.20.50) requires the Commission to comply with federal tax law by reporting payments made to nonemployees in the course of a trade or business aggregating \$600 or more during a calendar year to the Internal Revenue Service on a Form 1099-MISC.

This finding was first noted during the examination of the two years ended December 31, 2016. In subsequent years, the Commission has been unsuccessful in implementing a corrective action plan.

Commission officials indicated, as they did during the prior two examinations, the errors noted were due to a lack of resources.

Failure to establish a proper control environment to provide assurance the Commission operates in accordance with applicable laws and regulations and maintains proper accounting records hinders accountability, represents noncompliance with State law, and increases the risk of errors or other irregularities not being identified by Commissioners in the performance of their normal functions. (Finding Code No. 2020-001, 2018-001, 2016-001)

RECOMMENDATION

We recommend the Commission take action to establish a control environment to provide assurance it complies with the State Records Act, the Fiscal Control and Internal Auditing Act, and the Statewide Accounting Management System. Further, the Commission should ensure its accounting records are prepared, maintained, and reconciled to adequately support its transactions and reporting.

COMMISSION RESPONSE

The Commission declined to provide a response.

For the Two Years Ended December 31, 2020

2020-002 **FINDING** (Noncompliance with the Roseland Community Medical District Act)

The Roseland Community Medical District Commission (Commission) failed to comply with the Roseland Community Medical District Act.

During our testing, we noted the following:

• Nine of nine (100%) appointed Commissioners failed to take an oath of office upon appointment to the Commission or during the examination period. Five of nine (56%) Commission members did complete an oath of office during Calendar Year 2021, subsequent to our examination period.

The Roseland Community Medical District Act (Act) (70 ILCS 935/10(e)) requires each commissioner to take an oath of office for the faithful performance of their duties. Further, the Commission's by-laws state a copy of the oath of office shall be signed by each appointee prior to or at the first Commission meeting following their appointment and shall be retained by the Commission.

• The Commission did not submit its Calendar Year 2017 – Calendar Year 2018 biennial report to the General Assembly in a timely manner. The report was due on March 1, 2019. The Commission submitted the report four days late.

The Act (70 ILCS 935/10(f)) requires the Commission to submit to the General Assembly, not later than March 1 of each odd numbered year, a detailed report covering its operations for the two preceding calendar years and a statement of its program for the next two years.

• The Commission did not prepare and approve a master comprehensive plan during Calendar Year 2019 and Calendar Year 2020.

The Act (70 ILCS 935/60) requires the Commission to prepare and approve a comprehensive master plan for the orderly development and management of all property within the Roseland Community Medical District.

Commission officials indicated, as they did during the prior two examinations, the errors noted were due to a lack of resources.

For the Two Years Ended December 31, 2020

2020-002 **FINDING** (Noncompliance with the Roseland Community Medical District Act) - Continued

Failure to ensure Commissioners take an oath of office upon appointment, to timely submit a biennial report, and to prepare and approve a master comprehensive plan represent noncompliance with the Act. (Finding Code Finding Code No. 2020-002, 2018-001, 2016-001)

RECOMMENDATION

We recommend the Commission ensure each Commissioner takes an oath of office upon appointment. We also recommend the Commission ensure its biennial reports to the General Assembly are submitted timely. Lastly, we recommend the Commission prepare and approve a master comprehensive plan for the orderly development and management of all property within the Roseland Community Medical District.

COMMISSION RESPONSE

The Commission declined to provide a response.

For the Two Years Ended December 31, 2020

2020-003 **FINDING** (Board Member Vacancies)

The Roseland Community Medical District Commission (Commission) did not consist of the required number of Commission members throughout Calendar Year 2019 and Calendar Year 2020.

During our testing, we noted the following:

- The Commission was not composed of the required number of Commission members during the examination period. There were six Commission members as of December 31, 2019 (with three vacancies) and five Commission members as of December 31, 2020 (with four vacancies). As of December 31, 2020, one vacancy was to be filled by the Governor of the State of Illinois, two vacancies were to be filled by the Chairman of the County Board of Cook County, and the final vacancy was to be filled by the Mayor of the City of Chicago.
- Six of the nine (67%) Commissioners who served throughout the engagement period were serving on expired terms. Of those six members, four are currently holding office until their successors are appointed and qualified. One position should be appointed by the Mayor of the City of Chicago, two positions should be appointed by the Governor of the State of Illinois, and the final position should be appointed by the Chairman of the County Board of Cook County.

