

# JOINT COMMITTEE ON CITY - COUNTY COLLABORATION

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## First Quarter Report



September 2011









**OFFICE OF THE MAYOR**  
**CITY OF CHICAGO**

**RAHM EMANUEL**  
MAYOR

September 14, 2011

Dear Chicagoans:

When I was elected as Mayor, I said that “business as usual” is not something that would be heard at City Hall. Given the financial challenges we face, we need to examine every City service, determine whether it should continue, and see if there is a way to do it for a lower price to Chicago taxpayers. Our collaboration with Cook County is one of the new approaches we have undertaken to deliver better services at a lower cost by eliminating duplication and leveraging each other’s resources where possible.

This summer, our efforts began in earnest after a detailed report was issued by a City-County Collaboration committee. While we have much work to do to see the savings projected in the collaboration report launching the effort, we are off to a solid start. Our old ways of doing business in isolation will not work. I look forward to future quarterly reports where we will begin to see more and more benefits to our partnership efforts.

Sincerely,

Mayor





OFFICE OF THE PRESIDENT  
**BOARD OF COMMISSIONERS OF COOK COUNTY**  
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**TONI PRECKWINKLE**  
PRESIDENT

September 14, 2011

Dear Resident of Cook County:

Earlier this year, Mayor Rahm Emanuel and I launched a joint effort to explore ways that Cook County and the City of Chicago could work together to reduce costs, streamline government, and improve services.

Cook County and the City of Chicago serve many of the same residents, operate many similar yet independent functions, and are facing similarly daunting challenges. Our two governments cost more than \$11 billion annually, and face a combined projected 2012 budget shortfall of nearly \$1 billion.

We must think creatively and act collaboratively to reduce the cost of government and provide value for your tax dollars.

The Joint Committee on City-County Collaboration identified nineteen specific areas of focus in their June report. The opportunities they identified projected to save the City and County up to \$140 million collectively and provide numerous ways to improve the quality of services provided.

I am pleased to report that after 90 days of collaboration, we are off to a strong start. Collaboration teams have been formed. They have established timelines and targets, and are working to implement the Committee's recommendations. We have begun drafting new legislation that will allow the City and County to better share information and jointly purchase goods and services. We have begun efforts to build a superior regional workforce training system, a more efficient criminal justice system and an improved homeland security protection.

These are just the first steps in this critical partnership. I look forward to reporting on our collaborative efforts in future quarterly reports.

Sincerely,

A handwritten signature in blue ink that reads "Toni Preckwinkle".

Toni Preckwinkle  
President





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## **Joint Committee on City-County Collaboration Executive Summary**

In March 2011, County President Toni Preckwinkle and Chicago Mayor Rahm Emanuel asked a committee of civic leaders to explore collaboration opportunities for Cook County and the City of Chicago. The Joint Committee on City-County Collaboration was tasked with identifying ways the City of Chicago and Cook County could reduce costs, streamline services, and improve residents' interactions with the City and County. In June 2011, the Committee issued a report outlining 19 areas where the City and County should work together. The Committee projected potential savings in the range of \$66 million – \$140 million by 2014.

Since June, City-County working groups have formed for each of the 19 collaboration areas and one additional area not outlined in the original report: Anti-Violence and Community Stabilization Strategies. Teams have met regularly to exchange ideas and best practices and to map out implementation plans. In addition, key staff from both the County President and Chicago Mayor's offices have met on a bi-weekly basis to assess the overall progress of collaboration and to keep the process moving forward.

After three months of collaboration efforts, this committee has reached three conclusions:

- Substantial effort and planning have gone into collaboration, resulting in a preliminary estimate of \$11 million in projected savings for 2012. The full range of savings estimated by the committee will take years to realize, however, the committee is eager to see savings in the \$66 million - \$140 million range and will actively monitor the efforts of both governments in pursuit of this goal.
- While dollar savings is an important measure of success, improved services are also a key measure. The City and County have and will continue to devote considerable attention to service improvements throughout the collaboration process.
- Collaboration begets collaboration. As teams work together on the 19 prescribed initiatives, further opportunities to collaborate will be discovered. One example is the emergence of a twentieth collaboration area: Anti-Violence Strategies and Community Stabilization.

### ***Substantial fiscal impact will take time***

In its June report, the Joint Committee projected the City of Chicago and Cook County could realize savings and additional revenue in the range of \$66 million - \$140 million by 2014. The estimate of financial impact was based on benchmarks from other jurisdictions that collaborated or consolidated services. For each area in the report, the committee examined the amount spent by the City and the County and then made assumptions about what activities could be performed jointly and how much these efforts could save. The collaboration savings projected in this report include procurements where the City and County bid together or shared specifications or scopes to develop a bid, as well as savings resulting from one jurisdiction providing a service to the other, as in the case of GIS services.

Enhanced scrutiny to budgets and practices in the areas identified by the Committee has led to further changes on behalf of the City and the County. This will result in millions of dollars in further efficiencies and savings. In future quarterly reports, the committee will highlight these reductions, which are the result of independent action, not collaboration. While these dollars will not be counted toward "collaboration" savings, these reductions to overall spending in the collaboration areas will impact the savings that can be achieved through collaboration in the future.

