

2010-2011

DEC

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COOK COUNTY OUR FIRST YEAR



December 6, 2011

Toni Preckwinkle | President
Cook County Board of Commissioners

JUN

JUL

AUG

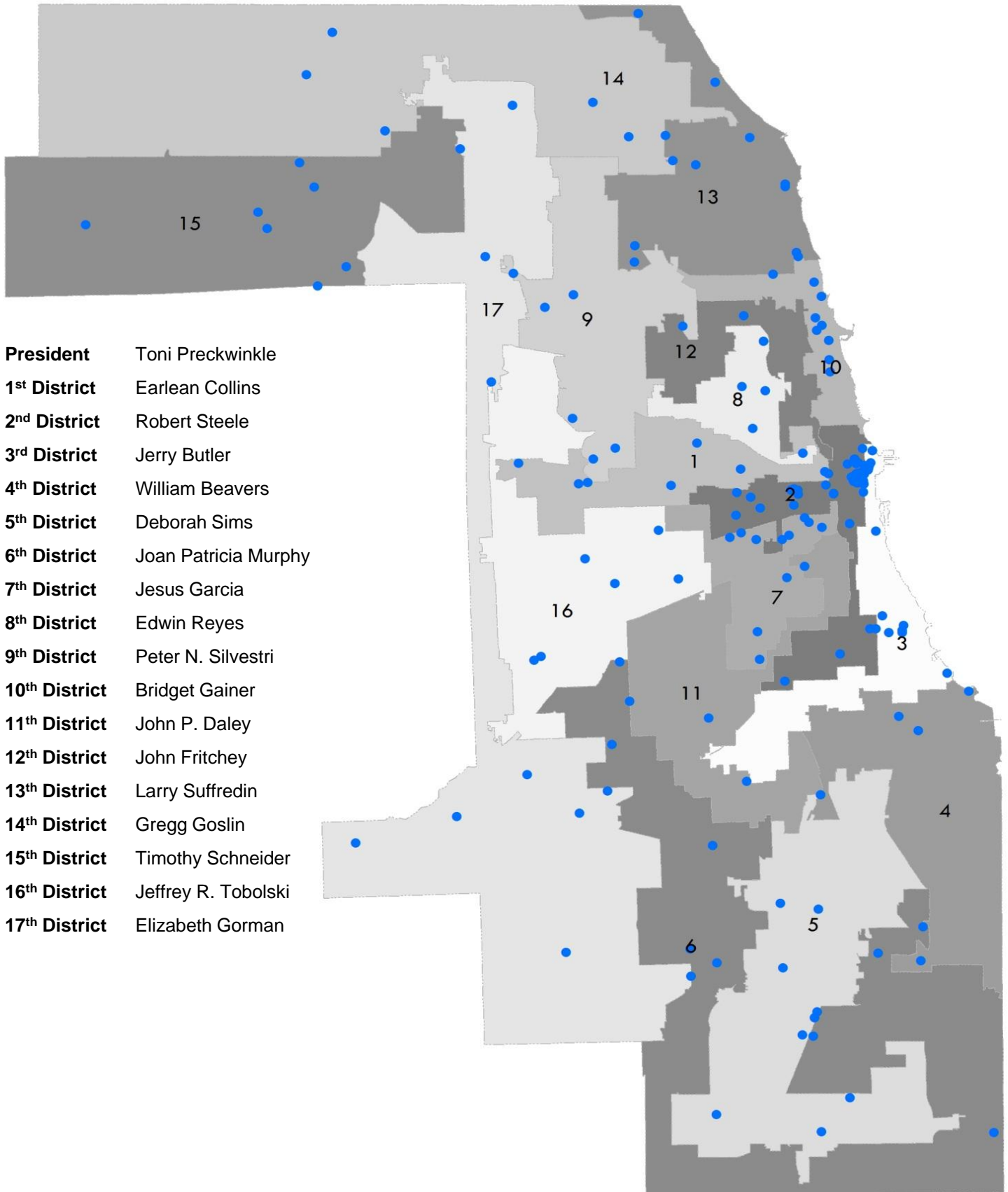
SEP

OCT

NOV

DEC

WHERE TONI HAS BEEN



President	Toni Preckwinkle
1st District	Earlean Collins
2nd District	Robert Steele
3rd District	Jerry Butler
4th District	William Beavers
5th District	Deborah Sims
6th District	Joan Patricia Murphy
7th District	Jesus Garcia
8th District	Edwin Reyes
9th District	Peter N. Silvestri
10th District	Bridget Gainer
11th District	John P. Daley
12th District	John Fritchey
13th District	Larry Suffredin
14th District	Gregg Goslin
15th District	Timothy Schneider
16th District	Jeffrey R. Tobolski
17th District	Elizabeth Gorman



OFFICE OF THE PRESIDENT
BOARD OF COMMISSIONERS OF COOK COUNTY

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TONI PRECKWINKLE
PRESIDENT

December 6, 2011

To the Residents of Cook County:

Thank you. I greatly appreciate the support you have shown us over our first year in office. We walked in the door facing numerous challenges, but with your ideas, encouragement and support, we have been able to accomplish so much of what we set out to do.

In this report we share what we have done, what we are working on and where we are going. Our progress has been instrumental in transforming County government.

I am proud of the work we have done and am even more excited about what is to come.

Thank you again for all your support.

Sincerely,

Toni Preckwinkle





*Accountable to its citizens,
Cook County will be transformed
into the best-run county in the United States,
led by its Board President
with an unwavering commitment
to open, honest and efficient government
that provides higher quality services at lower costs.*

Toni's Goals



FISCAL RESPONSIBILITY

Ensure County taxes are as low as possible and that taxpayer dollars are used effectively. Deliver timely and balanced budgets. Institute long-term financial planning and improve County government efficiency to ensure the roll back the sales tax.



INNOVATIVE LEADERSHIP

Create a culture of exemplary leadership, professionalism and collaboration in County government, making it possible to deliver high-quality services to residents.



TRANSPARENCY & ACCOUNTABILITY

Promote transparency to make government more effective and accessible, with greater trust from its residents and improved employee morale.



IMPROVED SERVICES

Provide high-quality, reliable frontline services to the public in key areas such as criminal justice, healthcare, economic development, and the Forest Preserve District.

2010

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Announced capital project and professional service contract moratorium

Executive Order for Mandatory Ethics Training

Passed Performance Management Ordinance

Passed responsible solution to close 2011 \$487M budget gap

Published 100-day report card

Require employees to log several political contacts

What we have done so far

Toni has taken responsibility for giving County government a new direction. She said it would not be easy. The County faces daunting challenges.

\$440M

Annual savings to residents and business owners from the sales tax rollback

The County is taking some *big* steps in the right direction.

In less than a year in office, the County closed two budget gaps, saving taxpayers \$800 million. The progress rests on a framework of long term financial management and strategic structural changes across county government.

The STAR Performance management program has begun to change the culture of County government. Managers are making data driven decisions and the natural barriers that separate agencies are being broken down.

\$80M

Amount saved by issuing moratorium on capital projects, Toni's first executive order

Through a comprehensive approach, the County has made significant progress already.

With firm resolve, Toni is committed to continue to work toward achieving her vision of making Cook County the best run county in the nation.

JUN	JUL	AUG	SEP	OCT	NOV	DEC
Released City-County Collaboration Report	Issued Executive Order on preliminary budget	Published first STAR Report	Conducted County's first online town hall	Launched Open Data website	Introduced 2012 budget	Passed 2012 budget, closing \$315M gap

What we promised

Toni's vision for Cook County is one where it is accountable to its citizens. When she took office, she published a transition report with 37 initiatives. She promised to check-in after 100 days and one year. On the following pages, you will see the progress we have made on these initiatives.

\$52K

The cost per year of housing one detainee in Cook County Jail

What to expect going forward

From day one, Toni committed to making progress on each of her four goals: **fiscal responsibility, innovative leadership, transparency and accountability, and improved services.**

9,000+

Number of detainees currently in Cook County Jail; 70% awaiting trial for non-violent offenses

This document highlights the progress the County has made on achieving each of her four goals. In her 100 day report, Toni outlined additional commitments to improving services in the areas of **health care, public safety, property and taxation, economic development, and the Forest Preserve District.** You will find our progress on these goals as well.

We invite you to see what Toni has accomplished in her first year. Thank you for reading this report and for taking part in an open, honest and efficient Cook County.