The Roseland Community Medical District Act (Act) (70 ILCS 935/10(c)) requires the Commission to consist of nine appointed members and 3 ex-officio members. Three members are to be appointed by the Governor of the State of Illinois, three members are to be appointed by the Mayor of the City of Chicago, and three members are to be appointed by the Chairman of the County Board of Cook County. All appointed members are to hold office for a term of three years ending on December 31, and until their successors are appointed.

The Commission indicated the vacancies were not filled by the appointing parties during the examination period.

Failure to have the required number of Commission members may affect the full and transparent exercise of the Commission's appointed powers and responsibilities and represents noncompliance with the Act. (Finding Code 2020-003)

For the Two Years Ended December 31, 2020

2020-003 **FINDING** (Board Member Vacancies) - Continued

RECOMMENDATION

We recommend the Commission continue to work with the Governor, Chairman of the County Board of Cook County, and Mayor of the City of Chicago to ensure the Commission's vacancies are filled timely.

COMMISSION RESPONSE

The Commission declined to provide a response.

STATE OF ILLINOIS

ROSELAND COMMUNITY MEDICAL DISTRICT COMMISSION SCHEDULE OF FINDINGS – STATE COMPLIANCE FINDINGS

For the Two Years Ended December 31, 2020

2020-004 **FINDING** (Failure to File Statements of Economic Interests)

The Roseland Community Medical District Commission (Commission) did not require its Commissioners to file statements of economic interests in Calendar Year 2019 and Calendar Year 2020.

During our testing, we noted the following:

- The Commission did not submit a listing of Commissioners required to file a statement of economic interests to the Secretary of State and Cook County Clerk by February 1, 2019, and February 1, 2020.
- Six of six (100%) active appointed Commissioners failed to file a statement of economic interests with the Secretary of State or Cook County Clerk during Calendar Year 2019. Five of five (100%) active appointed Commissioners failed to file a statement of economic interests with the Secretary of State or Cook County Clerk during Calendar Year 2020.

The Illinois Governmental Ethics Act (Act) (5 ILCS 420/4A-106 and 106.5) requires the Commission to file annually, on or before, February 1, the names and addresses of persons required to file a statement of economic interests with the Secretary of State and Cook County Clerk. Further, the Act (5 ILCS 420/4A-105) requires a verified written statement of economic interests to be filed by May 1 of each year with the Secretary of State and Cook County Clerk.

Commission officials indicated, as they did during the prior two examinations, the errors noted were due to a lack of resources.

Failure to file statements of economic interests with the Secretary of State and Cook County Clerk can inhibit the Commission's ability to determine if a Commissioner has any conflicts of interest and is noncompliance with the Act. (Finding Code No. 2020-004, 2018-001, 2016-001)

RECOMMENDATION

We recommend the Commission file a list of those required to file a statement of economic interests with the Secretary of State and Cook County Clerk. In addition, we recommend the Commission ensure those required to file statements of economic interests do so as required.

COMMISSION RESPONSE

The Commission declined to provide a response.

For the Two Years Ended December 31, 2020

A. **FINDING** (Failure to Establish a Control Environment)

During the prior examination, the Roseland Community Medical District Commission (Commission) failed to establish a control environment. Specifically, we noted the Commission failed to comply with the Roseland Community Medical District Act and we noted deficiencies regarding statements of economic interests and locally held fund functions.