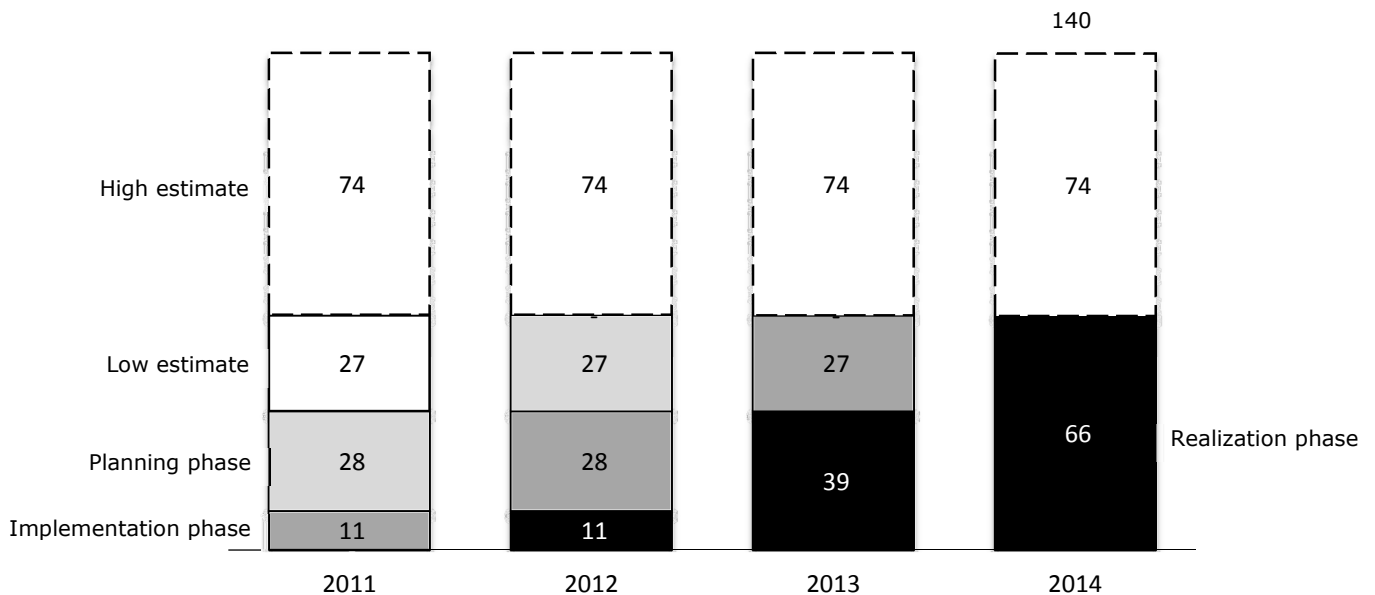
To achieve the committee’s estimated financial impact, both structural and procedural changes will be required. Fiscal impact of this magnitude will take years to attain. Both governments are committed to making and sustaining these changes.

Each project will go through three phases beginning in 2011:

- **Planning.** Every collaboration area began work in the first quarter with activities such as data and information sharing, process mapping, and analysis. For most collaboration areas, this phase will take the remainder of 2011. For some areas, such as Elections and Workforce Development, the planning stage will extend into 2012.
- **Implementation.** In the implementation phase, informal and, more often, formal intergovernmental agreements (IGAs) are negotiated and passed, and ordinance changes are made. Purchasing was the first collaboration area to move into the implementation phase, with the introduction of an IGA to streamline joint procurements to both the City Council and County Board in September 2011. The committee expects that many collaboration areas will begin to move from the planning phase to the implementation phase in late 2011 and early 2012.
- **Realization.** In the realization phase, administrative rules will be formalized and processes will be put into place that enable enhanced revenue, cost savings, and/or service enhancements. This phase will continue through 2014 before the full range of the Committee's estimated savings is realized.

Since the June publication of the Joint Committee report, collaboration teams have engaged in planning and have started to implement savings that will be realized in over the coming years. In 2011, project teams will implement \$11 million in savings and revenue to be realized in 2012 and will plan for an additional \$28 million to be realized in 2013 (see chart below).

**ESTIMATED FINANCIAL IMPACT OF COLLABORATION**  
(\$ MILLION)



Collaboration efforts thus far have set the foundation for even greater savings in 2013 and 2014. Both the City and County are committed to working toward the \$66 million - \$140 million range estimated by the Joint Committee, and are simultaneously committed to improving services to residents en route to this goal.

### ***Improved services a critical measure of success***

While achieving taxpayer savings is central to City-County Collaboration, improved services are another main objective. For example, the Workforce Development collaboration will lead to expanded employment services that benefit residents, businesses, and the local economy. In addition, the Public Safety Data Sharing and Anti-Violence and Community Stabilization collaborations will yield operational improvements in our public safety and criminal justice systems, making the City of Chicago and Cook County safer while potentially reducing future expenditures on law enforcement and jails. Further, in the area of Homeland Security, City and County grant dollars will be leveraged and some resources will be shared to improve communication between the two departments and maximize the security of residents of Chicago and Cook County.

These benefits, while not as easy to measure as dollar savings, will have significant impact on residents and their quality of life. The City of Chicago and Cook County are committed to keeping service improvements at the forefront of Collaboration. The Joint Committee will do its part to highlight the non-financial benefits of City-County Collaboration in this and future reports.

### ***Collaboration inspires more collaboration***

The June Joint Committee report set forth 19 areas for collaboration. Since then, additional collaboration ideas have been proposed that extend beyond the scope of the original proposal. For instance, the City and County's shared commitment to violence reduction spawned a twentieth collaboration area: Anti-Violence and Community Stabilization Strategies. In addition to working to reduce violent crime in Chicago, the group will devote special attention to the safety of our youth and to stabilizing communities beset by violence.

