

JOINT COMMITTEE ON CITY - COUNTY COLLABORATION



June 2012



OFFICE OF THE MAYOR
CITY OF CHICAGO

RAHM EMANUEL
MAYOR

June 25, 2012

Dear Chicagoans:

One of my first initiatives upon taking office over one year ago was to launch a collaboration effort with Cook County Board President Toni Preckwinkle. Our joint goal was to improve dramatically the way that the City of Chicago and Cook County work together to reduce government costs to taxpayers, generate jobs, and improve the quality of services provided to the residents of Chicago.

In June of last year a seven member committee of business and civic leaders outlined 19 areas of collaboration that would advance these goals. We knew that collaboration would take time to show results, but the speed at which this effort is progressing has been strong. I am pleased to announce that after only the first year, we have locked in annual savings and revenue of more than \$33 million for both governments.

While this milestone is to be celebrated, we still have much to do. I know the County Board President shares my sense of urgency to show results for taxpayers. I am committed to our continued partnership with Cook County and to achieving the goals we have set in City-County Collaboration. I look forward to the next year of working together.

Sincerely,


Mayor



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TONI PRECKWINKLE
PRESIDENT

June 29, 2012

Dear Resident of Cook County:

One year has passed since Mayor Rahm Emanuel and I began a collaborative effort to ensure Cook County and the City of Chicago work closely together, on behalf of our residents, and make common sense decisions that save money for taxpayers. I am extremely pleased by the progress we have made to date, resulting in more than \$33 million dollars of increased revenue and lower costs, all while improving the quality of services provided to County and City residents. We have had an exciting and productive year!

As our collaboration has developed, we continue to discover more opportunities for potential savings and improved services. I commend all the City and County employees who are working together to make this collaboration a success and I thank all the pro bono partners who have contributed to improving this great County and City.

Marking a year of collaboration is an impressive milestone but it is only the beginning. I look forward to accelerating our results during the next year of working together.

Sincerely,

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

Toni Preckwinkle
President

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Joint Committee on City-County Collaboration

Introduction

Background

In March 2011, newly elected Chicago Mayor Rahm Emanuel and recently elected Cook County Board President Toni Preckwinkle understood they faced unprecedented challenges as the weak economy impacted both entities' revenues and led to budget deficits nearing \$1 billion in total. They also recognized that under new leadership, the City and County had an opportunity to change the way they had historically operated. For too long, the City and County shared a headquarters building, but rarely discussed how to work together to improve the lives of the residents they both serve. The new leaders saw that the overlap in Chicago and Cook County's geographic footprint and population, as well as the services provided by both governments, provided a unique opportunity for better and more efficient provision of services. To combat the deficits, save money for taxpayers and better serve all residents, they appointed a Joint Committee on City-County Collaboration, composed of seven business, community, and labor leaders with deep experience in improving government service provision.

Within three months, the Committee had analyzed each government's operations and examined opportunities to save money and improve services. In June 2011, the Committee issued a ground-breaking report describing 19 areas in which the City of Chicago and Cook County could work together to achieve the goals set by the Mayor and Board President. The report described the potential for savings and improved services in each area, setting an overall goal of achieving \$66 million - \$140 million in annual savings by 2014.



President Toni Preckwinkle and Mayor Rahm Emanuel held a "Collaboration Summit" in February 2012 with the Joint City-County Committee members and more than 70 collaboration team leads to discuss the progress of collaboration.

Since publication of the Committee's report, the City and County created implementation plans and began executing on them, often with pro bono support from the local business community. Dozens of City and County staff members have contributed to the collaboration efforts, with the teams running each collaboration area holding regular working sessions on a monthly or more frequent basis. Senior staff from the Mayor's Office and President's Office meet bi-weekly to ensure that collaboration is moving forward on all fronts. The Committee has continued to meet quarterly to review and oversee the progress of the collaboration efforts. The Committee is also committed to providing public updates on the progress of the initiative.

