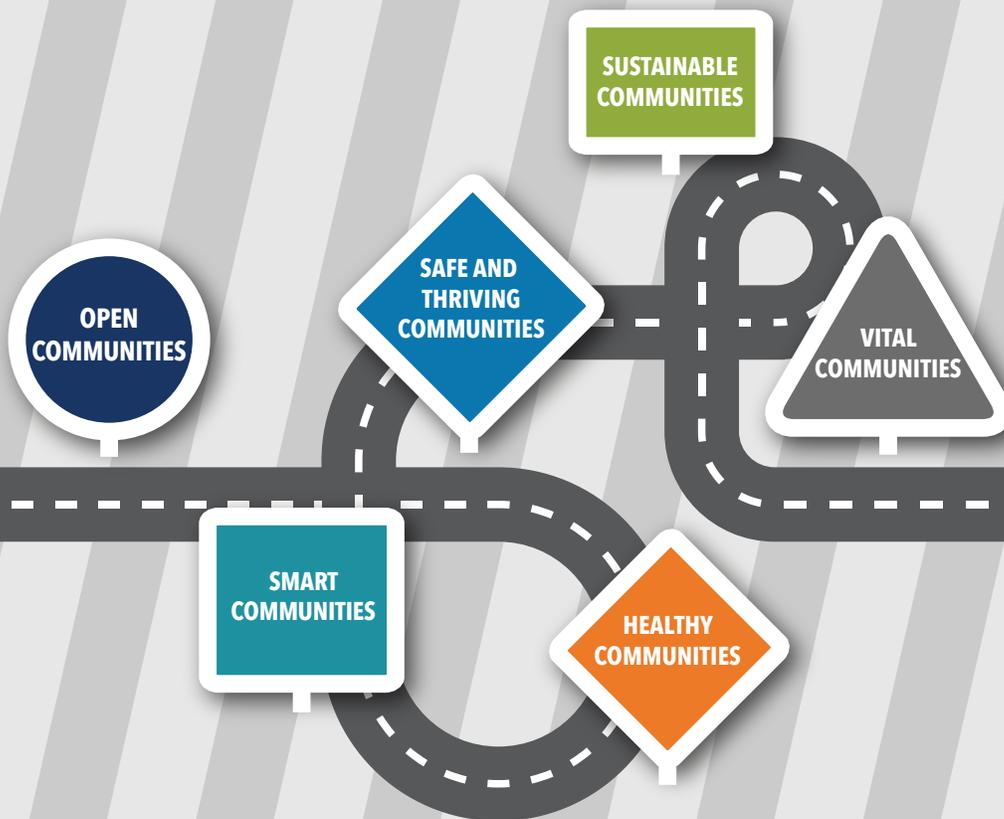




Cook County Policy Roadmap

Five-Year Strategic Plan for Offices Under the President



Cook County Policy Roadmap

Five-Year Strategic Plan for Offices Under the President



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Designed by Alexandra Ensign
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Letter from the President

To the Residents of Cook County:

Cook County is the heart of the nation's third-largest metropolitan area. It is home to more than half of both the region's population and its economic activity. Cook County and the rest of the metropolitan region form an integrated and interdependent community serving the needs of its residents and businesses.

Cook County government plays a pivotal role in serving and supporting the needs of those who live and work here. We are responsible for promoting the health, welfare and safety of our 5.2 million residents. We manage the nation's largest consolidated court system and largest single-site jail campus. We influence the effectiveness of the region's transportation system, provide recreational opportunities and promote economic growth. We accomplish these objectives through the services of 11 separately-elected Cook County officials and other appointed and independent agencies.

The *Cook County Policy Roadmap: Five-year Strategic Plan for the Offices Under the President* has been developed by the Office of the President of the Cook County Board of Commissioners. As President of the Board of Commissioners, I am charged with leading the County's policy, budget and fiscal activities. In addition, I oversee the Offices Under the President, which includes six bureaus and 34 departments.

This plan outlines my office's priorities over the next five years. It identifies the principles that will guide our activities, including a focus on racial equity to ensure that all Cook County residents have opportunities to prosper, participate and reach their full potential no matter their race, gender, geography or socio-economic status.

This plan establishes goals and strategies for our work on justice, health, economic development and the environment. It defines our criteria for serving as responsible stewards of the County's infrastructure, and establishes the standards of efficiency, transparency and good customer experience that will continue to guide the operations of the County, while also ensuring we have a talented, diverse and productive workforce. The *Policy Roadmap* lays out the strategies we will use to achieve our goals and the metrics by which we will measure our success.

The *Policy Roadmap* is the result of an inclusive process in which employees and hundreds of volunteers played an active role to help the County define its future. It reflects the views expressed at numerous community meetings held throughout the County, as well as the input gathered from our opinion survey. These engagement efforts allowed us to hear directly from residents about what they believe it will take to make Cook County a leader in building vibrant, sustainable and inclusive communities where people want to live, learn, work and play. Further, it incorporates detailed suggestions from non-profit partners, small businesses, residents and community groups that provided feedback during the public comment period. I thank all who participated. I also extend my sincere gratitude to the Civic Consulting Alliance for their invaluable, pro bono assistance throughout this process.

The *Policy Roadmap* is a beginning. It will guide our actions, and we will consistently monitor results against our expectations to make sure we meet our goals. It is a dynamic document and will be updated periodically. It will also be the basis for the launch of our public dashboard in early 2019, which will measure our progress in meeting our objectives and provide a window into the work we are doing to realize the *Policy Roadmap*. We are committed to an administration that is accountable and transparent. In that spirit, please continue to give us your opinions and suggestions for ways we can improve.

Sincerely,



Toni Preckwinkle
President, Cook County Board of Commissioners

Introduction

The *Policy Roadmap* lays the foundation for the next five years of work by the Offices Under the President (OUP) of Cook County, under the leadership of the President of the Cook County Board of Commissioners. The 5.2 million residents of Cook County are served by local governments that include the City of Chicago, 135 suburban towns and municipalities, hundreds of school districts and special purpose governments, as well as Cook County government itself.

OUP is only one part of the complex system of government responsible for the welfare of the residents of Cook County and the broader northeastern Illinois region. The President is not only responsible for the offices that directly report to her; she is also responsible for coordinating stakeholders, identifying policies and solving problems throughout County government. Since taking office in 2010, Cook County Board President Toni Preckwinkle has established a foundation for long-lasting and systemic changes in government policies and operations.

Under the leadership of President Preckwinkle, OUP has crafted the *Policy Roadmap*, our first comprehensive, policy-driven strategic plan since the administration's 2011 transition plan, to institutionalize existing reforms and provide sustainable benefits to Cook County residents. The *Policy Roadmap* takes an expansive view of

the challenges and opportunities Cook County faces, as well as the steps we must take as a region to promote greater prosperity, equity and resident wellbeing.

The *Policy Roadmap* incorporates key policy priorities and strategic objectives and reflects the Preckwinkle administration's core values and vision for fostering safe, thriving and healthy communities. While the majority of the *Policy Roadmap* focuses on OUP's specific roles and responsibilities, it also includes objectives that look beyond our statutory responsibilities and require us to continue improving coordination and collaboration with partners to achieve the best outcomes for residents.

The *Policy Roadmap* reflects a shared vision for Cook County. The drafting process was designed to gather and incorporate input and feedback from employees, residents, community groups, other governmental agencies and partners in the non-profit, civic and private sectors. We are grateful to all who made their voices heard throughout the planning process over the past year. (see fig. 1)

As we implement the *Policy Roadmap*, Cook County residents have the opportunity to remain active and engaged to ensure Cook County meets their needs. We are committed to having a transparent and effective government that is aligned with our residents' priorities while providing them with quality services.



From left: bike path at Miami Woods; Old Cook County Hospital, under renovation; bike racks at a multi-modal transit center.

Development Timeline

6 POLICY PRIORITIES 29 OBJECTIVES 131 STRATEGIES

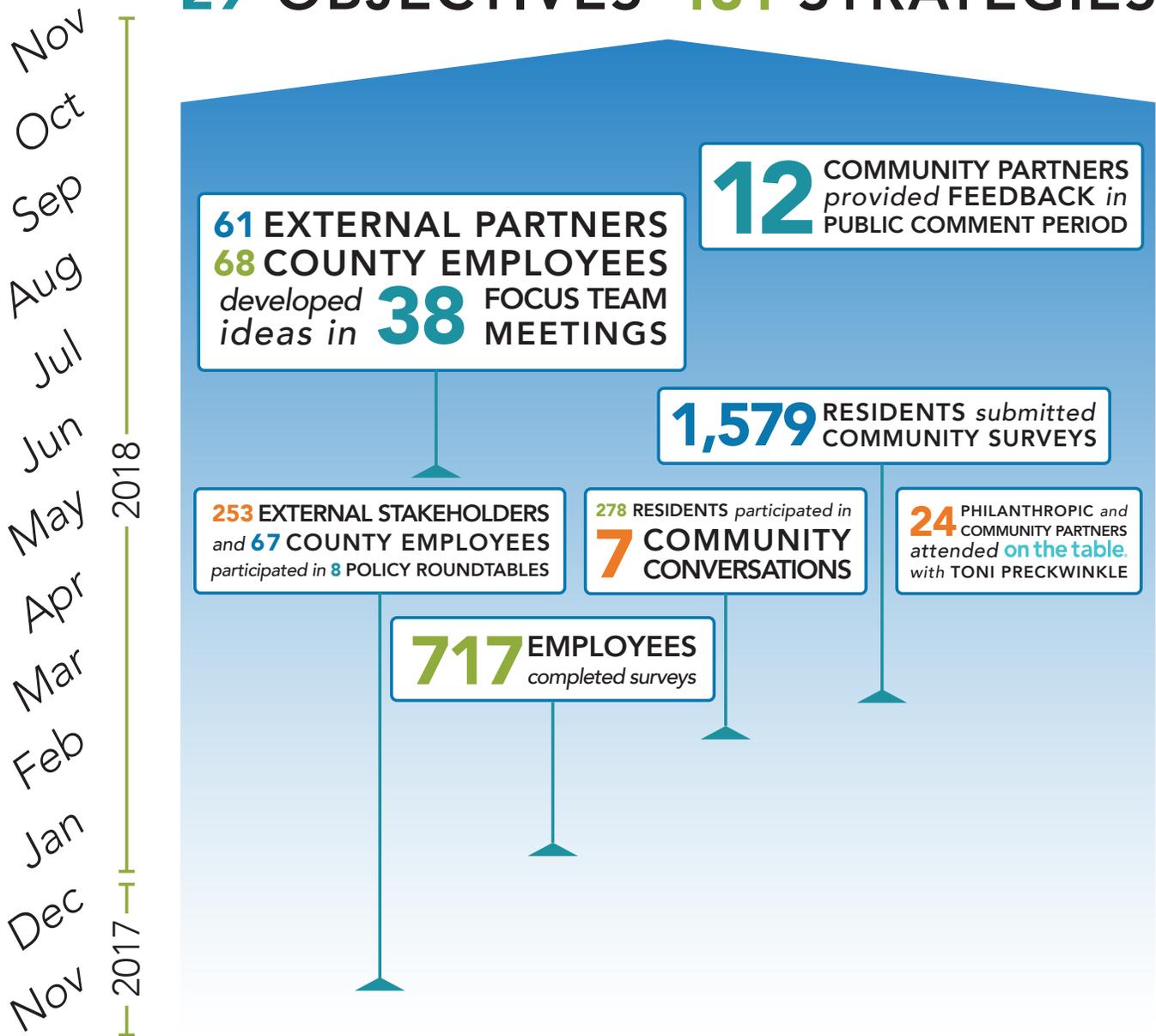


Figure 1, a timeline of the planning process. For more detail on the feedback process, visit www.cookcountyil.gov/service/policy-roadmap to read the Policy Roadmap Community Conversation Report.

Cook County Past and Present

Cook County (see fig. 2) is the heart of the nation's third largest metropolitan region and second largest county, the center of the Midwest and a major participant in the global economy. The region's economy is exceeded only by Los Angeles and New York. Cook County's assets have an outsized influence on the regional economy, and that influence is likely to grow as global economic trends continue to favor investment in dense, central areas of economic regions.

Approximately 8.5 million people live in the Chicago metropolitan region, which encompasses the City of Chicago and its suburbs. More than 60 percent of that population, or 5.2 million people, live in Cook County, making it the second largest county in the nation.¹ Our population is exceptionally diverse (see fig. 3). Historically and in the present day, Cook County has been a major destination for immigrants. According to the U.S. Census Bureau, as of 2016 more than 1.1 million Cook County residents are foreign born and nearly 35 percent of residents speak a language other than English at home, including Spanish, Arabic and Polish.²

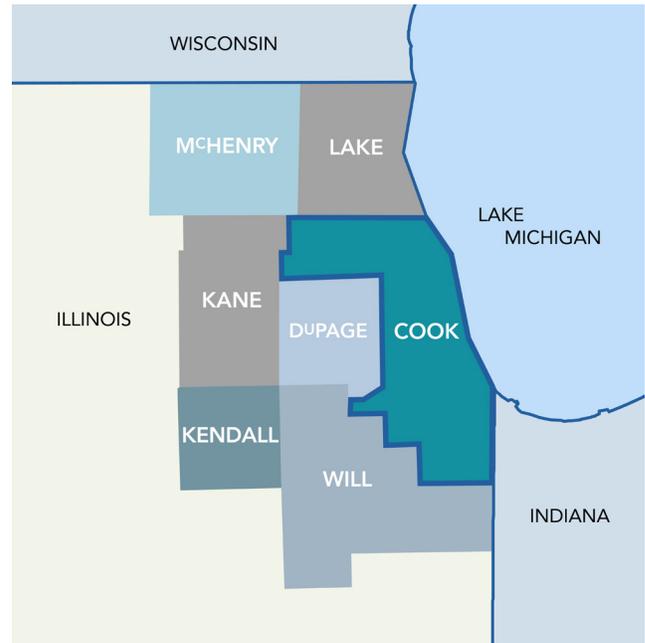


Figure 2, regional map of northeastern Illinois.

Race and Ethnicity in Cook County

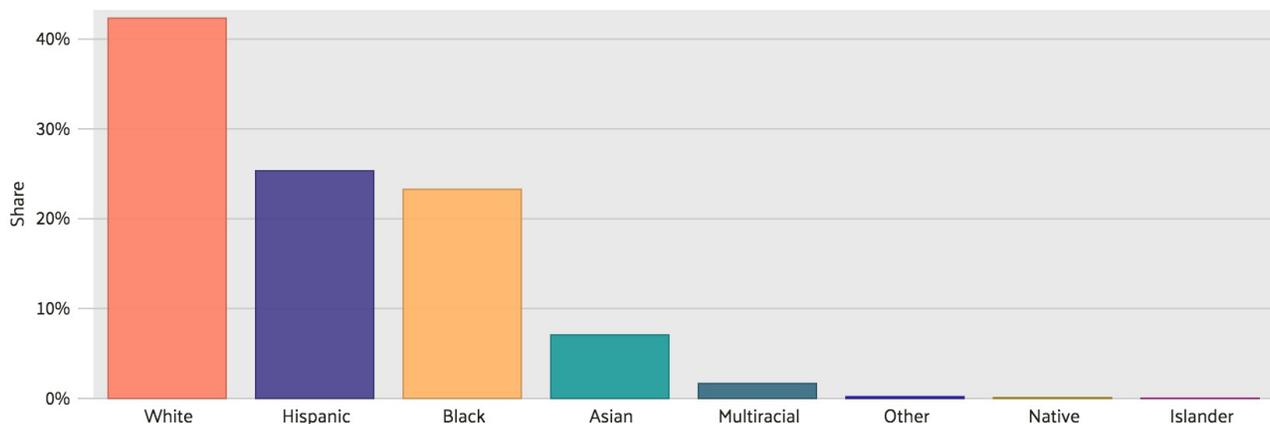


Figure 3, graph of race and ethnicity in Cook County by percentage of population. Source: Data USA and the U.S. Census Bureau.

Cook County Past and Present

Cook County's diverse economy, including its status as a transportation hub for the region, the Midwest and the nation, provides numerous opportunities for residents and businesses to prosper. Our region is home to two international airports, a port that serves the Great Lakes and the Mississippi River, a convergence of several interstate highways, rail service from six of the nation's seven largest railroads and the nation's second largest transit system. Virtually all of these assets are concentrated in Cook County, moving vital goods through the region and increasing the ease and ability of commuting for residents and visitors. Almost one third of all freight tonnage in the U.S. either originates in, terminates in or passes through the Chicago region, with over half of that tonnage crossing through Cook County.³ Furthermore, the region's robust transit system serves more than 650 million passengers a year, with about 90 percent of these trips beginning or ending in Cook County.

