

2024 - 2027

# Cook County POLICY ROADMAP

Four-Year Strategic Plan for Offices Under the President



*Toni Preckwinkle*  
Toni Preckwinkle  
Cook County Board President



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# INTRODUCTION

The Policy Roadmap 2024–2027 is the Cook County strategic plan, documenting our goals and charting the path for the next four years. This is the second Policy Roadmap, the first having been published in 2018. As the first plan outlined, we have a policy-driven, strategic approach that aligns the work of the Cook County Offices Under the President (OUP) in six priority areas: health and wellness, economic and community development, safety and justice, climate resiliency, public infrastructure and technology, and good government.

Over the past five years, under the leadership of Cook County Board President Toni Preckwinkle, OUP has launched numerous initiatives in line with the original plan while adapting and responding to significant, emerging needs. Through a once-in-a-lifetime pandemic and historic economic and housing downturn to the mass protests regarding policing and the emergence of the Black Lives Matter movement, plus the ever-growing climate crisis, the Policy Roadmap provided a framework for Cook County's strong response and leadership.

Building on its internal work to operationalize racial equity, the Cook County Equity Fund, created in 2021, established a budgeting vehicle with dedicated revenues, and launched a portfolio of meaningful systems change efforts to drive racial equity. The \$1 billion American Rescue Plan Act (ARPA) allocation the County received from the federal government funded COVID-19 mitigation and public health programs, as well as our economic and community recovery initiatives. Together, these marked significant financial and programmatic investments that aimed to advance equity and were rooted in the Policy Roadmap.

Like the original plan, the Policy Roadmap 2024–2027 charts a path forward and shares our collective vision with Cook County residents. It retains the original six pillars and many of the same goals, objectives, and strategies, with a continued focus on Cook County's values of equity, engagement, and excellence. Also like the previous Policy Roadmap, improving outcomes for residents through this policy framework requires continuous coordination and collaboration between OUP, separately elected Cook County officials, and other partners. The goals and objectives outlined in the Policy Roadmap 2024–2027 are aspirational, high-level, and represent the incremental progress we can make toward healthy, sustainable, connected, safe and thriving, open and vital communities across Cook County.

# MESSAGE FROM THE PRESIDENT

To the Residents of Cook County:

Cook County is the heart of the nation's third-largest metropolitan area and is the second-largest county in the United States. It's one of the most diverse regions in the country, and 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. We influence the effectiveness of the region's transportation system, provide recreational opportunities and promote economic growth.

This four-year strategic plan, the Cook County Policy Roadmap 2024-2027 is an update to our previous Policy Roadmap published in 2018. Like the first version, this plan outlines my office's priorities. Throughout my administration, the Cook County Offices Under the President has worked hard to advance equity for all residents because we firmly believe that everyone deserves supportive, accessible government services and thriving communities.

This plan establishes goals and strategies for our work on justice, health, economic development, the environment, technology and infrastructure. It's our guide to our better, stronger future for all residents.

Sincerely,



Toni Preckwinkle  
President, Cook County Board of Commissioners

**We firmly believe that everyone deserves supportive, accessible government services and thriving communities.**



# OFFICES UNDER THE PRESIDENT

Under the guidance and oversight of President Preckwinkle, Offices Under the President (OUP) serves all County residents and supports the day-to-day functions and operations of County agencies. This work is coordinated through OUP's bureaus and departments below. A full organizational chart is available in the Appendix.

## **Office of the President (OOP)**

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

## **Bureau of Administration (BOA)**

Oversees a broad range of operational functions from environmental protection to transportation development, as well as resident-facing functions including providing discounted rabies vaccinations for pets and maintaining a public County Law Library that ensures access to justice for self-represented litigants. The Bureau of Administration also provides Countywide services such as fleet management records and information management, and houses Veteran's Affairs and the Office of Research, Operations and Innovation.

## **Bureau of Asset Management (BAM)**

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

## **Bureau of Economic Development (BED)**

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

## **Bureau of Finance (BOF)**

Ensures the fiscal health of the County through budgeting, risk management, payroll, financial reporting, debt management, revenue collection, procurement, and contract compliance for all County agencies and elected officials.

## **Bureau of Human Resources (BHR)**

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

## **Bureau of Technology (BOT)**

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

# OFFICES UNDER THE PRESIDENT

## **Department of Administrative Hearings**

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

## **Department of Human Rights and Ethics (DHRE)**

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 (JAC)**

Coordinates and implements the President's criminal and juvenile legal system reform efforts and community 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.

## **Secretary 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.

## **Cook County Health and Hospital System (including the Cook County Department of Public Health)**

While not an office under the President, Cook County Health and Hospital System (including the Cook County Department of Public Health) is an integral partner in the Policy Roadmap 2024-2027, providing residents with high-quality healthcare and advancing health equity and health promotion.

# VALUES & POLICY PRIORITIES



## Mission

To serve as a good steward of public resources by building equitable and sustainable communities for all residents.



## Vision

To be a leader in building vibrant, sustainable and inclusive communities where people want to live, learn, work and play.



## Values

Equity, Engagement and Excellence

## Policy Priorities

### Healthy Communities (Health and Wellness)

Integrating health and social services and addressing the social determinants of health.

### 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 (Safety and Justice)

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

### Sustainable Communities (Climate Resiliency)

Prioritizing environmental justice, addressing climate change and its effects, investing in clean energy and reducing pollution, while investing in the capacity of local communities to become more resilient.

### Connected Communities (Infrastructure and Technology)

Improving transportation systems, land and water infrastructure, and digital equity.

### Open Communities (Good Government)

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



## HEALTHY COMMUNITIES

The COVID-19 pandemic was a time of crisis and loss for everyone, but it put a spotlight on the significant health disparities that persist both locally and nationally. Cook County is committed to improving the health and well-being of all residents by addressing the social determinants of health -- external factors that can impact residents' health, such as housing instability, food insecurity, access to transportation and the physical environment. Through collaboration and partnership with government agencies, community-based organizations and healthcare providers, the County aims to reduce residents' barriers to accessing health services and advance policies and programs that encourage healthy, active living and overall well-being.

The objectives and strategies outlined here represent a holistic, whole-person approach to well-being that recognizes the role systems play in residents' health outcomes. Continued partnership with the Greater Chicago Food Depository and implementation of the Good Food Purchasing Program, a values-based institutional procurement strategy, will increase access to and availability of healthy, locally sourced foods for residents in their homes, hospitals and other County facilities. By adopting trauma-informed harm reduction strategies, we can treat substance use and gun violence as matters of public health. These strategies add to the comprehensive portfolio of direct health services provided to more than 600,000 individuals through the health plan (CountyCare) and at our two hospitals and numerous community health centers each year.

Healthy Communities work is led by Cook County Health, which includes Cook County Department of Public Health, Office of the President (OOP), Justice Advisory Council (JAC), and others. This work also has deep intersections with strategies found in other pillars, especially with our efforts to prevent and reduce gun violence in Safe & Thriving Communities and to promote environmental justice in Sustainable Communities.



*The objectives and strategies outlined here represent a holistic, whole-person approach to well-being that recognizes the role systems play in residents' health outcomes.*



## GOAL:

**Improve the physical, mental, and social well-being of Cook County residents and communities.**

### Sample Metrics

- Percentage of residents who could not see a doctor when needed
- Percentage of residents with public or private health insurance

## Objective 1

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

## Strategies

Strategy 1.1) Ensure all policies and practices address the root causes of health inequities. ●

Strategy 1.2) Reduce barriers to accessing health services for all residents through assessment, education, outreach, and advocacy. ▲

Strategy 1.3) Deepen relationships and foster authentic dialogue with community-based organizations, advocacy groups, healthcare providers, government agencies, residents and other partners for increased collaboration and capacity to advance health equity. ●

Strategies that include Equity Fund recommendations or ARPA initiatives are indicated as follows:

- = Cook County Equity Fund recommendation
- ▲ = Cook County American Rescue Plan Act (ARPA) initiative

## Objective 2

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

## Strategies

Strategy 2.1) Enhance access to high-quality mental healthcare, trauma-informed services and substance use disorder care. ●▲

Strategy 2.2) Ensure a continuum of health-related services exists within Cook County to meet residents' needs. ●▲

Strategy 2.3) Explore and support innovative models of care that increase access and expand ability to serve historically marginalized residents. ●▲

### ***Taking a Jab at COVID-19***

During the pandemic and as soon as a vaccine became available, Cook County Health worked closely with hospitals, health care providers, and community leaders to quickly develop vaccination distribution programs. These programs focused on addressing existing inequities, emphasizing distribution to high-risk people and historically disinvested communities across the County. As a result, the County administered 1 million COVID-19 vaccines and partnered with local organizations to distribute 500,000 masks in 18 at-risk communities. The County also led a large-scale education campaign to encourage behaviors that would minimize the risk of spreading the disease. The County's rapid response helped mitigate the impact of the pandemic on communities across Cook County.