Collaboration at one year

This report marks the one year anniversary of City-County Collaboration efforts. The City and County have achieved a great deal in the first year:

- ***Increasing service levels for residents.*** On July 1, 2012, the three separate workforce boards in Cook County will be merged – creating a national model for regional workforce development and training. The successful management of the recent NATO summit was the result of the City and County's coordination between their respective Homeland Security Departments. Anti-violence strategies have been launched with an unprecedented level of coordination between City and County agencies and with local communities.
- ***Identifying more savings and new revenue.*** As collaboration areas meet and explore new ways to work together, they are finding additional areas for savings and revenue enhancement. Revenue Departments continue to launch new joint efforts to pursue tax evaders and to learn from each other's' successes. Purchasing Departments are coordinating vendor outreach, expanding the number of joint bidding opportunities, and synchronizing five-year buying plans. At the one year mark, the City and County have cut expenses or increased revenue by \$33.4 million annually. This is halfway to the Committee's conservative projection of \$66 million annually over the first three years of collaboration. The Committee currently estimates that the annual savings will total \$96 million by the end of 2014.
- ***Deeper collaboration, uncovering new opportunities.*** The spirit of cooperation between the City and County and the resulting operational efficiencies improve employee morale and inspire City and County employees to find additional collaboration opportunities. As the City and County increasingly work together, additional avenues for delivering more efficient and improved government services continue to emerge. Some of the original efforts have already met their goals or have already fully integrated collaboration to the fullest extent practicable, and others such as Anti Violence, Broadband, Animal Control and Human Resources have been newly identified and launched in the first year.
- ***Continuing pro bono engagement with the business community.*** The Civic Consulting Alliance has worked pro-bono to support the City-County Collaboration by offering project management support to many areas and by bringing private sector pro-bono resources to help with analysis and implementation. Over the past year, working through the Civic Consulting Alliance, the private sector in Chicago has donated over \$3 million in services to support City-County Collaboration, with teams from more than a dozen firms contributing the work of dozens of individuals.

Service impacts are demonstrable, especially in high-value areas

While finding opportunities to save taxpayer money is an important rationale for collaboration, goals for this collaboration extend beyond mere savings. The City and County have been driven by the potential to introduce improved services on a more timely basis.

One of the best examples of a City-County Collaboration effort saving administrative money to be redirected into service improvements is the newly created Chicago Cook Workforce Partnership. In October 2011, Mayor Emanuel and President Preckwinkle announced plans to form a single regional workforce board to improve efficiency and transparency and to better match employers with job seekers across the region. The Partnership will open its doors on July 1, 2012, giving all City and County residents access to a consistent set of workforce development opportunities; providing businesses with a single agency covering the entire regional labor market; and streamlining the funding and management process for training providers and delegate agencies.

“Through collaboration and consolidation, we are moving away from a process-driven organization to a strategy, mission-driven organization.” - Karin Norington-Reaves, Chief Executive Officer of the Chicago Cook Workforce Partnership

This initiative will allow the City and the County to reinvest \$2.3 million annually through this consolidation. In addition, the collaboration effort was successful in receiving a \$3 million innovation grant from the State of Illinois for workforce development based on the strength of the partnership.

A Unified Regional Approach to Workforce Development

In the past, three disparate administrative agencies and one nonprofit oversaw workforce development for the Chicago regional labor market. This structure resulted in isolated efforts, overlapping costs and little consistency for jobseekers, non-profit vendors and local businesses.

City-County Collaboration offered the opportunity to create one integrated and efficient regional administrator tasked with improving the quality of services while maximizing administrative cost savings. This new organization is called the Chicago Cook Workforce Partnership.

The Workforce Partnership will erase the artificial and confusing borders that in the past only allowed residents to get services if they lived in a specific area. Recently appointed Chief Executive Officer of the Workforce Partnership, Karin Norington-Reaves explains, “in [the previous] system

an Austin resident could not receive service at the Maywood comprehensive center – the closest to his home – simply because he resides in local service area 9 instead of 7.” A reorganized workforce development agency will also be able to deliver better services to jobseekers by utilizing the best practices of each of the four predecessor organizations.