Cook County is also home to numerous universities with national and international reputations that draw people from all over the world to study and work. Our cultural amenities include world-class museums, theaters, opera companies and music venues. These assets draw visitors from around the world to the County and make it one of the country's major convention and conference destinations.

In addition to its strengths, Cook County, like many of its counterparts, faces a significant number of economic and social challenges. In the past decade, the County has lost a small percentage of its population and the region as a whole is not keeping pace with national growth trends. As these patterns highlight, Cook County is a study in contrasts. Cook County's central area is growing and robust, with new offices, retail and housing. Residents in much of the north and northwest areas of the County enjoy relatively high levels of income and low levels of unemployment. In contrast, residents in the western and southern parts of the City of Chicago and in the south suburbs struggle with higher unemployment rates, lower incomes and less access to quality jobs and education.

Cook County is highly racially and economically segregated, resulting in economic and resource disparities between communities and regions. This segregation fosters inequity for residents and adds to the economic disparities that exist throughout the County. Overall, Cook County has a poverty rate of 15.0 percent, which is slightly higher than the national poverty rate of 12.3 percent.⁴ When broken down by race, the poverty rate is dramatically higher for black and Latinx populations than for white populations (see fig. 4).

Poverty by Race and Ethnicity in Cook County

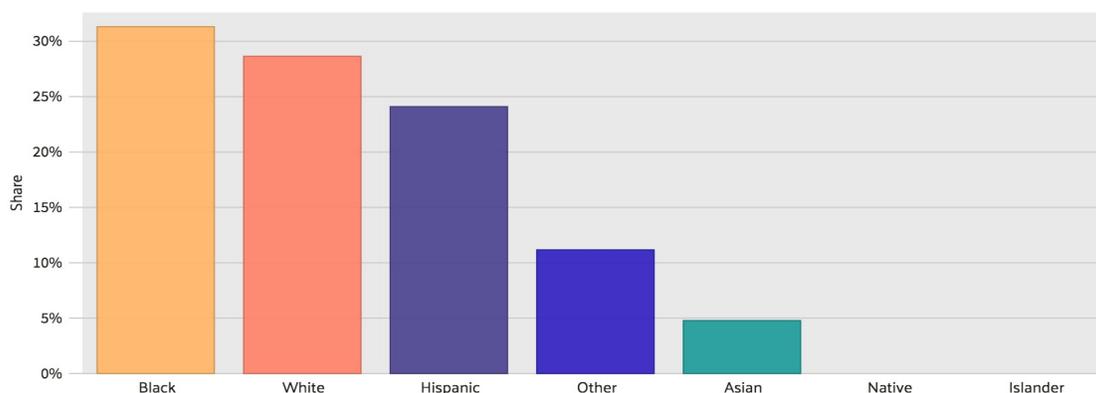


Figure 4, graph of poverty by race and ethnicity in Cook County by percentage of population. Source: Data USA and the U.S. Census Bureau.

Cook County Past and Present

Cook County is also experiencing the suburbanization of poverty (see fig. 5), where concentrated poverty shifts from neighborhoods in the city of Chicago to the surrounding suburbs. According to the Social IMPACT Research Center, the number of people experiencing poverty in Chicago’s suburbs increased by 95 percent from 1990 to 2011, though the total population of suburban residents only grew 29 percent.⁵ Since social service agencies and governments have designed their programs to target poverty concentrated in specific areas of larger cities, this shift requires us to change the way we administer social services.

Change in Residents Living in Poverty 2000 – 2016.

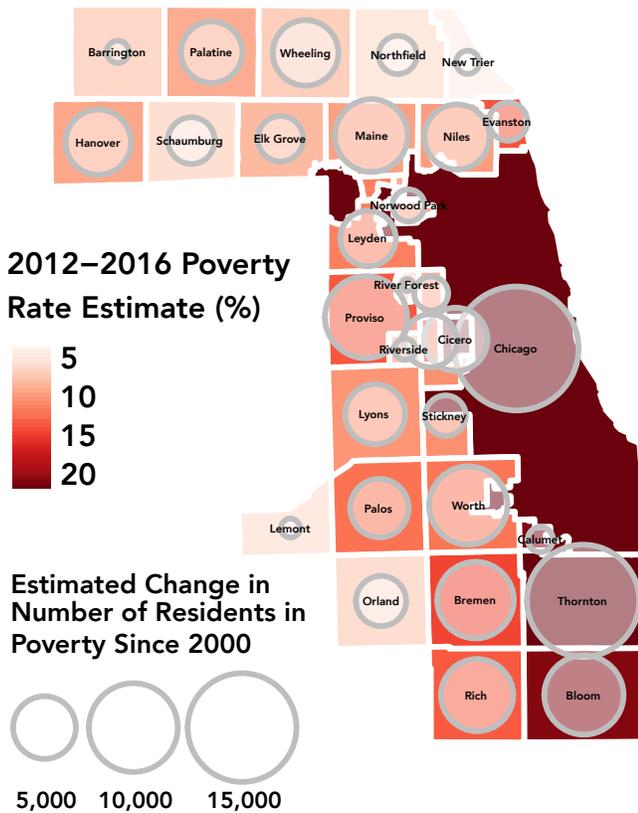


Figure 5, map of change in residents living in poverty. Source: 2000 U.S. Census and 2012-2016 American Community Survey 5-Year Estimates. Map and Analysis: Andrew Miller.

“The changing landscape of poverty and hardship is significant because safety net policies and social service infrastructure are built on the assumption that poverty is concentrated in central cities. As a result, the suburbs—both across the nation and in the Chicago region—are characterized by a weak or lacking infrastructure of social services, and some suburban communities are unprepared to adequately serve individuals and families experiencing economic hardship. Such infrastructure is important to both mitigate the worst effects of poverty and help move families from poverty to economic security.”⁶

Averages for social and economic trends such as employment, wealth, home ownership, income and educational achievement mean little if huge disparities exist between those who have and those who have been left behind. Governments have an essential obligation to use their resources and leadership to address these disparities and provide all residents — regardless of race, ethnicity or neighborhood — opportunities and outcomes that correct historic inequities and address current challenges.

While all levels of government, including the federal government and the State of Illinois, must devote themselves to addressing these economic and social challenges, local governments—Cook County in particular—have an essential role to play in finding solutions to these challenges.

Cook County Government

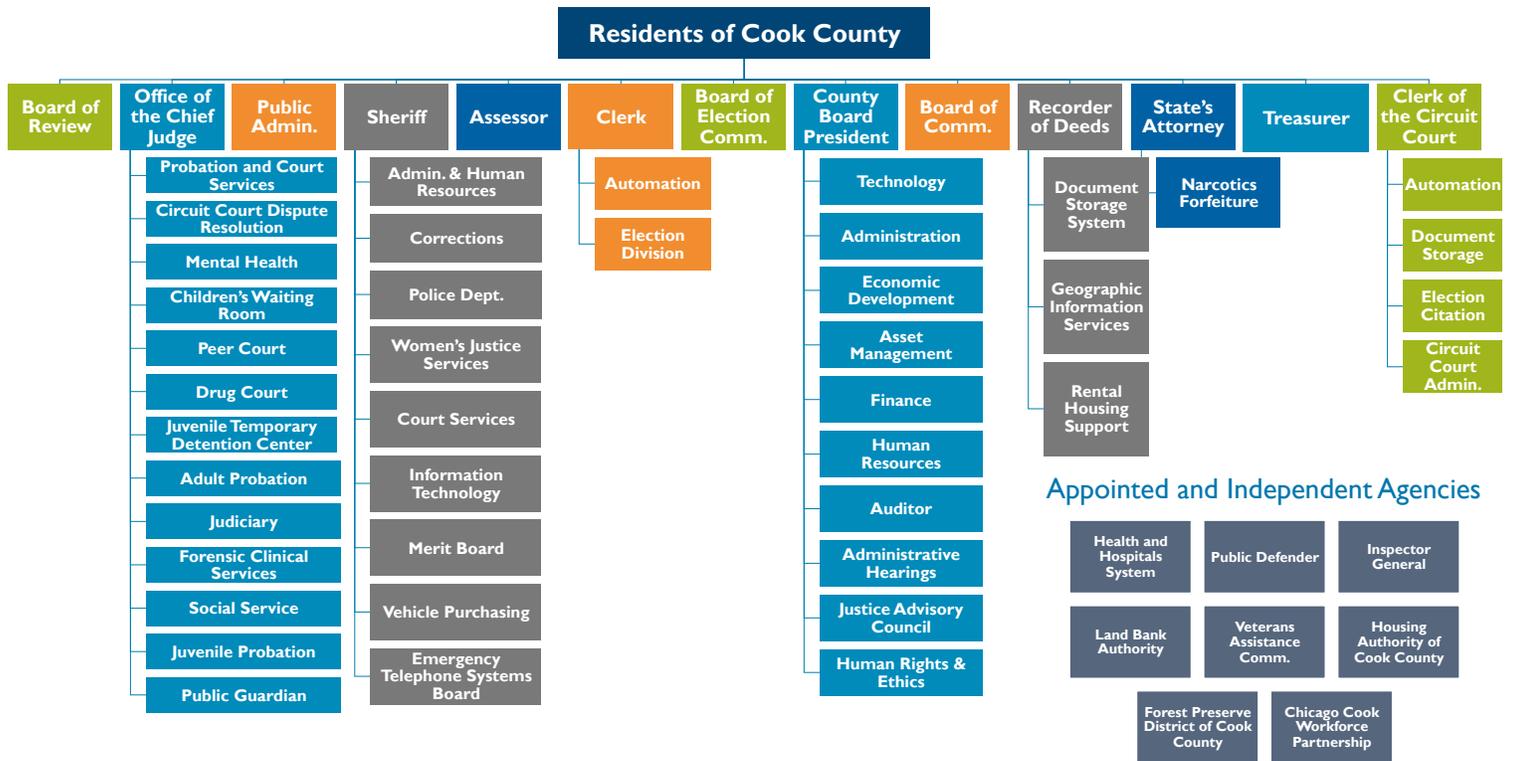


Figure 6, organizational chart of Cook County Government. See Appendix C for full-page organizational charts.

The services provided to the 5.2 million residents of Cook County are the responsibility of eleven separately-elected public officials, including the President of the Board of Commissioners. Those services fall under five broad mandates:

- ▶ Promoting healthy families through access to community-based healthcare and other public health services;
- ▶ Promoting equitable economic and community development;
- ▶ Supporting the criminal justice system and the administration of court services;

- ▶ Building, managing and conserving County assets through finance and administrative services; and
- ▶ Collecting revenue to fund County government through property assessment and taxation services.

In addition to leading the legislative function of the County, the President of the Board of Commissioners is also responsible for executive functions, including budgeting and administrative services for all County agencies and separately-elected officials. While Cook County government has many responsibilities, criminal justice and healthcare represent more than 88 percent of the total budget.⁷ (see fig. 7)

Cook County Government

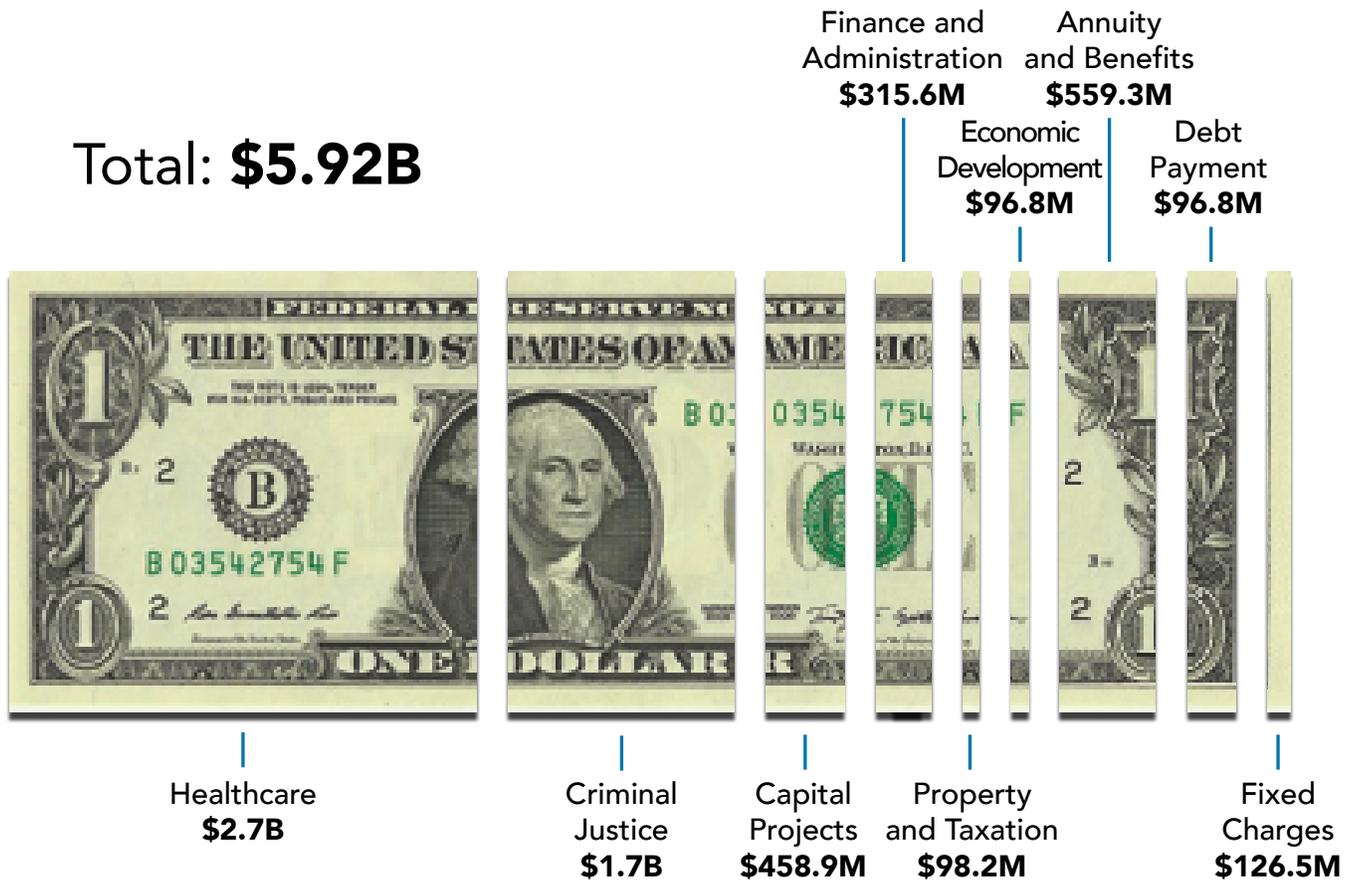


Figure 7, how taxpayer dollars are spent in the 2019 budget.

Criminal Justice

Cook County maintains and operates the Circuit Court of Cook County, the second largest unified court system in the nation, in which all trial courts are consolidated under the Office of the Chief Judge. The Circuit Court handles all civil and criminal justice matters under its jurisdiction. Officials responsible for its operations include:

- ▶ The **Chief Judge of the Circuit Court of Cook County**, who has centralized authority to coordinate and supervise the administrative functions of the Court, including managing the court assignments of approximately 400 judges,

administering the Court's annual budget, supervising approximately 2,750 non-judicial employees and operating the Juvenile Temporary Detention Center; and

- ▶ The **Clerk of the Circuit Court of Cook County**, who serves as the official record keeper for all judicial matters, collects and disburses all filing fees and fines for the Court, services more than 400 judges and manages electronic tools to improve Court services.

Cook County Government

The County is also responsible for many elements of its broader criminal justice system. These include the operation and maintenance of the nation's largest single-site jail and the provision of public prosecution and defense. Officials responsible for these duties include:

- ▶ The **Cook County Public Defender**, who protects the fundamental rights, liberties and dignity of thousands of County residents by providing legal representation at no cost to those unable to afford an attorney;
- ▶ The **Cook County Sheriff**, who provides policing services as the chief law enforcement officer in the County, ensures safe and secure County and court facilities and administers the Cook County Jail; and
- ▶ The **Cook County State's Attorney**, who prosecutes crimes committed in the County, provides services to victims and witnesses and represents the County in civil proceedings.