Transition Initiative

Transition Update

✓ 1. Impose a moratorium on non-essential capital projects and service contracts	Saved taxpayers over \$100M and implemented long-term capital plan
✓ 2. Completely repeal the sales tax increase by 2013	Passed legislation to reduce sales tax by 0.25% on Jan 1, 2012 & 0.25% on Jan 1, 2013
✓ 3. Improve budgeting with long-term financial planning, capital strategy and transparency	Added 5-year forecasts to the budget; quarterly financial reporting; long-term capital plan
✓ 4. Establish a new performance management culture	Implemented “Set Targets, Achieve Results” (STAR) program throughout County
✓ 5. Streamline management structure, focusing on the right talent for the right job	Reduced management positions within 2011 and 2012 budgets; more analysis on horizon
✓ 6. Share services across County agencies, for both back-office and front-office functions	Instituting IT & printing consolidation; saved ~\$1M in 2011 via back office shared services
✓ 7. Undertake a desk and compensation audit	Completed preliminary audit in President’s Office
✓ 8. Reduce procurement costs through strategic sourcing	Saved over \$25M by examining all contracts and opportunities
✓ 9. Lead economic development efforts through a new bureau of economic development	Established new Bureau of Economic Development; focusing on regional planning
10. Improve efficiency of the criminal justice System	Instituted performance goals for the system; committed to reduce jail pop. by 1,000 in 2012
✓ 11. Engage in labor negotiations, seeking equitable and responsible contracts	Resumed negotiations and finalized contracts with 40% of workforce; working to finalize remaining
✓ 12. Take advantage of new pension rules by deferring the hire of non-critical senior staff	Deferred a significant majority of senior staff hires until after new pension rules took in effect
✓ 13. Restructure County debt	Used best practices to restructure debt in 2011
✓ 14. Limit overtime spending and provide comprehensive review	Reviewed overtime spending on a case-by-case basis in 2012 budget and reduced spending
15. Audit benefits provided to employees	Audited employee and dependent benefit statuses
✓ 16. Establish a Pensions Sub-Committee to design and implement pension reform	Established a Pensions Sub-Committee under the Finance Committee
✓ 17. Audit real estate holdings	Used data to issue RFP to identify best solution
18. Centralize fleet management	Surveyed each department and Offices to create an inventory; instituted new policies on procurement

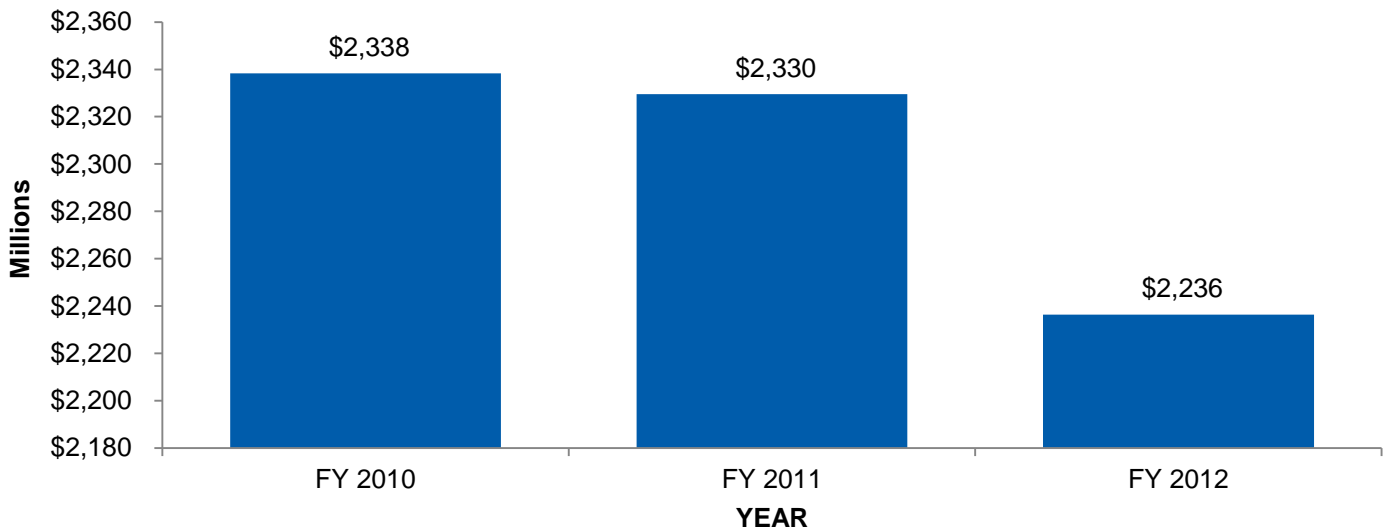
Transition Initiative

Transition Update

✓ 19. Investigate ending tax subsidy to unincorporated areas	Established task force to end unincorporated tax subsidy; plan due on March 1, 2012
✓ 20. Explore enhancing revenues by securing grant funding and providing fee-based services	Worked with foundations and other County agencies to secure additional grant dollars
✓ 21. Improving energy efficiency by greening county buildings	Worked with ComEd to green County buildings; saved \$1M in energy costs through “Wattage Wars”
✓ 22. Promote public-private partnerships to address the County’s critical challenges	Worked with over 29 pro bono partners to receive over \$5M in services to help transform County
✓ 23. Make budget information publically accessible and budget decisions more transparent	Published a budget website and “Resident’s Guide”; eliminated floor amendments
✓ 24. Publish cross-county purchasing information	Open data portal now includes contract awards
✓ 25. Build capacity of minority-owned & women-owned business	Launched aggressive MWBE outreach campaign; establishing partnerships with non-profit agencies
26. Enter into strategic partnerships to improve the health system	Built relationships; working with new leadership at health system to formalize partnerships
27. Use standardized risk assessments	Increased data sharing among stakeholders
✓ 28. Enhance Forest Preserve youth education initiative	Launched initiative bringing 2,000 youth to Forest Preserves; created “Greens for Teens” fundraiser
✓ 29. Improve public involvement of the Forest Preserve with volunteering and special events	Commitment to doubling volunteers; launched “Gateway to Preserves” initiative
30. Formalize County personnel plan	Created strategic plan with Shakman administrator
✓ 31. Improve collections management	Launched delinquent tax initiative
✓ 32. Update County fee structures to account for value of services, inflation, and benchmarks	Updated fee structure in 2011 and 2012 budgets using benchmarks to inform decision-making
✓ 33. Increase accountability for risk management	Reformed policies and added new positions
✓ 34. Identify ideal structure and membership for Health System Board of Directors	Passed ordinance to formalize structure and membership for health system Board
✓ 35. Expand electronic monitoring (EM) usage	Raised EM usage from 400 to 1,000 in 2011
36. Explore transferring Forest Preserve police	Continuing to work with stakeholders to evaluate
✓ 37. Government 2.0: improve residents’ experience via technology	Launched open data portal to create apps for residents; new services can be accessed online

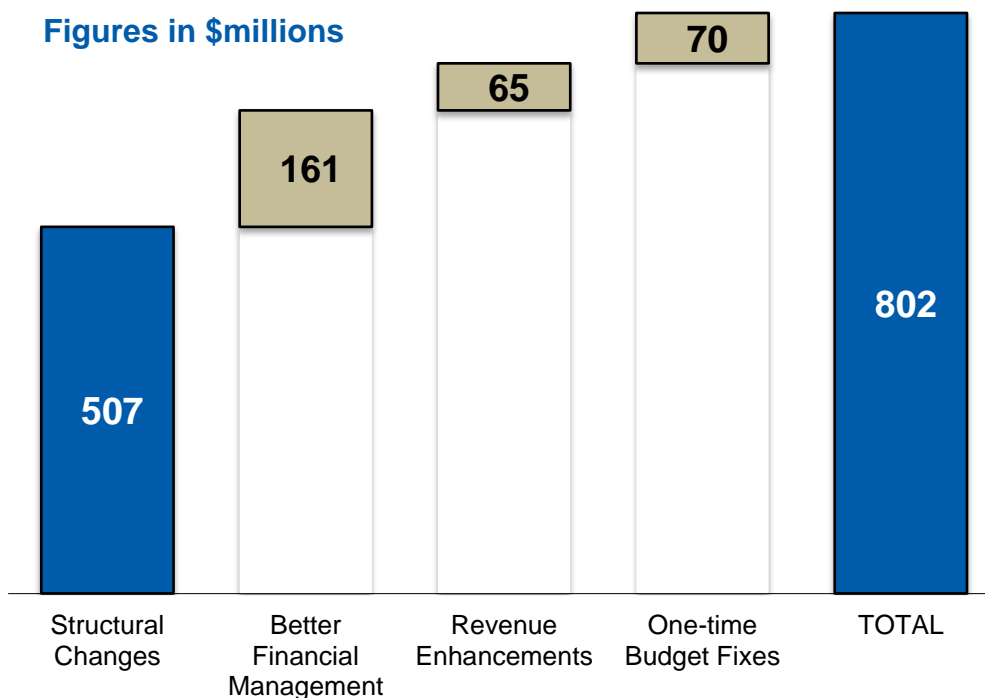
FISCAL RESPONSIBILITY

RIGHT-SIZING GOVERNMENT



The President has made important, fiscally responsible structural changes that have made the County more efficient and reduced the size of government.