Additional new collaboration ideas have been raised, including joint animal control functions. The Sheriff's Office has recently partnered with the City's Animal Care and Control Department to assist with cleaning animal facilities and additional opportunities will be explored. This and other ideas are in the early stages of development and will be shared as plans become more definite. This willingness to broaden the collaboration effort suggests the potential for continued savings and revenue at the City of Chicago and Cook County for years to come.

### ***Collaboration area detail***

The following pages provide a brief summary of Collaboration to date by collaboration area. Each summary includes the names of the City and County project leaders, the original committee recommendation, progress to date and upcoming milestones, and projected 2012 savings and revenue, which are summarized below.

Table 1. Collaboration Area Detail

Collaboration Area	Proposed Service Improvement	Estimated Financial Impact (by 2014)	Estimated Savings, Revenue (FY12)
<b>ADMINISTRATION</b>			
Custodial		\$5.0 M	\$4.0 M
Energy Management	Reduced emissions	\$9.0 M - \$23.0 M	--
Facilities Maintenance		\$6.0 M - \$18.0M	\$1.0 M
Fleet Management	Fewer vehicle breakdowns, faster repairs	\$0.0 - \$1.0 M	\$0.1 M
IT Support Services	More reliable uptime for key services, such as websites	\$4.0 M - \$8.0 M	\$1.1 M
Purchasing	Vendors bid once for both City and County	\$12.0 M - \$24.0 M	\$2.9 M
Real Estate Management		\$4.0 M - \$9.0 M	\$0.2 M
<b>HEALTH AND HUMAN SERVICES</b>			
Healthcare	More access to services, e.g., mammography, pharmacy	TBD	TBD
Workforce Development	Unified program for job seekers, employers, service providers	TBD	TBD
<b>INFRASTRUCTURE</b>			
Capital Construction	Higher quality and faster construction	TBD	\$0.4 M
<b>LEGISLATIVE SERVICES</b>			
Elections	Easier to find where to register, where to vote	\$5.0 M - \$10.0 M	--
<b>PUBLIC SAFETY</b>			
Homeland Security	Better coordination on emergency response	TBD	--
Public Safety Data Sharing	Better intervention, rehabilitation, re-entry	TBD	--
Anti-Violence Strategies & Community Stabilization	Safer communities	N/A	\$0
<b>REGULATORY FUNCTIONS</b>			
Administrative Hearings	Shorter wait time, easier to file appeals	TBD	\$0
MBE/WBE Certification	One stop certification	--	TBD
Revenue Collection & Enforcement	Fewer scofflaws, fairer taxation	\$19.0 M - \$38.0 M	\$1.4 M
<b>OTHER BASIC SERVICES</b>			
311	24/7 access for County information	\$0.2 M	TBD
GIS	More access to more information	\$2.0 M - \$4.0 M	\$0.2 M
Open Data	More access to more information, new apps	--	--
<b>TOTAL</b>		<b>\$66.0 M - \$140.0 M</b>	<b>\$11.3 M</b>

## Administration

### *Custodial Services*

#### **Project Leads**

City: David Reynolds, Commissioner, Department of General Services

Anthony Pascente, Coordinator of Special Projects

County: Jim D'Amico, Director of Facilities Management

#### **Committee Recommendation**

Expand the City's request for proposals (RFP) from third party custodial service providers to include part or all of the County's service requirements.

#### **Collaboration to Date**

- County and City were unable to coordinate custodial bids at this time. However, both are moving forward with separate bidding/managed competition for custodial services and have worked together on specification development and best practices in outsourcing.
- Counterparts shared best practices, cost information, and details on respective service contracts.
- Developed plans to collaborate on joint purchasing for custodial supply contracts, flag pole cleaning.

#### **Upcoming Milestones**

KEY NEXT STEPS (NEXT QUARTER)	DATE
Create a list of service contracts on which the City and County can collaborate	Oct 2011
Receive bids for third party custodial service (City)	Oct 2011
Identify service contracts expiring soon and determine feasibility of pursuing joint bidding	Oct 2011
Complete managed competition for custodial services (County non-Health)	Mar 2011

#### **Estimated Project End Date**

December 31, 2011. The City and the County will continue to meet on quarterly basis thereafter to share best practices.

#### **Estimated Savings/Revenue**

*Joint Committee estimate: \$5.0 M by 2014*

*Estimated savings for 2012: \$4.0 M*

*Estimated savings beyond 2012: TBD*

## Energy Management

### Project Leads

City: David Reynolds, Commissioner, Department of General Services  
Stacy Munroe, Coordinator of Special Projects  
County: John Cooke, Director of Capital Planning  
Jerry Pray, Senior Industrial Engineer

### Committee Recommendation

Centralize the procurement and oversight of energy resources and outsource the management of energy efficiency programs.