Healthcare

To meet residents' healthcare needs and coordinate overarching public health strategies, Cook County operates and maintains Cook County Health and the Cook County Department of Public Health:

- ▶ **Cook County Health (CCH)** delivers integrated health services regardless of a patient's ability to pay, partners with other health providers and communities to enhance public health and advocates for policies that promote the physical, mental and social wellbeing of the people of Cook County. CCH cares for more than 300,000 patients each year.
- ▶ The **Cook County Department of Public Health (CCDPH)** brings residents, partners and resources together to protect and promote health in communities throughout Cook County. CCDPH works to prevent the spread of over 70 reportable communicable diseases and enforce public health laws, rules and regulations. CCDPH also serves as a major source of information about the priority health needs in each community in suburban Cook County to help County agencies, partners and the public plan for and address emerging health threats and promote healthy living through awareness, education, programs and community development.

Cook County Government

Administrative and Operational Services

In addition to its criminal justice and healthcare responsibilities, Cook County government provides essential administrative services that support residents, businesses, municipalities and the County's operations. Officials responsible for these duties include:

- ▶ The **Cook County Assessor**, who assesses the value of residential and commercial property within the County as a basis for levying taxes and determining the distribution of property tax levies among taxpayers;
- ▶ The **Cook County Board of Review**, which reviews and corrects the assessments of property within the County;
- ▶ The **Cook County Clerk**, who oversees elections, prints ballots and administers voting locations during election years. The Clerk also maintains and provides vital records, aids in the real estate tax process, and receives and makes government employee statements of economic interests and lobbyist registration available to the public;
- ▶ The **Cook County Recorder of Deeds**, who records, stores and maintains land records and other official documents required by County residents;⁸ and
- ▶ The **Cook County Treasurer**, who collects, safeguards, invests and distributes property tax funds paid by the residents and businesses of the County.

Finally, policy and legislation in the County is the responsibility of the **Cook County Board of Commissioners**. The Board is composed of 17 elected officials representing 17 districts. The Board of Commissioners is chaired by the President.

The **President of the Cook County Board of Commissioners** serves as the Chief Executive Officer of Cook County and presents an annual balanced budget to the Board of Commissioners, provides leadership on key policy issues facing the County and oversees the Offices Under the President (OUP).

Offices Under the President

Under the guidance and oversight of the President, OUP serves all County residents and supports the day-to-day functions and operations of County agencies. Additionally, OUP advances the President's agenda across the County's five broad mandates. This work is coordinated through OUP's bureaus and departments below. (See Appendix C for Offices Under the President Organizational Chart.)

Office of the President

manages the Bureaus and departments under the President's leadership to support the administration's agenda. The Office collaborates with the separately elected officials to support the administration of County government.

Bureau of Administration

oversees a broad range of operational functions from environmental protection to transportation development, as well as resident-facing functions including maintaining a public County Law Library that ensures access to justice for self-represented litigants and providing discounted rabies vaccinations for pets.

Bureau of Asset Management

manages, maintains and develops County-owned land and buildings and manages work environments for County employees.

Bureau of Economic Development

leads and coordinates economic and community development initiatives and administers federal funds to support low- and moderate-income communities.

Bureau of Finance

oversees budgeting, payroll, procurement and contract compliance for all County agencies and elected officials.

Bureau of Human Resources

oversees employee training and support, labor relations and negotiations and an employee appeals board for all County agencies and elected officials.

Bureau of Technology

oversees technology systems for all County agencies and elected officials, maintains Cook County's website and provides resident-focused technological interfaces.

Dept. of Administrative Hearings

provides expedient, independent and impartial hearings to residents who are alleged to have violated a Cook County ordinance

Dept. of Human Rights and Ethics

supports the Commission on Human Rights and the Board of Ethics to protect people who live and work in Cook County from discrimination and harassment, inadequate wages and unfair work conditions. The Board of Ethics also ensures that Cook County employees and officials comply with the highest standards of ethical conduct.

Justice Advisory Council

coordinates and implements the President's criminal and juvenile justice reform efforts and public safety policy development.

Office of the County Auditor

conducts internal audits that bring a systematic, disciplined approach to evaluate and improve the effectiveness of countywide risk management, control, and governance processes.

Sec. to the Board of Commissioners

provides legislative support and information for the Board of Commissioners, President, elected officials, agencies, departments and members of the public to make the legislative process efficient, effective, open and transparent.

Mission, Vision and Values

Equity

Promoting equity, specifically racial equity, has been a central principle of OUP under the leadership of President Preckwinkle. Historically, government has played a role in creating and maintaining racial inequities. Despite progress, racial inequities are still deep, structural and pervasive and racial anxiety is on the rise in our current political climate. At its core, our focus on racial equity centers around ensuring residents can enjoy the full array of recognized civil and human rights, and includes work to protect those rights regardless of immigration or documentation status. While governmental bodies need strong partnerships with non-profit, public and private sector stakeholders to address inequities, we have a unique responsibility to reduce inequity by ensuring policies and fiscal decisions consistently meet the needs of all residents, especially residents who are often marginalized and excluded from decision-making.

We explored the importance of equity in improving outcomes for all Cook County residents by considering it in two central ways:

- ▶ As a foundational value, by pursuing institutional change in part through adopting a racial equity framework and conducting implicit bias training for our employees; and
- ▶ As a practice, by identifying strategies across our six policy priorities that will advance equity across our operations and the services we provide in our communities.

Approaching our work through a racial equity lens will strengthen our institutional ability to apply a structural approach to other forms of marginalization. This framework will also help us address compounding inequities, such as the intersection of race and disability, the intersection of race and gender and the intersection of race and economic status.

Median Household Income by Race in Cook County



Figure 9, infographic of median household income by Alexandra Ensign. Source: Statistical Atlas, analysis of Census Bureau Data 2000–2010 and American Community Survey Data 2012–2016.

As part of our commitment to advancing racial equity, OUP will begin its work by:

- ▶ Becoming a member of the Government Alliance on Race and Equity (GARE) to help build capacity, connect with peer organizations and receive support in advancing our equity work;
- ▶ Mandating implicit bias and diversity and inclusion training for all OUP employees to ensure shared definitions and understanding;
- ▶ Establishing a Racial Equity Leadership Council to plan and advance equity work internally; and
- ▶ Formally adopting a racial equity framework and a diversity and inclusion statement to elevate our commitment to and raise awareness about the importance of racial equity.

Mission, Vision and Values

Engagement

Engaging with residents, community groups and partners ensures government understands the challenges and concerns central to residents' daily lives and fosters a welcoming community for all residents. While the electoral system is structured to ensure voters are heard during election cycles, it is the responsibility of government to consistently engage with residents to better meet their needs. By incorporating resident engagement as a central value, we are recommitting to creating ways for residents and partners to participate in planning and decision-making and to ensuring we have a process in place to translate that engagement into tangible results for residents. The *Policy Roadmap* reflects our commitment to collaborating with County residents who are marginalized in Cook County to increase their power and draft policy that works for them.

As a grounding principle of our work to meaningfully engage residents, OUP will honor the agency, ownership and capacity of community stakeholders and promote a culture of engagement and participation by:

- ▶ Ensuring our engagement with residents is broad, inclusive, accessible and culturally- and linguistically-competent, particularly for marginalized populations;
- ▶ Reviewing and revising County policies and procedures to ensure OUP leads Cook County government in operating as a welcoming community;
- ▶ Institutionalizing community engagement across our operations, which enable us to recognize the assets, needs and experiences of our residents and engage them in our planning processes, policy development and decision-making; and
- ▶ Continuing to foster transparency and public awareness about what we do and how we do it.

Excellence

Residents trust Cook County government and its elected officials to be good stewards of County resources. We aim to be an excellent administrator of the vital services residents rely on by being transparent, accountable and effective. Over the past eight years, we have made great progress by producing balanced budgets, restructuring our office to better achieve our goals and laying the foundation for a government that is responsive and forward-thinking. To build from these accomplishments, OUP will be a responsible steward of public trust and Cook County's resources by:

- ▶ Maintaining good financial health by continuing to live within our means;
- ▶ Enhancing language accessibility by translating and interpreting public-facing OUP materials and events;
- ▶ Increasing transparency in the collection, use and public sharing of data through legislative and policy changes;
- ▶ Providing in-house employee training and support to improve customer experience and operational performance;
- ▶ Redesigning our performance management system to maximize efficiency; and
- ▶ Implementing effective measures to benchmark ourselves against peer counties across the country and increase accountability to our residents.

Policy Priorities

With our mission, vision and values in mind, we identified six policy priorities for OUP to concentrate its efforts on over the next five years. A central theme throughout our policy priorities is the commitment to ensuring Cook County is a welcoming community and can reach all of its residents, including those who are often marginalized. We will foster communities that are healthy, vital, safe and thriving, sustainable, smart and open.

Given OUP's role in supporting individuals and communities throughout Cook County, the first five policy priorities relate directly to the services we provide to residents. To achieve a high standard of efficiency and excellence, our sixth policy priority describes how we will deliver services to residents.

Together, these policy priorities create the comprehensive agenda OUP will implement to provide innovative and essential services for residents in an effective, efficient manner and ensure Cook County is an exceptional place to live, work, play and visit.

Healthy Communities

Health and Wellness

Integrating health and social services, addressing the social determinants of health and improving the health and wellness of County employees.

Vital Communities

Economic Development

Creating and retaining jobs, developing industry-sector strategies, supporting workforce training and development, quality housing, safety net services and community and municipal infrastructure investments.

Safe and Thriving Communities

Criminal Justice

Implementing violence reduction strategies proven to increase community safety, advocating for sustainable reforms within the criminal justice system and investing in community-based services for communities and residents.

Sustainable Communities

Environmental Sustainability

Prioritizing environmental justice, addressing climate change, investing in clean energy and green jobs and creating equitable access to open spaces.

Smart Communities

Public Infrastructure

Maximizing the benefits of County buildings, improving transportation systems and managing enterprise technology services.

Open Communities

Good Government

Achieving operational excellence by being accountable to residents, investing in our workforce and continuously improving the effectiveness of County services.

Healthy Communities

A person's health is a product of their environment and impacts all segments of their life. The World Health Organization defines health as a state of complete physical, mental and social wellbeing.⁹ According to the Center for Disease Control, a healthy community "is continuously creating and improving [its] physical and social environments and expanding [its] community resources that enable people to mutually support each other in performing all the functions of life and in developing to their maximum potential."¹⁰

Alonzo is a CountyCare member who receives primary care and care management at Alivio Medical Center. As a patient with many chronic illnesses, Alonzo struggled for a long time to stay healthy and to manage making appointments with multiple doctors. Through Alivio's participation in the Medical Home Network ACO, Alivio is able to offer CountyCare beneficiaries like Alonzo a dedicated, practice level care manager—part of an integrated care team that works with Alonzo's primary doctor to coordinate Alonzo's care both at Alivio and across all settings. Alonzo's Alivio care team ensures his care is streamlined, effective, and holistic, treating not only his physical wellness, but also addressing the social challenges that impact his health as well, such as transportation and housing.

Food Insecurity in Cook County, 2014

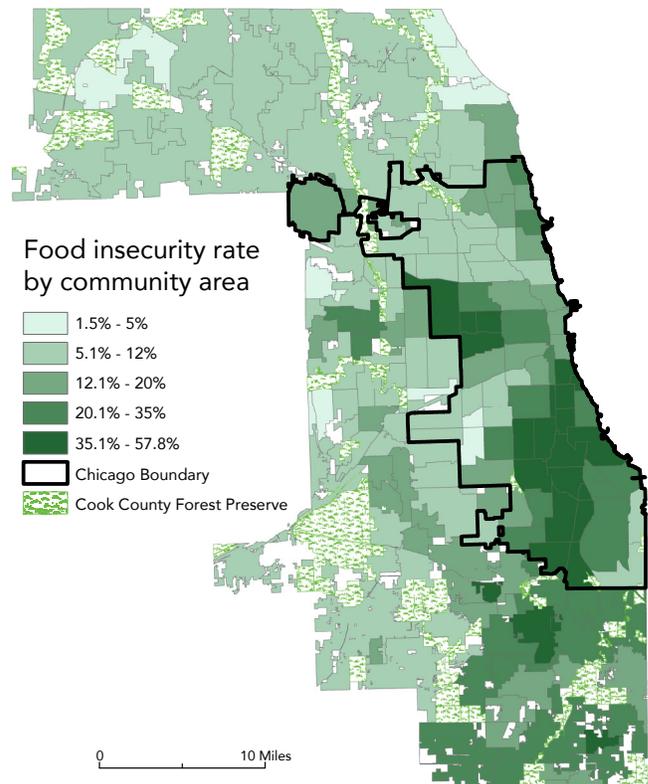


Figure 10, map of food insecurity rates by community area in Cook County. Prepared on 9/16/2016 by Greater Chicago Food Depository.

OUP is taking an expansive view of healthy communities by working to address the social determinants of health, including access to adequate and safe housing; equitable education; quality employment opportunities; public transportation; healthy physical environments; recreational spaces and activities and nutrition for our residents. Food access is a critical issue in Cook County (see fig. 10), where an estimated 600,000 residents live in food deserts—many of them in the south and west suburbs.¹¹

Addressing the social determinants of health also means ensuring access to affordable, quality healthcare that is culturally and linguistically responsive. While these conditions are not always



Healthy Communities

discussed as health challenges, they make up the cornerstones of residents' lives and therefore their health.

Creating healthy communities requires addressing health inequities; partnering with communities to better meet their needs; extending the public health system's partnerships with key stakeholders, including the criminal justice system; and addressing the health and wellbeing of our greatest talent, our employees.

Health is the foundation for building safe, vibrant, thriving communities throughout Cook County. Through the work of Cook County Health (CCH) more than 300,000 residents annually have access to vital, high quality, affordable health services and a welcoming, accessible healthcare system, regardless of their financial circumstances. Despite operating only two of the 72 hospitals in Cook

County, CCH continues to serve as a safety net for many residents and provides nearly 50 percent of all charity care in the County.

In 2011, Cook County changed the landscape of our public health scope by creating CountyCare, a Medicaid managed care health plan that supports access to preventative care, behavioral healthcare and community-based health centers throughout the County. Made possible by the Affordable Care Act, CountyCare is now the largest Medicaid managed care organization in Cook County.

In addition to quality healthcare, we must focus on the relationship between health and wellness, and the key components of the environments in which residents live and work. Taking this comprehensive view also requires us to address health disparities to ensure all residents — regardless of race, socio-economic status or geography — live in equitable, healthy communities. With this equitable framework in mind, we are committed to addressing the barriers to accessing healthcare many residents experience throughout Cook County, particularly residents in minority and immigrant communities. To do so, we will continue to improve the language accessibility of government and healthcare providers and support community-based healthcare solutions.

Despite significant advancements in healthcare and insurance coverage, health inequities persist. Societal inequities lead to disparate health outcomes including higher levels of chronic disease among low-income and minority populations. For example, infant mortality rates differ widely by race. We have seen a 12.4 percent decline in the infant mortality rate overall in the United States from 2005 to 2014.¹² However, an analysis published by JAMA Pediatrics found that mortality rates for white infants are at least 50 percent lower than for black infants.¹³ Those disparities can also be seen when broken down by zip code (see fig. 11).¹⁴ In recognition of our County's demographic shifts, we must respond to residents' needs by devoting proportional resources to medically underserved communities outside of the City of Chicago.

Life Expectancy by Census Tract

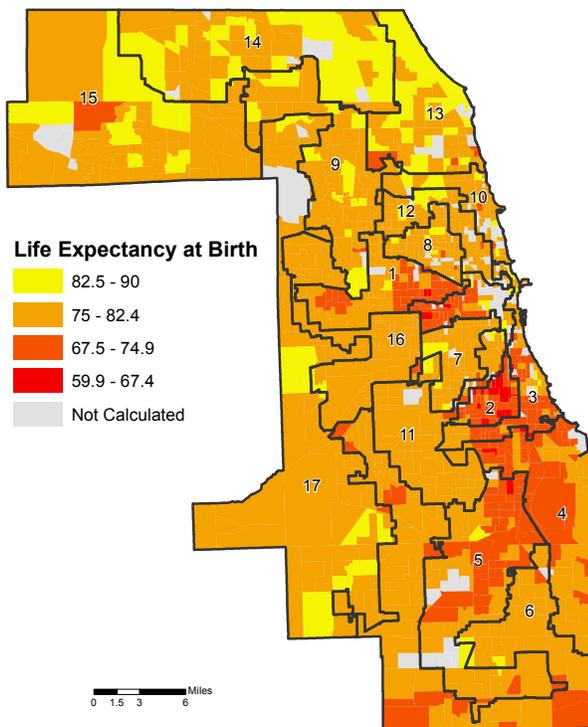


Figure 11, life expectancy by census tract, 2010 – 2015. Map created by Cook County Dept. of Geographic Information systems. Source: NCHS, National Vital Statistic Systems, Morality.