PROVIDING RESPONSIBLE BUDGET RECOMMENDATIONS



The President's 2011 and 2012 budgets saved taxpayers \$800 million. The President closed the combined \$802 million shortfall in her 2011 and 2012 Executive Recommendations primarily through making structural changes to County government

What we have done

Passed legislation to completely roll back the 1% sales tax increase

Saved taxpayers over \$800M in two budgets in less than one year

Imposed a moratorium on capital projects, saving taxpayers over \$100M

Released a preliminary budget and passed the 2012 budget prior to the start of the fiscal year – previously uncommon practices in County government

What we are doing

Instituting Set Targets, Achieve Results (STAR); a performance management program that professionalizes County government

Reducing procurement costs by examining each contract; saved over \$25M already

Established a task force to increase the level of service and reduce the cost of service being provided to unincorporated Cook County

Imposed quarterly allotments on all Office and Department budgets to decrease the likelihood of being over budget

What to expect

Enhanced long-term financial planning, in line with best practices for public and private sectors

Focused efforts on the areas of absence management and shared services to ensure that all County employees are being efficient and being used efficiently

FISCAL RESPONSIBILITY

INITIATIVE

PROGRESS

Rolled Back The 1% Sales Tax Increase

Toni is keeping her promise to roll back the 1% Stroger sales tax increase. The increase will be reduced by .25% on January 1, 2012 and eliminated completely in 2013 – providing \$440 million in annual tax relief to residents

Committed to reduction in FY2011 and FY2012 Budgets

Closed over \$800M in 2011 and 2012 Budget Gaps

The administration closed a \$487 million budget shortfall in the FY2011 budget and a \$315 million budget gap in the FY2012 budget.

Included a plan in the 2012 budget.

Imposed a Moratorium on Capital Projects

Toni's first Executive Order issued a moratorium on non-essential capital projects and service contracts. The moratorium stopped unneeded projects, allowing the administration to be more strategic about capital spending. An updated capital improvement plan was submitted May 2011, saving taxpayers over \$80 million.

Implemented in 2011

Produced a Preliminary Budget

The County published its first formal preliminary budget in history, increasing transparency and improving the budget process by setting the framework and starting the discussion earlier.

Implemented in 2011/Ongoing

Made Timely Budget Submission

Toni submitted an executive budget recommendation to the Board of Commissioners on October 25, 2011, six days ahead of the October 31, 2011 date outlined in the executive order.

Implemented in 2011

Passed Budget Prior to the Start of the Fiscal Year

With a vote of 16-1, the County Board moved to pass the 2012 Budget prior to the end of the fiscal year. In the past eight years, the County has only had two budgets in place prior to the beginning of the fiscal year.

Implemented in 2011

Curbed Non-Personnel Spending by 5% at End of 2012

Following the announcement of the preliminary budget, the President issued an executive order mandating that non-personnel spending be curbed by 5% at the end of 2012.

Announced in 2011/
2012 implementation

Published a Five Year Forecast

The Executive Budget Recommendation contained a 5 year forecast of revenues and expenditures as required by the June 29, 2011 Executive Order.

Implemented in 2011

INITIATIVE

PROGRESS

Moving Towards Performance-Based Budgeting

Toni took steps towards her goal of performance-based budgeting by evaluating the allocation of resources based on performance, linking service delivery impacts to the budget and using performance targets to drive costs down.

Announced and begun in 2011/Ongoing

Issued Countywide Financial Handbook

The Budget Department issued a financial handbook designed to assist departments in determining budget to actual expenditures.

Implemented in 2011

Waived Issuance of Additional 2011 Debt

The County did not issue new debt in 2011 to pay for capital improvements and equipment. Rather, the County terminated or deferred capital projects and used bond funds from prior years to pay for the capital programs.

Implemented in 2011

Established a Pensions Sub-Committee

Established a pensions sub-committee to focus on reforming pensions to avoid future tax increases and service cuts. Toni is working with leaders in the Illinois General Assembly and public employee unions to achieve meaningful pension reform in 2012.

Announced and begun in 2011/Ongoing

Restructured County Debt

The County restructured its various existing outstanding General Obligation Bond series to generate \$85 million, \$92 million and \$85 million in budget relief for 2011, 2012, 2013 respectively. It is expected that this restructuring will generate additional debt service savings of \$20-25 million during 2012.

Announced and begun in 2011/Ongoing

Evaluating our Real Estate Assets

For the first-time Cook County is collecting data and developing recommendations for efficient use of real estate assets and long-range capital planning. In 2012, a consultant will be retained to develop the plan, with recommendations for both short and long-term savings and efficiencies.

Announced and begun in 2011/Ongoing

Instituting Lockbox and E-Payment Services Collection

The County's revenue department is centralizing Home Rule Tax Collection through lockbox and e-payment services. This initiative will help departments operate more efficiently and effectively. These services will reduce collection personnel, eliminate paper filing, and allow departments to focus on compliance rather than collection.

Announced and begun in 2011/Ongoing

INNOVATIVE LEADERSHIP

City-County Collaboration



The City and County are collaborating to build a superior regional workforce training system, a more efficient criminal justice system, and improved homeland security protection. The collaboration created combined savings of \$11 million for the two governments in their 2012 budgets.

The President has partnered with the Business community to help reform Cook County. The County has engaged 29 firms on 64 pro bono projects, receiving over \$5 million in services towards transforming Cook County.



What we have done

Launched an Open Data portal and an Apps Competition

Saved energy costs through the Wattage Wars competition

Made significant progress toward completing pending Collective Bargaining Agreements

What we are doing

Promoted public-private partnerships through 29 pro bono partners, receiving over \$5 million in services

The County partnered with the City of Chicago to identify areas for joint savings

Engaging the foundation community in a collaborative to find innovative ways to improve County government

Creating a Shared Services Center to look at ways to consolidate duplicative functions across offices.

What to expect

Consolidation of disparate, inefficient IT functions

Formalization of an employment plan

Achievement of highest quality custodial services at the lowest price through managed competition

INNOVATIVE LEADERSHIP

INITIATIVE

PROGRESS

Improved Energy Efficiency through “Wattage Wars”

The Department of Facilities held the Wattage Wars competition, which challenged the staff of each County building to lower energy costs. Through the competition the County was able to reduce energy costs by \$1.1 million over six months.

Implemented in 2011

Promoting Public-Private Partnerships

The County expanded the pool of talent available to solve challenges by partnering with pro bono support from the business community along with non-profits and foundations. The County has engaged 29 firms on 64 pro bono projects, receiving over \$5 million in services towards transforming Cook County.

Announced and begun in 2010/Ongoing

Established Relationships with Foundation Partners

Toni has engaged foundations to find innovative ways to improve County government. Efforts have focused around public safety, health care, innovation, economic development, workforce development, and forest preserves.

Announced and begun in 2011/Ongoing

Creating a Shared Services Center

The new Shared-Services Center will formalize the work that the Chief Administrative Officer has been leading for the last six months through increased collaboration between departments, agencies, and the offices of the separately elected officials. A new Shared-Services Center has been created to implement and administer the work of the committee established previously by the Chief Administrative Officer. The Shared-Services Center will first focus on consolidating high-volume and specialty printing; mail distribution services; record storage, retention, and disposal; telephone operators; salvage and recycling; and contracts and procurement.

Announced and begun in 2011/Ongoing

Completing Collective Bargaining Agreements

As of July 2011, only four of the 94 collective bargaining agreements had been completed. As of today, the County has negotiated and submitted several dozen additional agreements to the Board for approval. These agreements will affect 40% of the roughly 18,000 unionized County employees.

Announced in 2011/2012 implementation

INITIATIVE

PROGRESS

Holding Managed Competition for Custodial Services

Managed competition is a structured, transparent procurement process that allows open and fair competition between the current government workforce and potential private-sector companies for the government contract. The labor-management partnership helps existing government employees prepare bids that are competitive with private-sector options. The lowest bid will receive the government contract. Through a managed competition process, the government will ensure high-quality custodial services at the lowest cost with guaranteed performance.

Announced to be implemented in 2012

Holding Apps 4 Metro Chicago Competition

The County launched the Apps 4 Metro Chicago competition where it invites software developers, community groups, businesses and individuals to build apps that solve problems and improve services in Metro Chicago.