### Collaboration to Date

- Preliminary plans developed for joint electricity procurement in 2013.
- Exchanged energy efficiency ideas. City may adopt program similar to County's "Wattage Wars" competition among facilities managers to reduce electricity use.
- Began discussing a joint purchase of renewable energy.
- A joint energy service company (ESCO's) contract is not feasible at this time, as County is already too far along in this process.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
The City to implement DGS energy program funded through State Department of Commerce and Economic Opportunity (DCEO)	Sept 2011
The County will implement ESCO	Sept 2011
Map process necessary to begin joint electricity procurement through becoming an Alternative Retail Electric Supplier	Dec 2011
Research how to procure jointly renewable energy	Dec 2011
The City to implement program similar to Wattage Wars	Jan 2012
The City and the County will explore benefit of developing an energy policy	Jan 2012
Develop Request for Information (RFI) for electric energy manager	2012

### Estimated Project End Date

2013

### Estimated Savings/Revenue

*Joint Committee estimate:* \$9.0 M - \$23.0 M by 2014

*Estimated savings for 2012:* \$0. The City and the County will realize energy savings in 2012 due largely to commodity cost and reduction in usage. Collaboration has been valuable in terms of exchanging information and best practices and has facilitated longer term plans, including joint electricity procurement beginning in 2013 and other initiatives that will consolidate administrative overhead. There is also potential for joint procurement of renewable energy.

*Estimated savings beyond 2012:* TBD



## Facilities Maintenance

### Project Leads

City: David Reynolds, Commissioner, Department of General Services  
Anthony Pascente, Coordinator of Special Projects  
County: Jim D'Amico, Director of Facilities Management

### Committee Recommendation

Develop joint approach to maintaining facilities; potentially pursue joint third party contracts for trade work.

### Collaboration to Date

- Coordinated a joint task force meeting monthly to share best practices, cost information, performance data, and to exchange service contracts.
- Compared operating expenses and method of calculation.
- Shared staffing level information in order to compare output.
- Explored feasibility of joint warehouse for trade supplies.
- City considering adopting County's work order system to improve productivity tracking.
- Planned "Battle of the Bulbs" friendly competition between City and County at City-County building to see who can reduce energy use by greatest percentage. Lessons learned will be expanded City-County wide by engineers and electricians. Anticipate 4% reduction in energy usage.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Create joint bid timelines for similar service and part contracts including fire suppression maintenance, ceiling tiles, and trade supplies	Oct 2011
Identify service contracts due to expire soon and issue joint procurement where feasible	Oct 2011
"Battle of the Bulbs" contest at the City/County Building	Dec 2011

### Estimated Project End Date

January 31, 2012. The City and the County are committed to meeting quarterly on an on-going basis.

### Estimated Savings/Revenue

*Joint Committee estimate: \$6.0 M - \$18.0 M by 2014*

*Estimated savings for 2012: \$1.0 M*

*Estimated savings beyond 2012: TBD*

## Fleet Management

### Project Leads

City: David Reynolds, Commissioner, Department of General Services

Pat Harney, Commissioner, Fleet Management

County: Robert Ginsburg, Administrative Director, Highway Department

John Beissel, Acting Superintendent, Highway Department

### Committee Recommendation

Consolidate fleet maintenance, with the City as the lead and the County as the client.

### Collaboration to Date

- The County began analyzing using City facilities and repair services.
- The County began examining a pilot program with one City facility (O'Hare) to provide emergency backup to the County on an as needed basis comparable to when the County provided emergency assistance to the City in July after storms knocked down many trees.
- The County and the City developed plans to collaborate on NAPA parts contract to reduce parts costs.
- The County explored using City contracts to secure lower prices on grinder and paver rental and hot mix asphalt. The City options were either more costly (grinders and pavers) or in unusable locations (asphalt plants).

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Work out logistics of O'Hare facility providing emergency backup	Sept 2011
Draft agreement for emergency backup	Sept 2011
Finalize joint NAPA parts contract (broader county effort with Forest Preserve and Sheriff)	Oct 2011
Map out process for the County to use City's O'Hare facility	TBD

### Estimated Project End Date

Timeline not yet determined if NAPA parts contract is used and O'Hare facility provides emergency backup.

### Estimated Savings/Revenue

*Joint Committee estimate:* \$0 - \$1.0 M by 2014

*Estimated savings for 2012:* \$0.1 M (savings from shared parts contract)

*Estimated savings beyond 2012:* TBD depending analysis and collaboration in emergency backup.

## IT Support Services

### Project Leads

City: Jason DeHaan, Chief Information Officer  
County: Greg Wass, Chief Information Officer

### Committee Recommendation

Collaborate on a joint bid for a third party to provide information technology (IT) support.

### Collaboration to Date

- Began meeting regularly on joint IT procurement
- The City proposed funding a consultant to help author a request for proposals. A task order has been drafted to select a consultant.
- Began work with City and County Procurement departments.
- Added City sister agencies, County elected offices, regional transit, and State to meetings.
- The City and County evaluating shared IT support contracts.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Agencies review draft scope of Task Order Request (TOR) for RFP development	Sept 2011
City issues TOR	Oct 2011
TOR vendor to author RFP selected, begins work	Nov 2011
TOR vendor completes fully authored RFP	Dec 2011
RFP issued	Mar 2012
Vendor selected, contract finalized	Jun 2012
Begin transition of select services to vendor(s)	Sept 2012

### Estimated Project End Date

End of 2012

### Estimated Savings/Revenue

*Joint Committee estimate:* \$4.0 M - \$8.0 M by 2014

*Estimated savings for 2012:* \$1.1 M

*Estimated savings beyond 2012:* TBD

## Purchasing

### Project Leads

City: Jamie Rhee, Chief Procurement Officer  
County: Lourdes Coss, Purchasing Agent

### Committee Recommendation

Work together on select upcoming bids. Hold regular Chief Financial Officer and Chief Procurement Officer roundtables.