By forming a single organization, information and data gathering functions will be centralized, giving residents, service providers and training organizations greater consistency and a more comprehensive picture of job openings, career paths, and programs across the region.

Under the new structure, administrative costs would be reduced for both public agencies and non-profit delegate agencies. By combining the organizations into a single non-profit, duplicated administrative

functions will be eliminated, allowing more than \$2 million to be redirected to services for job seekers and employers.

Another significant benefit of the singular organization is that service providers will no longer have to deal with disparate organizations. In the past “a delegate agency wishing to provide services throughout the region would be required to respond to anywhere from 3 to 12 different RFPs. This is an administrative and financial burden that most non-profit agencies can ill afford in today’s economy,” said Norington-Reaves.

Finally, the new structure will allow the organization to diversify funding beyond the federal Workforce Investment Act (WIA) funds and increase program offerings to a broader range of job-seekers. The new

organization will have the ability to secure funding from foundations and other philanthropic entities that cannot contribute to governmental agencies.

The leaders at the City and County believe workforce development should provide prospective employees with training and development options to meet the demand of employers. By improving responsiveness to businesses, enabling job matching, and centralizing data collection, Chicago and Cook County can encourage employment and economic growth.

The Chicago Cook Workforce Partnership will benefit area businesses and residents by applying better processes to train workers and connect them with real job opportunities.

Perhaps potentially the most important City-County Collaboration effort to improve service delivery is in the area of Anti-Violence Strategies and Community Stabilization Collaboration. This collaboration team has set a goal of making Chicago the safest large city in America by 2020. This special collaboration is made up of City and County officials, law enforcement agencies, community and faith-based organizations and business leaders, all working to develop a shared vision for violence prevention, intervention, and response. The team has identified and begun to launch 15 different initiatives to reduce violence and stabilize communities. For example, the team is working with Chapin Hall to pilot a Youth Shooting Review Panel that will perform a holistic analysis following youth homicides to see what could have been done to prevent shootings; another initiative is establishing a “dashboard” to track violent crime trends in the city. The team also recently presented its Youth Violence Prevention Plan to the U.S. Department of Justice in April 2012.



Mayor Rahm Emanuel and County Board President Toni Preckwinkle meeting with members of a youth anti-violence council.

Anti-Violence Collaboration Launches Strong Blocks / SAFE Communities Strategies

One of the new strategies launched this spring as a result of City-County Collaboration focuses on reducing violence in communities in a concentrated way. The new Strong Blocks / SAFE Communities initiative provides intensive wrap-around support services to communities with a long history of struggling with violence.

Historically, the same blocks have continued to be dangerous year after year. Taking back the blocks involves a 3-step strategy. First, the Chicago Police target narcotics and gangs. Second, City services, such as graffiti removal and streetlight repair are brought in to clean up the block. Third, community programs, such as after school programs and family counseling, rebuild the area.

In the first wave of Strong Blocks in each community, a steering committee of community members was established along with the Police and City to target services and provide wrap-around support.

Private sector pro-bono support has been provided for this effort by Allstate, and staff from the Civic Consulting Alliance are managing the plan and structuring the community leadership groups.

“This initiative will help loosen the vice grip of terror that has people living under siege in communities like Englewood,” said Minister Johnny Banks Sr., Executive Director of A Knock At Midnight. “Immediate response and intervention will relieve residents of the burdens of the moment and allow community and faith-based providers to help strengthen families and restore hope.”

Another clear example of the better-coordinated service delivery that results from collaboration is in the area of homeland security preparedness and response. In May 2012, Chicago played host to a meeting of the North Atlantic Treaty Organization (NATO). The City and County worked together with federal officials to ensure safety of NATO delegates and area residents during the event and were widely commended for their efforts.

“**Collaboration has qualitatively increased safety and security for residents in the region.**” -Michael Masters,
**Executive Director, Cook County Department of
Homeland Security and Emergency Management**

In addition to collaborating on NATO, the City and County Homeland Security Departments have implemented a joint approach to training and purchasing, ensuring that emergency responders are well-coordinated and have the same type of emergency equipment that can be easily shared in the event of a large-scale event.