### Objective 3

**Support healthy and active lifestyles and communities for residents.**

### Strategies

Strategy 3.1) Advocate for recreational opportunities and wellness programs that promote physical activity and improved health outcomes for all residents.

Strategy 3.2) Improve access to healthy and affordable food options to reduce food insecurity and enable healthy living, especially within historically marginalized communities. ▲

Strategy 3.3) Promote accessible multi-modal transportation options, including walking and biking, that connect people to family, work and play.

Strategy 3.4) Encourage a cleaner and more resilient environment to mitigate the harmful effects of pollution and climate change.

### Objective 4

**Implement a public health approach that emphasizes trauma-informed strategies for mental and behavioral health, substance use and community safety.**

### Strategies

Strategy 4.1) Encourage hospitals and healthcare providers to develop collaborative, holistic, trauma-informed intervention models to reduce individual and community violence. ▲

Strategy 4.2) Coordinate a continuum of services and programs and work across jurisdictions to reduce behavioral health inequities and address the opioid epidemic. ●▲

Strategy 4.3) Support people with mental health and substance use by utilizing alternatives to policing and detention. ▲

Strategy 4.4) Improve access to meaningful employment opportunities in the health sector for individuals who face barriers, such as legal system involvement, through pathway programs and wrap-around services.

## ***Bolstering Behavioral Health Supports***

Cook County Department of Public Health’s “Building Healthier Communities: Behavioral Health Initiative” committed \$14.7 million in grants to support behavioral health services, positive youth development, and opioid overdose prevention and harm reduction programs throughout suburban Cook County.

Funding from these grants is in the process of being dispersed to 18 community-based organizations (CBOs) over a four-year period so that they can provide behavioral health support, substance use treatment, and related services to suburban residents.



## VITAL COMMUNITIES

Building vital communities requires cross-cutting investments in our residents, communities, and businesses. Cook County represents the core of the region's jobs, businesses and productivity, which are essential to our residents' economic mobility and quality of life. From large multinational corporations to small mom-and-pop shops, the businesses that call Cook County home strengthen the local economy by creating jobs, increasing property values and raising revenue to fund social programs and community improvements.

While our economy is diverse, inequities persist, particularly in communities that have experienced historic disinvestment. The County addresses these inequities by promoting innovative and entrepreneurial approaches to economic growth, prioritizing good jobs that offer access to economic opportunity and support small business. A strong local economy is not the only driver of a vital community, however. Since the first Roadmap, the County has established numerous programs and initiatives aimed at addressing inequities related to housing, workforce development and other barriers to stability and prosperity. The County accomplishes this through coordination of social services, direct assistance programs to further economic stability and mobility, services to help residents experiencing homelessness become stably housed and investments in affordable housing.

Vital Communities work is led by the Bureau of Economic Development (BED). It is supported by the Chicago Cook Workforce Partnership (CCWP), Cook County Land Bank Authority (CCLBA), Housing Authority of Cook County (HACC), the Bureau of Asset Management (BAM) and the Department of Transportation and Highways (DoTH). The work is intersectional with strategies from Sustainable Communities, Connected Communities, and Open Communities, as we work together to empower residents and build strong communities across the County.



*While our economy is diverse, inequities persist, particularly in communities that have experienced disinvestment.*



## GOAL:

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

### Sample Metrics

- Percentage of Guaranteed Income Pilot participants with reduced stress
- Percentage difference between assessed values and market values for residential and commercial properties to measure equity within the system

## Objective 1

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

## Strategies

Strategy 1.1) Employ equitable and inclusive policies and practices for strategic decision-making, implementation and resource allocation.

Strategy 1.2) Lead collaborative efforts to reform Cook County's property assessment and taxation system to promote equity and fairness and reduce the racial wealth gap. ●

Strategy 1.3) Facilitate collaboration to advance regional economic vitality.

Strategy 1.4) Attract, retain and expand businesses by facilitating redevelopment and reactivating markets.

## Objective 2

**Invest in economic sectors with good jobs and positive economic, environmental and social impact.**

## Strategies

Strategy 2.1) Identify, prioritize and support new and emerging sectors that lead to good jobs. ●▲

Strategy 2.2) Lead and support industry-led cluster initiatives to boost equitable economic growth.▲

Strategy 2.3) Build industry capacity to strengthen competitiveness and resilience of key sectors.

Strategy 2.4) Promote sustainability as an economic driver by attracting quality green sector jobs and developing workforce programs.





## Objective 3

**Grow the small business ecosystem, support innovation and entrepreneurship, and build wealth for historically excluded communities.**

## Strategies

Strategy 3.1) Continue and expand the Small Business Source as a one stop resource for small businesses assistance. ●▲

Strategy 3.2) Improve access to capital for Cook County small businesses.▲

Strategy 3.3) Provide resources and support to grow a pipeline of small businesses with the capacity to procure local government and private sector contracts.

Strategy 3.4) Build and maintain a network of organizations and partners that can support small businesses in Cook County.▲

### ***Building the Small Business Ecosystem***

In 2020, philanthropic organizations and community partners joined together to support Cook County’s small business community in response to the pandemic. This partnership provided the basis for the establishment of the Small Business Assistance Program, which became the Cook County Small Business Source. This program strives to support, grow, and elevate small businesses by directly connecting small business owners with expert guidance and support to take their businesses to the next level. The Source helps to increase capacity of a network of business support organizations with funding, peer learning and training opportunities, with the intent of improving access to resources in historically excluded communities. The Small Business Source has also provided recovery grants to small business owners and entrepreneurs navigating the impacts of the COVID-19 pandemic. As Sam Toia, President of the Illinois Restaurant Association, said, “The Cook County Small Business Source has been a vital source of guidance, support and stability to thousands of small businesses.”

## Objective 4

**Provide a continuum of quality affordable housing for all.**

## Strategies

Strategy 4.1) Advocate for fair housing policies and practices that effectively support affordable housing. ●▲

Strategy 4.2) Develop and increase funding and its flexibility for affordable housing types, ensuring investments are community-driven and maximize impact. ●▲

Strategy 4.3) Transform the County's homeless and housing services to achieve housing security for our most vulnerable residents. ●▲

Strategy 4.4) Increase affordable homeownership programs to help increase family stability and address the racial wealth gap.

### ***Innovative Collaboration for Housing Stability***

Cook County Legal Aid for Housing and Debt (CCLAHD) was formed in 2020 as a response to the pandemic and as a preventative measure to what people thought might be a wave of evictions and foreclosures during that time.

CCLAHD helps residents resolve eviction, foreclosure, debt and tax deed issues. An Early Resolution Program provides free legal assistance, counseling, pre-court mediation and case management for residents and landlords dealing with evictions or delinquent property taxes, and creditors and debtors with issues related to consumer debt.

The program, which is a partnership between the Cook County Offices Under the President, Cook County Circuit Court, Chicago Bar Foundation, Illinois Housing Development Authority (IHDA) and others, has already successfully served thousands of County residents in need. In fact, CCLAHD was recognized as a national model by the White House.



## Objective 5

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

## Strategies

Strategy 5.1) Promote training and placement models that lead to good jobs. ●▲

Strategy 5.2) Coordinate with the stakeholders in the workforce development ecosystem to intentionally and strategically support high quality jobs that promote residents' economic mobility and equity. ●▲

Strategy 5.3) Meet the talent needs of employers in key sectors to increase opportunity for and access to good jobs.

Strategy 5.4) Eliminate barriers to participation and access in the workforce development ecosystem and related training programs. ●▲

## Objective 6

**Base investments on their capacity to promote equitable economic growth in historically marginalized communities.**

## Strategies

Strategy 6.1) Invest in opportunities to increase access to economic opportunities and jobs.