### Collaboration to Date

- City and County CPOs scheduled meetings on a monthly basis.
- Joint procurement opportunities have been pursued, including paper, tires, tire recycling, hardware, floor covering, and cardboard boxes. Bid specification for armored cars advertised on August 8, 2011. (Note: rock salt bid did not decrease salt cost but did have a positive impact on administrative costs.)
- Intergovernmental agreement drafted to provide broader authority for joint purchasing by the County, City, and its sister agencies.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Meet with stakeholders in anticipation of the 2012 G8 Summit, which will be hosted in Chicago	On-going
Hold bi-weekly meetings with City/County budget directors, user departments, contracting staff	Started Aug 2011
Outline training schedule for internal staff trainings and joint workshop topics for 2012	Sept 2011
Introduce joint purchasing IGA at Board meeting and statute at Council meeting	Sept 2011
Pass IGA (County) and statute (City)	Sept 2011 and Oct 2011
Identify needs for a web-based specification library	Oct 2011
Finalize date for Fall outreach event for joint suppliers	TBD
Draft resource guide with information on various municipal purchasing agencies	Nov 2011
Finalize County's buying plan	Nov 2011
Evaluate information in data tracker system which will help identify opportunities for the City and County collaboration	Nov 2011

### Estimated Project End Date

These efforts will be on-going.

### Estimated Savings/Revenue

*Joint Committee estimate:* \$12.0 M - \$24.0 M by 2014

*Estimated savings for 2012:* \$2.8 M

*Estimated savings beyond 2012:* TBD

## Real Estate

### Project Leads

City: David Reynolds, Commissioner, Department of General Services  
Joel Vieyra, Deputy Commissioner, Department of General Services  
County: Anna Ashcraft, Director of the Real Estate Management Division

### Committee Recommendation

Jointly contract to a third party for real estate management services to improve space utilization and reduce real estate costs.

### Collaboration to Date

- Commenced monthly City/County Real Estate Group meetings.
- Began preparing list of potential City/County use and operational/lease savings.
- County began evaluating use of City storage space for records storage.
- County started an audit on its downtown office space; in talks with City about co-location opportunities.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Attend joint Records Management training and tour City's records management vendor facility	Oct 2011
Complete physical inspection of all spaces that present space/cost sharing opportunities and create fiscal report	Oct 2011
Draft leases for identified space sharing opportunities and/or agreements for shared services	Oct 2011
Complete analysis of joint RFP for real estate management and privatization costs and benefits	Nov 2011
Prepare Joint Report on Real Estate Management Privatization	Nov 2011
Plan and schedule first semi-annual Local Government Real Estate Conference	Dec 2011
Complete RFP for real estate management for requisite Procurement approvals if such issuance is fiscally prudent	Jan 2012
Secure legislative approvals for use of shared space and/or approvals for shared services	Jan 2012

### Estimated Project End Date

June 30, 2012

### Estimated Savings/Revenue

*Joint Committee estimate: \$4.0 M - \$9.0 M by 2014*

*Estimated savings for 2012: \$0.2 M*

*Estimated savings beyond 2012: TBD*

## Health and Human Services

### Healthcare

#### Project Leads

City: Dr. Bechara Choucair, Commissioner, Chicago Department of Public Health

Antonio Beltran, First Deputy Commissioner, Chicago Department of Public Health

County: Dr. Terry Mason, Interim Chief Executive, Cook County Health and Hospital System

#### Committee Recommendation

Pursue immediate tactical collaboration in areas such as pharmacy services, mammography, and a neighborhood clinic. Develop a comprehensive regional public healthcare strategy.

#### Collaboration to Date

- The City will partner with Federally Qualified Health Centers for the delivery of primary care services; therefore, this collaboration will focus on mammography and pharmacy services as proposed by the committee in addition to TB services.
- Draft scope of services and preliminary budget prepared for collaboration on TB services.
- Began to map process for mammography collaboration.
- Began to evaluate legal and procurement issues surrounding pharmacy services collaboration.

#### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Initial discussions around mammography; identify City location	Aug 2011
Pharmacy meeting to discuss issues	Sept 2011
Meet with County Primary Care, City Mammography and County Radiology	Sept 2011
Finalize scope of service and IGA for TB collaboration	Oct 2011
Develop a roadmap for implementation if pharmacy collaboration is possible	Nov 2011
Develop workflows with County, American Cancer Society, and City for implementation plan	Nov 2011

#### Estimated Project End Date

These efforts will be on-going.

#### Estimated Savings/Revenue

*Joint Committee estimate:* Estimate not provided.

*Estimated savings for 2012:* TBD

*Estimated savings beyond 2012:* TBD

## Workforce Development

### Project Leads

City: Derek Lindblom, Assistant to the Mayor  
Evelyn Diaz, Commissioner, Department of Family and Support Services  
Maria Hibbs, CEO, Chicago Workforce Investment Council  
County: Karin Norington-Reaves, Director, Cook County Works

### Committee Recommendation

Combine the Chicago, Cook County, and Northern Cook County Workforce Boards into a single nonprofit board. Expand the Chicago Workforce Investment Council model county-wide.

### Collaboration to Date

- President's Office and Mayor's Office have been meeting to coordinate approach for combining workforce programming.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Determine correct structure and approach	Oct 2011
Introduce legislative changes to restructure	TBD

### Estimated Project End Date

January 2013.

### Estimated Savings/Revenue

*Joint Committee estimate:* Estimate not provided.

*Estimated savings for 2012:* TBD

*Estimated savings beyond 2012:* TBD

## Infrastructure

### Capital Construction

#### Project Leads

City: Beth O'Reilly, Deputy Budget Director

County: John Cooke, Deputy Director of Capital Planning

#### Committee Recommendation

Collaborate on capital construction projects to achieve economies of scale.

