



COOK  
100 DAY REPORT CARD  
COUNTY







OFFICE OF THE PRESIDENT  
BOARD OF COMMISSIONERS OF COOK COUNTY

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TONI PRECKWINKLE  
PRESIDENT

To the residents of Cook County,

Just and foremost, thank you. With your support, thoughts and ideas, we have been able to accomplish a great deal in our first 100 days.

Please let this document serve as our 100 day thank you card.

In this report, you will find the commitments I made to you when I took office. You will also find the progress we have made on each one.

I am proud of our accomplishments, but I'm even more excited about what's to come.

Thank you again for all your support.

Sincerely,

Toni Preckwinkle





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

## OUR GOALS

### FISCAL RESPONSIBILITY

Ensure County taxes are as low as possible and that taxpayer dollars are used effectively. Deliver a balanced 2011 budget. Institute long-term financial planning and improve County government efficiency to roll back the sales tax.



### INNOVATIVE LEADERSHIP

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



### TRANSPARENCY & ACCOUNTABILITY

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



### IMPROVED SERVICES

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



## WHAT WE PROMISED

### **Getting Started**

On December 6, 2010, Cook County Board President Toni Preckwinkle was sworn into office.

A day later, she released her transition report, with 37 initiatives for transforming Cook County. Of these 37, we committed to making significant progress on 29 of them in our first 100 days. The report included ideas from residents and was guided by 80 civic leaders. You can read about our progress in this booklet.

### **Rolling Back the Sales Tax**

Toni's first priority was balancing the budget for 2011. She needed to work with the other officials to find a way to close a \$487 million gap.

We heard from people how much they rely on County services – the hospitals, the courts, jobs training and more. But rolling back the sales tax put a big hole in the budget. To get to a balanced budget without cutting services required a no-nonsense approach, with help from every elected official.

On February 26, 2011, the Board of Commissioners passed the budget unanimously. They also voted to repeal the remaining half-cent of the sales tax increase over the next two years.

### **Building Momentum – 100 Days**

March 16, 2011 marks Toni's 100<sup>th</sup> day as President.

In our transition plan, we asked you, the public, to play an active role in holding our government – each and every official – to higher standards.

We committed to lead by example by regularly reporting on our progress.



In this document, we have listed each of our commitments, goals, and progress on these commitments.

We invite you to see what we have done in the first 100 days and let us know your thoughts and ideas.

Thank you for reading this report and for taking part in an open, honest, and efficient Cook County.

# 100 DAY INITIATIVES

## GOALS

## PROGRESS

Out of 29 initiatives proposed at the beginning of the term, 11 have already been completed.

**1**  
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IMPOSE A MORATORIUM ON NON-ESSENTIAL CAPITAL PROJECTS AND SERVICE CONTRACTS; RATIONALIZE PROJECTS



Save taxpayers tens of millions of dollars by stopping unneeded projects and being more strategic about capital spending and professional services

Issued executive order stopping new projects

Committed to publishing prioritized capital projects

**2**  
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COMPLETELY REPEAL THE SALES TAX INCREASE BY 2013



Pass in the budget a commitment to reduce the sales tax by 0.25% in 2012 and 0.25% in 2013

President sponsored and Board approved an ordinance to reduce sales tax

*"Local leaders were especially pleased to hear [Toni's] plans for sales taxes. They said the tax increase has made Cook County businesses less competitive and puts their communities at a disadvantage when trying to attract or retain business."*

- The Daily Herald



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**IMPROVE BUDGETING WITH LONG-TERM FINANCIAL PLANNING, CAPITAL STRATEGY AND GREATER TRANSPARENCY**



Begin 2012 budget work immediately after passing 2011 budget, report key performance indicators, and include long-term projections and prioritized capital plan

Hired Chief Financial Officer

Convened CFO roundtable to begin work on 2012 budget

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**ESTABLISH NEW PERFORMANCE MANAGEMENT CULTURE**



Manage performance to improve services, increase productivity, keep taxes low, and make government easier to understand