Healthy Communities



Cook County Health CEO Dr. Shannon, President Preckwinkle, Executive Director and CEO Kate Maehr of the Greater Chicago Food Depository and Commissioner Arroyo commemorate partnership between Greater Chicago Food Depository and CCH to bring fresh food to CountyCare members.

Health inequities are inextricably linked with inequities mirrored in our criminal justice system, which has required us to better integrate behavioral health services into our criminal justice system. Since 2014, CCH has enrolled over 16,000 justice-involved individuals into Medicaid, allowing them to access healthcare services in the community when they are released from jail and reducing recidivism by providing vital services, such as behavioral healthcare. The public health system and criminal justice system also increased their collaboration by participating in a MacArthur Foundation public safety grant to reduce the jail population and address the racial and ethnic disparities reflected in our detainee population. These partnerships aim to meet residents' healthcare needs as a way to treat potential underlying causes that lead them to be involved in the criminal justice system.

As OUP continues to promote health and wellness, it will continue to address health inequities and social determinants of health in part through partnerships and policy leadership. This includes increasing access to healthy food

and affordable housing and using the Cook County Forest Preserves and other public green spaces for exercise and recreation. Addressing the social determinants of health also requires us to prioritize health-related public awareness campaigns to ensure residents have accessible, accurate information related to their health and wellness.

We will work to promote health and wellness for our employees and lead by example in creating a supportive and productive work environment. As the people who implement our policies, support our residents on a day-to-day basis and keep Cook County government running, the health and wellbeing of our employees plays a key role in advancing healthy communities and serving residents.

The objectives and strategies that follow will ensure we address the social determinants of health, operate a respectful and efficient healthcare system and support our residents' and employee's overall wellbeing to foster healthy communities.



Healthy Communities

Goal

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

Key Performance Indicators

- ▶ Life expectancy
- ▶ Infant and maternal mortality
- ▶ Percent of eligible residents with health insurance
- ▶ Rate of gun related homicides per 1,000 residents
- ▶ Rate of opioid related deaths

Objective

1

Reduce health inequities for all residents by addressing the racial disparities and the social, physical and economic conditions that impact health.

Strategy

- 1.1 Ensure all policies and practices address the root causes of health inequities.
- 1.2 Reduce barriers to accessing health services for all residents in order to improve their quality of life.
- 1.3 Support inter-agency coordination to maximize the impact of Cook County investments to address the root causes of health inequities.
- 1.4 Use data and public information to educate communities and raise awareness about health inequities negatively impacting vulnerable communities.

What is a key performance indicator?

A Key Performance Indicator (KPI) is a measurable value that demonstrates how effectively an organization is achieving key objectives. It is supported by performance metrics measuring the organization's progress toward that objective.



Healthy Communities

Objective

2

Improve access to and integration of high-quality responsive healthcare and information.

Strategy

- 2.1 Enhance access to high-quality behavioral healthcare, trauma-informed services and mental healthcare.
- 2.2 Ensure a continuum of health-related services exists within Cook County to meet residents' needs, particularly those who are vulnerable or marginalized.
- 2.3 Explore new or developing models of care that increase access and expand ability to serve marginalized residents.
- 2.4 Enhance the language accessibility and cultural appropriateness of public health messaging so that all residents receive pertinent health information that they can understand.
- 2.5 Make quality health-related data widely accessible to promote a better understanding of residents' health and drive decision-making.
- 2.6 Provide accessible health consumer education to increase residents' ability to access health and wellness services.

3

Support an active and healthy lifestyle and healthy communities.

- 3.1 Advocate for recreational opportunities and wellness programs that promote physical activity and improved health outcomes for all residents.
- 3.2 Improve access to healthy and affordable food options to reduce hunger and enable healthy living, especially within marginalized communities.
- 3.3 Promote accessible multi-modal transportation options, including walking and biking, that connect people to family, work and play.
- 3.4 Encourage a cleaner and more resilient environment to mitigate the harmful effects of pollution and climate change.



Healthy Communities

Objective

4

Advocate for increased community safety through a public health approach to violence reduction.

Strategy

- 4.1 Address the root causes of violence through increased trauma awareness and trauma-informed care.
- 4.2 Encourage hospitals and healthcare providers to develop intervention models to reduce individual and community violence in areas of the highest need.
- 4.3 Support the implementation of the Chicago-Cook Task Force on Heroin recommendations regarding the heroin/opioid epidemic.
- 4.4 Promote the increased use of alternatives to detention in the criminal justice system, particularly for people struggling with mental health and substance abuse issues.
- 4.5 Partner with health stakeholders to improve access to employment in the health sector for individuals facing existing barriers, including young adults and people with criminal backgrounds.

5

Improve the health and wellbeing of the Offices Under the President's workforce by fostering a supportive, healthy work culture.

- 5.1 Augment Cook County's existing wellness program to support employees' adoption of a healthy lifestyle.
- 5.2 Align OUP's personnel and operational policies with health-related and supportive best practices.
- 5.3 Increase the awareness and capacity of the Employee Assistance Program and other supportive programs for OUP employees.
- 5.4 Expand access to healthy, resource-efficient amenities in Cook County facilities to improve employees' workplace experience.
- 5.5 Prioritize employee wellbeing in workplace design.



Vital Communities

Cook County represents the core of the region's population, jobs, businesses and productivity. The economic footprint of the Chicago region is larger than that of most nations in the world. One of the great strengths of Cook County, and the larger region, is the diversity of our economy. Supporting a wide variety of industries in the region encourages economic development and job growth for Cook County residents.

In recent years, many areas of Cook County, including the central downtown district within the City of Chicago, have experienced robust economic growth, increased property values and quality of life improvements. However, a substantial portion of the County, particularly in the southern and western regions, struggles

Top Five Job Sectors in Cook County

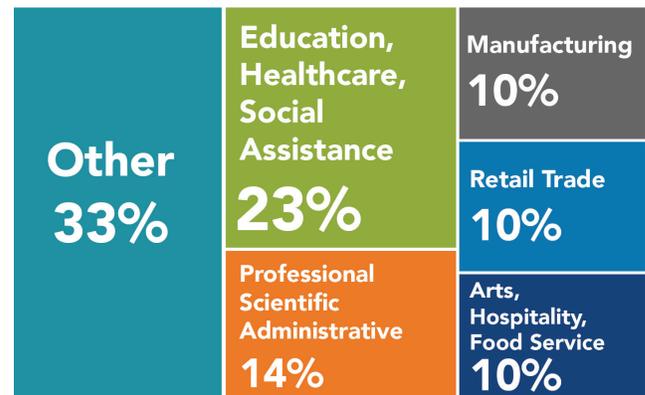


Figure 12, top job sectors in Cook County. Source: 2012 - 2016 American Community Survey five-year estimates.

“For my family-owned small manufacturing companies, Chicago Regional Growth Corporation (CRGC) has been a valuable resource. Not only do they help to shine a spotlight on a tremendously important job-creating sector of our regional economy, but they have helped our companies grow sales through leveraged programs that expand our exports. We are moving from what I would call a reactionary exporter to a proactive exporter with the help of CRGC’s programs.”

– Zach Mottl, Chief Alignment Officer, Atlas Tool Works, Lyons

with high levels of unemployment, declining property values and limited access to essential services that help to improve their quality of life. These disparities are, in part, the result of high levels of segregation. According to the Metropolitan Planning Council, the Chicago region is the fifth most racially and economically segregated region out of the top 100 regions nationwide.¹⁵ Despite overall unemployment rates at record lows in Cook County, certain communities and segments of the population experience unemployment rates as high as 40 percent. While wages increased by 2.3 percent between 2010 and 2015 for white people, wages for people of color declined by 2 percent. If the region’s economic and racial segregation were reduced to the national median, the region would generate an estimated \$4.4 billion in income.



Vital Communities

In addition to addressing the region's segregation, equitable regional prosperity requires improved quality of life and increased economic opportunity for all residents. OUP enacts policies that improve workplace conditions, such as a minimum wage increase and paid sick time, and works with local municipalities to ensure these initiatives benefit all County residents. We also invest in affordable housing; support neighborhood infrastructure including water, sewer, sidewalks and roads; and fund social service agencies that serve low- and moderate-income communities. Recognizing and addressing the complex relationship between housing, employment and transportation, and the disparate access to each for marginalized residents, is key to creating an equitable and vibrant community.

An important driver of economic prosperity in the County is to promote a more regionally equitable distribution of economic development. This requires strategic investments designed to maximize impact, such as prioritizing employment services in communities with high availability of affordable housing but low availability of jobs. Additionally, this requires focused investments in specific communities facing the biggest challenges. For example, while Cook County's south suburbs are asset-rich with people, businesses, land and infrastructure critical to our regional economy, population loss, foreclosures and government and private sector disinvestment have led to the region becoming increasingly disconnected from the regional economy. To address the population loss, high unemployment and high levels of poverty, we launched the South Suburban Economic Growth Initiative (SSEGI) to increase connections to regional resources and institutional capacity to manage large scale, comprehensive growth in the south suburbs.

To achieve similar impact throughout the County, we will proactively partner with communities to develop a five-year plan to guide the distribution of future federal funds and direct County resources.

We have embraced best practices in economic development by adopting a regional approach to growing our economy. Regional economic development acknowledges that local governments and municipalities have a collective interest in working together rather than engaging in wasteful competition. This approach allows us to work collaboratively with the City of Chicago and surrounding counties to promote equitable growth and develop new initiatives that strengthen the economy of the entire region. That includes the Chicago Metro Metal Consortium and the Chicago Regional Growth Corporation, which furthers global trade and investment for the region.

In addition to a regional and sector-based approach to economic development, equitable growth requires us to build a more robust set of tools to help small businesses and entrepreneurs, particularly those owned by women, minorities or people living with disabilities. While minorities make up more than 35 percent of the population nationally, they own less than 20 percent of businesses and only 17.4 percent of businesses with at least one million dollars in revenue.¹⁶

The distinctively local dynamics of inequality in our area reaffirm the importance of local leadership for understanding and improving economic opportunities to reduce disparities for all residents.

The objectives and strategies that follow represent the County's commitment to supporting inclusive local and regional economic growth.



Vital Communities

Goal

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

Key Performance Indicators

- ▶ Median income (broken down by race/ethnicity and gender)
- ▶ Unemployment rate (broken down by race/ethnicity and gender)
- ▶ MBE/WBE/DBE Award Commitments
- ▶ Job training and placement through Chicago Cook Workforce Partnership

Objective

1

Champion a regional approach to grow the economy and combat racial and economic inequality.

Strategy

- 1.1 Ensure equitable and inclusive policies and practices for recipients of Cook County resources.
- 1.2 Implement Racial Equity Assessments in planning and decision-making.
- 1.3 Restructure the economic development property tax and financial incentives to enhance investment in underserved communities and support key economic sectors.
- 1.4 Provide leadership and support for the Chicago Regional Growth Corporation.
- 1.5 Develop global trade programs to increase export and foreign direct investments in the region.



Vital Communities

Objective

2

Grow key economic clusters by launching and supporting industry-led partnerships.

Strategy

- 2.1 Identify, prioritize and support new and emerging sectors that lead to living wage jobs.
- 2.2 Create a center for industry partnerships to lead, coordinate and support key economic sectors' competitiveness, productivity, resiliency and adaptation to rapidly changing technology.
- 2.3 Promote targeted "shovel ready sites" through utility, transportation and environmental remediation investments.
- 2.4 Increase minority and women business ownership and labor force participation in sectors that offer living wage jobs.

3

Support expanded opportunities for local businesses, women- or minority-owned firms and firms owned by people living with disabilities.

- 3.1 Expand Cook County's toolbox of available resources for small- and medium-sized businesses and entrepreneurs.
- 3.2 Connect small businesses to banks, Community Development Financial Institutions, business incubators and worker cooperatives.
- 3.3 Align procurement and contract compliance policies to strengthen the minority, women and veteran business enterprise programs.
- 3.4 Encourage major corporations and non-profit organizations to use their purchasing power to strengthen their local communities and increase support to local, women- and minority-owned firms.



Vital Communities

Objective

Strategy

4

Invest in and support quality housing and core services to improve regional equity and access to opportunity.

- 4.1 Advocate for fair housing practices across the region.
- 4.2 Increase funding for affordable housing and community development, ensuring investments are community-driven and maximize impact.
- 4.3 Eliminate barriers to participation and access in Cook County economic development programs.
- 4.4 Provide technical assistance to Cook County municipalities to identify needs and leverage resources.
- 4.5 Reactivate vacant land in Cook County.

5

Open access to economic prosperity for all by investing in workforce and talent development.

- 5.1 Support industry-based training models that lead to industry-recognized credentials.
- 5.2 Align Chicago Cook Workforce Partnership's programs with Cook County's priority economic growth sectors.
- 5.3 Proactively identify opportunities to preserve jobs and increase wealth and prosperity for all residents.
- 5.4 Eliminate barriers to participation and access in Cook County workforce development and training programs.

6

Base transportation investments on their capacity to promote equitable economic growth.

- 6.1 Invest in opportunities that reduce the jobs/housing mismatch.
- 6.2 Facilitate multimodal transportation of goods and people within and beyond Cook County to encourage economic growth.
- 6.3 Expand alternative forms of transportation to improve residents' mobility.



Safe and Thriving Communities

As the administrator of the County's criminal justice system, Cook County operates the second largest unified court system in the United States. Through the Justice Advisory Council and Department of Homeland Security and Emergency Management, OUP works closely with the County's separately-elected criminal justice agencies and public safety stakeholders in the City of Chicago and the 135 other municipalities within Cook County to ensure safe and thriving communities across the County.

OUP will foster Safe and Thriving Communities by implementing violence reduction strategies. Additionally, we will create an equitable justice system in which every person has access to fair treatment, regardless of race or economic status.

Similar to other major metropolitan areas, Cook County has seen a significant decline in arrests, particularly arrests for violent crime, over the last two decades. This trend has held true, despite an uptick in gun shootings and homicides, which spiked in 2016 and has resumed a downward trend. Between 2010 and 2016, criminal case filings for felonies decreased by 13 percent and criminal case filings for misdemeanors decreased by nearly 50 percent in Cook County.¹⁷ In addition, prison and probation admissions have declined substantially and both the Cook County Jail and the Cook County Juvenile Temporary Detention Center, where juveniles are detained, have reached population lows not seen since the 1990s.

This sustained decline in Cook County's criminal justice population has not had a negative impact on public safety and has given the County an opportunity to implement fiscally sound practices that prioritize long-term sustainability and proactive policy goals rather than reactive approaches to crime. Interagency collaboration

"JP enrolled in the welding training program in spring of 2017. He had been involved in crime for 13 years. JP matured greatly while he was in class. He struggled through many internal issues like anger, bitterness and un-forgiveness. Through our life skill classes, JP has been able to cope with some of the hardships in life. JP has been working as a welder for over a year now."

—*Chicagoland Prison Outreach on welding training program for formerly incarcerated people, funded in part by the Justice Advisory Council*

on key initiatives such as the Central Bond Court reform (see fig. 13) and the MacArthur Foundation's Safety and Justice Challenge are examples of positive cultural shifts brought about by these circumstances.

Several leadership changes in elected and appointed officials have spurred renewed energy on reform and collaboration. Alongside these leadership changes, several administrative and legislative reforms have positively altered our justice system. As a result of broad strategies to prevent the unnecessary detention of people at low risk of committing crimes or threatening public safety, we have decreased the population in the Cook County Jail from 8,600 people at the end of 2014 to 5,091 people in September of 2018. The Juvenile Temporary Detention Center's detained population decreased from 370 young people to



Safe and Thriving Communities

Bond Court Reform Leads to Reduction of Pre-Trial Detainees

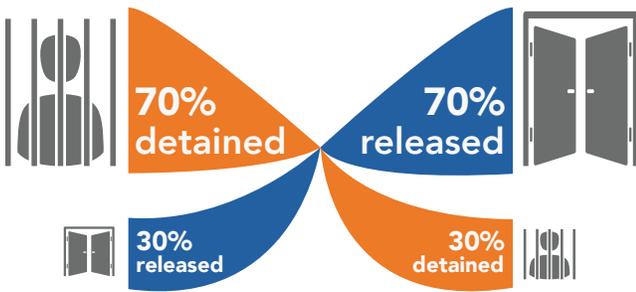


Figure 13, infographic showing reduction in detention due to bond court reform in 2017.