Technology collaboration between the City and County has proved to be a particularly fruitful area, demonstrating significant service improvements in the first year. The City and County technology departments have worked together to merge their Geographic Information Systems data so that all spatial GIS data for the City and County resides in one system. This allows for better mapping and planning by City and County departments. They also worked to use coordinated technology and data in preparing for the NATO conference. Finally, the departments have worked together in their IT contracting, providing economies of scale in the software and systems they purchase and also more timely project delivery since they can use each other’s previously negotiated contracts for project development and implementation.

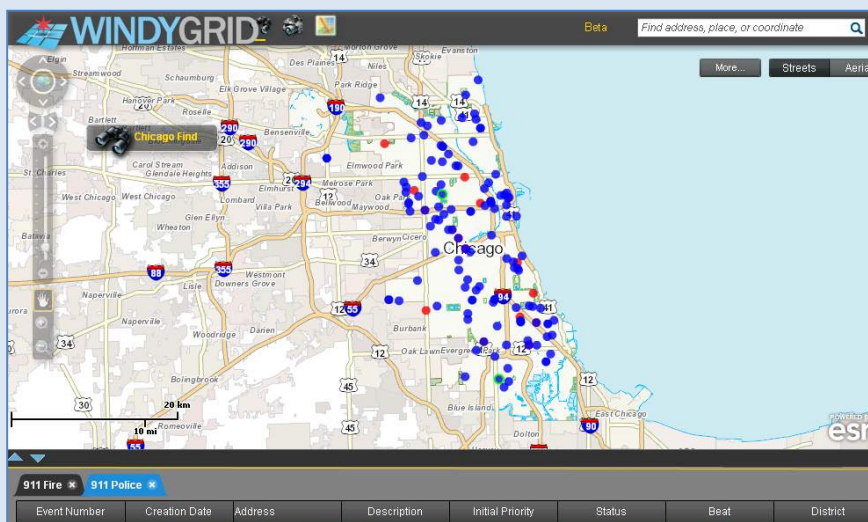
NATO and Windy Grid Collaboration

Before the WindyGrid was created, data that City and County agencies gathered, from 911 calls to GPS-based bus locations to traffic data, was housed in organizational silos. Accessing and analyzing the data sets required a time-consuming process of going to individual agencies or Commissioners to find the relevant data and manually combine the data sources into a usable form. WindyGrid is an attempt to solve that problem and display that data in an easy-to-use graphical form.

Prior attempts at solving this data problem have been stymied by lack of coordination between individual agencies. Major developments paved the way for this ground-breaking solution: top leadership support for City-County Collaboration, recent advances in affordable large scale distributed computing and data availability from the Open Data initiative. Brett Goldstein, Chief Information Officer at the City of Chicago explains that with the new leadership, there is awareness that agencies should “do more with less and do it better.”

With that goal, the City Department of Information Technology (DoIT) organized a working group that included the County Geographical Information Systems (GIS) department as a major stakeholder. Using an open source solution based on MongoDB, the City and County built a database and interface layer that could be easily used by the relevant agencies.

Since ninety percent of the development work was done by internal City and County resources, it was possible to build WindyGrid quickly and “to give opportunities to City and County staff for professional development with a new technology and connect with new counterparts. The staff was very receptive to this idea and enjoyed being able to prove they could do things themselves,” explained Mary Jo Horace, Cook County Director of Geographic Information Systems.



One of the many ways that the new system was put to the test during the NATO summit was the real-time view of the regional transportation system that WindyGrid provided. Within six to twelve seconds, City and County personnel could monitor when a motorcade was approaching, what bus routes would be affected and which roadblocks needed to be changed with alternative paths of the motorcade.

WindyGrid Application

As more data types are added by the City and County, the future possibilities for collaborative data use to better serve the taxpayers are endless. For example, in the future, Chicago Streets and Sanitation could get notification from 911 calls and fix problems before a service request is even placed. Efforts to use this data to analyze and eventually prevent crime using real-time data from WindyGrid are already beginning to take effect.