Passed a performance management ordinance

Created a position of Chief Performance Officer

Focused on highways with pro bono support from Grant Stevens

Launched performance reviews with pro bono support from The Boston Consulting Group

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**STREAMLINE MANAGEMENT STRUCTURE, FOCUSING ON THE RIGHT TALENT FOR THE RIGHT JOB**



Reduce costs and improve services by eliminating unnecessary layers of management

Passed 2011 budget with fewer manager positions

Began benchmarking each area of service to better align supervisor to direct report ratio

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### SHARE SERVICES ACROSS COUNTY AGENCIES, FOR BOTH BACK-OFFICE AND FRONT-OFFICE FUNCTIONS



Reduce costs by eliminating duplication, accessing economies of scale, and establishing consistent standards

Consolidated numerous functions, saving millions in 2011 budget

Launched Shared Services Committee with all County agencies

Started a CIO roundtable

7  
COMPLETE



### UNDERTAKE A DESK AND COMPENSATION AUDIT



Rationalize activities and compensation of employees to eliminate wasteful spending; better align skills and qualifications of employees with responsibilities to improve services

Completed desk and compensation audit for President's Office employees with pro-bono support from McGladrey

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### REDUCE PROCUREMENT COSTS THROUGH STRATEGIC SOURCING



Implement cost-effective and quicker purchasing practices to save taxpayer dollars

Developed strategic sourcing plan with pro bono help from Abbott

Issued RFP and engaged third-party expert to re-examine contracts and process

*"You inspired everyone that our County will have a brighter future."*

– Ralph F., constituent

*"I, for one, am very excited that we finally have someone who actually cares about the taxpayers."*

– Mary C., constituent

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COMPLETE



## LEAD ECONOMIC DEVELOPMENT EFFORTS THROUGH A NEW BUREAU OF ECONOMIC DEVELOPMENT



Focus County resources on creating economic opportunities for businesses, communities, and the workforce in the region

Consolidated economic development functions into one bureau

Installed new leadership

# 10



## IMPROVE EFFICIENCY OF THE CRIMINAL JUSTICE SYSTEM



Integrate and improve justice system with better IT and Countywide processing, diversion programs, and alternative sentencing

Re-tasked Criminal Justice Coordinating Committee to create efficiencies

Passed resolution setting a deadline for compliance on court orders

Engaged Perkins Coie pro bono to help reach compliance

# 11

COMPLETE



## ENGAGE IN PENDING LABOR NEGOTIATIONS, SEEKING EQUITABLE CONTRACTS CONSISTENT WITH FISCAL REALITIES



Open discussions with organized labor leaders

Engaged organized labor throughout 2011 budget process

Opened discussions with various labor groups with pro bono support from Axiom

# 12

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## TAKE ADVANTAGE OF NEW PENSION RULES BY DEFERRING THE HIRE OF NON-CRITICAL SENIOR STAFF



Reduce pension costs of new hires by deferring senior positions until 2011

Deferred majority of hires until 2011

*"Preckwinkle has done exactly what she said she would do when elected: cut costs and clean house ... She started by cutting her own office, which epitomizes leading by example."*

– William C., constituent

# 13



## RESTRUCTURE COUNTY DEBT



Reduce immediate debt service payments by tens of millions, allowing County time to absorb impact of cutting sales tax

Board of Commissioners passed 2011 budget with commitment to debt restructuring

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## LIMIT OVERTIME SPENDING AND PROVIDE COMPREHENSIVE REVIEW



Lead collaborative effort to reduce overtime spend

Posted online report on overtime, with specific recommendations

@brimicdon: *"Refreshing to watch Toni preckwinkle on wttw. Restored my faith in county government."*

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**AUDIT BENEFITS PROVIDED TO EMPLOYEES**



Review healthcare and other benefits to ensure accountability of taxpayer dollars

Announced audit of employee status and dependent benefits

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**ESTABLISH A PENSIONS SUB-COMITTEE TO DESIGN AND IMPLEMENT PENSION REFORM**