211 young people over the same time period.

In the area of juvenile justice, in partnership with advocates, community organizations and other public safety agencies, we helped pass legislative changes including raising the age of the juvenile justice system from 16 to include 17-year-olds as of 2015; reducing the automatic transfer of juveniles to adult court as of 2016; reducing five-year mandatory probation sentences for lesser juvenile offenses as of 2017 and expanding automatic juvenile record expungement as of 2018.

Notwithstanding the accomplishments noted above, one of the most pressing challenges the County continues to face is the gun violence that leads to the senseless loss of life and devastates communities and families. Over the last two years, as part of our work to reform the criminal justice system, we have broadened our focus to address gun violence, particularly as it continues to impact people of color in the same communities most impacted by the criminal justice system.

Communities impacted by gun violence have historically experienced a constellation of negative conditions — created in part by government — including divestment of infrastructure and resources; high levels of segregation; a lack of employment opportunities and under-resourced schools. Applying a public health approach to curing violent crime and victimization holds the greatest promise, as it addresses these historic inequities. This will require partnering with the City of Chicago and other stakeholders to implement coordinated and comprehensive prevention and intervention activities and strategies within those targeted communities.

In addition to tackling gun violence, we are committed to increasing transparency within the criminal justice system by encouraging the expansion of data sharing among criminal justice stakeholders and with the public. This will increase the system's public accountability and allow us to better identify and address service needs and gaps in under-resourced portions of Cook County.

To design, advocate for and implement public safety and criminal justice policies that create safe and thriving communities, we will have to address inequities caused by race, geography, socio-economic status and disabilities. To accomplish this and ensure our efforts align with residents' priorities, the County will incorporate the input of residents and those with firsthand experience in the criminal justice system throughout the decision-making process.

The objectives and strategies that follow will ensure we operate a fair, efficient and equitable criminal justice system, create a County where all residents feel safe and support communities to thrive for years to come.



Safe and Thriving Communities

Goal

Create safe communities and an equitable and fair justice system for all residents.

Key Performance Indicators

- ▶ CCDOC and JTDC population
- ▶ Resources invested in alternatives to detention
- ▶ Rates of violence per capita, broken down by geographic area

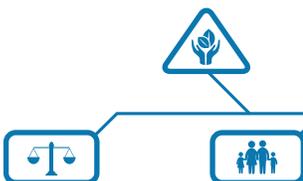
Objective

1

Develop comprehensive and coordinated planning and preparedness activities to proactively address violence in highly impacted communities throughout Cook County.

Strategy

- 1.1 Invest in a public health approach to reduce gun violence.
- 1.2 Ensure that access to resources and response capabilities to address violence and respond to emergencies are equitably distributed throughout Cook County.
- 1.3 Improve public safety planning and coordination to identify shared goals and maximize investments in suburban Cook County.
- 1.4 Use federal, state and local grant dollars to build capacity within municipalities to effectively address protective factors that prevent violence and justice involvement.



Safe and Thriving Communities

Objective

2

Align criminal justice investments and strategies to prioritize the needs of individuals involved in the criminal justice system.

Strategy

- 2.1 Generate cost-savings through the reduction criminal justice system expenses and the consolidation of the criminal justice system.
- 2.2 Expand investment in community-based organizations, anti-violence prevention initiatives and reentry services to address root causes of violence.
- 2.3 Advocate for policies that decrease racial, ethnic and socio-economic disparities in the criminal justice system.
- 2.4 Advocate for criminal justice reform policies and legislation that are informed by data and research.
- 2.5 Promote community-based programs that use promising practices or are evidence-based.
- 2.6 Continue to safely reduce detention populations.
- 2.7 Develop a collaborative budgeting process and performance metrics for multi-agency criminal justice reform efforts.

3

Increase alternatives to detention and access to supportive services for justice-involved residents.

- 3.1 Increase access to wraparound, case management and re-entry services.
- 3.2 Build the capacity of service providers in underserved areas of Cook County through technical assistance and funding.
- 3.3 Increase coordination between government agencies and service providers in the provision of services.



Safe and Thriving Communities

Objective

4

Cultivate multidisciplinary collaboration to advance criminal justice reform that incorporates the voices of affected communities.

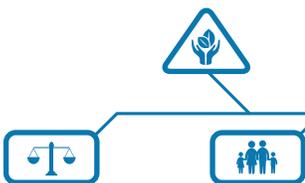
Strategy

- 4.1 Incorporate the voices of impacted communities and people with lived experiences in criminal justice reform efforts and decision-making.
- 4.2 Increase inter-agency collaboration within Cook County to meet the needs of justice-involved individuals.
- 4.3 Support the creation of a Cook County Criminal Justice Coordinating Council (CJCC), responsible for planning and coordinating criminal justice reform.

5

Inform criminal justice decision-making by improving collection, analysis, interagency sharing and public release of justice-related data.

- 5.1 Advocate for Cook County agencies to review current data collection procedures, including abilities, capacity and barriers, and implement necessary changes.
- 5.2 Improve residents' experience utilizing the court system and accessing needed information.
- 5.3 Maximize the use of Cook County's data sharing platform to enhance the exchange of timely and relevant data and information between criminal justice stakeholders.
- 5.4 Encourage the creation of a publicly available dashboard and reports on the criminal justice system, including aggregated data by race, ethnicity, gender, age and geography at each point of the system to educate and inform the public.



Sustainable Communities

The continent's major waterways, forests and prairies meet in Cook County, as do the nation's transportation networks, representing both the promises and perils that fall within the portfolio of sustainability. Sustainable communities do not just have a clean environment. They are attractive communities, good for families and the elderly, and desirable places for businesses to locate and create jobs. A clean environment, green space, jobs near housing and choice in modes of transportation create desirable communities and drive investment and higher property values. Renewable energy and energy and water efficiency conserve resources for our future, while also growing well-paying jobs and saving money for residents, businesses and local governments.

Creating sustainable communities also has health benefits. A clean environment reduces rates of asthma and cancer, while outdoor activity lowers levels of heart disease and prevents diabetes. Better health means residents and local governments spend less on healthcare. Access to nature improves health, lowers stress and crime and improves learning outcomes for our children.¹⁸

Despite significant improvements in air and water quality, Cook County's industrial heritage and its concentration of people, development and transportation still cause environmental challenges that impact residents' quality of life. From the effects of climate change, uneven development across Cook County and persistent segregation, we must address past environmental injustices in underserved communities. Additionally, we must proactively promote equitable growth by removing barriers to the "green" economy to ensure all residents can benefit.

"The Cook County Community Solar Project launched in 2014 to establish a community solar market in the County that provides the economic and environmental benefits of solar to a dense, urban area: "It's exciting to see the projected savings from community solar. For our residents, most of whom are very low-income, reducing their energy bills by almost \$200 annually is significant. It allows them to use this money toward other basic necessities such as food, medicine and rent. When you live on a limited fixed income, every dollar matters and the research shows that living with physical disabilities costs more in terms of special equipment, transportation and healthcare costs. As a non-profit, we also appreciate the cost-savings that community solar might yield and would put that money into resident programs or building improvements."

– Eric Huffman, Executive Director, Over the Rainbow Association



Sustainable Communities

Local governments are at the forefront of protecting the environment and fighting climate change. OUP works with partners to mitigate the effects of climate change and the impact of climate change on our residents. While our County's greenhouse gas emissions have decreased, this progress is modest compared to what is needed to forestall the worst effects of climate change. This includes negative impacts on human health and wellbeing caused by more extreme weather events, including flooding and wildfires, decreased air quality and agricultural disruptions that can diminish the security of our food supply.

The fragmentation of government hinders our ability to address environmental issues and contributes to extreme disparities in income and municipal government capacity. Cook County's many small, under-resourced municipal governments will need to adapt and overcome challenges including a lack of funding, capacity and technical skills to plan for a future that will look very different from our past. OUP knows that our efforts to help Cook County's municipalities are vital since assistance from the federal and state governments in the form of environmental enforcement, resources for

open space protection and policies that address climate change are waning.

To overcome some of these challenges, we must take a comprehensive approach to energy, transportation, economic development and water that recognizes the sustainability implications of our actions. We are committed to dispelling the false belief that economic development and environmental protection are in conflict. Targeted economic investment in conjunction with efforts to promote environmental co-benefits, manage storm water and reduce vulnerabilities to climate change will be critical to building resilient and sustainable communities. Finding environmental solutions will require partnerships between governments, residents, businesses, non-profits and educational institutions. We will also need to continue being an environmental leader and help communities and municipal governments achieve the environment residents deserve and need.

The objectives and strategies that follow will ensure that we address environmental injustices, combat climate change and promote sustainable growth and development.

Carbon Reduction Targets

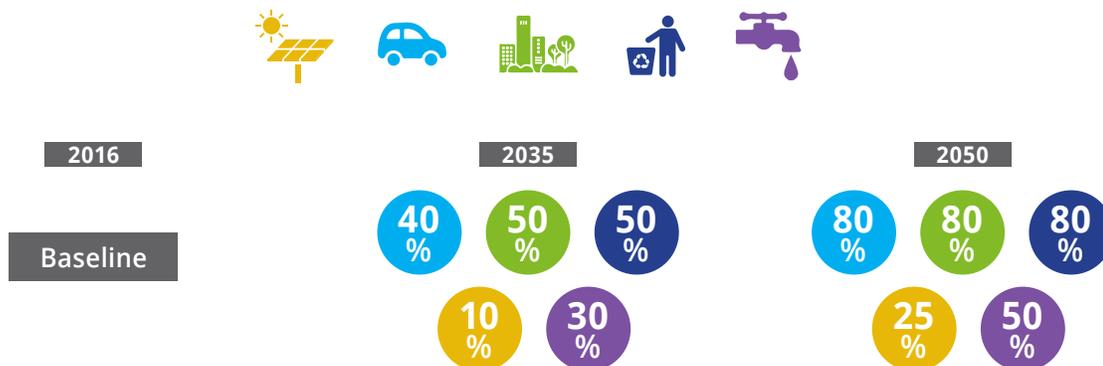


Figure 14, carbon reduction targets from Dept. of Environment and Sustainability's 2017 Sustainability Report.



Sustainable Communities

Goal

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

Key Performance Indicators

- ▶ Asthma visits, broken down by geographic area
- ▶ Community Solar subscriptions
- ▶ GHG percent reduction in County buildings
- ▶ Kilowatts of solar installed in Cook County

Objective

1

Ensure environmental justice and a healthy environment for all people and places.

Strategy

- 1.1 Address communities' environmental priorities and identify their assets and vulnerabilities.
- 1.2 Offer programs that reduce exposure to pollution, with priority given to environmental justice areas.
- 1.3 Decrease financial and informational barriers to environmental benefits to ensure equal access to services and resources.
- 1.4 Invest in ecological restoration and stewardship to protect native habitats and species and to reduce the adverse impacts of invasive species.

2

Promote livable, sustainable land use, transportation policy and economic development.

- 2.1 Incorporate environmental impact as a key criterion when making economic development decisions.
- 2.2 Increase access to open spaces, greenways and trails, prioritizing areas where open space is currently limited.
- 2.3 Support transportation and land use policy that prioritizes efficient use of land and the connectivity between jobs, transportation and land use.



Sustainable Communities

Objective

Strategy

3

Reduce climate change and provide ways to mitigate its effects.

- 3.1 Advocate for increased energy efficiency across all sectors.
- 3.2 Prioritize energy efficiency and renewable energy development.
- 3.3 Invest in transportation systems that decrease emissions.
- 3.4 Develop a plan to address community, business, and infrastructure vulnerabilities due to climate change.

4

Capture the job and economic growth potential of making Cook County more sustainable.

- 4.1 Develop workforce programs that provide residents with skills and credentials to obtain green jobs.
- 4.2 Attract quality green sector jobs to the metropolitan region.
- 4.3 Develop equitable, healthy and sustainable local food systems to improve resident health and create economic opportunity.

5

Create enduring capacity in government and communities to build a sustainable and resilient future.

- 5.1 Integrate sustainability measures, such as energy and water use reduction, waste management and recycling, into every Cook County department's operations.
- 5.2 Incentivize sustainability in Cook County purchasing.
- 5.3 Support federal, state and local efforts to advance sustainability policies informed by data and science.
- 5.4 Partner with municipalities and community-based organizations to build regional capacity including renewable energy, energy and water efficiency, waste reduction and recycling.



Smart Communities

Public infrastructure is a fundamental function of Cook County government and represents the backbone of how we provide seamless services to residents. Public infrastructure exists and operates in the background of residents' everyday lives, yet few recognize government's role in ensuring that it works for those it serves. Infrastructure needs to be robust, inclusive and sustainable. Despite its day-to-day importance, many people only think or learn about public infrastructure after a disaster – such as a bridge collapse, severe flooding, internet broadband failure or a transit disruption.

The integration and effective management of public infrastructure, which includes the buildings and land owned by the County, transportation systems and data and technology systems, enables us to maximize our resources more efficiently and effectively serve residents. These essential assets also contribute to the effectiveness of other government services and provide residents with the tools they need to carry out the day to day aspects of their lives. Responsibly managing our infrastructure requires understanding residents' needs ranging from language translation to accessible buildings that comply with federal disability rights laws.

Many of the County's public infrastructure assets are the vast array of buildings and land resources we own and operate, including hospitals, clinics, courthouses, jails and other government facilities. For many residents, visiting these facilities is their primary contact with the County. To meet changing public needs and incorporate innovative services into our operations, we must maintain, upgrade and modernize these assets and demolish or sell old facilities when they are no longer needed.

Cook County joined the CREATE Partnership, which brings the County together with the City of Chicago, the State of Illinois, the federal government, Metra and Amtrak and the railroad industry for a total investment of \$474 million dollars for the 75th Street Corridor Improvement Project. The 75th Street Corridor Project aims to eliminate a chokepoint at a critical South Side Chicago junction for freight and passenger trains.

When completed in 2025, the project is expected to yield an estimated \$3.8 billion in new economic benefits from eliminating multiple conflicts and increasing capacity at one of the busiest rail intersections in the U.S.

The 75th Street Project represents how we are able to combine our effort with critical partners for significant benefits for our residents.

OUP is also responsible for building and maintaining many of the roadways and bridges that residents and businesses use every day. In addition to direct investment in County-owned transportation assets, we play a major leadership role in transportation decisions throughout the County, regardless of which government agency has jurisdiction. In collaboration with our partners,



Smart Communities

we prioritize transit and other transportation alternatives, support the County's freight delivery system and actively promote equal access to transportation for every resident. To promote equity, we must expand access to the full range of transportation options to include people with disabilities by targeting inaccessible rail stations, bus stops, sidewalks and curb cuts.

Bridging the data divide and ensuring that our employees, County officials and our residents have the information they need is also an important component of a Smart Community. Whether it is exchanging data and information amongst county agencies, or using data to make better policy and budgetary decisions, integrating technology into our public infrastructure and continuously improving the delivery and access of our services will allow us to adapt to a rapidly changing environment.

While we have achieved many successes that span the public infrastructure spectrum, OUP still faces many challenges in managing and continuously developing its public infrastructure. New technologies have changed the way we serve residents and many government facilities require substantial renovation to preserve and modernize them. While generating new revenue is a challenging conversation within and beyond County government, funding remains a priority to achieve optimal efficiency.

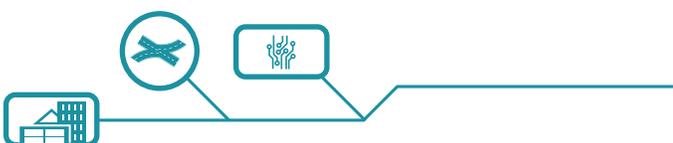
New technologies foster more efficient and sustainable workplaces but they can also perpetuate inequities and create hardship for residents who lack the resources or skills to access digital tools and information. We must improve our data platforms to ensure we are able to

exchange information and data with residents. While information has become more readily available for many residents, we must strive to ensure our technology allows residents to ask questions and provide feedback to support a more accountable and accessible government. We are committed to improving technology infrastructure while acknowledging that all new technology must be accessible for people with disabilities.

Through our holistic transportation approach, we must address gaps in mobility to create an equitable and multi-modal transportation environment. Our mission must extend beyond providing transportation access to County buildings and services and daily activities to establish a foundation for future community and economic growth. A connected transportation system will allow us to ensure well-paying jobs are located within reach of residents, especially residents who are currently excluded from employment opportunities due to long, complex commutes. Our transportation infrastructure must promote equity by being accessible to and safe for residents living with disabilities. At the same time, we must also create transit-accessible, pedestrian and bicycle friendly environments that bring these jobs closer to home as well.