Strategy 6.2) Facilitate multimodal transportation of goods and people within and beyond Cook County to encourage economic growth and community vitality.

Strategy 6.3) Expand alternative forms of transportation to improve residents' mobility and access to jobs.

Strategy 6.4) Build capacity of and support local governments to achieve locally desired economic and community development goals.

Strategy 6.5) Reactivate previously developed land in Cook County to encourage infill, build community wealth, and improve quality of life. ●

## Objective 7

**Support residents and community institutions to promote economic security and mobility.**

## Strategies

Strategy 7.1) Provide cash and debt relief support directly to residents. ●▲

Strategy 7.2) Develop and support programs that provide financial education and legal assistance to residents. ●▲

Strategy 7.3) Promote better access to and coordinate social services for residents. ●▲

Strategy 7.4) Provide capacity building assistance to municipalities and non-profits so they can better serve residents. ●

Strategy 7.5) Pursue place-based investment through a community centered approach to implement community development and economic revitalization. ●

### ***A Promise for a Better Future***

Cash support, with no strings attached, can help residents catch up on their bills, give them some breathing room, and even “really get some things together,” as Promise Pilot participant Sabrina shared with WBEZ in July 2023. Sabrina is a participant in the Cook County Promise Guaranteed Income Pilot, which is providing unconditional \$500 monthly cash payments to 3,250 low-to-moderate income families for a period of two years. The County held an open application period in October 2022 and participants were selected by lottery in November 2022. First payments began in December 2022 and payments will continue through December 2024.

Funded by the American Rescue Plan Act (ARPA), the \$42 million pilot is the largest publicly funded guaranteed income program in American history. The UChicago Inclusive Economy Lab is leading the program evaluation to learn about the impact that the cash payments are having on residents and their lives. In the meantime, President Preckwinkle and County leadership have committed to continuing to develop future iterations of the program after the completion of the pilot.



## SAFE AND THRIVING COMMUNITIES

Creating safe communities and an equitable and fair legal system for all residents requires continued advocacy for sustainable reforms within the criminal legal system as well as implementation of community-centered programs that address the root causes of violence. Cook County is facilitating and investing in comprehensive, coordinated planning and implementation to proactively address violence and improve safety in highly impacted communities, align investments and strategies to prioritize the needs of individuals involved in the criminal legal system, promote alternatives to detention, and inform criminal legal system decision-making by improving collection, analysis, interagency sharing and public release of system-related data.

Since the first Policy Roadmap, the Justice Advisory Council (JAC) has expanded its role from a convening body to include grants and investment, reentry services, community engagement and policy work into its portfolio. Its grants portfolio has grown in leaps and bounds, from \$5 million to over \$110 million in violence prevention and reduction grants disbursed to date, leveraging the American Rescue Plan federal relief funds.

Safe and Thriving Communities work is led by the JAC, although there is deep intersection between work being done in Healthy Communities as well as Vital Communities.



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*Cook County is facilitating and investing in comprehensive, coordinated planning and implementation to proactively address violence and improve safety in highly impacted communities...*



## GOAL:

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

### Sample Metrics

- Percentage reduction in the number of people detained at the County
- Dollars invested in community-based organizations, violence prevention initiatives, reentry support and survivor services
- Number of wraparound service referrals to community-based victim services

## Objective 1

**Facilitate and invest in comprehensive and coordinated approaches to proactively address violence and improve safety in highly impacted communities.**

## Strategies

Strategy 1.1) Invest in a public health approach to reduce gun violence, and coordinate and integrate efforts across the County. ●▲

Strategy 1.2) Support community-based partners with planning, resources and response capabilities to address root causes of violence and reduce reliance on the legal system. ●▲

Strategy 1.3) Collaborate across jurisdictions to maximize investments, approaches and outcomes. ●▲

## Objective 2

**Align strategies to prioritize the needs of individuals involved in the criminal legal system and promote alternatives to detention.**

## Strategies

Strategy 2.1) Center impacted communities and people with lived experience in criminal legal reform efforts and decision-making. ▲

Strategy 2.2) Develop a collaborative budgeting process and performance metrics for multi-agency criminal legal system reform that work to streamline efforts and maximize impact. ●▲

Strategy 2.3) Expand investment in community-based organizations, violence prevention initiatives, reentry support and survivor services.

Strategy 2.4) Advocate for evidence-informed policies that decrease racial, ethnic and socio-economic disparities and advance criminal legal reforms that promote community safety. ●▲

Strategy 2.5) Partner across governmental entities and aligned civic partners to advance innovative strategies and meet the needs of residents involved in the legal system. ▲

Strategy 2.6) Continue to safely reduce County detention populations. ●▲

### ***A Historic Step Toward Fairness***

Cook County Board President Toni Preckwinkle was deeply committed to the passage of the Pretrial Fairness Act (PFA), which made Illinois the first state in the nation to eliminate cash bail. Prior to the passage of the act, the County had made strides in reducing the jail population by enacting reforms. The County is now supporting the implementation of the act and coming together to advance the Justice Advisory Council’s strategies for continued reform.



## Objective 3

**Inform criminal legal system decision-making by improving collection, analysis, interagency sharing and public release of data.**

## Strategies

Strategy 3.1) Ensure data collection advances County priorities and provides accessible and usable information that centers community questions and concerns. ●

Strategy 3.2) Advocate for improvements in residents' experiences utilizing the court system and accessing needed information. ▲

Strategy 3.3) Support ongoing collaboration among separately elected officials to maintain a publicly available dashboard and reports on the criminal legal system, including disaggregated demographic data. ●

### ***Shifting to Trauma-Informed Restorative Justice***

The recognition of gun violence as a public health crisis has spurred a shift in response and prevention approaches from traditional public safety strategies to trauma-informed practices to combat it. Through increased collaboration between Cook County Health and other system stakeholders, this new strategy aims at reducing reliance on the criminal legal system. One way that this has manifested is the Youth Juvenile Justice Collaborative, a collaborative program between Treatment Alternatives for Safe Communities (TASC), Ann & Robert H. Lurie Children's Hospital and Cook County Health. This evaluated program aims at reducing violence and minimizing youth justice involvement by providing access to trauma-informed care and community-based services to youth who have experienced violence or trauma or are at high risk of exposure to violence.





### Centering Community in Criminal-Legal System Reform

Community engagement is an integral part of the Justice Advisory Council’s work to ensure that the strategies employed to improve community safety and reform the criminal legal system are not only evidence informed but also community affirmed.

As a multiyear participant in the MacArthur Foundation-funded Safety and Justice Challenge, the Justice Advisory Council led community dialogue sessions in County areas where residents are most represented in County jails.

Cook County was one of four jurisdictions nationwide selected to receive an additional \$500,000 grant to build upon existing efforts to address racial and ethnic inequities in the legal system through the Racial Equity Cohort, which is a 12-month fellowship program that brings together 12 paid fellows with lived experience and leaders in the criminal legal system to discuss ways to reduce racial disparities.



## SUSTAINABLE COMMUNITIES

Cook County recognizes the responsibility that comes with being the second-largest county in the nation. The numerous waterways, forests and prairies require ongoing restoration and stewardship. Transportation and industry have tremendous benefits but also significant costs, many of which disproportionately impact historically marginalized communities. By understanding past environmental injustices and identifying how current policies and practices impact communities today, OUP seeks to make meaningful changes and create opportunities which improve residents' quality of life without sacrificing economic growth.

Sustainable communities positively impact the health of the environment and our residents. Since the publication of the first Policy Roadmap, OUP has implemented numerous programs that remediate pollution, promote renewable energy and energy efficiency, implement green natural infrastructure solutions to mitigate flooding, and improve trails and access to green spaces. These investments help communities to improve air quality, adapt to increased storm and heat events, lower the burden of utility bills and make our communities more resilient in our changing climate.

This path to climate resiliency requires a cross-functional approach that includes Cook County's own assets, as well as municipalities, businesses, and residents. The County is committed to reducing its climate impact through improving energy efficiency in our operations and investing in clean energy and green jobs. Concurrently, we provide technical assistance and support stakeholders to reduce energy emissions, adopt renewable energy sources like solar and geothermal heat systems, increase capacity for recycling, and green job training.