Establish a Pensions Sub-Committee to focus on reforming pensions to avoid future tax increases and service cuts

The Finance Committee formed a Pensions Sub-Committee

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**AUDIT REAL ESTATE HOLDINGS AND ADOPT A PORTFOLIO APPROACH TO PROPERTY MANAGEMENT**



Institute portfolio property management approach to reduce costs and make best use of all real estate assets

Budgeted a position for an asset management executive

Developed comprehensive list of County's real estate assets

*"Thank you for thinking of your employees and caring for our well-being."*

– Phyllis W., employee

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### CENTRALIZE FLEET MANAGEMENT



Lower vehicle costs by optimizing inventory, improving utilization, and making operations and maintenance more efficient

Established moratorium on County vehicle purchases

Convened meetings of the Vehicle Steering Committee to collect data on usage

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### INVESTIGATE ENDING TAX SUBSIDY TO UNINCORPORATED AREAS



Explore opportunities to save taxpayer dollars or increase revenues by examining services provided to unincorporated areas

Investigated impact of a new tax for unincorporated areas and recommended how to streamline services for these areas

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### EXPLORE ENHANCING REVENUES BY SECURING GRANT FUNDING AND PROVIDING FEE-BASED SERVICES TO OTHER JURISDICTIONS



Obtain more grants for core services and study the opportunity of partnering with municipalities to provide fee-based services

Convened CFO roundtable to discuss grant management coordination with the Bureau of Finance

*"We are thrilled with Toni's gutsy follow-through ... she has ordered reviews of spending on everything from insider contracts to the needlessly large fleet of autos that taxpayers purchase for county employees."*

– The Chicago Tribune

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## IMPROVE ENERGY EFFICIENCY BY GREENING COUNTY BUILDINGS



Seek partnerships with the private sector to adopt innovative, sustainable practices and generate long-term savings

Launched pro bono partnership with ComEd

Created "Wattage Wars" competition to reduce energy costs

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## PROMOTE PUBLIC-PRIVATE PARTNERSHIPS TO ADDRESS THE COUNTY'S CRITICAL CHALLENGES



Expand the pool of talent to solve County challenges by including pro bono expertise of businesses along with non-profits and foundations

Engaged 12 firms pro-bono through Civic Consulting Alliance

Received over \$2 million in free services provided for strategic initiatives

Invited 60 foundations to long-term collaborative

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## MAKE BUDGET INFORMATION PUBLICLY ACCESSIBLE AND BUDGET DECISIONS MORE TRANSPARENT



Increase transparency by making the budget more easily accessible and understandable

Published an easy-to-understand "Citizens' Guide"

Created a "President's Guide" to explain the budget

Visited all 17 districts to answer questions about the budget

*"We have never seen this level of detailed preparation and innovation in a budget proposal from a County Board president before ... without a doubt, this is a new day."*

– Laurence Msall, president of the Civic Federation

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**PUBLISH CROSS-COUNTY PURCHASING INFORMATION**



Increase transparency by publishing information on bids and purchasing contracts

Completed first phase of making contract spend easier to review online

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**BUILD CAPACITY OF MINORITY-OWNED & WOMEN-OWNED BUSINESSES**



Ensure compliance on stated minority and women-owned business participation goals, expand amount of spend tracked, focus on metrics around capacity building and job creation

Installed new leadership

Created an online application and process for certification

Kicked-off a compliance monitoring program with vendors

Began targeted outreach to businesses informing them of opportunities

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**ENTER INTO STRATEGIC PARTNERSHIPS TO IMPROVE THE HEALTH SYSTEM**



Expand access to care for most vulnerable County residents and alleviate Health System's financial burden by exploring partnerships with health care clinics and institutions

Engaged Health System CEO and Director of Provider Relations to compile complete partner list

Presented approach for partnerships to foundation community for feedback and assistance



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**USE STANDARDIZED RISK ASSESSMENTS IN THE CRIMINAL JUSTICE SYSTEM**