Ongoing

Launching Municipal Marketing Initiative

The County has developed an initiative that will allow third parties to use various County assets for advertising purposes. This initiative expected to result in a more efficient use of County assets and is projected to generate approximately \$2-3 million in revenue.

Ongoing

Launching Choose Cook County Campaign

The Board of Commissioners approved a 2012 budget amendment allocating funds towards a campaign to help County businesses attract customers. Businesses located in Cook County had been hit hard with the previous sales tax increase, as residents have crossed County lines to purchase goods and items.

Announced and begun in 2011/Ongoing

Consolidating IT Infrastructure and Utility Services

The lack of technology coordination is expensive, makes cooperation difficult, and burdens County operations. Responsibility for technology infrastructure and utility services was transferred from all County agencies and the Health System to the Bureau of Technology.

Announced and begun in 2011/Ongoing

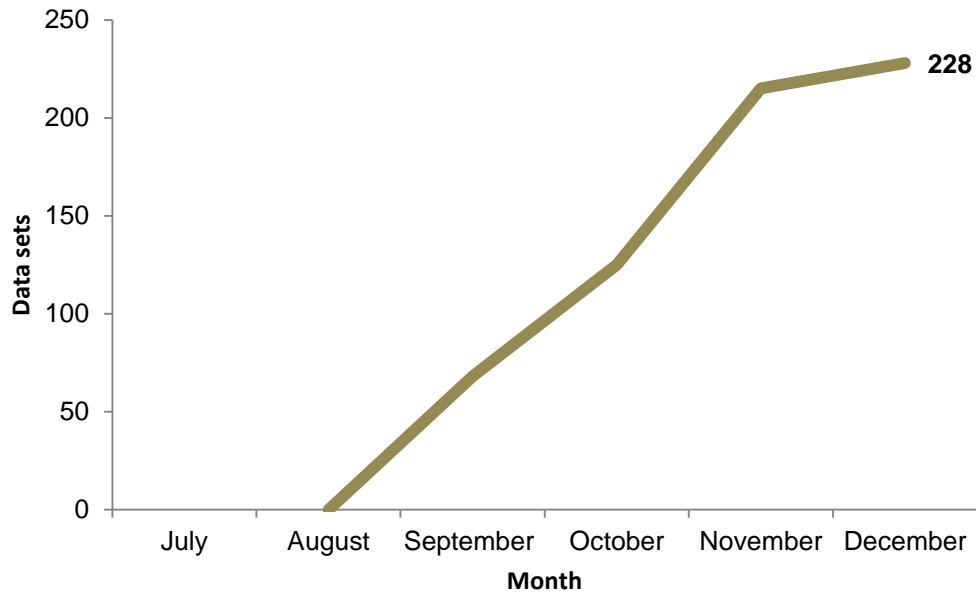
Formalizing the Employment Plan

The Bureau of Human Resources is working to formalize the Cook County Employment Plan. Human Resources has developed an improved work process flow chart and created and revised forms and correspondences in order to enhance the hiring and employment process.

Announced and begun in 2011/Ongoing

TRANSPARENCY & ACCOUNTABILITY

DATA SETS AVAILABLE ON COUNTY WEBSITE



Through the Open Data initiative, 228 valuable data sets (e.g. detailed foreclosure data; Office performance data) have been added to data.cookcountyiil.gov. There were not any data sets available to residents prior to the initiative.

The President has worked collaboratively with Commissioners of both parties and from the City and the suburbs. She has strived to make the budget process more transparent and collaborative.



What we have done

Improved budget transparency by holding first executive branch town hall, first online town hall, and released resident-friendly budget documents

Traveled the entire County, visiting all 17 Commissioners' districts within 100 days

Created a transparent Boards and Commissions Appointment process

Improved transparency of County Board meetings

What we are doing

Continually adding valuable data sets to data.cookcountyil.gov

Releasing Quarterly STAR Reports that report performance and year-to-date spending for all County Offices and Agencies

What to expect

Live video streaming of the County Board meetings on the County's website

All employees in the Offices Under the President have received ethics training

A regional open data portal that includes the County, the City and the State of Illinois

TRANSPARENCY & ACCOUNTABILITY

INITIATIVE

PROGRESS

Created an Open Data Portal

Created a website <http://data.cookcountyl.gov> to support the open government ordinance and published County's first Open Government Plan. Over 228 data sets have been released on the Open Data website. The County is also developing a regional portal with the City of Chicago and the State of Illinois.

Implemented in 2011/Ongoing

Expanded Ethics Training

The President issued an executive order that her entire staff, not just senior level officials and employees, be required to take ethics training. Instituting proper training will be the first step in establishing a more accountable culture. By using technology, the County will be able to ensure that its employees are aware and trained on proper ethics policies and procedures without a significant additional cost.

Announced and begun in 2011/Ongoing

Requiring Employees to Log Political Contacts

In an initiative created by working with the County's Inspector General and the compliance administrators for the County and Forest Preserves, the County and Forest Preserve require employees to log contacts from elected officials regarding certain employment actions. Political contact logs are reviewed and maintained by the County Inspector General.

Implemented in 2011

Held First Preliminary Budget Public Hearing

Toni held the first executive budget public hearing prior to the release of her recommendation on the 2012 budget.

Implemented in 2011

Held First Online Town Hall

To interact directly with constituents, Toni held her first online town hall in August 2011. Users were able to ask questions directly to Toni both real time and ahead of time via Twitter and the County's website. Staff was also available to answer questions via chat. Video of the town hall was streamed live on the County's website. Over 200 County residents participated in the event.

Implemented in 2011

Imposed Quarterly Allotments

The Budget Department imposed quarterly allotments for the first time to limit the amount of funds available to departments in order to decrease the likelihood that departments would run out of money by the end of the year.

Implemented in 2011/Ongoing

INITIATIVE

PROGRESS

Making Boards and Commissions Process Transparent

The President makes appointments to more than 50 boards, commissions, committees, sanitary and mosquito abatement districts which have impact on citizens of Cook County. Toni requires that citizens apply for boards online at www.cookcountyil.gov/appointments. The site also includes pertinent information about each board and commission, such as the number of members, length of term, qualifications, and names and status of board members.

Implemented in 2011/Ongoing

Launched Budget Website

The Budget Department launched an interactive preliminary budget website. The website took a comprehensive look at the preliminary budget and broke down the \$315 million shortfall. The website had an interactive function that allows users to see how reducing expenditures or increasing revenues would affect the \$315 million budget gap. The website was updated on the release of the President's Executive Budget Recommendation and will be updated to include the final budget as adopted.

Implemented in 2011/Ongoing

Publishing Budget to Actuals Quarterly

For the first time, the County is collecting and publishing its budget-to-actual spending on a quarterly basis as a way to track progress and stay accountable about meeting budget goals throughout the year.

Implemented in 2011/Ongoing

Improved Grants Management

The Budget Department developed a grants manual and grant RFP policies and procedures. Cook County Works, Community Development, the Department of Homeland Security and Emergency Management, and the Judicial Advisory Council have worked to improve management and spending of the grants they receive.

Implemented in 2011/Ongoing

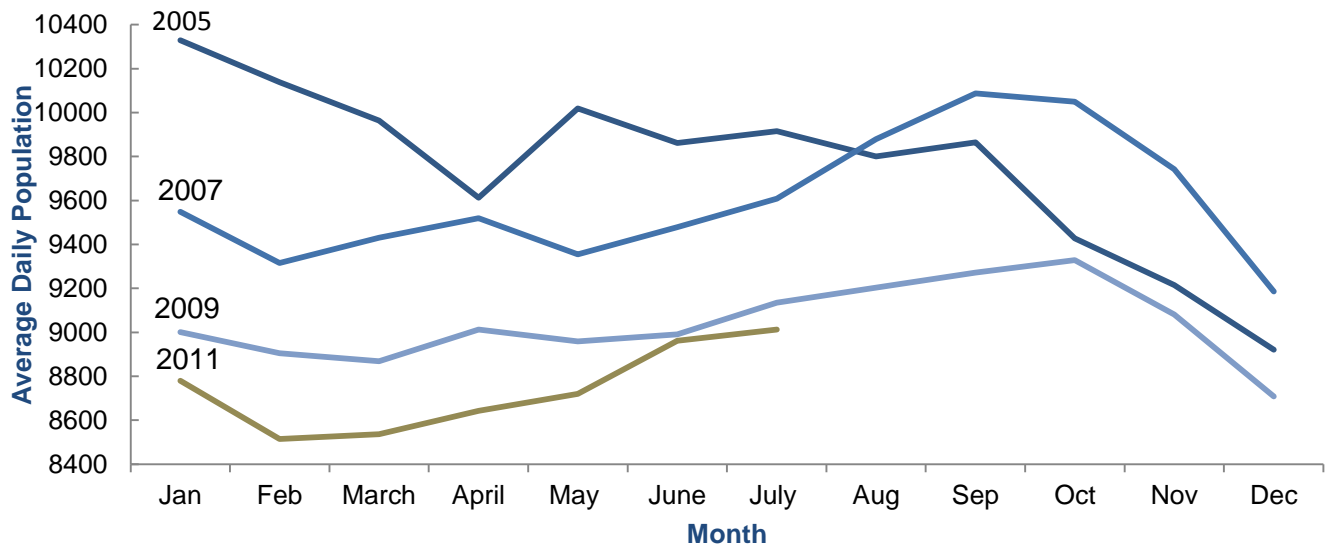
Improved Transparency of Board Meetings

By working with the Bureau of Information Technology, the Secretary of the Board has been able to provide live webcast of audio for County Board meetings and video of all regular County Board meetings. The Secretary is working to add an enhanced search feature that will allow for keyword searches of video clips online.