Sustainable Communities work is led by the Department of Environment and Sustainability (DES), Bureau of Asset Management (BAM), Department of Emergency Management and Regional Security (DEMRS), Department of Planning and Development (DPD), and Department of Transportation and Highways (DoTH) and is supported by the Cook County Land Bank Authority (CCLBA) and Forest Preserve District of Cook County (FPDCC).



*This path to climate resiliency requires a cross-functional approach that includes Cook County's own assets, as well as municipalities, businesses, and residents.*



## GOAL:

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

### Sample Metrics

- Percentage reduction in greenhouse gas emissions from County facilities from baseline year
- Number of linear miles of bike trails (off-street routes for bicyclists and other non-motorized users)

## Objective 1

**Advance environmental justice by means such as investing equitably across the County to address historic disinvestment and inequitable pollutant overburden.**

## Strategies

Strategy 1.1) Address communities’ environmental priorities and identify their assets and vulnerabilities. ●▲

Strategy 1.2) Offer programs that reduce exposure to pollution, with priority given to environmental justice areas. ●▲

Strategy 1.3) Increase awareness of and financial support for environmental benefits to ensure access to services and resources. ▲

Strategy 1.4) Minimize environmental impacts of facilities by adopting technology that reduces energy and water consumption, minimizes toxics use and output and diverts waste. ▲

## Objective 2

**Promote environmental sustainability in land use, transportation policy and economic development.**

## Strategies

Strategy 2.1) Incorporate environmental impact as a key criterion when making policy and economic development decisions. ●

Strategy 2.2) Increase availability of and access to open spaces, greenways and trails, prioritizing areas where open space is currently limited. ▲

Strategy 2.3) Support policy that prioritizes use of land, protection of open space, and the connectivity between jobs, transportation and housing. ▲

Strategy 2.4) Invest in ecological restoration and stewardship to protect native habitats and species and to reduce the adverse impacts of invasive species.

Strategy 2.5) Develop equitable, healthy and sustainable local food systems to improve resident health and create economic opportunity. ▲

### ***Generating a Cleaner Future***

The County marked a substantial achievement in sustainability with the first power purchase agreement for renewable energy, in partnership with Constellation and Swift Current Energy. Starting in March 2025, County-managed buildings will source approximately 24% of electricity from a new, off-site solar project in Illinois. This 12-year agreement will significantly reduce Illinois’ greenhouse gas emissions and meet several Clean Energy Plan Goals and create jobs and opportunities, including \$432,000 in support for local solar and energy job training programs. The addition of native plants and habitat restoration at the solar site will support pollinators and increase local biodiversity.



### Objective 3

**Reduce contribution to climate change and invest in mitigation.**

### Strategies

Strategy 3.1) Increase energy efficiency and use of renewable energy in businesses, residences and governments through funding, technical assistance and implementation.

Strategy 3.2) Invest in transportation systems that decrease emissions.▲

Strategy 3.3) Implement green infrastructure and other climate change mitigation strategies through facilitation, financial investment and education. ●▲

### Objective 4

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

### Strategies

Strategy 4.1) Integrate sustainability measures, such as energy and water use reduction, waste management and recycling, into every Cook County department's operations.

Strategy 4.2) Incentivize sustainability in Cook County purchasing.

Strategy 4.3) Partner with municipalities and community-based organizations to build regional capacity to mitigate and adapt to climate change.●▲

## Recycling Outside the Box

Items that are not accepted through traditional recycling services typically end up in landfills, contributing to carbon emissions, or land in waterways or vacant lots. Cook County's new Center for Hard to Recycle Materials (CHaRM) provides residents a location where they can bring hard-to-recycle materials such as electronics, small appliances, televisions (for a limited time), and Styrofoam from packaged items and foam packing peanuts. The list of accepted materials may change over time (note: the list of accepted materials may change over time).

The CHaRM Center, which was established through \$1.5 million in ARPA funding and a partnership with South Suburban College, opened on Earth Day and received the 2023 Outstanding Public Sector Award from the Illinois Recycling Foundation.



## CONNECTED COMMUNITIES

Public infrastructure serves as the vascular system for communities, providing channels for transporting clean drinking water, information, goods and residents. Effective infrastructure systems should be robust, inclusive, sustainable and simply allow residents to seamlessly conduct their everyday lives. However, achieving and maintaining that level of functionality requires constant innovation and collaboration. By promoting land and water projects and investing in sustainable transportation and digital infrastructure, Cook County will increase regional accessibility and connectivity while supporting an equitable and growing economy.

This pillar covers a wide range of cross-functional initiatives that include physical improvements to public facilities and water and sewer system upgrades, building on the goals established and the successes achieved from the first Roadmap.

Connected Communities work is led by the Bureau of Asset Management (BAM), Bureau of Technology (BOT), Department of Transportation and Highways (DoTH), Office of the President (OOP), Bureau of Economic Development (BED), and Department of Environment and Sustainability (DES). There is deep intersection with work in our Open Communities and Vital Communities pillars, especially related to how we leverage technology and economic development to build and maintain strong, connected communities.



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*Effective infrastructure systems should be robust, inclusive, and sustainable and simply allow residents to seamlessly conduct their everyday lives.*



## GOAL:

*Provide innovative infrastructure that will connect people and communities to increase equity, support economic growth and improve residents' quality of life.*

### Sample Metrics

- Miles of County-installed broadband in the Southland
- Dollars provided to municipalities to support infrastructure improvements

## Objective 1

**Promote innovative land and water projects that support an equitable and growing economy.**

## Strategies

Strategy 1.1) Prioritize equitable transit-oriented development in infrastructure investments, including through economic development incentives, ensuring access for all residents.

Strategy 1.2) Invest in the improvement of undeveloped or under-developed land throughout Cook County to promote community and economic vitality.

Strategy 1.3) Coordinate the development of water infrastructure projects to improve drinking water and stormwater management. ▲

Strategy 1.4) Connect infrastructure maintenance and land use development efforts to employment and job training opportunities for Cook County residents, especially those from historically disinvested communities.

Strategy 1.5) Coordinate, support and invest in municipalities with the highest need. ▲



## Objective 2

**Provide equitable access to digital services for County residents in their homes and communities.**

## Strategies

Strategy 2.1) Increase access to the internet, County online resources and high-quality devices. ●▲

Strategy 2.2) Invest in and integrate high-speed broadband and connectivity opportunities through infrastructure projects and partnerships. ●▲

Strategy 2.3) Promote policies and programs that improve residents’ digital skills, confidence, and accessibility. ▲

Strategy 2.4) Increase awareness around digital safety so residents feel secure in digital environments and can protect themselves online.

### ***Bridging the Digital Divide***

Cook County launched its first-ever Digital Equity Action Plan in 2023, outlining the County’s commitment to advancing digital equity for residents by building connection and collaboration among regional, municipal, and community institutions. The plan was the result of a robust community engagement initiative that included 12 community conversations, interviews with leaders, and survey responses from more than three thousand residents. The plan identifies four priorities, which are digital access, confidence, safety and infrastructure, and numerous policy recommendations. These include continuing to invest in expanding broadband access, exploring public wi-fi and partnering with the State’s Digital Navigator Corps to provide support and assistance to community members. OUP staff, members of the County’s Council of Digital Equity (CODE), plus community member champions, will now turn their attention to attracting sustainable resources and implementing recommendations.



## Objective 3

**Increase regional accessibility and connectivity by investing in sustainable transportation throughout Cook County.**

## Strategies

- Strategy 3.1) Coordinate and advocate for transportation investments and reforms across jurisdictions within the region. ●
- Strategy 3.2) Provide technical assistance and funding to municipalities to promote seamless transportation throughout the region. ▲
- Strategy 3.3) Implement the Long Range Transportation Plan to address gaps in transportation networks to ensure equitable access for residents. ●▲
- Strategy 3.4) Integrate intelligent transportation technologies into public infrastructure planning and development. ▲
- Strategy 3.5) Invest in public transit, bicycle, electric vehicles and pedestrian access. ●

### ***Driving Equitable Infrastructure***

Robust transportation infrastructure is essential to creating a more vibrant, equitable Cook County. Invest in Cook, a grant program overseen by the Department of Transportation and Highways (DoTH), provides gap funding to municipalities to help advance transportation projects throughout the County.