Ensure that the disparate entities in the criminal justice system are sharing risk assessment data

Criminal justice stakeholders committed to apply jointly for a federal grant

Created Risk Assessment Working Group under Criminal Justice Coordinating Committee

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**ENHANCE FOREST PRESERVE YOUTH EDUCATION INITIATIVE**



Engage youth in values of energy conservation, open space, and outdoor activities

Pledged to bring 2,000 city youth to Forest Preserves

Created "Greens for Teens" fundraiser event

*"My family & I are so thrilled that you are doing what you said you would do during your campaign. We kind of thought you were a 'get down to business' type of person, and much to our amazement, you are! How refreshing!"*

- Lita H., constituent

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**IMPROVE PUBLIC EMPLOYMENT OF THE FOREST PRESERVE WITH VOLUNTEER GROUPS, SPECIAL EVENTS & A NEW FOUNDATION**



Increase public involvement in caring for and enjoying the Forest Preserves

Committed to doubling amount of volunteers

Launched Gateway to the Preserves initiative

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# Select First-Term INITIATIVES



## FORMALIZE COUNTY PERSONNEL PLAN



## IMPROVE COLLECTIONS MANAGEMENT, INCLUDING DELINQUENT PROPERTY TAXES



### GOALS



Present a hiring plan that attracts high quality talent in a transparent and efficient manner



Increase County revenue by collecting taxes we are already owed

### PROGRESS

Created strategic plan with Shakman Compliance Administrator to achieve substantial compliance

Created process to collect over \$10 million in delinquent property taxes for 2011 budget

*"I know you will be an inspiring and capable President. In this difficult economic climate, I would not have anyone else at the helm of Cook County."*

– Bernarda Wong, President, Chinese American Service League



**UPDATE COUNTY FEE STRUCTURES TO ACCOUNT FOR VALUE OF SERVICES, INFLATION AND BENCHMARKS AND MONETIZE COUNTY ASSETS**



Update fee structures to increase revenues in a responsible manner and improve services

Updated fee structure model in 2011 budget to be in line with benchmarks



**INCREASE ACCOUNTABILITY FOR RISK MANAGEMENT**



Protect taxpayer dollars and avoid large payouts by implementing a risk management strategy

Changed County's risk management plan to include improved insurance policies, lowering risk to taxpayers

Created new risk manager positions at the Cook County Hospital and Jail

## 2011 EXPECTATIONS

Her first 100 days demonstrate Toni's progress on the goals of fiscal responsibility, innovative leadership, transparency and accountability and improved services.



Achieving these goals takes commitment, and we will continue to make progress on our initiatives. Looking ahead, Toni and her team are specifically committed to providing:

**Accessible, effective and efficient healthcare:**

Partnerships with clinics and other healthcare institutions will expand access to care for the most vulnerable and alleviate the County's financial burden.

**Fair and efficient criminal justice:**

Toni is reinvigorating the Criminal Justice Coordinating Committee. This group includes all the agencies involved in criminal justice, from the police to the courts to the prosecutors and defenders to the jail and the re-entry programs.

**Robust economic opportunities:**

Toni will ask a diverse group to form an Economic Development Advisory Council. This group will work with others in the region to write and publish an economic action plan for the County.

**Clean, safe and enjoyable Forest Preserves:**

These open spaces are great for children and families and outdoor enthusiasts. Partners will help expand youth programs. The Preserves will be more accessible.

We all deserve the best run county in the USA. Our government cannot do it alone. We need to hear from you on how we are doing and where we can do better. Stay in touch with Toni and let your voice be heard.

## KEEP IN TOUCH



Submit your ideas to make  
Cook County more efficient  
[www.cookcountyil.gov/efficiency](http://www.cookcountyil.gov/efficiency)



All of our 100-day documents,  
reports, memos & materials  
[www.cookcountyil.gov/100days](http://www.cookcountyil.gov/100days)



Keep up to date on news  
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Toni's public calendar  
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