“By making data easy and accessible, you can find answers to the hard questions,” said Goldstein.

Faster Development of Technology Applications through Collaboration

Prior to April 2012, homeowners who wanted information about property tax had to navigate a complex maze of six different County offices: Treasurer, Recorder, Board of Review, Assessor and President's Office. Records of ownership, payments, exemptions, appeals, refund and delinquencies were housed on separate websites developed by separate entities within the County. Taxpayers expressed confusion and frustration when trying to use the system to find the information that they needed about the property tax process.

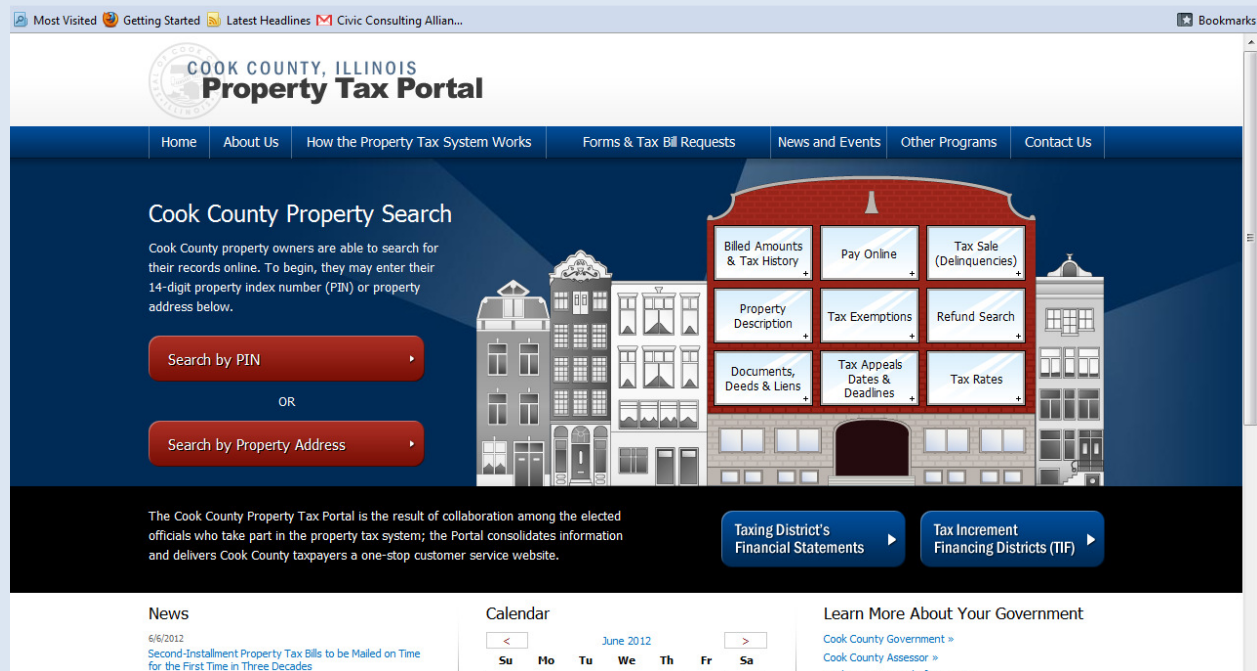
In January 2012, the County Treasurer's office announced a goal of launching a streamlined one-stop County Property Tax Portal that would be taxpayer-friendly and increase transparency into the property tax system. This ambitious portal had an equally ambitious timeline: 90 days from development to launch.

The aggressive timeline could only be achieved through extensive collaboration between County Offices and the City via

use of IT vendors who were signatories to the City's Master Consulting Agreement. Developing the portal was a small-scale project but collaboration enabled it to avoid the County's six-month vendor selection and procurement process. Utilizing the City's pre-existing Master Consulting Agreement, a local vendor was able to start the project development almost immediately and could provide quick turnaround to achieve an April 2012 portal launch.