Announced and begun in 2011/Ongoing

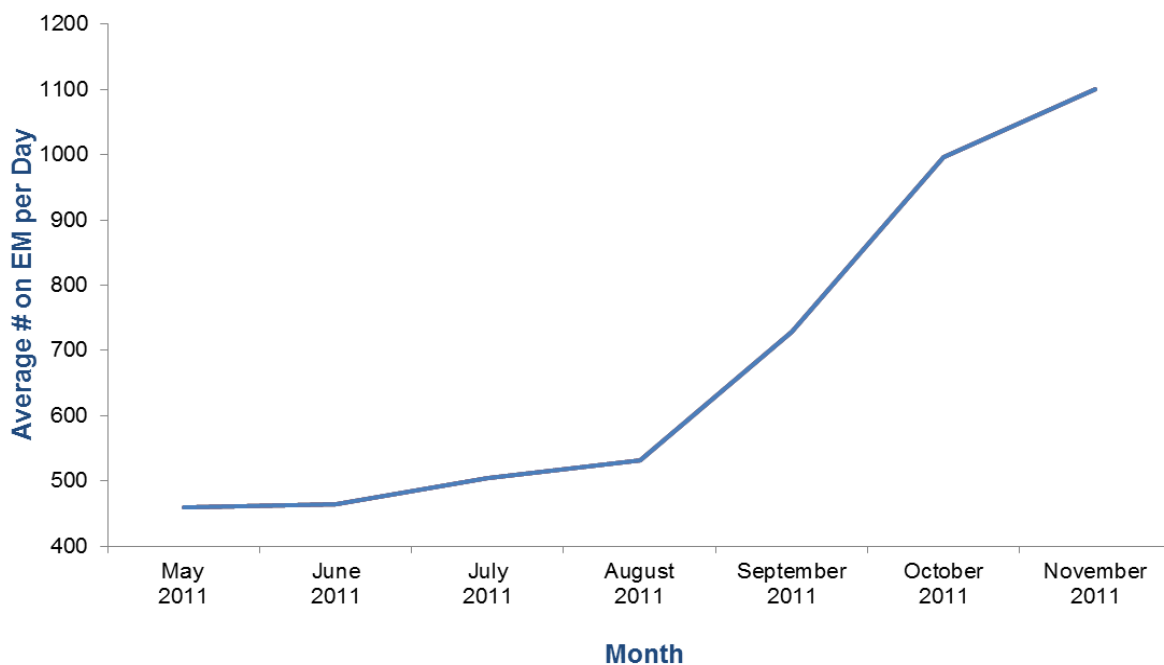
PUBLIC SAFETY

REDUCING THE JAIL POPULATION



The STAR review sessions focused on reducing the jail population through the increased use of electronic monitoring. The President matched a grant to the Sheriff to provide additional services for individuals who are put on Electronic Monitoring.

INCREASING USE OF ELECTRONIC MONITORING



What we have done

Set meaningful goals for the public safety system (e.g. reducing the jail population)

Worked collaboratively to significantly increase non-violent offenders on Electronic Monitoring

Advocated for electronic risk assessments to promote data sharing in the criminal justice system

What we are doing

Reducing the jail population by investing in alternatives to detention

Reducing the number of youth detained in the JTDC by investing in Community based alternatives

Consolidating the five weekend bond courts in the suburban municipal districts at the Criminal Courthouse in Chicago

Promoting reintegration programs that divert non-violent offenders into rehabilitative programs

What to expect

Closure of one of the nine JTDC centers by June, 2012

Reduction in the average daily population of the jail by 1,000 detainees over the next year

PUBLIC SAFETY

INITIATIVE

PROGRESS

Increasing Non-Violent Offenders on Elec. Monitoring

Through collaborative work of the criminal justice stakeholders, the number of detainees facing non-violent charges on electronic monitoring (EM) increased to over 1,100 from a low of 100 in 2009.

Implemented in 2011

Facilitated Expansion of EM for Low-Risk Offenders

The President gave a matching grant to the Sheriff's Office of up to \$1 million for job training and other services for residents on Electronic Monitoring.

Included a plan in the 2012 budget.

Working Collaboratively to Close Jail Tiers

Toni brought together elected officials, funders, and pro bono partners to examine areas where the public safety system can be more efficient. By examining opportunities to responsibly reduce the jail population and close jail tiers, the County can save up to \$5M in 2011.

Included a plan in the 2012 budget. Savings expected in 2012

Improving Efficiency of Criminal Justice System

The Cook County Criminal Justice Coordinating Council was reinstated to promote collaborative efforts with key criminal justice stakeholders. Working groups will be focused on the following topics: IT/Data Sharing; Professional Development; Re-Entry/Recidivism Reduction.

Announced and begun in 2011/Ongoing

Advocating for Electronic Risk Assessments

The administration monitored the state wide push for a uniform assessment tool and advocated for electronic assessments to permit data sharing and reduce the number of assessments done.

Ongoing

Reconvened Judicial Advisory Council

The Judicial Advisory Council Advisory Board, now chaired by Illinois Supreme Court Justice Anne Burke, held its first meeting in four years.

Implemented in 2011

Awarded Adult Redeploy Illinois Grant

The County secured a \$1 million grant from the State of Illinois for an Adult Redeploy Project—a project designed to reduce the number of Cook County residents going to prison for technical parole violations.

Announced in 2011/
2012 implementation

Holding Foundation Working Group on Public Safety

The President's Office has worked with area foundations to create a working group which has been examining the following issues: system mapping, enhanced pre-trial services, and mental health initiatives.

Ongoing

INITIATIVE

PROGRESS

Reducing Time to Disposition in Non-Complex Cases

To ensure that clients with non-complex cases are represented adequately and efficiently, the Public Defender's Office will work to ensure that continuances are monitored and evaluated in specific cases to ensure that the motion will not simply increase a defendant's time to disposition.

Announced/To be implemented in 2012

Began Public Defender-Court Clerk Data Project

Working with the Bureau of Technology, the Public Defender's Office started the design and build of the "Court Clerk Data Download" software project which will allow the office to input case data from the Clerk's system into its own case management system.

Announced and begun in 2011/To be implemented in 2012

Created New Attorney Evaluation Procedure

The Public Defender's Office has developed an attorney evaluation form that will allow management to better evaluate the staff. In Fiscal year 2012, the management staff will be trained on the procedures for conducting these evaluations.

Announced and begun in 2011/Ongoing

Enhanced Emergency Response Capability

In 2011, the Department of Homeland Security and Emergency Management began the process of creating an operational response capability that closely coordinates and communicates with other municipal first responder agencies throughout Cook County. In 2011, DHSEM created a DUTY DESK concept which provides emergency personnel throughout the County with real-time information and intelligence 24 hours a day, 7 days a week.

Announced and begun in 2011/Ongoing

Developing an Emergency Training & Exercise Program

DHSEM is developing a robust training and exercise program to address the needs and priorities of the first responders of all 128 municipalities in Cook County.