#### Collaboration to Date

- The County has identified capital construction projects that can be piloted; chosen structure to best manage new construction projects.
- Established agreement for Cook County to use City Job Order Contracting (JOC) contract to complete 18 small-medium capital projects this fall totaling \$6 million.
- Developed plans in place to share carpet and flooring contract.
- Aligned contracts that are due to expire to enable joint City/County contracts.
- Developed plans to share contracts for architects and engineers.

#### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Seek County Board approval to use City's JOC program	Sept 2011
Carpet/ flooring specification shared with City of Chicago; City to determine volume of use needed	Sept 2011
County to request permission to use City-approved list of architects and engineers	Oct 2011

#### Estimated Project End Date

Contract alignment will take approximately 2 years.

#### Estimated Savings/Revenue

*Joint Committee estimate:* Estimate not provided.

*Estimated savings for 2012:* \$0.4 M (This is a conservative estimate of County savings from using City JOC program. A significant amount of time will also be saved.)

*Estimated savings beyond 2012:* TBD



## Legislative Services

### *Elections*

#### **Project Leads**

City: David Spielfogel, Chief of Policy and Strategic Planning, Office of the Mayor

County: Kurt Summers, Jr., Chief of Staff, Office of the President

Laura Lechowicz, General Counsel, Office of the President

#### **Committee Recommendation**

Consolidate election service into the County.

#### **Collaboration to Date**

- Legal and research questions have been identified: ability to consolidate, review of Illinois Statutes, labor and management issues, structure for appeals process, pension issues, source of funds and future revenue sharing for election authority.

#### **Upcoming Milestones**

KEY NEXT STEPS (NEXT QUARTER)	DATE
Determine scope of legal research	Sept 2011
Seek pro bono partner to assist with research	Sept 2011
Agree on consolidation approach	Oct 2011
Submit draft bill requirements to pro bono partner for bill drafting	Dec 2011

#### **Estimated Project End Date**

January 2013

#### **Estimated Savings**

*Joint Committee estimate: \$5.0 M - \$10.0 M by 2014*

*Estimated savings for 2012: \$0*

*Estimated savings beyond 2012: TBD*

## Public Safety

### Homeland Security

#### Project Leads

City: Gary Schenkel, Director, Office of Emergency Management and Communications (OEMC)  
County: Michael Masters, Director, Department of Homeland Security

#### Committee Recommendation

Coordinate to increase the effectiveness of emergency planning and the impact of Federal grant dollars.

#### Collaboration to Date

- Regional stakeholders began meeting regularly to identify priorities, perform risk assessment.
- Attended joint training held by Illinois Emergency Management Agency and FEMA.
- Began working together to revise Urban Area Working Group (UAWG) Charter which reflects goals of collaboration: increased communication, improved grant management, simplified procurement, joint training, shared technology, enhanced emergency preparedness communication.
- Began working together to develop a strategic and collaborative approach to the Urban Areas Security Initiative (UASI) FY 2011 grant funds.

#### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Document agreed upon principles and standards for grants management	Sept 2011
Identify joint procurement opportunities	Sept 2011
Begin desk audit process	Nov 2011
Jointly attend Grants Management Technical Assistance (GMTA) Program	Nov 2011
Finalize UWAG charter	Dec 2011

#### Estimated Project End Date

This is an on-going initiative to increase the effectiveness of emergency planning and the impact of Federal grant dollars.

#### Estimated Savings/Revenue

*Joint Committee estimate:* N/A – Grant funds

*Estimated savings for 2012:* N/A – Grant funds

*Estimated savings beyond 2012:* N/A – Grant funds

## Public Safety Data Sharing

### Project Leads

City: Gary Schenkel, Director, Office of Emergency Management and Communications (OEMC)  
Felicia Davis, First Deputy Chief of Staff, Office of the Mayor

County: Greg Wass, Chief Information Officer  
Margaret Egan, Cook County Judicial Advisory Council

### Committee Recommendation

Assemble data experts and policy leaders from both governments to share public safety data in order to reduce violence and crime.

### Collaboration to Date

- Launched working group.
- Identified current data sets, assessed their quality; identified what data are needed.
- Documented rules of engagement for data sharing.
- Defined data dictionaries.
- Developed a guide for the inventory, e.g., which fields to capture.
- Identified point people for each agency.
- Shared GIS data for crime, arrests, and warrants.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Agree on template for data dictionary	Sept 2011
Hold first session with point people from each agency	Oct 2011
Share GIS data for crime, arrests, warrants	Oct 2011
Complete final drafts of inventories	Nov 2011
Identify priorities for Phase II (e.g., Which data should be shared? In what way? For what uses?)	Nov 2011
Determine IT resources	Nov 2011

### Estimated Project End Date

December 2011

### Estimated Savings/Revenue

*Joint Committee estimate:* Estimate not provided.

*Estimated savings for 2012:* \$0

*Estimated savings beyond 2012:* TBD

## Anti-Violence Strategies and Community Stabilization

### Project Leads

City: Felicia Davis, First Deputy Chief of Staff, Office of the Mayor

County: Margaret Egan, Cook County Judicial Advisory Council

Juliana Stratton, Executive Director, Cook County Judicial Advisory Council

### Committee Recommendation

This collaboration effort was not in the original collaboration report. At the request of Mayor Emanuel and President Preckwinkle, anti-violence work began independent of the Joint Committee on City-County Collaboration.