Through smart, targeted planning, provision and maintenance of our public infrastructure we will close the gap in access to the services, facilities and jobs that our residents and businesses depend on for long term sustainability.

The objectives and strategies that follow will ensure we strategically leverage our assets and improve residents' ability to interact with and access their government.



Smart Communities

Goal

Provide an innovative infrastructure that will change how we live, work and connect.

Key Performance Indicators

- ▶ Money invested in LRTP projects
- ▶ MBE/WBE/DBE commitments for infrastructure projects
- ▶ Percent of bridges and lane miles rated as good
- ▶ Percent of County forms available for electronic submission

Objective

1

Promote an equitable and growing economy through investments in Cook County infrastructure.

Strategy

- 1.1 Prioritize transit-oriented development in infrastructure investments, ensuring access for all residents.
- 1.2 Invest in the improvement of under-developed land throughout Cook County to promote community and economic development.
- 1.3 Use public-private partnerships to spur economic opportunity and generate revenue on Cook County assets.
- 1.4 Coordinate the development of public infrastructure projects across all levels of government.
- 1.5 Connect land maintenance and land use development efforts to employment and job training opportunities for Cook County residents, especially those from marginalized communities.



Smart Communities

Objective

2

Better serve residents by investing in and deploying proven technology infrastructure.

Strategy

- 2.1 Ensure digital access to Cook County services for all residents.
- 2.2 Provide residents an excellent user experience when accessing online Cook County resources.
- 2.3 Prioritize resident ease of access by integrating Cook County building and technology design.
- 2.4 Increase the quality and effectiveness of services by using data in long-term infrastructure planning.
- 2.5 Integrate technology and workplace design to transform Cook County operations.
- 2.6 Minimize environmental impacts of facilities by adopting technology that reduces energy and water consumption and diverts waste.

3

Increase accessibility and connectivity through seamless transportation of passengers and goods throughout Cook County and the region.

- 3.1 Coordinate transportation investments across jurisdictions within the metropolitan region.
- 3.2 Provide technical assistance and funding to other municipalities to promote seamless transportation throughout the region.
- 3.3 Implement the Long Range Transportation Plan to address gaps in transportation networks to ensure equitable access for residents.
- 3.4 Integrate future transportation technologies into public infrastructure planning and development.
- 3.5 Redesign facilities to enable public transit, bicycle and pedestrian access to Cook County facilities.



Smart Communities

Objective

4

Responsibly steward Cook County's resources by increasing the value of Cook County's assets.

Strategy

- 4.1 Use data to make transportation and energy use more efficient.
- 4.2 Increase the resiliency of Cook County infrastructure by fostering partnerships with public, private and non-profit stakeholders.
- 4.3 Conduct a thorough valuation of all Cook County assets to capture market value.
- 4.4 Invest in and integrate high-speed technology infrastructure in Cook County roads and buildings.
- 4.5 Promote and develop public art and civic engagement in Cook County facilities.



From left: Rosemont Transit Center; aerial view of freight; County Building at 118 N. Clark St.; close-up of new community-made mosaic artwork in Stroger Hospital Corridor.



Open Communities

OUP represents less than ten percent of Cook County government's total workforce and accounts for less than nine percent of the entire County budget. Nonetheless, we strive to achieve operational excellence within our own purview as well as through our influence over the County's broader operations.

We have worked hard to create a culture and mindset in which elected officials, employees and appointees adopt a human-centered approach

In 2017, the Medical Examiner's Office and the Bureau of Technology teamed up to create the first-of-their-kind interactive dashboards, maps and an open dataset providing the public with a geographic visualization of every Medical Examiner case since 2014. The system is updated daily. Part of the online data initiative includes interactive maps, which users can customize to visualize where deaths are occurring, create heat maps and locate clusters and trends, which can help researchers, medical professionals, law enforcement, journalists and the public tackle pressing issues such as the prevalence of gun violence and the opioid epidemic.

In recognition of this work, Cook County was awarded an Achievement Award from the National Association of Counties.

to problem-solving, teamwork and responsible leadership. To continually improve business processes and operations and become the best in practice, we have worked to overcome institutional obstacles and exploit advantages to achieve results across key services. This culture shift has increased the professionalization of our workforce and improved residents' experience.

OUP provides a wide array of public services, managing internal operational functions, promoting economic growth, investing in infrastructure and coordinating emergency management among many other activities. The efficient and effective provision of our programs depends on the strength of our internal operations and shared service coordination, including financial planning, core human resources and payroll functions, asset management and technology support that benefit all County government. Although we have made progress towards optimizing our resources, we must continue pursuing additional opportunities to standardize common procedures across various government agencies.

We are committed to providing efficient and effective service to all Cook County residents. We have made significant progress by increasing our emphasis on performance management, investing in technological advancements, conducting an internal restructuring and creating a climate of collaboration and engagement. These improvements have allowed us to do more with less. However, the fragmentation of County government, which operates under the direction of eleven separately-elected officials, hinders effective communication with County residents, who must navigate various independent local government offices with distinct responsibilities and services.



Open Communities

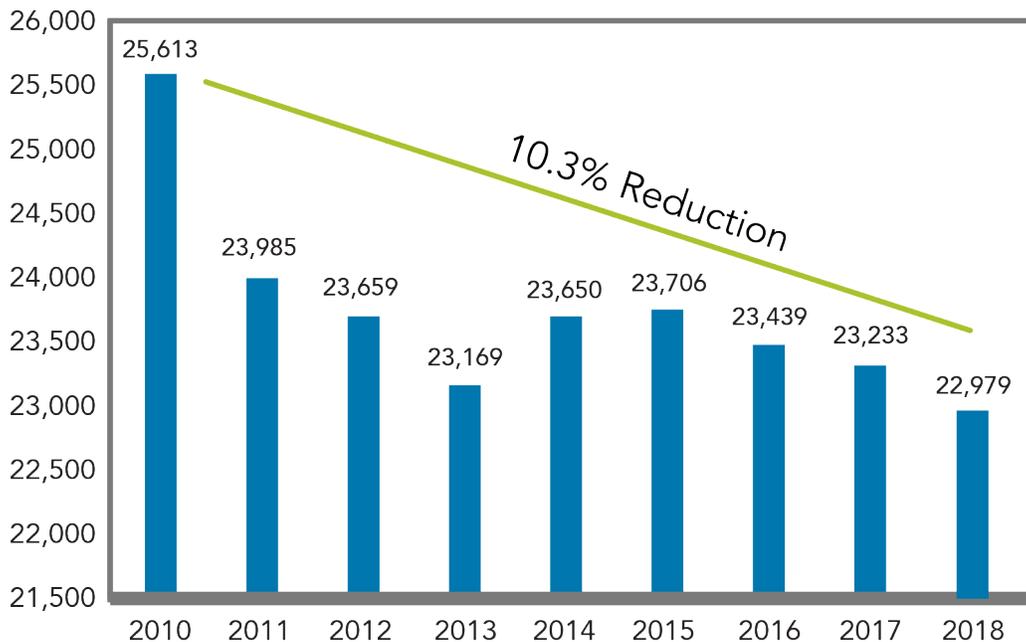


Figure 15, graph of workforce reduction since 2010.

The County is in the process of consolidating the Office of the Cook County Recorder of Deeds, which maintains property ownership records, into the Office of the Cook County Clerk, which maintains other vital records and serves as the chief election officer. OUP is supportive of further reorganization that will provide the public with improved services.

Furthermore, we need to increase our engagement with residents, community partners and businesses to reduce barriers to accessing public services and doing business with the County. Creating the *Policy Roadmap* is a step toward increasing resident participation in identifying priorities and finding solutions. Cook County government exists to serve our residents and we greatly value their contributions and feedback. We are committed to ensuring this engagement is accessible and linguistically- and culturally-competent and produces tangible results for residents.

OUP benefits greatly from our employees' commitment to public service and shared sense of

purpose. To solidify ourselves as a leader in high-quality public service, we must continue to invest in the professional development of our employees and provide opportunities for advancement and growth within County government. Furthermore, we must ensure that we recruit and retain a diverse workforce reflective of the communities we serve and that our employees have the tools and training necessary to apply innovative practices and new technology to the County's work.

Continuous operational improvement is key to making the County a better place to live, work and do business. The *Policy Roadmap* provides a strategic foundation for improvement and has sparked an ambitious, renewed commitment to operational excellence. It represents a key step on the path towards a more innovative, effective and transparent government for all residents.

The objectives and strategies that follow will ensure we are transparent and accessible, engage a diverse and talented workforce and serve as responsible stewards of the County's resources.



Open Communities

Goal

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

Key Performance Indicators

- ▶ Average percent of job applicants meeting minimum/preferred qualifications
- ▶ Percent of employees completing mandatory and supplementary training
- ▶ Annual preliminary budget gap

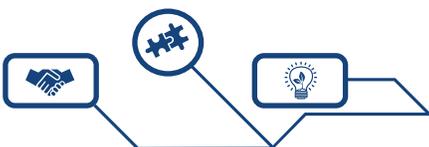
Objective

1

Make doing business with Cook County simple, transparent and accessible for residents, municipalities and businesses.

Strategy

- 1.1 Make all Cook County services accessible to residents with disabilities and non-English speakers.
- 1.2 Improve in-person and virtual customer experience for residents interacting with Cook County.
- 1.3 Publicize Cook County initiatives and services to increase public awareness.
- 1.4 Coordinate media messaging, branding and communications.
- 1.5 Implement a public engagement process to reflect residents' interests and needs.
- 1.6 Streamline the procurement process to make it more efficient and accessible.



Open Communities

Objective

2

Attract and support a diverse, compassionate, high-quality workforce to improve the delivery of services to residents.

Strategy

- 2.1 Increase the quality of services through employee training.
- 2.2 Develop an internal communication strategy to improve OUP employees' understanding of Cook County services in order to foster a resident-centric culture.
- 2.3 Ensure uniformity in employee evaluation process.
- 2.4 Ensure alignment of job descriptions with current operational needs of Cook County.
- 2.5 Foster a culture of continuous improvement for employees.
- 2.6 Formalize organizational structure that encourages interagency coordination and improves visibility to the public.

3

Ensure the best use of taxpayer dollars by promoting responsible and innovative fiscal management practices.

- 3.1 Routinely identify revenue opportunities and areas for cost-savings.
- 3.2 Ensure transparency and accountability around core financial transactions.
- 3.3 Create a standardized purchasing program among local governments to streamline the procurement process and increase equity in purchasing.
- 3.4 Use technology to more efficiently manage accounting and reduce transactional costs.
- 3.5 Improve grant management policies and procedures.
- 3.6 Enhance employee training on technology investments to improve the delivery of services.



Open Communities

Objective

4

Be transparent and accountable through the use of data.

Strategy

- 4.1 Foster a culture of using data and evidence to drive decisions and delivery of services.
- 4.2 Implement a data ethics policy to manage data use and safeguard privacy.
- 4.3 Enhance the collection, availability and transparency of Cook County's operational data.
- 4.4 Build capacity to integrate data analysis across all Cook County functions.

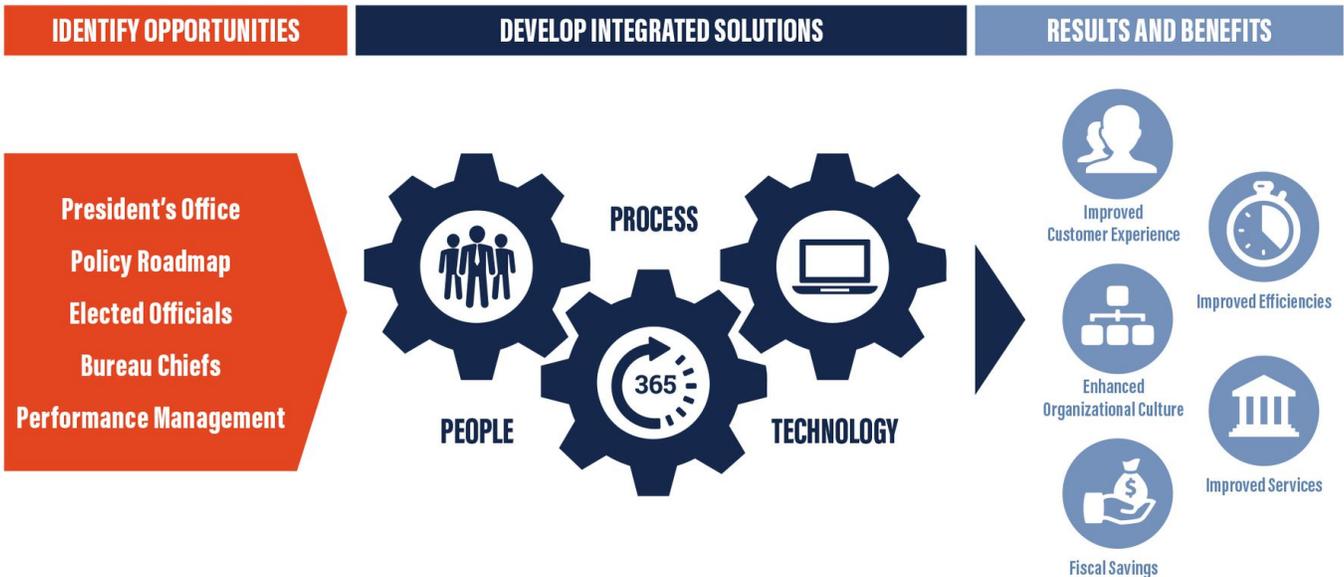


Figure 16, infographic demonstrating process flow of the new Office of Research, Operations and Innovation, beginning in December 2018.



Conclusion

The *Policy Roadmap* outlines our commitment to equity, engagement and excellence and will be our cornerstone for the next five years. We are excited to implement this vision and pledge to remain transparent and accountable to residents. Our public dashboard will launch in January 2019 (see fig. 17) to provide a tool residents can use to find data on the state of the County and the progress of our work. We will also integrate the *Policy Roadmap* with our existing performance management platform to provide a structure to measure, track and evaluate our goals. Additionally, we will publish annual progress reports to provide updates on how well we are achieving our ambitious goals and to share more details about specific programs and initiatives as they are developed and implemented.

The objectives and strategies outlined in this document provide concrete steps we will take to promote residents' health and wellness, foster economic and community development, simultaneously promote public safety and a fair justice system, protect the environment, be responsible stewards of our public assets and provide excellent service to our residents. The *Policy Roadmap* sets forth the Offices Under the President's vision for building vibrant, sustainable and inclusive communities where people want to live, learn, work and play. The vision set forth in this *Policy Roadmap* was inspired by our residents. We will proudly work towards equitable and sustainable communities for all residents.

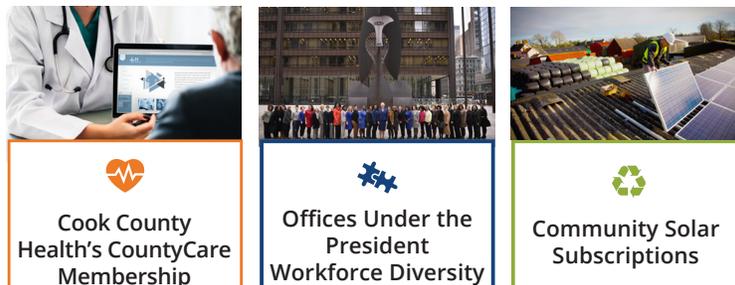


Figure 17, mockup of new open performance website, which will feature an interactive public dashboard to measure the *Policy Roadmap*'s progress.