On April 2, 2012, the County celebrated the launch of the County Property Tax Portal at: <http://www.cookcountypropertyinfo.com>

"The success of the County Property Tax portal led to new innovative ideas for collaboration to make it more convenient for taxpayers to navigate the tax maze," according to Steve Edmonson, Chief Information Officer for the Office of the Treasurer. "Part two of the portal is currently in production."

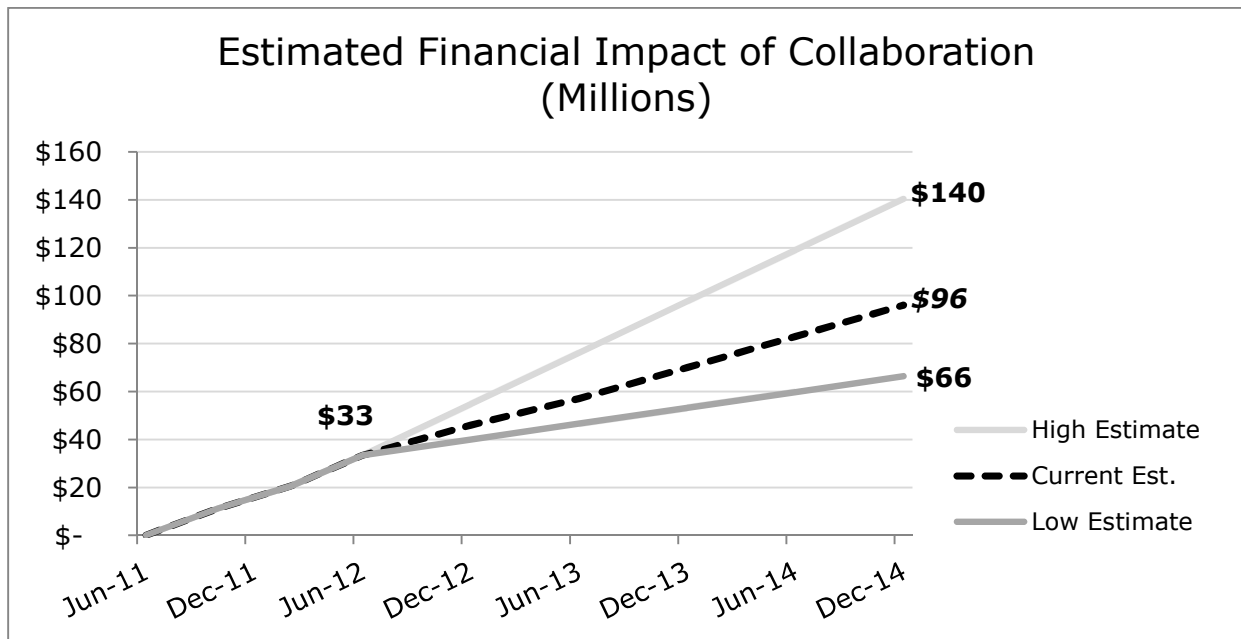


Cook County Property Tax Portal

Identifying Savings and New Revenue

The Joint Committee on Collaboration estimated the potential for annual savings and revenue would likely range from a minimum of \$66M to \$140M annually. Because the City and County have many long-term contracts such as lease agreements, energy contracts and other procurement agreements that cannot be quickly aligned, the Committee recognized that it would likely take until 2014 to realize this level of annual reoccurring savings and revenue.

At the close of the first year, the City and County have collectively identified and programmed \$33.4 million in savings or new revenue -- halfway to the minimum estimate that the Committee thought was achievable in a three-year time frame. The Committee currently anticipates that the rate of finding additional savings may slow over time as incremental collaboration savings become harder to achieve. If the rate of achieving new savings were to slow by approximately 15% each year, the Collaboration would reach \$96M in annual savings and new revenue by the end of 2014. Even if the rate of identifying savings and new revenue drops to half of what it was during the first year, the City and County will still reach the minimum goal of \$66M by the end of 2014.