Since the program launched in 2017, \$56.4 million has been awarded to help municipalities cover the cost of planning, engineering, right-of-way acquisition and construction associated with much needed transportation improvements, mostly in traditionally underserved areas. This program, which leverages significant additional local, state and federal funds, helps communities improve quality of life and makes commuting easier, safer and more accessible for residents.

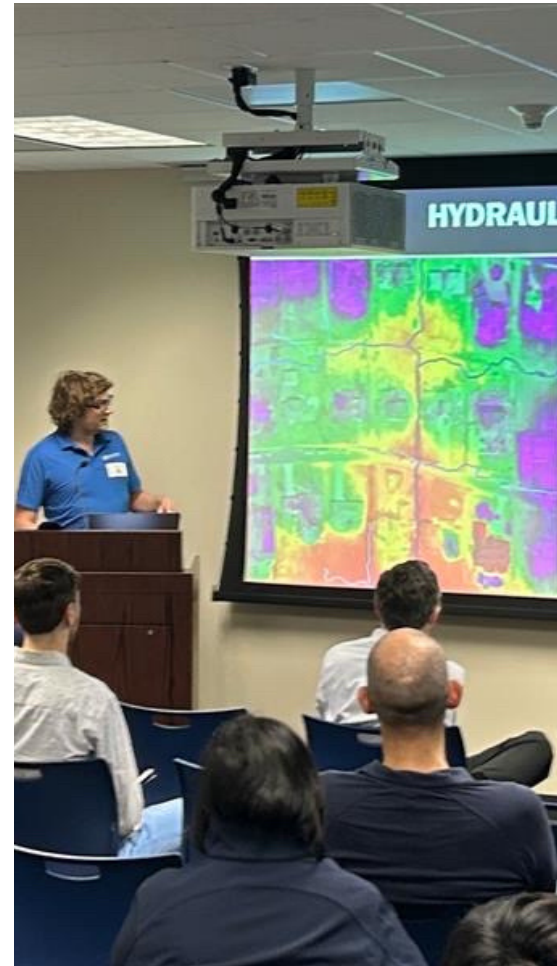


## OPEN COMMUNITIES

For Cook County, good government means a government that is responsive to residents' needs through transparency, efficiency and effectiveness in service delivery as well as policy and program implementation. OUP strives to achieve operational excellence by being accountable to residents, investing in the County's workforce by becoming an employer of choice and continuously improving the effectiveness of County services. Importantly, the County strives to be a good steward of taxpayer dollars through sound and innovative fiscal management practices.

Technology plays an important role in this work, as the County continues to modernize processes and implement improved data applications and systems. In fact, from 2020-2023, Cook County has been recognized as one of America's Top 10 Digital Counties with a population of more than one million, setting a national example for leveraging technology to improve access and delivery of government services. The Bureau of Technology (BOT) supports OUP and County agencies via enterprise-wide technology initiatives and provides technical support for the systems on which County business is done.

Open Communities is led by the Bureau of Administration (BOA), Bureau of Finance (BOF), Bureau of Human Resources (BHR), Bureau of Technology (BOT), and the Office of the President (OOP), but is the foundation for all work across the County.




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*Cook County has been recognized as one of America's Top 10 Digital Counties with a population of more than one million, setting a national example for leveraging technology to improve access and delivery of government services.*



## GOAL:

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

### Sample Metrics

- Number of community members who have been engaged and compensated for their expertise
- Employee population's diversity compared to the County's resident population
- Maintain an unrestricted reserve that is between 2 and 3 months of General Fund Expenses
- Fully retire all legacy (main frame or midrange) environment applications

## Objective 1

**Improve transparency, accessibility and responsiveness for residents, municipalities, organizations and businesses.**

## Strategies

Strategy 1.1) Improve communications with residents, paying special attention to those with unique needs related to disability, language and other barriers. ●

Strategy 1.2) Coordinate OUP media messaging, branding and communication, ensuring increased public awareness of initiatives and services across the County and separately elected official offices.

Strategy 1.3) Improve community engagement by involving community members and stakeholders in an authentic way that centers them in processes and informs planning.●

Strategy 1.4) Utilize innovative practices to streamline the procurement process to make it more efficient and accessible.

Strategy 1.5) Identify and implement best practices to help community-based organizations strengthen capacity and access County funding opportunities. ●

Strategy 1.6) Ensure that access to emergency response resources and capabilities are equitably distributed throughout Cook County.

Strategy 1.7) Support digital communications and enhance digital delivery of services for residents in a multi-modal way.



## Objective 2

**Attract, support, and retain a diverse, high-quality workforce to improve the delivery of services to residents by positioning Cook County as an employer of choice.**

### Strategies

Strategy 2.1) Recruit and hire high performing talent that is reflective of the residents we serve.

Strategy 2.2) Increase employee retention by offering professional development, training and opportunities for career progression.

Strategy 2.3) Implement a uniform employee evaluation process to promote continuous improvement in support of the County’s culture of equity, engagement and excellence.

Strategy 2.4) Ensure alignment of organizational design and job functions with the operational needs of Cook County bureaus and departments.

Strategy 2.5) Support a healthy workforce by prioritizing employee wellbeing in policies and practices.

## Objective 3

**Ensure responsible stewardship of taxpayer dollars through sound and innovative fiscal management practices.**

### Strategies

Strategy 3.1) Routinely identify revenue opportunities and areas for cost savings without sacrificing program impact.

Strategy 3.2) Ensure transparency, efficiency and accountability around budget, transactions and financial projections.

Strategy 3.3) Continue rigorous tracking and reporting to ensure compliance with federal, state and local guidelines.

Strategy 3.4) Continue improvement of grant management policies and procedures. ●

Strategy 3.5) Leverage County assets and capital investments to balance our financial responsibilities and maximize use.

## Objective 4

**Ensure security and accountability, and demonstrate impact by implementing an infrastructure and culture of data-driven decision making.**

## Strategies

Strategy 4.1) Maintain and grow centralized, secured and integrated data systems.

Strategy 4.2) Foster a culture of data literacy, analysis and collaboration.

Strategy 4.3) Implement public-facing communications to share data on an ongoing basis.

Strategy 4.4) Provide staff support and processes for consistent performance metrics and program evaluations.

Strategy 4.5) Manage and maintain all the County's physical technology and data assets to ensure consistent and ready access to all applications and data.

Strategy 4.6) Continue securing the County's information assets, including protecting sensitive resident data (i.e., court and health information) and the efficacy and integrity of elections.

### ***Honoring Obligations Through Pension Reform***

In 2023, the passage and signing of Illinois House Bill 2352 marked a significant milestone in pension reform. The legislation enshrines the County's commitment to fully fund its pension obligations and avoid insolvency. The law also expands eligibility for military/veteran employees and ensures that the pension salary cap for Tier 2 members (those hired after January 1, 2011) will keep pace with the Social Security Wage Base. This legislation is the result of both advocacy and sound fiscal management policies and will ensure the County can uphold its financial promises to current and future retirees. With the legislation and practices in place to make this happen, Cook County is on track to have a 100% funded pension system by 2047.



## Strengthening Community-Based Organizations

Cook County relies on strong partnerships with community-based organizations to deliver many services to residents, particularly those in disinvested communities. To bolster these partnerships, the County is working to incorporate more equitable grant practices into its operations and streamline its grantmaking process to make it easier for organizations to apply for funding. This goal is to make funding opportunities more accessible by reducing the administrative burden during the solicitation process.

In addition to operationalizing equitable grant practices and streamlining internal systems, the County is awarding Starting Block Grants and offering capacity building support to small non-profits. These hyperlocal organizations provide residents with essential programs and services in diverse sectors including Arts and Culture, Community and Economic Development, Education, Health and Human Services, and Violence Prevention. While such organizations are essential in building strong, vibrant communities, many feel the ramifications of historic disinvestment and inequity. Fifty community-based organizations will receive \$100,000 over 2 years in the first grant cycle to build their internal administrative and operational capacity. This will enable them to not only strengthen their operational infrastructure but also continue responding to the unique needs of their communities.