Appendix

Appendix A Goals, Objectives and Strategies

<p>Healthy Communities</p>	<p>Goal: Improve the physical, mental and social wellbeing of Cook County residents and communities.</p>
<p>Objective</p>	<p>Strategy</p>
<p>Reduce health inequities for all residents by addressing the racial disparities and the social, physical and economic conditions that impact health.</p>	<ul style="list-style-type: none"> 1.1 Ensure all policies and practices address the root causes of health inequities. 1.2 Reduce barriers to accessing health services for all residents in order to improve their quality of life. 1.3 Support inter-agency coordination to maximize the impact of Cook County investments to address the root causes of health inequities. 1.4 Use data and public information to educate communities and raise awareness about health inequities negatively impacting vulnerable communities.
<p>Improve access to and integration of high-quality responsive healthcare and information.</p>	<ul style="list-style-type: none"> 2.1 Enhance access to high-quality behavioral healthcare, trauma-informed services and mental healthcare. 2.2 Ensure a continuum of health-related services exists within Cook County to meet residents' needs, particularly those who are vulnerable or marginalized. 2.3 Explore new or developing models of care that increase access and expand ability to serve marginalized residents. 2.4 Enhance the language accessibility and cultural appropriateness of public health messaging so that all residents receive pertinent health information that they can understand. 2.5 Make quality health-related data widely accessible to promote a better understanding of residents' health and drive decision-making. 2.6 Provide accessible health consumer education to increase residents' ability to access health and wellness services.
<p>Support an active and healthy lifestyle and healthy communities.</p>	<ul style="list-style-type: none"> 3.1 Advocate for recreational opportunities and wellness programs that promote physical activity and improved health outcomes for all residents. 3.2 Improve access to healthy and affordable food options to reduce hunger and enable healthy living, especially within marginalized communities. 3.3 Promote accessible multi-modal transportation options, including walking and biking, that connect people to family, work and play. 3.4 Encourage a cleaner and more resilient environment to mitigate the harmful effects of pollution and climate change.
<p>Advocate for increased community safety through a public health approach to violence reduction.</p>	<ul style="list-style-type: none"> 4.1 Address the root causes of violence through increased trauma awareness and trauma-informed care. 4.2 Encourage hospitals and healthcare providers to develop intervention models to reduce individual and community violence in areas of the highest need. 4.3 Support the implementation of the Chicago-Cook Task Force on Heroin recommendations regarding the heroin/opioid epidemic. 4.4 Promote the increased use of alternatives to detention in the criminal justice system, particularly for people struggling with mental health and substance abuse issues. 4.5 Partner with health stakeholders to improve access to employment in the health sector for individuals facing existing barriers, including young adults and people with criminal backgrounds.
<p>Improve the health and wellbeing of the Offices Under the President's workforce by fostering a supportive, healthy work culture.</p>	<ul style="list-style-type: none"> 5.1 Augment Cook County's existing wellness program to support employees' adoption of a healthy lifestyle. 5.2 Align OUP's personnel and operational policies with health-related and supportive best practices. 5.3 Increase the awareness and capacity of the Employee Assistance Program and other supportive programs for OUP employees. 5.4 Expand access to healthy, resource-efficient amenities in Cook County facilities to improve employees' workplace experience. 5.5 Prioritize employee wellbeing in workplace design.

Appendix A Goals, Objectives and Strategies

<p>Vital Communities</p>	<p>Goal: Pursue inclusive economic and community growth by supporting residents, growing businesses, attracting investment and nurturing talent.</p>
<p>Objective</p>	<p>Strategy</p>
<p>Champion a regional approach to grow the economy and combat racial and economic inequality.</p>	<ul style="list-style-type: none"> 1.1 Ensure equitable and inclusive policies and practices for recipients of Cook County resources. 1.2 Implement Racial Equity Assessments in planning and decision-making. 1.3 Restructure the economic development property tax and financial incentives to enhance investment in underserved communities and support key economic sectors. 1.4 Provide leadership and support for the Chicago Regional Growth Corporation. 1.5 Develop global trade programs to increase export and foreign direct investments in the region.
<p>Grow key economic clusters by launching and supporting industry-led partnerships.</p>	<ul style="list-style-type: none"> 2.1 Identify, prioritize and support new and emerging sectors that lead to living wage jobs. 2.2 Create a center for industry partnerships to lead, coordinate and support key economic sectors' competitiveness, productivity, resiliency and adaptation to rapidly changing technology. 2.3 Promote targeted "shovel ready sites" through utility, transportation and environmental remediation investments. 2.4 Increase minority and women business ownership and labor force participation in sectors that offer living wage jobs.
<p>Support expanded opportunities for local businesses, women- or minority-owned firms and firms owned by people living with disabilities.</p>	<ul style="list-style-type: none"> 3.1 Expand Cook County's toolbox of available resources for small- and medium-sized businesses and entrepreneurs. 3.2 Connect small businesses to banks, Community Development Financial Institutions, business incubators and worker cooperatives. 3.3 Align procurement and contract compliance policies to strengthen the minority, women and veteran business enterprise programs. 3.4 Encourage major corporations and non-profit organizations to use their purchasing power to strengthen their local communities and increase support to local, women- and minority-owned firms.
<p>Invest in and support quality housing and core services to improve regional equity and access to opportunity.</p>	<ul style="list-style-type: none"> 4.1 Advocate for fair housing practices across the region. 4.2 Increase funding for affordable housing and community development, ensuring investments are community-driven and maximize impact. 4.3 Eliminate barriers to participation and access in Cook County economic development programs. 4.4 Provide technical assistance to Cook County municipalities to identify needs and leverage resources. 4.5 Reactivate vacant land in Cook County.
<p>Open access to economic prosperity for all by investing in workforce and talent development.</p>	<ul style="list-style-type: none"> 5.1 Support industry-based training models that lead to industry-recognized credentials. 5.2 Align Chicago Cook Workforce Partnership's programs with Cook County's priority economic growth sectors. 5.3 Proactively identify opportunities to preserve jobs and increase wealth and prosperity for all residents. 5.4 Eliminate barriers to participation and access in Cook County workforce development and training programs.
<p>Base transportation investments on their capacity to promote equitable economic growth.</p>	<ul style="list-style-type: none"> 6.1 Invest in opportunities that reduce the jobs/housing mismatch. 6.2 Facilitate multimodal transportation of goods and people within and beyond Cook County to encourage economic growth. 6.3 Expand alternative forms of transportation to improve residents' mobility.

Appendix A Goals, Objectives and Strategies

<p>Safe and Thriving Communities</p>	<p>Goal: Create safe communities and an equitable and fair justice system for all residents.</p>
<p>Objective</p>	<p>Strategy</p>
<p>Develop comprehensive and coordinated planning and preparedness activities to proactively address violence in highly impacted communities throughout Cook County.</p>	<ul style="list-style-type: none"> 1.1 Invest in a public health approach to reduce gun violence. 1.2 Ensure that access to resources and response capabilities to address violence and respond to emergencies are equitably distributed throughout Cook County. 1.3 Improve public safety planning and coordination to identify shared goals and maximize investments in suburban Cook County. 1.4 Use federal, state and local grant dollars to build capacity within municipalities to effectively address protective factors that prevent violence and justice involvement.
<p>Align criminal justice investments and strategies to prioritize the needs of individuals involved in the criminal justice system.</p>	<ul style="list-style-type: none"> 2.1 Generate cost-savings through the reduction criminal justice system expenses and the consolidation of the criminal justice system. 2.2 Expand investment in community-based organizations, anti-violence prevention initiatives and reentry services to address root causes of violence. 2.3 Advocate for policies that decrease racial, ethnic and socio-economic disparities in the criminal justice system. 2.4 Advocate for criminal justice reform policies and legislation that are informed by data and research. 2.5 Promote community-based programs that use promising practices or are evidence-based. 2.6 Continue to safely reduce detention populations. 2.7 Develop a collaborative budgeting process and performance metrics for multi-agency criminal justice reform efforts.
<p>Increase alternatives to detention and access to supportive services for justice-involved residents.</p>	<ul style="list-style-type: none"> 3.1 Increase access to wraparound, case management and re-entry services. 3.2 Build the capacity of service providers in underserved areas of Cook County through technical assistance and funding. 3.3 Increase coordination between government agencies and service providers in the provision of services.
<p>Cultivate multidisciplinary collaboration to advance criminal justice reform that incorporates the voices of affected communities.</p>	<ul style="list-style-type: none"> 4.1 Incorporate the voices of impacted communities and people with lived experiences in criminal justice reform efforts and decision-making. 4.2 Increase inter-agency collaboration within Cook County to meet the needs of justice-involved individuals. 4.3 Support the creation of a Cook County Criminal Justice Coordinating Council (CJCC), responsible for planning and coordinating criminal justice reform.
<p>Inform criminal justice decision-making by improving collection, analysis, interagency sharing and public release of justice-related data.</p>	<ul style="list-style-type: none"> 5.1 Advocate for Cook County agencies to review current data collection procedures, including abilities, capacity and barriers, and implement necessary changes. 5.2 Improve residents' experience utilizing the court system and accessing needed information. 5.3 Maximize the use of Cook County's data sharing platform to enhance the exchange of timely and relevant data and information between criminal justice stakeholders. 5.4 Encourage the creation of a publicly available dashboard and reports on the criminal justice system, including aggregated data by race, ethnicity, gender, age and geography at each point of the system to educate and inform the public.

Appendix A Goals, Objectives and Strategies

<p>Sustainable Communities</p>	<p>Goal: Support healthy, resilient communities that thrive economically, socially, and environmentally.</p>
<p>Objective</p>	<p>Strategy</p>
<p>Ensure environmental justice and a healthy environment for all people and places.</p>	<ul style="list-style-type: none"> 1.1 Address communities' environmental priorities and identify their assets and vulnerabilities. 1.2 Offer programs that reduce exposure to pollution, with priority given to environmental justice areas. 1.3 Decrease financial and informational barriers to environmental benefits to ensure equal access to services and resources. 1.4 Invest in ecological restoration and stewardship to protect native habitats and species and to reduce the adverse impacts of invasive species.
<p>Promote livable, sustainable land use, transportation policy and economic development.</p>	<ul style="list-style-type: none"> 2.1 Incorporate environmental impact as a key criterion when making economic development decisions. 2.2 Increase access to open spaces, greenways and trails, prioritizing areas where open space is currently limited. 2.3 Support transportation and land use policy that prioritizes efficient use of land and the connectivity between jobs, transportation and land use.
<p>Reduce climate change and provide ways to mitigate its effects.</p>	<ul style="list-style-type: none"> 3.1 Advocate for increased energy efficiency across all sectors. 3.2 Prioritize energy efficiency and renewable energy development. 3.3 Invest in transportation systems that decrease emissions. 3.4 Develop a plan to address community, business, and infrastructure vulnerabilities due to climate change.
<p>Capture the job and economic growth potential of making Cook County more sustainable.</p>	<ul style="list-style-type: none"> 4.1 Develop workforce programs that provide residents with skills and credentials to obtain green jobs. 4.2 Attract quality green sector jobs to the metropolitan region. 4.3 Develop equitable, healthy and sustainable local food systems to improve resident health and create economic opportunity.
<p>Create enduring capacity in government and communities to build a sustainable and resilient future.</p>	<ul style="list-style-type: none"> 5.1 Integrate sustainability measures, such as energy and water use reduction, waste management and recycling, into every Cook County department's operations. 5.2 Incentivize sustainability in Cook County purchasing. 5.3 Support federal, state and local efforts to advance sustainability policies informed by data and science. 5.4 Partner with municipalities and community-based organizations to build regional capacity including renewable energy, energy and water efficiency, waste reduction and recycling.

Appendix A Goals, Objectives and Strategies

<p>Smart Communities</p>	<p>Goal: Provide an innovative infrastructure that will change how we live, work and connect.</p>
<p>Objective</p>	<p>Strategy</p>
<p>Promote an equitable and growing economy through investments in Cook County infrastructure.</p>	<ul style="list-style-type: none"> 1.1 Prioritize transit-oriented development in infrastructure investments, ensuring access for all residents. 1.2 Invest in the improvement of under-developed land throughout Cook County to promote community and economic development. 1.3 Use public-private partnerships to spur economic opportunity and generate revenue on Cook County assets. 1.4 Coordinate the development of public infrastructure projects across all levels of government. 1.5 Connect land maintenance and land use development efforts to employment and job training opportunities for Cook County residents, especially those from marginalized communities.
<p>Better serve residents by investing in and deploying proven technology infrastructure.</p>	<ul style="list-style-type: none"> 2.1 Ensure digital access to Cook County services for all residents. 2.2 Provide residents an excellent user experience when accessing online Cook County resources. 2.3 Prioritize resident ease of access by integrating Cook County building and technology design. 2.4 Increase the quality and effectiveness of services by using data in long-term infrastructure planning. 2.5 Integrate technology and workplace design to transform Cook County operations. 2.6 Minimize environmental impacts of facilities by adopting technology that reduces energy and water consumption and diverts waste.
<p>Increase accessibility and connectivity through seamless transportation of passengers and goods throughout Cook County and the region.</p>	<ul style="list-style-type: none"> 3.1 Coordinate transportation investments across jurisdictions within the metropolitan region. 3.2 Provide technical assistance and funding to other municipalities to promote seamless transportation throughout the region. 3.3 Implement the Long Range Transportation Plan to address gaps in transportation networks to ensure equitable access for residents. 3.4 Integrate future transportation technologies into public infrastructure planning and development. 3.5 Redesign facilities to enable public transit, bicycle and pedestrian access to Cook County facilities.
<p>Responsibly steward Cook County's resources by increasing the value of Cook County's assets.</p>	<ul style="list-style-type: none"> 4.1 Use data to make transportation and energy use more efficient. 4.2 Increase the resiliency of Cook County infrastructure by fostering partnerships with public, private and non-profit stakeholders. 4.3 Conduct a thorough valuation of all Cook County assets to capture market value. 4.4 Promote and develop public art and civic engagement in Cook County facilities. 4.5 Invest in and integrate high-speed technology infrastructure in Cook County roads and buildings.

Appendix A Goals, Objectives and Strategies

<p>Open Communities</p>	<p>Goal: Ensure that Cook County provides responsive, transparent services and develops a thriving, professional workforce that reflects the communities served.</p>
<p>Objective</p>	<p>Strategy</p>
<p>Make doing business with Cook County simple, transparent and accessible for residents, municipalities and businesses.</p>	<ul style="list-style-type: none"> 1.1 Make all Cook County services accessible to residents with disabilities and non-English speakers. 1.2 Improve in-person and virtual customer experience for residents interacting with Cook County. 1.3 Publicize Cook County initiatives and services to increase public awareness. 1.4 Coordinate media messaging, branding and communications. 1.5 Implement a public engagement process to reflect residents' interests and needs. 1.6 Streamline the procurement process to make it more efficient and accessible.
<p>Attract and support a diverse, compassionate, high-quality workforce to improve the delivery of services to residents.</p>	<ul style="list-style-type: none"> 2.1 Increase the quality of services through employee training. 2.2 Develop an internal communication strategy to improve OUP employees' understanding of County services in order to foster a constituent-centric culture. 2.3 Ensure uniformity in employee evaluation process. 2.4 Ensure alignment of job descriptions with current operational needs of the County. 2.5 Foster a culture of continuous improvement for employees. 2.6 Formalize organizational structure that encourages interagency coordination and improves visibility to the public.
<p>Ensure the best use of taxpayer dollars by promoting responsible and innovative fiscal management practices.</p>	<ul style="list-style-type: none"> 3.1 Routinely identify revenue opportunities and areas for cost-savings. 3.2 Ensure transparency and accountability around core financial transactions. 3.3 Create a standardized purchasing program among local governments to streamline the procurement process and increase equity in purchasing. 3.4 Use technology to more efficiently manage accounting and reduce transactional costs. 3.5 Improve grant management policies and procedures. 3.6 Enhance employee training on technology investments to improve the delivery of services.
<p>Be transparent and accountable through the use of data.</p>	<ul style="list-style-type: none"> 4.1 Foster a culture of using data and evidence to drive decisions and delivery of services. 4.2 Implement a data ethics policy to manage data use and safeguard privacy. 4.3 Enhance the collection, availability and transparency of Cook County's operational data. 4.4 Build capacity to integrate data analysis across all Cook County functions.

Appendix B Acknowledgments

We are incredibly grateful to everyone who contributed their time, energy and ideas as part of the strategic development process for the *Cook County Policy Roadmap*. We would like to thank our appointed and independent offices for their input and review, including the Chicago Cook Workforce Partnership; Cook County Health; the Cook County Land Bank Authority; the Cook County Department of Public Health; the Cook County Public Defender's Office; the Forest Preserve District of Cook County; and the Housing Authority of Cook County. We would also like to extend a special thanks to the following individuals who played a significant role in the Roadmap's development.