Announced and begun in 2011/Ongoing

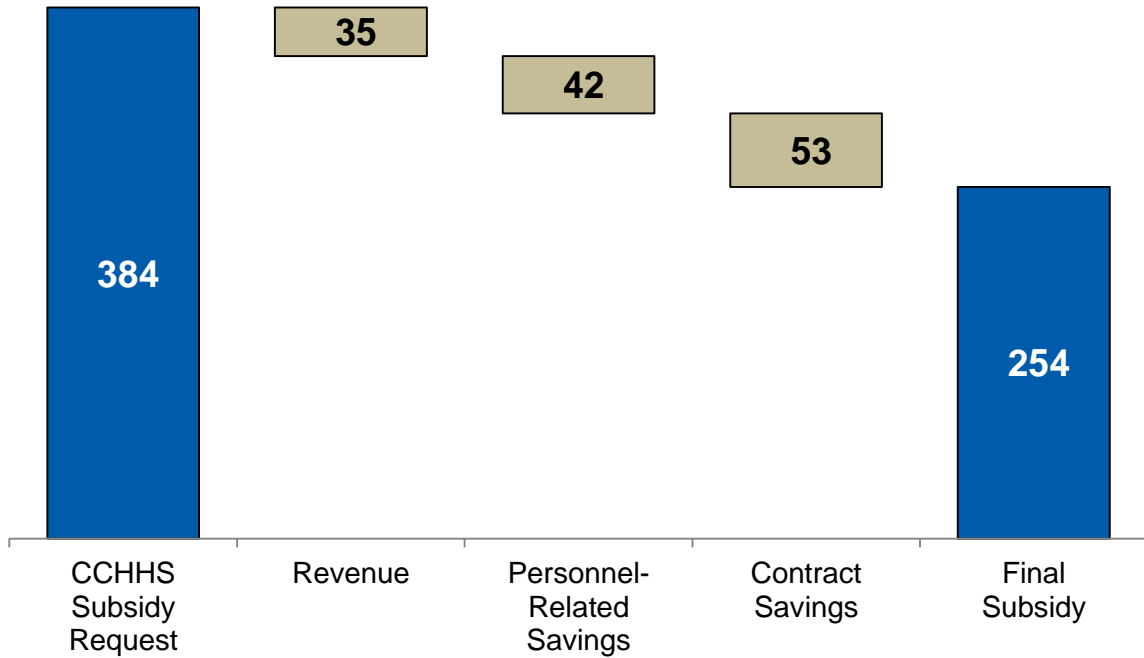
Collaborating to Reduce Community Violence

The County is co-facilitating a multi-disciplinary leadership team and violence prevention, intervention, and response working groups with the City of Chicago with the goal of reducing violence in the region. Efforts include One Summer Chicago, aimed at providing summer programming targeted to at-risk youth.

Announced and begun in 2011/Ongoing

HEALTH CARE

REDUCING HEALTH SYSTEM'S RELIANCE ON TAXPAYER DOLLARS



In 2012, the President's Office worked with the Health System to reduce the subsidy the County provides the Health System without reducing patient care.



Toni was named the Vice Chair of the Health Steering Committee for the National Association of Counties (NACo). As the implementation date for Health Care Reform approaches, she will lead efforts to ensure that our public health systems are prepared

What we have **done**

Reduced the patient subsidy without reducing patient care

Increased funding for strategic public health initiatives

Reconvened the Southland Advisory Council to ensure Southland residents voices are heard

What we are **doing**

Helping professionalize the Health System to improve system competitiveness

Taking a leadership role in regional and national healthcare

Working collaboratively to help prepare for healthcare reform

Promoting a labor-management partnership on patient care

What to **expect**

Formation of regional healthcare panel to address gaps in care in the region

Strategic approach to preparations for implementation of Health Reform in 2014

HEALTH CARE

INITIATIVE

PROGRESS

Reduced the Subsidy without Reducing Patient Care

Working collaboratively with the Health System, the President's administration was able to lower the subsidy the County provides to the health system without reducing patient care. Significant budget savings were achieved through reducing supply chain and non-patient service expenditures, and eliminating unfilled new and vacant positions. The health system lowered its dependence on County funds without reducing patient services while avoiding substantial layoffs.

Implemented in 2012 Budget

Expedited the 2015 Strategic Plan

The President's administration worked with the health system to expedite the implementation of their strategic plan: Vision 2015. The plan calls to reallocate dollars more efficiently to strengthen specialty care and develop comprehensive outpatient centers at strategically-located sites. The President worked with the health system, board and community groups to gain approval to transform Oak Forest Hospital into a regional outpatient center.

Began in 2011/Ongoing

Increased Funding for Dental Care

Toni recommended an increase in funding for dental health by \$1 million. Poor oral health has been linked with a number of other diseases including diabetes, heart and lung diseases, stroke, and low-birth-weight, premature births. Large areas of Cook County have been designated by the federal government as Dental Health Professional Shortage Areas (HPSAs) and funding for outpatient dental care will help reduce these growing trends.

Implemented in 2012 budget

Increased Funding for Access to Care

Toni recommended an increase in funding by \$1 million for Access to Care to provide primary care to underserved residents in suburban Cook County. Access to Care will be able to partner with local providers to offer routine medical exams, diagnostic labs, x-rays and prescribe medicine to underserved populations. Approximately 4,350 low-income residents will be linked with a primary care physician through this grant.

Implemented in 2012 budget

Provided Term Appointment Details for Health Board

The administration worked with the Board of Commissioners to provide for specific term appointments for members of the Independent Health Systems Board.

Implemented in 2012 budget

INITIATIVE

PROGRESS

Taking on a National Leadership Role in Healthcare

Toni was named the Vice Chair of the Health Steering Committee for the National Association of Counties (NACo). She will have the opportunity to lead efforts around strengthening service delivery, providing residents with proper access to care, and ensuring that public health systems are sustainable for years to come.

Elected in 2011

Preparing for Health Care Reform

The administration is working collaboratively with CCHHS to professionalize the system and lower administrative costs in order to invest in patient care and make it competitive for the implementation of the Affordable Care Act in 2014.

Implemented in 2011

Taking a Regional Approach to Healthcare

Following the Joint Committee on City-County Collaboration's recommendation, the President will convene a panel regarding regional health care in preparation for the implementation of healthcare reform in 2014. The panel will examine how to link County facilities, federally qualified health care centers, and private hospitals to meet the care needs of all residents.

Announced and begun in 2011/Ongoing

Creating a Labor Management Partnership

The President will work to create a Labor Management Health Partnership in which the health system will collaborate with workers and physicians in decision making and create a process that will improve patient care and infection control.

First Quarter 2012

Created a Southland Health Advisory Council

A Southland Health Advisory Council was reconvened to give a way for faith and community leaders to have input on the future of health care in the Southland. The eleven-member council meets quarterly to advise Toni on public health care issues in the Southland region.