The Revenue and Purchasing areas represent the greatest opportunities for savings and new revenue. The Revenue team successfully proposed an intergovernmental agreement to enable the City and County to exchange payment information for certain tax types and, in some instances, to place business license holds on one another's debtors. Preliminary analysis suggests that the City and County could recover over \$1 million per year in new revenue from increased compliance beginning in FY 2013 through this process. In addition, the City and County may benefit from one time additions to the City and County coffers through the collection of previous years' unpaid taxes plus interest and penalties on the money owed.

The Revenue collaboration team also successfully passed legislation and implemented joint enforcement of cigarette taxes. In April 2012, City and County inspectors began issuing

citations for violating both the City and County cigarette tax ordinances to retailers who sell unstamped cigarettes in the City of Chicago. This effectively doubles the tax enforcement and levels the playing field for honest cigarette retailers, benefitting thousands of small businesses, while generating greater productivity for each enforcement dollar spent. This initiative alone will generate half a million dollars of new revenue for the City and County. The Revenue collaborations have also been extended further, with an additional set of initiatives being evaluated for implementation later this year.

“Our enforcement efforts are multiplied simply by teaming up and coordinating with County inspectors to pursue those businesses that are not paying what they owe.” - Rosemary Krimbel, Commissioner, Chicago Department of Business Affairs and Consumer Protection

City of Chicago and Cook County Enforce Cigarette Tax Stamps Jointly

Each pack of cigarettes sold in Chicago is subject to excise taxes of \$2 per pack paid to the County and an additional 68 cents paid to the City. When the taxes are paid, the packs receive a joint City-County Tax stamp as evidence. For years, the City and County have lost revenue from cigarette taxes as some cigarette retailers have been illegally selling cigarettes without paying cigarette taxes. A crackdown on this practice is now underway.

Starting in April 2012, inspectors from the Cook County Department of Revenue and the City of Chicago Department of Business Affairs and Consumer Protection have the authority to ticket violators of

both the City and County's ordinances related to sales of unstamped cigarettes. In the past, each inspector could only write City or County tickets.

The City and County's respective prosecutors try both City and County cases and the Departments of Administrative Hearings hear cigarette tax violation cases for both jurisdictions, increasing the efficiency and productivity of enforcement.

In the first six weeks, over 100 violators received both City and County citations, and those cases are now working their way through the hearings process. Fines for violation of the cigarette tax ordinances can be steep – up to \$1,000 per pack depending on the level of non-compliance. The City and County anticipate receiving about \$500,000 in annual revenues from this effort.

“Residents and businesses,” said Zahra Ali, Director of the Cook County Department of Revenue, “will benefit from increased compliance, more revenue for the City and County, more cost-effective enforcement, and a stronger deterrent to tax scofflaws, giving honest retailers a level playing field.”



Chicago – Cook County cigarette tax stamp

The Purchasing collaboration continues to generate significant savings for the City and County. The City and County have integrated a 12-month buying plan that helps to forecast future buying needs by both governments. In March 2012, the City and County hosted the first ever joint vendor outreach event at University of Illinois at Chicago. This event enabled the City and County to reach hundreds of potential vendors, thereby attracting multiple bids for procurements and ensuring the best value for taxpayers.

In the first year of collaboration, the Purchasing Departments experienced the growing pains of issuing their first joint procurements. As the numbers of collaborative bids and RFPs increase, the mechanics of jointly developing requirements, issuing procurements, reviewing responses and awarding collaborative contracts becomes much easier. In the second year of collaboration, the procurement departments expect to do more joint strategic planning for shared procurements. Planning for these procurements has been aided by the law firm of Holland & Knight who has agreed to review, pro bono, specific high value contracts to find procurement opportunities that better align contract terms and reduce costs for the City and County.

“There is no question that by working with the County on joint procurements we can save money for taxpayers.”-
Jamie Rhee, Chief Procurement Officer, City of Chicago

Procurement Focus on Understanding City and County Spending

It is no surprise the City and County buy many of the same commodities such as road salt, paper, and asphalt or that they contract for many of the same services such as technology or healthcare. It is also no surprise the more you buy of something, the cheaper it is – so when the City and County combine their orders, they both save money.

As a result of City-County Collaboration, procurement leaders began to aggressively pursue as many joint purchasing and contracts as they could.