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Cook County Bureau Chiefs

Ann P. Kalayil (Cook County Bureau of Asset Management; Policy Roadmap Co-Lead); Ammar Rizki (Cook County Bureau of Finance); Jay Stewart (Cook County Bureau of Economic Development); Martha Martinez (Cook County Bureau of Administration); Tom Lynch (Cook County Bureau of Technology); Velisha Haddox (Cook County Bureau of Human Resources)

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Policy Roadmap Committee

Adam Clement (Cook County Bureau of Technology); Alejandro Aixala (formerly Cook County Justice Advisory Council); Andrea Gibson (Cook County Health); Irene Sherr (Cook County Bureau of Economic Development); Jay Stewart (Cook County Bureau of Economic Development); Jeffrey Lewelling (Cook County Dept. of Budget & Management Services); Jennifer Killen (Cook County Dept. of Transportation and Highways); John Yonan (Cook County Dept. of Transportation and Highways); Letitia Close (Cook County Health); Michael Jasso (formerly Cook County Bureau of Economic Development); Michael Rodriguez (Cook County Medical Examiner's Office); Simona Rollinson (formerly Cook county Bureau of Technology); Viviana Martinez (Cook County Bureau of Administration)

Healthy Communities Focus Team

Co-leads: Michael Goldman (Cook County Bureau of Human Resources); Terry Mason, M.D. (Cook County Dept. of Public Health)

Project managers: Joel Inwood (Cook County Bureau of Technology); Mara Heneghan (Cook County President's Office)

Members: Andrea Gibson (Cook County Health); Andrew Van Wieren (Esperanza Health Centers); Berneice

Appendix B Acknowledgments

Mills Thomas (Near North Health Service Corporation); Carmen Vergara (Esperanza Health Centers); Cathy Geraghty (Cook County Forest Preserve District); Elissa Bassler (Illinois Public Health Institute); Gwen Maxwell (The Women's Treatment Center); Holly Wallace (Housing Authority of Cook County); John Clark (Cook County Health); Marco Jacomo (Healthcare Alternative Systems); Margie Schaps (Health & Medicine Policy Research Group); Nicole Richardson (Thresholds); Raul Garza (Aunt Martha's); Rebecca Janowitz (Cook County Justice Advisory Council); Renee Carrion (Cook County Bureau of Human Resources); Rich Monocchio (Housing Authority of Cook County)

Vital Communities Focus Team

Co-leads: Andrew Geer (Enterprise Community Partners); Simone Weil (Chicago Metropolitan Agency for Planning)

Project manager: Irene Sherr (Cook County Bureau of Economic Development)

Members: Alan Quick (Illinois Housing Development Authority); Amy Bashiti (Illinois Housing Development Authority); Angela Smith (Ford Heights Community Service Organization); Calvin Holmes (Chicago Community Loan Fund); Elisha Sander (Cook County Land Bank Authority); Joanna Trotter (Chicago Community Trust); Joey Mak (Chicagoland Chamber of Commerce); John Bradarich (Illinois Manufacturing Excellence Center); Karin Norington-Reeves (Chicago Cook Workforce Partnership); Mollie Dowling (OAI); Phaedra Leslie (Chicago Cook Workforce Partnership); Rebecca Janowitz (Cook County Justice Advisory Council); Reggie Greenwood (Chicago Southland Economic Development Corporation); Rich Monocchio (Housing Authority of Cook County); Teresa Cordova (Great Cities Institute); Tim Kollar (Housing Authority of Cook County); Victoria Lakes-Battle (IFF)

Safe and Thriving Communities Focus Team

Co-leads: Ali Abid (Cook County Justice Advisory Council); Megan Alderden (Illinois Criminal Justice Information Authority)

Project manager: Wynetta Scales (Cook County Justice Advisory Council)

Members: Aaron Goldstein (Cook County Public Defender's Office); Darlene Dugo (Cook County Land Bank Authority); Dawn Ruzich (Gateway Foundation); Elaine Nekritz (Nekritz Amdor Consulting LLC); Era Laudermilk (Cook County Public Defender's Office); Greg Martinez (Chicago Cook Workforce Partnership); Jen Keeling (Chicago CRED); Julie Biehl (Bluhm Legal Clinic, Northwestern University School of Law); Kanako Ishida (Cook County Dept. of Budget & Management Services); Leticia Reyes-Nash (Cook County Health); Nate Steinfeld (Illinois Sentencing Policy Advisory Council); Ramesh Damietsy (Cook County Bureau of Technology); Rebecca Janowitz (Cook County Justice Advisory Council); Sharone Mitchell (Illinois Justice Project); Soledad McGrath (Joyce Foundation); Steven Meeks (Illinois Department of Corrections); Tiffany Lyles (Enlace Chicago)

Sustainable Communities Focus Team

Co-leads: Laura Oakleaf (Cook County Dept. of Environment and Sustainability); Sarah Cardona (Metropolitan Planning Council)

Project manager: Jessica Schumacher (Cook County Dept. of Environment and Sustainability)

Members: Alessandria Kummelehne (South Metro Higher Ed Consortium); Amy Rosenthal (Field Museum); Anthony Tindal (Forest Preserve District of Cook County); Barbara Scapardine (Metropolitan Water Reclamation District of Greater Chicago); Benet Haller (Cook County Dept. of Transportation and Highways); Cory Muldoon (Chicago Cook Workforce Partnership); Eric Davis (Cook County Dept. of Capital Planning); Deborah Stone (Cook County Dept. of Environment and Sustainability); Dominic Diorio

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Smart Communities Focus Team

Co-leads: Hardik Bhatt (Amazon); Jamie Meyers (Cook County Bureau of Asset Management)

Project managers: Alex Beata (Cook County Bureau of Administration); Susan Lombard (Cook County Bureau of Asset Management)

Members: Danielle Stanley (Chicagoland Chamber of Commerce); Eileen Figel (Cook County Forest Preserve District); Hema Sundaram (Cook County Bureau of Technology); Jacky Grimshaw (Center for Neighborhood Technology); Jimmy Rayan (Cook County Dept. of Budget & Management Services); John Cooke (GSA Great Lakes Region); Lawrence Brozek (Cook County Bureau of Asset Management); Jessica Hector-Hsu (Regional Transportation Authority) Liz Schuh (Chicago Metropolitan Agency for Planning); Lindsay Hollander (Chicago Metropolitan Agency for Planning); Elizabeth Irvin (Chicago Metropolitan Agency for Planning); Luigi Pezzarossi (Cook County Bureau of Technology); Maria Choca Urban (Cook County Dept. of Transportation and Highways); John Yonan (Cook County Dept. of Transportation and Highways); Jennifer Killen (Cook County Dept. of Transportation and Highways); Mike Reeve (Chicagoland Chamber of Commerce); Rob Rose (Cook County Land Bank Authority); Steve Ediger (Chi Hack Night); Sam Molaro (Cook County Budget Office)

Open Communities Focus Team

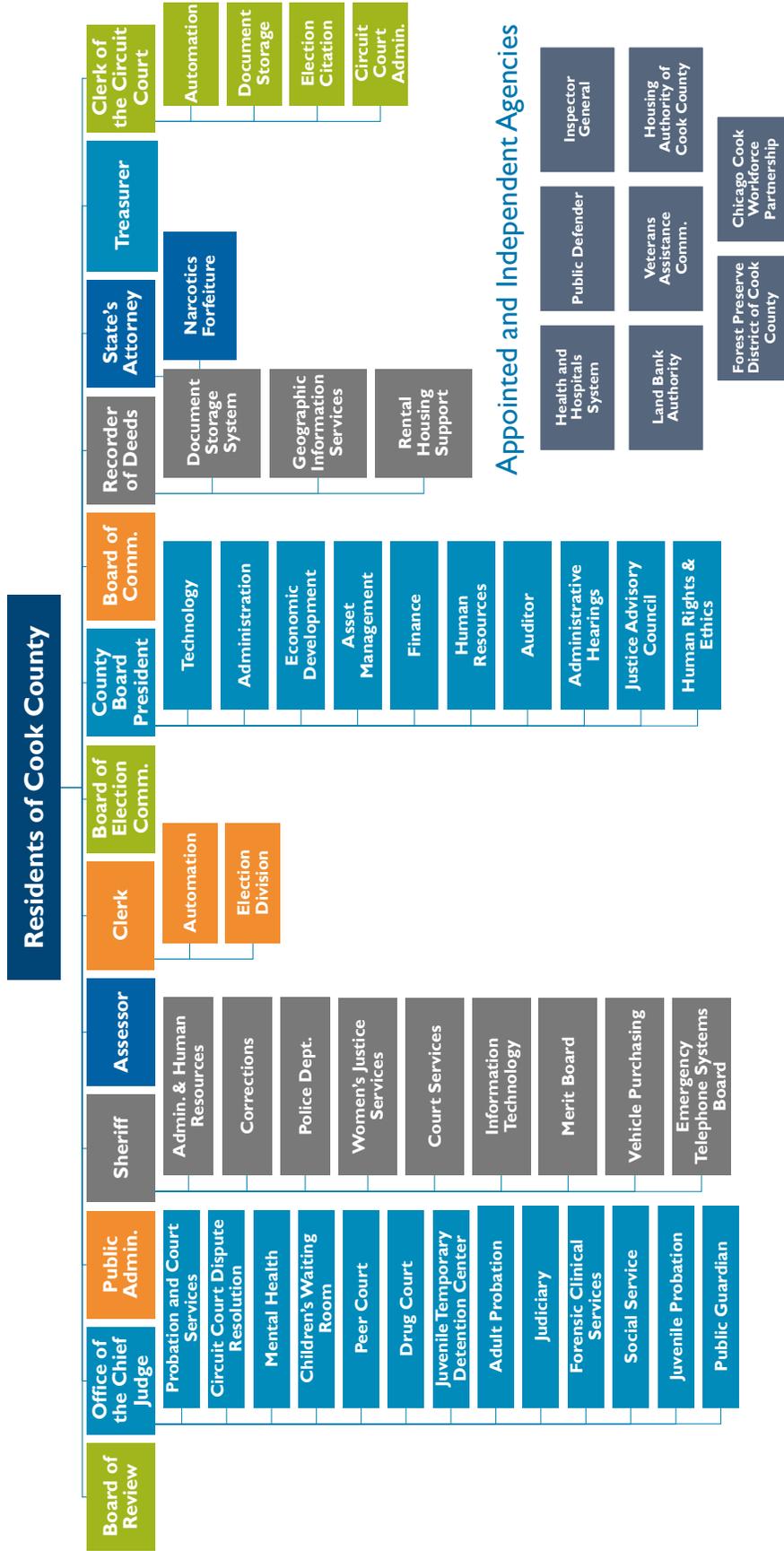
Co-leads: Deanna Zalas (Cook County Dept. of Risk Management); Jerry Pray (Cook County Bureau of Administration); Jonathan Casiano (PNC Bank)

Project managers: Charlotte McPherson (Cook County Dept. Of Budget & Management Services); Nicole Hollins (Cook County Dept. of Budget & Management Services)

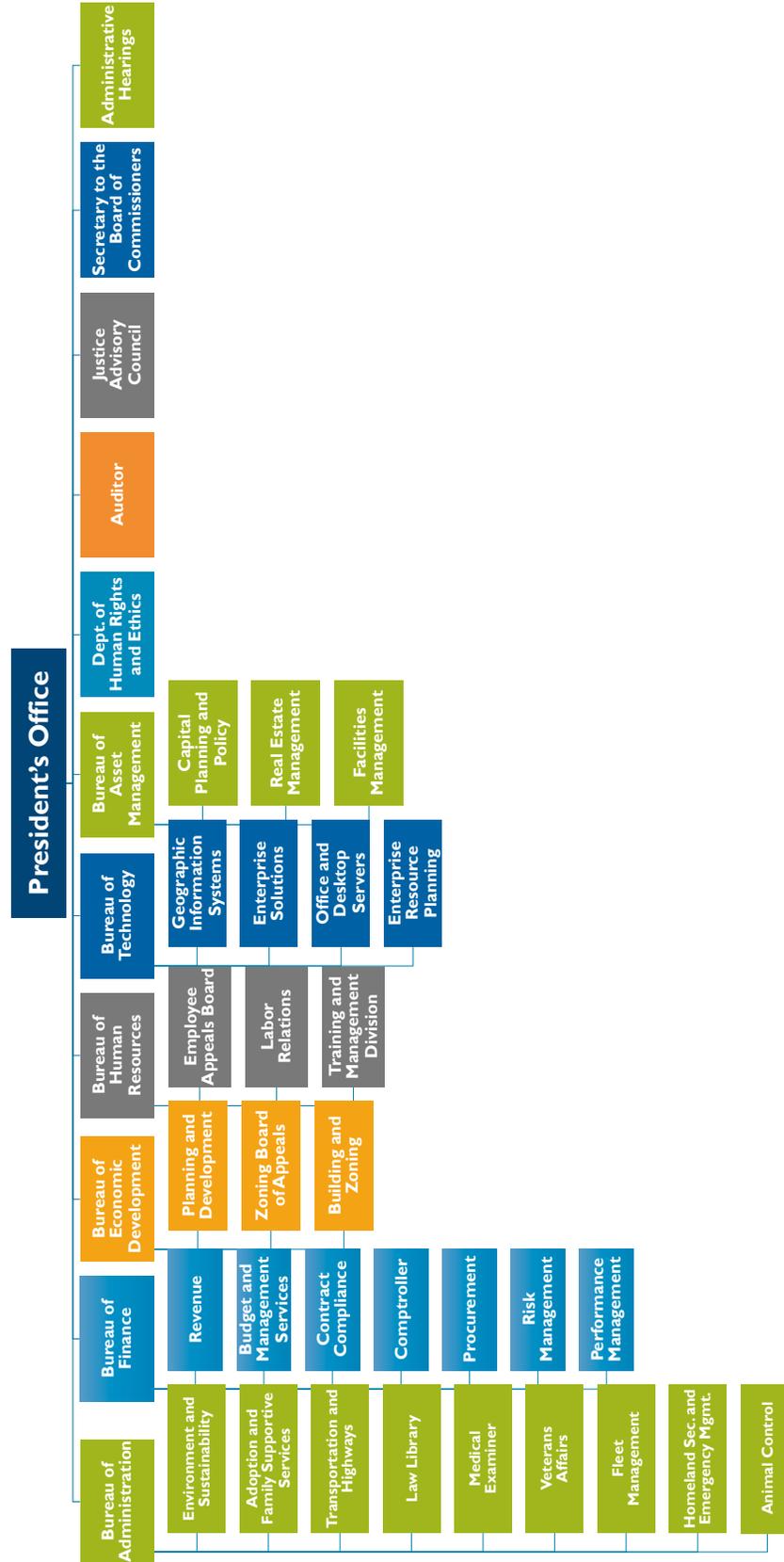
Members: Amy Crawford (Cook County Dept. of Human Rights and Ethics); Ann Kalayil (Cook County Bureau of Asset Management); Brandon Brooks (Cook County Bureau of Technology); Christopher Whitaker (Code for America); Dean Constantinou (Cook County Dept. of Budget & Management Services); Derrick Thomas (Cook County Bureau of Technology); Ivana Dabizljevic (Cook County Comptroller's Office); Ivaylo Lazarov (Cook County Bureau of Asset Management); James Thompson (University of Illinois, Public Administration); Jeff Lewelling (Cook County Bureau of Finance); Lizveth Mendez (Cook County Bureau of Asset Management); Tanya Anthony (Cook County Dept. of Budget & Management Services); Thomas Snyder (University of Illinois, Public Administration); Tom Lynch (Cook County Bureau of Technology); Velisha Haddox (Cook County Bureau of Human Resources); Vincent Waller (Cook County Bureau of Human Resources)

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Appendix D Endnotes

- 1 U.S. Census Bureau Quickfacts: Cook County, Illinois.
- 2 2012–2016 American Community Survey 5-Year Estimates.
- 3 Connecting Cook County.
- 4 U.S. Census Bureau Quickfacts: Cook County, Illinois.
- 5 Terpstra, Clary, and Kreisburg.
- 6 Terpstra, Clary, and Kreisburg.
- 7 This number represents the portion of the operating budget devoted to criminal justice and healthcare when capital, debt service and pension-related payments are excluded and all other fixed charges are included.
- 8 The Recorder of Deeds’ office duties will be assumed by the Cook County Clerk’s office in 2020, following the merging of the two offices.
- 9 Constitution of the World Health Organization: Principles.
- 10 Healthy Places.
- 11 Map the Meal Gap.
- 12 Trends in Infant Mortality in the United States, 2005–20
- 13 Riddell, Harper and Kaufman.
- 14 U.S. Small-Area Life Expectancy Estimates Project (USALEEP): Life Expectancy Estimates File for Cook County, 2010–2015.
- 15 Cost of Segregation.
- 16 Morelix, Hwang and Tareque
- 17 Cook County’s Criminal Justice System Trends and Issues Report.
- 18 Louv.

Appendix E

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