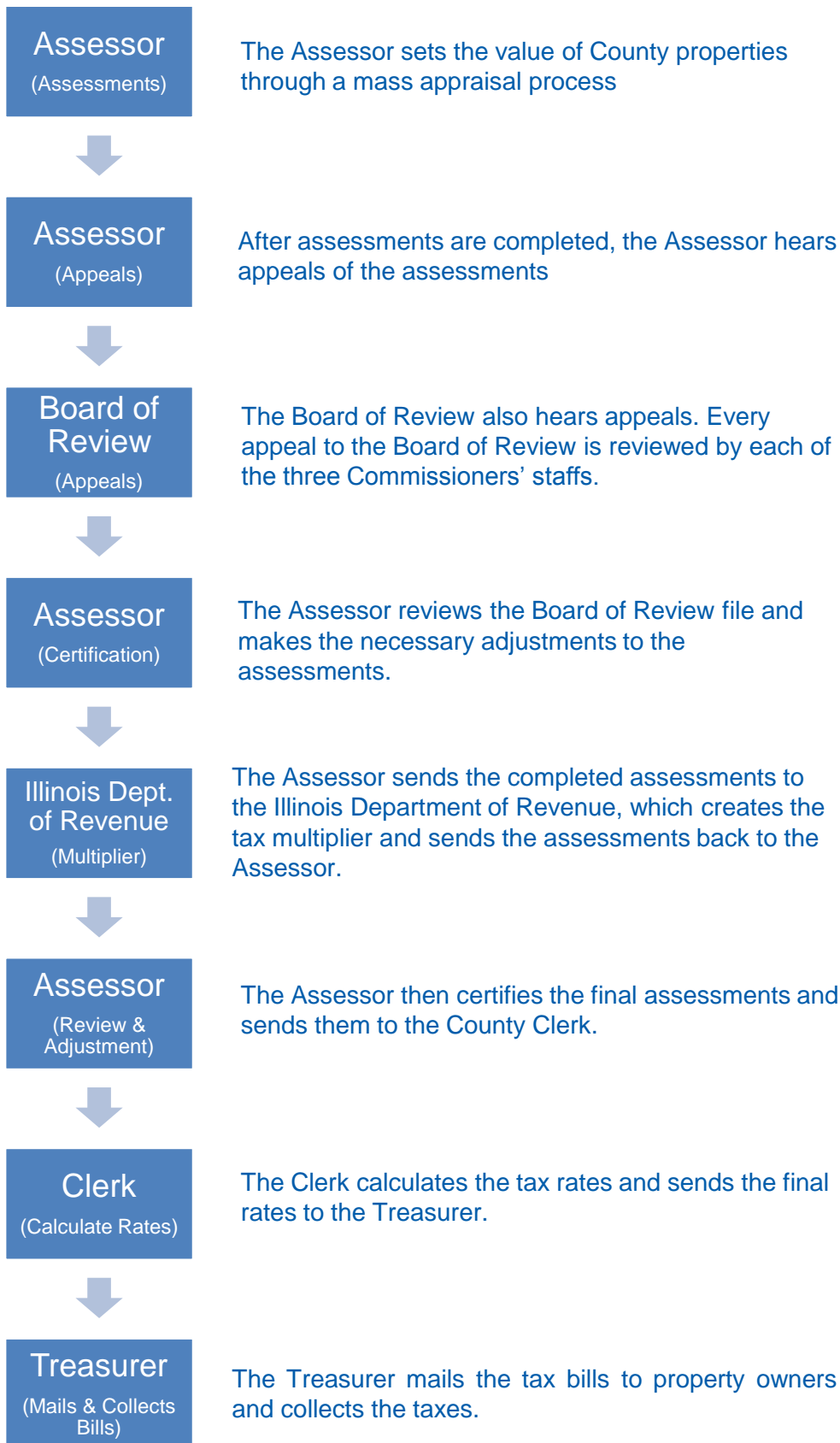
First Quarter 2012

Partnering with Foundations on Health Issues

The President's Office and the health system have worked with area foundations to create a working group to address health care issues facing the region. The group has received an in-kind donation to study of mentally ill in judicial and health systems as well as a grant to study the need for pediatric dentistry at Provident Hospital.

Implemented in 2011

PROPERTY & TAXATION



The property tax process can be **confusing** and **arduous** for taxpayers. The County is working to make the property system more efficient and more accessible for taxpayers.

The County sent its tax bills out **43 days earlier** in 2010

What we have done

Convened the stakeholders in the process

Set goals for the property tax system

Created an online appeals process for the Board of Review

What we are doing

Working to develop a sophisticated measure for the cost of the assessment and appeals processes

Mapping the property tax process to gain a full understanding of each step

What to expect

A tax system that is easier and more understandable for property owners

A clear description of the cost associated with each step of the property assessment and appeals process

PROPERTY & TAXATION

INITIATIVE

PROGRESS

Convened the Stakeholders in the Process

The stakeholders in the property tax system were convened through the STAR performance management process to discuss ways to make the system more transparent and efficient.

Announced and begun in 2011/Ongoing

Created Board of Review Online Appeals

In partnership with the Bureau of Technology, the Cook County Board of Review created an online appeals process. Property tax appeals were previously filed downtown at the Cook County Building. The online system creates a more open and convenient appeal process for taxpayers, allowing homeowners to appeal their property tax assessment online.

Completed in 2011

Mapping the Property Tax Process

Through the STAR process, stakeholders are taking a look at each step in the property tax process to develop a clear picture of the work that is performed at each step.

Announced and begun in 2011/Ongoing

Understanding the Cost of Assessment and Appeals

The administration is working with stakeholders to develop a sophisticated measure of the cost and appeal functions per parcel. The measure will be included in future STAR Reports.

Ongoing

Completed the Tax Process Earlier

Tax bills were mailed 43 days earlier this year. The administration worked collaboratively with the stakeholders in the property tax system to make sure they had the resources they needed to efficiently complete the tax cycle. The President will continue to work with the property tax system to work toward mailing property tax bills out on time,

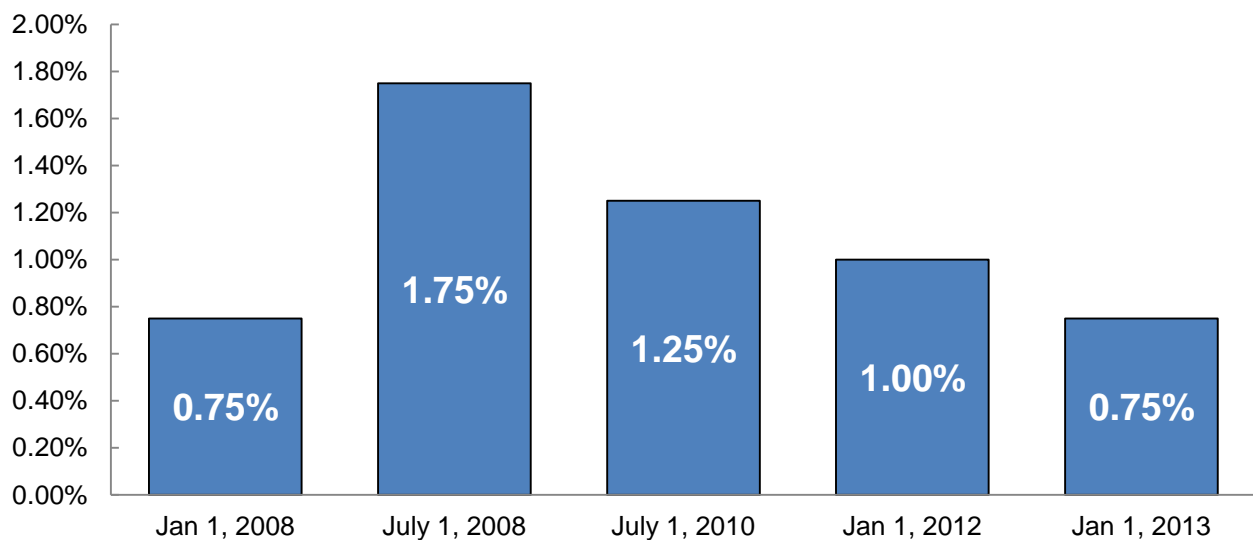
Completed in 2011/Ongoing

ECONOMIC DEVELOPMENT



The Department of Community Development is ramping-up investment of NSP grant funds to create jobs and provide much needed development in County communities

SALES TAX RATE COMPARISON



County residents and business owners will be relieved of \$440M in taxes with the complete sales tax roll back

What we have done

Keeping the commitment to repeal the 1% Stroger sales tax increase

Created a unified Bureau of Economic Development

Held financial literacy workshops

What we are doing

Investing in suburban infrastructure

Consolidating City and County workforce efforts

Developing a comprehensive growth agenda with investment from foundations

Working collaboratively to mitigate the foreclosure crisis

What to expect

Complete repeal of the Stroger sales tax increase by January 1, 2013

Comprehensive strategic plan to promote economic growth in the region

ECONOMIC DEVELOPMENT

INITIATIVE

PROGRESS

Keeping the Commitment to Lowering the Sales Tax

President Preckwinkle is keeping her promise to roll back the 1% sales tax increase. The increase will be reduced by .25% on January 1, 2012 and eliminated completely in 2013 – lifting a \$400M burden off of residents and businesses.

Committed to reduction in FY2011 and FY2012 Budgets

Investing in Suburban Infrastructure

The County is investing in suburban highways, roads and bridges by bonding off Motor Fuel Tax (MFT) funds to support a job-creating \$100M infrastructure plan. Previously, these projects were funded on an annual, pay-as-you-go basis, not allowing for long-term, guided capital investments in our suburbs. The 2012 expected capital improvement spending budget of \$49M is projected to create 1,316 jobs in 2012, concentrated in suburban Cook County.

Included a plan in the 2012 budget.

Created a New Bureau of Economic Development

In the FY2011 budget, the President merged the Department of Planning and Development, Office of Capital Planning and Policy, Department of Building and Zoning and Cook County Works under the Bureau of Economic Development focused on creating economic opportunities for businesses, communities, and the workforce in the region.

Implemented in 2011

Initiated Cook County Economic Growth Strategy Study

Through the working partnership with the Economic Development Foundations Collaborative, Chicago Community Trust agreed to fund a study for the Bureau of Economic Development focused on the development of a comprehensive growth agenda for Cook County.

Announced and begun in 2011/Ongoing

Restructured Workforce Training

The President re-branded the office formerly known as the President's Office of Employment Training and renamed it Cook County Works (CCW). They revised workforce fiscal policies and practices and re-organized the agency to reflect administrative oversight of delegate agencies. CCW ceased work as direct service provider.

Implemented in 2011

Created the Chicagoland Workforce Board

President Preckwinkle and Mayor Emanuel announced the consolidation of City and County workforce boards and workforce development agencies to increase efficiencies and broaden service delivery throughout the region.

Announced in 2011/ 2012 implementation

INITIATIVE

PROGRESS

Improved Summer Youth Employment Program

CCW employed approximately 500 youth and young adults in Cook County agencies, businesses and non-profit organizations, in a wide variety of fields.