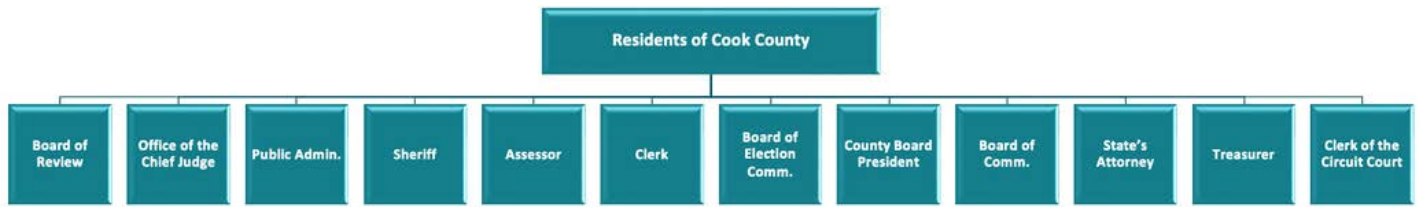




# APPENDIX



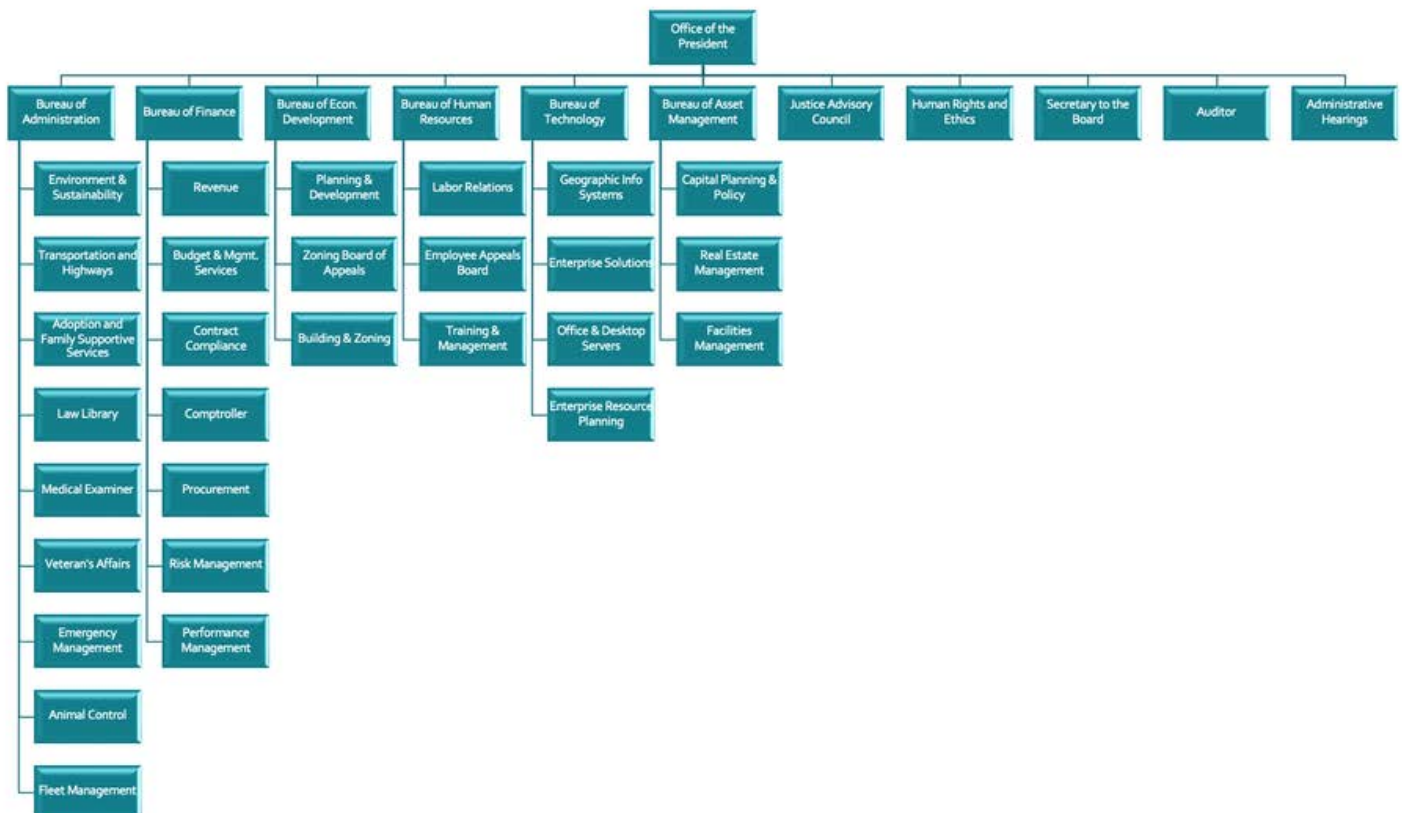
### Organizational Chart - Cook County Government



### Appointed and Independent Agencies



### Organizational Chart - Offices Under the President



## APPENDIX B - Healthy Communities

**The following charts illustrate the connection between the Policy Roadmap Pillars, the Equity Fund Recommendations and the ARPA Initiatives.**

### Healthy Communities

#### Equity Fund Recommendations

EF 1.1) Adopt a Health Equity in All Policies (HEiAP) approach in policymaking to ensure Cook County government factors health considerations into its implementation of policies and programs and identifies gaps to improve health outcomes for all residents and communities.

EF 1.2) Create a behavioral health authority to coordinate a comprehensive, accessible, and culturally responsive continuum of behavioral health services for suburban Cook County, including preventative services, that recognizes the intersections between health, housing, and justice involvement.

\*EF 1.3) Develop a countywide Community Information Exchange System to holistically address social drivers of health outcomes, deliver whole person care, and better inform and drive more equitable allocation of resources to residents across Cook County.

#### ARPA Initiatives

- NT884 Community Health Worker Initiative
- \*NT885 & NT896 Behavioral Health Support and Expansion
- NT793 Care Coordination Specialists at HACC Properties (Behavioral Health Specialists)
- TR011 Cook County Behavioral Health Services
- NT037 Sustaining Mental Health Hotline for Suburban Residents
- NT036 Opioid Overdose and Substance Use Prevention Initiative
- NT899 Housing for Health
- \*NT017 Urban Farming Initiative Gap Analysis Research
- NT041 Building Healthy Communities Initiative
- NT118 Capacity-Building Investments in Food Access Sites
- NT042 Good Food Purchasing Program
- NT053 Food as Medicine
- NT513\_BD Crisis Intervention Pilot Program for Cook County
- \*NT075 Healing Hurt People Chicago

*\* = recommendations and initiatives that intersect with other pillars*

### Vital Communities

#### Equity Fund Recommendations

EF 2.1) Support collaborative efforts to reform Cook County's property assessment and taxation system to promote equity and fairness and reduce the racial wealth gap.

EF 2.2) Increase Cook County's capacity to enforce Cook County's fair housing laws to reduce unlawful housing discrimination and affirmatively further fair housing.

EF 2.3) Build a more resilient housing and shelter system to provide dignified and reliable support to people experiencing homelessness in suburban Cook County, with the goal of achieving functional zero homelessness.

EF 2.4) Increase Cook County resources to create new units of affordable housing across Cook County to promote housing stability and affordability.

EF 2.5) Provide direct financial assistance to residents to sustain and preserve homeownership to address the racial wealth gap and prevent continued displacement.

EF 2.6) Continue championing government's role in launching programs and policies that support residents' economic security and increase economic mobility.

EF 2.7) Align Cook County's workforce investments intentionally and strategically to support high quality jobs that promote residents' economic mobility and equity.

EF 2.8) Develop the small business and entrepreneurship ecosystem, especially for Black and Latinee residents, to reduce the racial wealth gap.

EF 2.9) Pursue place-based investment through a community-centered approach to support a deeper and more sustainable commitment to implementing locally-desired community and economic development.

EF 2.10) Develop innovative programs to assist communities and residents that have been hard-hit by predatory lending.

EF 2.11) Strengthen and enforce Cook County's worker protection laws to ensure all workers receive fair compensation and protection from violations.

EF CCLBA) Cook County Land Bank will continue working to increase affordable housing stock and economic opportunity in systematically disadvantaged communities.