### Collaboration to Date

- Held first executive committee to establish goals and guiding principles.
- Completed interviews with all department heads and collected public safety plans from all departments.
- Evaluated One Summer Chicago and completed community report.
- Agreed on workplan with MacArthur for Bond Court Reform.
- Held working session with KPMG on System Mapping project.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Launch system mapping project (internal review)	Aug 2011
Launch Youth Shooting Review Panel	Oct 2011
Hold first CYSR review session	Oct 2011

### Estimated Project End Date

March 2012

### Estimated Savings

*Joint Committee estimate:* N/A

*Estimated savings for 2012:* \$0

*Estimated savings beyond 2012:* Long term savings will result if anti-violence initiatives lead to a reduction in the jail population.

## Regulatory Functions

### Administrative Hearings

#### Project Leads

City: Patricia Jackowiak, Director, Department of Administrative Hearings

County: Jack Weinrauch, Director, Department of Administrative Hearings

#### Committee Recommendation

Use the City's technology to upgrade the County's paper process.

#### Collaboration to Date

- The City and the County exchanged information on their respective processes and technology.
- The County evaluated the City's process and technology and elected to move forward with its own SQL case management system.
- The County's SQL system allows direct input by some County departments and, eventually, all departments will have access. Scanning capability also recently added. Additional capital investment in technology under consideration.
- Partnered with the Revenue Collection and Enforcement collaboration for joint cigarette enforcement (see page 22).

#### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Meet with Revenue collaboration team to evaluate joint City-County cigarette enforcement	Sept 2011
Collaborate with working group on best process for joint cigarette enforcement and process map	Oct 2011

#### Estimated Project End Date

The Committee's recommendation that the County leverage the City's technology will not take place at this time. City and County Administrative Hearings may collaborate on joint cigarette tax enforcement, as proposed by the Revenue collaboration team, however, this proposal is still under review pending examination of outstanding legal questions. Therefore, the City and County cannot make any projections for savings or revenue at this time.

#### Estimated Savings/Revenue

*Joint Committee estimate:* Estimate not provided.

*Estimated savings for 2012:* \$0

*Estimated savings beyond 2012:* TBD

## MBE/WBE Certification

### Project Leads

City: Jamie Rhee, Chief Procurement Officer  
County: LaVerne Hall, Director of Contract Compliance

### Committee Recommendation

Jointly provide certification of Minority-Owned Business Enterprises (MBE) and Women-Owned Business Enterprises (WBE), possibly through a third party.

### Collaboration to Date

- Assessed best practices for certification, including third party certification, a consolidated program, and a new joint structure.
- Analyzed current certification rules, policies and procedures.
- Researched other consolidated certification models across the country.
- City and County collaborated with local supplier diversity subject matter experts to determine support, impact and feasibility for universal certification.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Determine legally appropriate universal eligibility	Oct 2011
Develop a universal certification application	Oct 2011
Assess options for 3 <sup>rd</sup> party certification process	Oct 2011
Review current local government availability studies	Oct 2011
Develop Memorandum of Understanding for reciprocity	Nov 2011

### Estimated Project End Date

January 2012

### Estimated Savings

*Joint Committee estimate:* Estimate not provided.

*Estimated savings for 2012:* TBD

*Estimated savings beyond 2012:* TBD

## Revenue Collection and Enforcement

### Project Leads

City: Amer Ahmad, Comptroller

County: Zahra Ali, Director of the Department of Revenue

### Committee Recommendation

Share tax enforcement data and resources to increase compliance with similar City and County taxes. Use City's technology to upgrade County collections and enforcement.

### Collaboration to Date

- City/County intergovernmental agreement introduced to authorize data sharing and agreed upon investigative and enforcement procedures.
- City and County planned to share data for each of their common tax types to identify non-compliers.
- City and County planned to place business license holds on one another's debtors.
- City and County considered performing debt checks for one another before signing new vendor contracts. This item is being deferred to the County's Purchasing Agent's Office. County Department of Revenue will be a stakeholder.
- Preliminary analysis of tax ordinance differences has been completed.
- City and County have exchanged registered tax payer data to determine who is not registered with either entity in the similar taxing categories. A matching exercise is currently underway.

### Upcoming Milestones

KEY NEXT STEPS	DATE
Introduce IGA on data sharing, holds	Sept 2011
Complete full review tax ordinance differences	Oct 2011
Complete process map, including plan for technology for holds and information sharing	Oct 2011
Pass IGA	Oct 2011
Complete matching of registered tax collector data	Oct 2011
Complete list of County debt holders whose licenses will be placed on hold	Nov 2011
Begin sharing audit information	Upon IGA approval
Begin sharing cigarette enforcement information	Upon IGA approval
Begin joint cigarette enforcement	FY2012
Hold regular discussions/working sessions on joint audits	FY2012

### Estimated Project End Date

These efforts will be ongoing.

### Estimated Savings/Public Benefit

Joint Committee estimate: \$19.0 M - \$38.0 M

Estimated revenue for 2012: \$1.4 M (estimate based on pre-IGA data)

Estimated revenue beyond 2012: TBD

## Other Basic Services

311

### Project Leads

City: Audrey Mathis, 311 Director

County: Greg Wass, Chief Information Officer  
Rod Height, Chief Technology Officer

### Committee Recommendation

Merge the County's main information number, (312) 603-5500, with the City's 311 call center.