Implemented in 2011

Held Bank of America Financial Literacy Workshops

The county is holding on-going financial literacy workshops offered to Cook County residents at CCW's One-Stop Centers (Cicero, Chicago Heights, Maywood and Oak Forest) provided at no cost by Bank of America volunteers. Expected to serve 350 to 500 County residents per month.

Held in 2011/Ongoing

Collaborated on Vacancy Foreclosure Initiative

The Department of Administrative Hearings has worked collaboratively to develop a plan that would assist the Chancery Division of the Circuit Court in reducing the backlog of foreclosures which is well in excess of 100,000.

Announced in 2011/Ongoing

Partnering on Logistic Park Calumet, Harvey, IL.

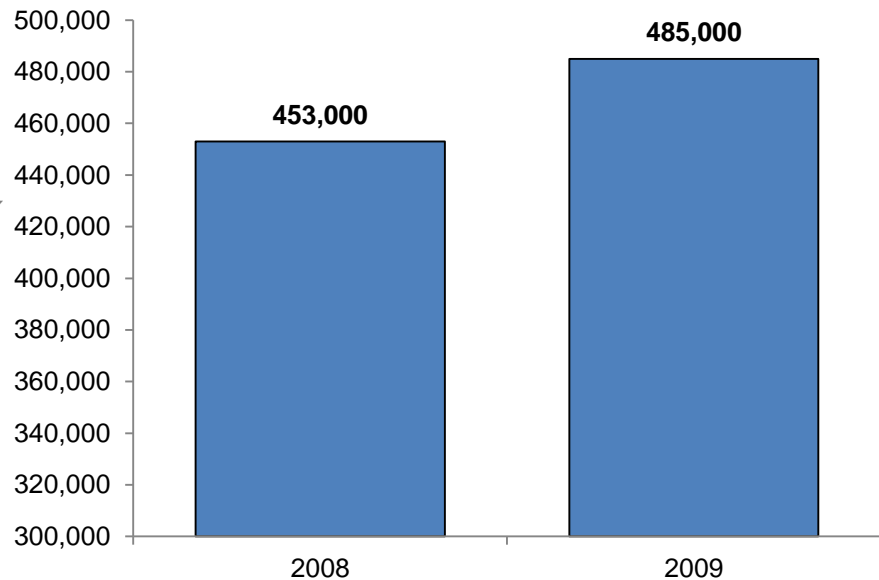
Department of Highways partnered with CNT and the South Suburban Mayors and Managers Association to apply for a Transportation Investment Generating Economic Recovery (TIGER) Grant for an intermodal connector that is key to the development of Logistics Park Calumet. These local Intermodal Connectors are part of the National Highway System but their current deplorable condition has been called "a national disgrace". It will provide a catalyst for industrial development and jobs creation in some of the region's most economically depressed neighborhoods.

Announced and begun in 2011/Ongoing

FOREST PRESERVE DISTRICT

INCREASING ATTENDANCE AT FOREST PRESERVE NATURE CENTERS

The Forest Preserve District is working to increase visits to its six nature centers through public outreach, especially with young people.



**2011 data through Nov. 20, projected for full year*



The District's new "Greens for Teens" Annual Golf Tournament will help fund new youth programming and help bring Cook County young people on visits to its six nature centers.

What we have **done**

Conducted a comprehensive desk audit of the Cook County Forest Preserve District

Created additional positions in the ecology division and expanded the volunteer resource program

Improved public interface, including a new website with updated guides and maps

What we are **doing**

Identifying and acquiring key land parcels to create connections between properties

Expanding outreach initiatives and educational programs, particularly for children

Working to continually grow the Forest Preserves District volunteer corps

Focusing on greater accountability throughout the entire organization

What to **expect**

Complete the Forest Preserves District Land Acquisition Plan

Continued commitment to natural land restoration

FOREST PRESERVE DISTRICT

INITIATIVE

PROGRESS

Implementing Desk Audit Recommendations

The District reorganized and clarified the roles and responsibilities of each of the District's departments, and moved twenty-five positions to locations where they would be most effective. In the FY2012 budget, the District began aligning positions and job titles with departments so that staff know definitively to whom they report. This structural change will allow District staff to be more responsive to public requests for involvement and to more effectively engage partners, volunteers and land stewards.

Announced and begun in 2011/Ongoing

Expanding Youth Outreach Opportunities

The District's Mighty Acorns Program involved 32 schools and over 3,900 students during the 2011-2012 school years. The District collaborated on the "Leave No Child Inside" campaign, including special programs at nature centers, and training and educational programs.

Ongoing

Continuing To Grow the Volunteer Corps

The District has set the goal of doubling the number of volunteer hours by 2014, targeting a 20% increase in 2011, 33% in 2012 and 45% in 2013.

Ongoing

Identifying and Making Key Land Acquisitions

The Forest Preserve District continues to make strategic land acquisitions to fill the gaps in our 300-mile trail system and add to our forests, prairies and savannahs. This year alone, the District has acquired 69 acres and we anticipate ending the year with a total of 170 acres after the District closes on its proposed acquisition of 99 acres near Burnham Prairie.

Announced and begun in 2011/Ongoing

Effectively Enforce Encroachments

The District has begun to effectively enforce encroachments on Forest Preserve property and has already reclaimed six acres of land in 2011.

Announced and begun in 2011/Ongoing

Committed to Natural Land Restoration

The District created eight new ecology and restoration staff positions, the largest increase in over ten years. This will better align the District's budget with its mission to preserve and protect the natural lands and beauty of the Forest Preserves, and better comply with requirements related to grants from the Army Corps of Engineers.

Announced and begun in 2011/Ongoing

INITIATIVE

PROGRESS

Increasing Public Access

The District redesigned its web site with new features including a search engine, expanded media capabilities, a General Superintendent's blog, and social media functions including a Twitter feed. They also developed mobile interactive applications for the Blackberry and Apple iPhone that provides an interactive navigational map of the District and essential information about picnic groves, bike trails, fishing, and hiking trails. The district also updated the fishing guide and picnic grove maps.

Announced and begun in 2011/Ongoing

Improving District Infrastructure

The District is faced with decades of deferred maintenance. The District will allocate just under \$8 million for infrastructure improvements such as repairs and replacements of existing bridges, plumbing systems, and other related needs.

Announced and begun in 2011/Ongoing

Updating Technology and Equipment

The District is creating an Intranet system to share and archive information, institute and update processes and policies, and better communicate with employees. All full-time District staff will have email addresses, receive skills training, and have clear job descriptions and responsibilities.

Announced and begun in 2011/Ongoing

Improving Personnel Oversight

The administration collaborated with District Legal Department to successfully create an Employment Plan as required per the 2009 Supplemental Relief Order. They also improved their Seasonal Hiring Process which hired seasonal employees sooner and provided first ever District orientation class. Reduced aquatic staff overtime by 90% from 2010 season

Announced and begun in 2011/Ongoing

Received Several National and Local Awards

The District received the US EPA and Chicago Wilderness Excellence in Conservation and Native Landscaping Award Received for the Orland Grassland Restoration Project and the third consecutive Certificate of Achievement for Excellence in Financial Reporting for Comprehensive Annual Financial Reports.

Received in 2011

LOOKING TOWARD 2012

Toni's first year demonstrates important progress toward achieving her goal of making Cook County the best run county in the United States.

Toni has taken responsibility for giving County government a new direction. Despite daunting challenges, the County is making significant progress.

As we look toward 2012 and beyond, Toni and her team are committed to providing:

Fair and efficient criminal justice:

Significant structural improvements to the criminal justice system will make the system more efficient. The County is committed to diverting low-risk, non-violent offenders to community based alternatives to detention and deinstitutionalizing juvenile offenders.

Accessible, effective, and efficient healthcare:

A regional approach to health care will promote a strategic approach to providing care and expand access to the most vulnerable. By working collaboratively with the Health and Hospitals System we will continue to work to professionalize operations.

Timely, effective and accessible tax system:

Residents should be able to pay their taxes in an easy and understandable manner. Communities and school districts who rely on this revenue should receive these funds in a timely manner to fund local operations.

Robust economic opportunities:

A regional approach to economic development that incorporates the strengths of the City and the suburbs to promote and grow the economic base for the entire region.

Clean, safe and enjoyable Forest Preserves:

Opportunities will be expanded to make the County's open spaces more accessible for children, families, and outdoor enthusiasts.

We deserve the best run County in the United States. What are your ideas for improving County government? Stay in touch with Toni and let her know your ideas on how the County can be improved.



**Fiscal
Responsibility**



**Innovative
Leadership**



**Transparency
& Accountability**



**Improved
Services**