## Vital Communities

### Equity Fund Recommendations

EF CBDP) Establish a Cannabis Business Development Program to create a revolving fund to support cannabis-related businesses owned and operated by Social Equity Applicants who reside in Cook County, recognizing the link between the Equity Fund and cannabis tax revenue and the related history of incarceration and exclusion communities of color have faced.

\*EF 1.3) Develop a countywide Community Information Exchange System to holistically address social drivers of health outcomes, deliver whole person care, and better inform and drive more equitable allocation of resources to residents across Cook County.

### ARPA Initiatives

- NT106 Advancing Equitable Recovery in the Southland – Southland Metals Hub
- NT830 Cook County Arts and Artists Program
- NT100 Cook County Manufacturing Reinvented (Rebound and Recover Programming)
- NT104 Suburban Cook County Travel, Tourism, and Hospitality Economic Recovery Initiative
- NT108 & NT110 Small Business Assistance
- NT125 Community Conservation Corps
- NT111 Small Business Grant Program
- NT888 Veteran Grant Program
- NT115 Cook County Legal Aid for Housing and Debt
- NT014 Healthy Homes and Deep Energy Retrofit Residential Properties
- NT092 Cook County Water Affordability Program
- NT093 Emergency Mortgage Assistance
- Emergency Rental Assistance
- NT117 Fixed-Site Emergency Shelter for People Experiencing Homelessness
- NT120 Hotel-Based Sheltering
- NT095 Permanent Supportive Housing for People Experiencing Homelessness
- NT900 Investing in Families and Youth
- NT116 Guaranteed Income Program
- TR008 Community Information Exchange

*\* = recommendations and initiatives that intersect with other pillars*

### Safe and Thriving Communities

#### Equity Fund Recommendations

EF 3.1) Improve interagency data-sharing and public access to deidentified and disaggregated criminal legal system data to increase transparency and usefulness, with specific attention on data that identifies racial and ethnic disparities and operational challenges that contribute to barriers and collateral consequences for those impacted by the criminal legal system.

EF 3.2) Develop a comprehensive and coordinated countywide re-entry plan that works to support residents returning to their communities from detention, jail, and prison by removing structural barriers to housing, economic security, and opportunity, including the negative impacts of criminal and juvenile records.

EF 3.3) Support community-informed alternatives to policing in suburban Cook County to minimize harmful interactions between police and residents, especially Black residents, and promote community safety.

EF 6.1) Develop a comprehensive equity-centered grantmaking strategy to promote equitable access to resources and increase capacity to deliver services in partnership with smaller, grassroots, emerging, and Black, Indigenous, and People of Color-led organizations anchored in marginalized communities.

EF 6.2) Establish flexible, accessible, and empowering pathways for residents of historically disinvested or marginalized communities to meaningfully participate in developing and implementing County policies and programs.

EF 1.3) Develop a countywide Community Information Exchange System to holistically address social drivers of health outcomes, deliver whole person care, and better inform and drive more equitable allocation of resources to residents across Cook County.

EF 2.9) Pursue place-based investment through a community-centered approach to support a deeper and more sustainable commitment to implementing locally-desired community and economic development.



### Safe and Thriving Communities

#### ARPA Initiatives

- \*NT885 & NT896 Behavioral Health Support and Expansion
- \*NT075 Healing Hurt People Chicago
- NT764 Cook County Reconnect
- NT897 Violence Prevention and Reduction Grant Portfolio
- NT514\_BD Programs and Services for Domestic Violence Victims and Survivors
- NT766 Housing and Resources for Justice-Involved Individuals
- NT715 Youth Juvenile Justice Collaborative Expansion
- NT086 Justice Reinvestment Plan
- TR018 Public Defender Community Defense Center
- NT740 & NT745 Gun Crime Strategy Unit
- NT085 Supporting Education and Employment Development (SEED)

*\* = recommendations and initiatives that intersect with other pillars*

### Sustainable Communities

#### Equity Fund Recommendations

EF 5.1) Invest in climate-resilient infrastructure to address decades of disinvestment in Black and Latino/e communities.

EF 5.2) Establish a Cook County Environmental Justice Policy to incorporate environmental and equity impacts in policy and program decision-making.

EF 5.3) Support actions that improve both public health and environmental health for the overall well-being of residents, particularly in Black, Latino/e, and low-income communities.

#### ARPA Initiatives

- NT015 Climate Resiliency Plan Development
- TR004 Resilience Hubs
- \*NT097 Lead Service Pipe Replacement - Pilot Program
- \*NT012 Rain Ready Plan Implementation
- NT014 Healthy Homes and Deep Energy Retrofit Residential Properties
- NT007 Businesses Reducing Impact on the Environment (BRITE) Fund
- NT019 Neighborhood Revitalization Brownfield Remediation
- NT010 Residential Renewable Energy Subsidy
- NT893 Land Acquisition Plan
- \*NT017 Urban Farming Initiative Gap Analysis Research
- NT025 Invest in Cook Expansion
- NT011 Electric Vehicle Charging Stations
- NT894 Riparian Restoration
- NT005 South Suburban Hazardous Household Waste Facility and Satellite Collection Locations
- NT099 Municipal Capacity for Capital Improvements (Build Up Cook)

*\* = recommendations and initiatives that intersect with other pillars*

## Connected Communities

### Equity Fund Recommendations

EF 4.1) Increase access to and availability and affordability of public transportation to connect communities and ensure transit equity.

EF 4.2) Increase digital connectivity and access to broadband infrastructure and digital devices for residents, particularly in communities of color.

### ARPA Initiatives

- \*NT097 Lead Service Pipe Replacement - Pilot Program
- NT792 Lead Pipe Removal at Vera Yates Homes and Richard Flowers Home
- \*NT012 Rain Ready Plan Implementation
- NT875 Stormwater Management Project Implementation Program
- \*NT099 Municipal Capacity for Capital Improvements (Build Up Cook)
- NT795 Broadband Expansion at HACC Properties
- NT096 Chicago Southland Fiber Network (CFSN) Expansion
- NT119 Digital Equity Planning
- \*NT025 Invest in Cook Expansion
- \*NT011 Electric Vehicle Charging Stations

*\* = recommendations and initiatives that intersect with other pillars*

### Open Communities

#### Equity Fund Recommendations

EF 6.1) Develop a comprehensive equity-centered grantmaking strategy to promote equitable access to resources and increase capacity to deliver services in partnership with smaller, grassroots, emerging, and Black, Indigenous, and People of Color-led organizations anchored in marginalized communities.

EF 6.2) Establish flexible, accessible, and empowering pathways for residents of historically disinvested or marginalized communities to meaningfully participate in developing and implementing County policies and programs.

EF 6.3 Implement countywide best practices to measure the impact of policies and programs on immigrant and refugee communities to ensure Cook County's work to reduce racial and ethnic inequities is inclusive and actively works to protect immigrants and refugees.

#### ARPA Initiatives

- NT078 County Municipalities Preparedness Planning

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#### **Cook County Bureau Chiefs**

Elizabeth Granato (Cook County Bureau of Asset Management); Tanya Anthony (Cook County Bureau of Finance); Xochitl Flores (Cook County Bureau of Economic Development); Zahra Ali (Cook County Bureau of Administration); Tom Lynch (Cook County Bureau of Technology); Velisha Haddox (Cook County Bureau of Human Resources)

#### **Healthy Communities Pillar Team**

Co-leads: Kathy Chan (Director of Policy, Cook County Health); Gina Massuda-Barnett (Deputy Director, Public Health Programs); Kiran Joshi, MD (Senior Medical Officer); Avik Das (Executive Director, Justice Advisory Council); Otis Story (Deputy Chief of Staff, Office of the President)

Andrea Gibson (Chief Strategy Officer, Cook County Health); Susan Campbell (Director, Bureau of Economic Development- Department of Planning and Development); Karl Bradley (Deputy Director, Bureau of Economic Development - Department of Planning and Development); Cheryl Cooke (Deputy Director, Community Development, Bureau of Economic Development - Department of Planning and Development); Ericka Branch (Administrative Analyst, Bureau of Economic Development - Department of Planning and Development); Pamela White (Planner, Bureau of Economic Development - Department of Planning and Development); Deanna Zalas (Director, Department of Risk Management); Ali Abid (Deputy Director, Justice Advisory Council); Juandalynn Johnson (Grants Coordinator, Justice Advisory Council); Kristina Kaupa (Director of Policy, Justice Advisory Council); Whitney Keytowej (Director of Data & Research, Justice Advisory Council); Cathy Geraghty (Director of Strategic initiatives, Forest Preserves of Cook County); John Duncan (Interim Executive Director, Housing Authority of Cook County); Sheryl Seiling (Director of Rent Assistance, Housing Authority of Cook County); Marcus King (Director of Strategy & Communications, Housing Authority of Cook County); Tina Pourroy (Development Associate, Housing Authority of Cook County)