### Collaboration to Date

- Evaluated the impact of this plan on service levels, wait times, and initial cost to City and County.
- City provided the Office of Budget Management (OBM) with a follow up report on outstanding issues such as, impact of service delivery, modifying call tracking, and future budget constraints.
- City and County met with AT&T on September 8, 2011 to discuss the cost impact of modifying the 311 system to track City and County information only calls.
- Determined that the cost estimates were higher than the County's implementation of an auto-attendant.
- Collaboration team will continue to monitor County's implementation of auto attendant, share information and best practices.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Provide detailed scope of work of modifying the 311 system to AT&T	Sept 2011
Submit a draft of Cook County's (AA) menu tree and provide call center performance reports to AT&T	Sept 2011
Receive detailed cost of modifying the 311 system from AT&T	Sept 2011
Evaluate the viability of implementing an auto attendant for incoming County calls	Sept 2011

### Estimated Project End Date

To be determined based on AT&T's detailed cost estimates and the County's cost benefit decision on the implementation of an auto attendant.

### Estimated Savings/Revenue

*Joint Committee estimate:* Estimate not provided.

*Estimated savings for 2012:* TBD

*Estimated savings beyond 2012:* TBD



## Geographic Information Systems

### Project Leads

City: Jason DeHaan, Chief Information Officer

County: Mary Jo Horace, Director of GIS, Bureau of Technology

### Committee Recommendation

Consolidate Geographic Information Systems (GIS) services, with the County as the lead and the City as the client.

### Collaboration to Date

- Completed inventory of City GIS infrastructure and GIS applications.
- Completed ESRI Software License review.
- Performed successful test of one City GIS layer in County hosting environment.
- Completed budget analysis of consolidation.
- Determined strategy and approach to integrate City staff into County organization.
- Began Draft of Services Agreement.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Finalize GIS software licensing scope & cost	Sept 2011
Obtain union approvals to perform review of City positions	Sept 2011
Define City and County Data Sharing Goals & Limitations	Sept 2011
Complete first draft of GIS Services Agreement	Sept 2011
Complete first draft of inter-governmental agreement	Oct 2011
Communicate proposed changes to City user community leads	Oct 2011
Perform City staff position reviews	Oct 2011
Conduct City/County network & firewall access assessment	Oct/Nov 2011
Develop project plan to migrate City GIS database, City GIS Web Services and City GIS Applications to County	Nov/Dec 2011
Identify and document key business integration processes	Nov 2011

### Estimated Project End Date

The 1<sup>st</sup> phase of project implementation will end in September 2012.

### Estimated Savings/Revenue

*Joint Committee estimate:* \$2.0 M - \$4.0 M

*Estimated savings for 2012:* \$0.2 M (software and maintenance reduction)

*Estimated savings beyond 2012:* \$0.2 M annually (software, hardware and maintenance reduction)

## Open Data

### Project Leads

City: Brett Goldstein, Chief Data Officer

County: Greg Wass, Chief Information Officer

### Committee Recommendation

Create a joint regional portal with City and County data. Collaborate on a joint application development competition.

### Collaboration to Date

- Working group defined shared standards for data and best practices for identifying high-value data sets.
- Apps for Metro Chicago (A4MC) competition launched; Round 1 winners announced in transportation category: 1<sup>st</sup> place: SpotHero, allowing parking spot owners to rent out unused spots; 2<sup>nd</sup> place: Faspark, helping drivers find street parking in real time; 3<sup>rd</sup> place: In Thirty, showing users city resources accessible within a thirty-minute train, bus, or bike ride.
- Began A4MC Round 2 (community category).
- IBM developed training tools for Socrata visualizations and app creation based on combined City and County data. IBM has created 15 examples to date, including 8 training videos.
- County launched a data portal and began posting data sets.
- City continued to upload data sets to its data portal and hosted 24 County data sets for the first round of A4MC.
- City, County, State, and Socrata began planning launch of regional portal.

### Upcoming Milestones

KEY NEXT STEPS (NEXT QUARTER)	DATE
Complete IBM videos/training documents	Sept 2011
Launch of County data portal with 3 high-value data sets per agency	Sept 2011
Post or link all IBM videos/training documents to on City and County data sites	Sept 2011
Hold meetings between City, County, State, and Socrata to continue planning launch of regional portal	Sept 2011
Complete round 2 of A4MC and announce winners	Oct 2011
Soft launch of regional portal with City, County, and State datasets	Oct 2011
Complete round 3 of A4MC and announce winners	Dec 2011

### Estimated Project End Date

Project will end with regional portal launch in early 2012.

### Estimated Savings/Revenue

*Joint Committee estimate:* Estimate not provided.

*Estimated savings for 2012:* \$0

*Estimated savings beyond 2012:* N/A



## **Joint Committee on City-County Collaboration**

### **Committee Members**

Gloria Castillo, Chicago United  
Alderman Pat Dowell, 3<sup>rd</sup> Ward, City of Chicago  
Commissioner John Fritchey, 12<sup>th</sup> District, Cook County Board  
Ralph G. Moore, Ralph G. Moore & Associates (RGMA)  
Jorge Ramirez, Chicago Federation of Labor  
Juan Salgado, Instituto del Progreso Latino  
Paula Wolff, Metropolis Strategies

### **City and County Leads**

David Spielfogel, City of Chicago, Chief of Policy and Strategic Planning  
Kurt Summers, Jr., Cook County, Chief of Staff

### **Pro Bono Team Members**

#### *Civic Consulting Alliance*

Lydia Murray  
Gillian Darlow  
Jim Mavros  
Alexander Gail Sherman  
Kristen Uyemura  
Dominique Williams