During the current examination, we noted continued deficiencies regarding compliance with the Roseland Community Medical District Act, statements of economic interests, and locally held fund functions. Deficiencies regarding the Commission's locally held fund functions has been repeated as finding 2020-001, noncompliance with the Roseland Community Medical District Act has been reported as finding 2020-002, and statements of economic interests deficiencies has been reported as finding 2020-004. (Finding Code No. 2018-001, 2016-001)

STATE OF ILLINOIS ROSELAND COMMUNITY MEDICAL DISTRICT COMMISSION SCHEDULE OF LOCALLY-HELD FUND

(NOT EXAMINED)

For the Year Ended December 31,

	2020		2019		2018	
LOCALLY-HELD FUND	_					_
Balance, Beginning of Year	\$	496	\$	2,609	\$	190
Receipts		-		-		2,500
Disbursements		(88)		(2,113)		(81)
Balance, End of Year	\$	408	\$	496	\$	2,609

- Note 1: The balances were obtained from the Commission's bank records. The Commission did not maintain supporting documentation for disbursements, as noted in Finding 2020-001.
- Note 2: This schedule is presented on the cash basis of accounting.

STATE OF ILLINOIS ROSELAND COMMUNITY MEDICAL DISTRICT COMMISSION ANALYSIS OF OPERATIONS

For the Two Years Ended December 31, 2020

(NOT EXAMINED)

Commission Functions

Roseland Community Medical District Commission (Commission) is a body politic created to support the Roseland Community Medical District (District). The jurisdiction, supervision, powers, and duties of the Commission are enumerated in the Roseland Community Medical District Act (Act) (70 ILCS 935). The origins of the Commission began on August 5, 2011, when the General Assembly established the Commission to govern and administer the powers of the District. The general purpose of the Commission, in addition to and not in limitation of those purposes and powers set forth in this Act, is to:

- (1) maintain the proper surroundings for a medical center and a related technology center in order to attract, stabilize, and retain within the District hospitals, clinics, research facilities, educational facilities, or other facilities permitted under this Act; and
- (2) provide for the orderly creation, maintenance, development, and expansion of (i) health care facilities and other ancillary or related facilities that the Commission may from time to time determine are established and operated (A) for any aspect of the carrying out of the Commission's purposes as set forth in this Act, (B) for the study, diagnosis, and treatment of human ailments and injuries, whether physical or mental, or (C) to promote medical, surgical, and scientific research and knowledge as permitted under this Act; and (ii) medical research and high technology parks, together with the necessary lands, buildings, facilities, equipment, and personal property for those parks.

According to the Act, the Commission shall consist of nine appointed members and three ex-officio members. Three members shall be appointed by the Governor. Three members shall be appointed by the Mayor of the City of Chicago. Three members shall be appointed by the Chairman of the County Board of Cook County. All appointed members shall hold office for a term of 3 years ending on December 31, and until their successors are appointed and have qualified. The Director of Commerce and Economic Opportunity or his or her designee, the Director of Public Health or his or her designee, and the Secretary of Human Services or his or her designee shall serve as ex-officio members.

The Commission is to hold regular meetings annually for the election of a President, Vice President, Secretary, and Treasurer, for the adoption of a budget, and for any other business as may properly come before it. The Commission shall establish the duties and responsibilities of its officers by rule. The President or any three members of the Commission may call special meetings of the Commission. Each commissioner is to take an oath of office for the faithful performance of his or her duties. The Commission may not transact business at a meeting of the Commission unless there is present at the meeting a quorum consisting of at least seven commissioners. Meetings may be held by telephone conference or other communications equipment by means of which all persons participating in the meeting can communicate with each other.

STATE OF ILLINOIS ROSELAND COMMUNITY MEDICAL DISTRICT COMMISSION ANALYSIS OF OPERATIONS

For the Two Years Ended December 31, 2020

(NOT EXAMINED)

Planning

The Commission continued its Memorandum of Understanding (MOU) with the Far South Community Development Corporation (Far South CDC). The MOU tasked the Far South CDC with providing administrative "back-office" support for the Commission, including (without limitation) financial and programmatic record keeping, Commission compliance requirements, website development and social media upkeep and maintenance, grant writing, budgeting, and audit compliance responses. Programmatically, Far South CDC advocates for funding for real estate development projects, community strategy, operations, developing a comprehensive master plan for the District, and partner initiatives. Far South CDC has provided 832 hours of pro bono services to the Commission totaling \$48,740 for Calendar Year 2019 and Calendar Year 2020.