#### **Vital Communities Pillar Team**

Lead: Elizabeth Schuh (Director of Policy, Bureau of Economic Development)

Xochitl Flores (Bureau Chief, Bureau of Economic Development); Irene Sherr (Deputy Bureau Chief, Bureau of Economic Development); Dominic Tocci (Deputy Bureau Chief, Bureau of Economic Development); Peter Subkoviak (Director, Guaranteed Income & Economic Mobility, Bureau of Economic Development); Christine Nappo (Program Manager, Bureau of Economic Development); Domini Brewton-Gamble (Program Manager, Bureau of Economic Development); Susan Campbell (Director, Bureau of Economic Development - Department of Planning & Development); Karl Bradley (Deputy Director; Bureau of Economic Development -

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#### **Safe and Thriving Communities Pillar Team**

Co-leads: Ali Abid (Deputy Director, Justice Advisory Council); Kristina Kaupa (Director of Policy, Justice Advisory Council)

Avik Das (Director, Justice Advisory Council); Juandalynn Johnson (Grants Coordinator, Justice Advisory Council); Whitney Keytowey (Director of Data & Research, Justice Advisory Council); Dominic Tocci (Deputy Bureau Chief, Bureau of Economic Development); Domini Brewton-Gamble (Program Manager, Bureau of Economic Development); Ericka Branch (Administrative Analyst, Bureau of Economic Development - Department of Planning & Development); Kanako Ishida (Budget Director, Department of Budget Management Services); Brian Conant (Juvenile Justice Behavioral Health Director, Cook County Health); Manny Estrada (Chief Operating Officer, Cermak Health Services - Cook County Health); Adrean Vargas (Community Innovation Program Manager, Chicago Cook Workforce Partnership); John Duncan (Interim Executive Director, Housing Authority of Cook County); Sheryl Seiling (Director of Rent Assistance, Housing Authority of Cook County); Marcus King (Director of Strategy & Communications, Housing Authority of Cook County); Tina Pourroy (Development Associate, Housing Authority of Cook County)

### ACKNOWLEDGEMENTS

#### **Sustainable Communities Pillar Team**

Co-leads: Deborah Stone (Department of Environment & Sustainability, Director); Sarah Edwards (Program Manager, Department of Environment & Sustainability); Debra Kutska (Assistant Deputy Chief, Bureau of Administration)

Anthony Tindall (Solid Waste Coordinator, Department of Environment & Sustainability); Kevin Schnoes (Deputy Director, Department of Environment & Sustainability); Ricardo Magallon (Manager of Air Inspection Division, Department of Environment & Sustainability); Zahra Ali (Bureau Chief, Bureau of Administration); Jennifer Killen (Superintendent, Department of Transportation & Highways); Adam James (Drainage & Utilities Manager, Department of Transportation & Highways); Noel Basquin (Highway Engineer, Department of Transportation & Highways); Remic Enswailer (Ecologist, Department of Transportation & Highways); Ted Berger (Executive Director, Department of Emergency Management & Regional Security); Angela Gilkes (Assistant Deputy Bureau Chief, Department of Emergency Management & Regional Security); Lydia Watts (Deputy Director, Department of Emergency Management & Regional Security); Elizabeth Granato (Bureau Chief, Bureau of Asset Management); Earl Manning (Director, Bureau of Asset Management - Capital Planning & Policy); Bilqis Jacobs-El (Director, Facilities Management); Quince Brinkley (Director, Real Estate Management); Ivaylo Lazarov (Project Director, Bureau of Asset Management); Jamie Meyers (Energy Manager, Bureau of Asset Management); Audrey Jonas, (Public Information Officer, Bureau of Asset Management); Irene Sherr (Deputy Bureau Chief, Bureau of Economic Development); Dominic Tocci (Deputy Bureau Chief, Bureau of Economic Development); Elizabeth Schuh (Director of Policy, Bureau of Economic Development); Christine Nappo (Program Manager, Bureau of Economic Development); Curtis Witek (Program Director, Bureau of Economic Development); Susan Campbell (Director, Bureau of Economic Development - Department of Planning & Development); Mohammed Elahi (Deputy Director, Bureau of Economic Development - Department of Planning & Development); Patricia Ruffolo (Program Manager, Bureau of Economic Development - Department of Planning & Development); Rachel Rubin, MD (Senior Medical Officer, Cook County Department of Public Health); Daniel Taylor (Senior Finance Business Manager, Cook County Land Bank Authority); Gene Kelley (Senior Asset Manager, Cook County Land Bank Authority); Jessica Caffrey (Executive Director, Cook County Land Bank Authority); John Duncan (Interim Executive Director, Housing Authority of Cook County); Sheryl Seiling (Director of Rent Assistance, Housing Authority of Cook County); Marcus King (Director of Strategy & Communications, Housing Authority of Cook County); Tina Pourroy (Development Associate, Housing Authority of Cook County)

#### **Connected Communities Pillar Team**

Lead: Kyla Williams Tate (Director of Digital Equity, Office of the President)

Elizabeth Granato (Bureau Chief, Bureau of Asset Management); Bilqis Jacobs-El (Director, Bureau of Asset Management - Facilities Management); Ivaylo Lazarov (Project Director, Bureau of Asset Management); Jamie Meyers (Energy Manager, Bureau of Asset Management); Audrey Jonas (Public Information Officer, Bureau of Asset Management); Earl Manning (Director, Bureau of Asset Management - Capital Planning & Policy); Irene Sherr (Deputy Bureau Chief, Bureau of Economic Development);

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#### **Open Communities Pillar Team**

Lead: Sara Spivy (Deputy Bureau Chief, Bureau of Administration)

Xochitl Flores (Bureau Chief, Bureau of Economic Development); Tanya Anthony (Bureau Chief, Cook County Bureau of Finance); Dean Constantinou (Deputy Chief Financial Officer, Bureau of Finance); Kanako Ishida (Budget Director, Department of Budget Management Services); Deanna Zalas (Director, Department of Risk Management); Michelle Taylor (Administrative Coordinator, Department of Risk Management); Nicole Mandeville (Director, Office of Contract Compliance); Raffi Sarrafian (Chief Procurement Officer, Office of the Chief Procurement Officer); Sheena Aikens (Deputy Chief Procurement Officer - Operations, Office of the Chief Procurement Officer); Sheryl Munoz (Deputy Chief Human Resources Officer, Bureau of Human Resources); Tom Lynch (Chief Information Officer, Bureau of Technology); Hema Sundaram (Chief Technology Officer, Bureau of Technology); Adam Clement (Deputy Chief Information Officer, Bureau of Technology); Derrick Thomas (Deputy Chief Information Officer, Bureau of Technology); Mary Modelski (Auditor, Office of the County Auditor); Andrea Gibson (Chief Strategy Officer, Cook County Health); Gina Massuda-Barnett (Deputy Director, Public Health Programs); Rosaella Branson (Chief Data Officer, Bureau of Technology); Ted Berger (Executive Director, Department of Emergency Management & Regional Security); Angela Gilkes (Assistant Deputy Bureau Chief, Department of Emergency Management & Regional Security); Lydia Watts (Deputy Director, Department of Emergency Management & Regional Security); Joy Glover (Administrative Assistant, Department of Emergency Management & Regional Security); John Duncan (Interim Executive Director, Housing Authority of Cook County); Sheryl Seiling (Director of Rent Assistance, Housing Authority of Cook County); Marcus King (Director of Strategy & Communications, Housing Authority of Cook County); Tina Pourroy (Development Associate, Housing Authority of Cook County)





*Toni Preckwinkle*  
**Toni Preckwinkle**  
Cook County Board President

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Dennis Deer, District 2  
Bill Lowry, District 3  
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Sean M. Morrison, District 17