In order to decide which of the thousands of contracts to begin with, the City and County took a look at what they both spend money on already. The procurement staff from both departments took a look at their spending data for one year and mapped it against one another to see what things they bought that were similar and with which

vendors they had similar contracts in place. The list of vendors and contracts were then prioritized for preliminary review by a pro-bono team of contract experts.

“This analysis gives us visibility we did not have before,” said Jason George, Managing Deputy Procurement Officer, City of Chicago. To ensure this analysis is not a onetime occurrence, the procurement teams now meet every week to review contracts and ensure coordination between City and County procurement and the respective operating departments.

George comments “the change in tone from the top helped us to work together. There is much more openness and willingness to work together to save the taxpayers’ money.” The departments look forward to formalizing this analysis as part of their normal operations of contract prioritization going forward.

Purchasing Collaboration: Chicago and the County are Open for Business



Vendors often have challenges navigating government procurement opportunities and processes. Because of the efforts of the City-County Collaboration, understanding of the opportunities and process got a little easier.

On March 2, 2012 at the UIC Forum, the City and County co-led the first joint Vendor Event. Many of the over 1,000 vendors that attended the event were Chicago-based companies, including small business and women- and minority-run companies.

Previously, if a vendor wanted to inquire about upcoming contracts, the vendor would have to go to each individual agency for the upcoming procurement information or attend one of the separate and less frequently offered vendor outreach events at the City or the County.

This new joint vendor event allowed for a more effective distribution of information and simplified working with the government. Hosting a joint vendor event allowed for savings on space rental for both governments and saved the vendor community time and effort. "We have got a lot of information and we have made some connections," said Nora Endzel, The MIS Department, Inc.

Vendors had an opportunity to interact with the key decision makers and get detailed information on how to navigate the procurement process from government agencies all in one space. This "one-stop shop" event allowed businesses to learn about upcoming bids and contracting opportunities.

"Taxpayers will benefit from better pricing from vendors through increased competition that this event created," said City of Chicago Chief Procurement Officer Jamie Rhee.

In addition to meeting with officials from the City and County, the vendors were able to network amongst themselves. Vendors new to working with both governments were able to get insight from vendors who previously worked for the City and County.

"The collaborative vendor event was well received by the vendor community and helped send the message that the City and the County leadership are committed to making government more efficient while



expanding opportunities for vendor participation." said Lourdes Coss, Cook County Chief Procurement Officer. Vendors can look forward to continued collaboration with regularly scheduled joint vendor events.

See the City-County Joint Vendor Event at <http://youtu.be/LhOnceObbcU>

Deeper collaboration, uncovering new opportunities

The initial Joint Committee report proposed 19 areas for collaboration. Since then, the high-level connection between the Mayor's Office and President's Office has grown, creating an environment where speed of execution is increasing and new opportunities are continually unearthed.

City and County managers have proposed additional collaboration opportunities. For example, the County Sheriff's Office began offering non-violent jail inmates to provide facilities maintenance services at Chicago Animal Care and Control. The City and County Animal Care and Control departments are also exploring ways to collaborate on rabies notification after animal bites without duplicating efforts. City and County Human Resources departments are working together to improve their talent management software packages and enhance their absence management policies.

The proliferation of such day-to-day examples demonstrates what the Joint Committee noted in its last report: collaboration begets collaboration. In this new climate, ongoing dialogue and cooperation across City and County departments will lead to improved efficiency, elimination of redundancies, better services for taxpayers, and additional cost savings.

New Area for Collaboration: Stroger Hospital Gets High Speed Broadband

For the past year, the County has been evaluating its network infrastructure, including leased fiber lines, to see where it makes sense for the County to build rather than lease.

Cook County Health and Hospital System's Stroger Hospital is one County entity that is in need of more bandwidth to continue to deliver quality medical care at lower costs to a large population. With access to more high speed bandwidth, medical personnel at Stroger Hospital could send MRIs, CAT scans and medical records to other hospitals and clinics more quickly to save time and lives. More bandwidth also opens the possibility of using telemedicine to diagnose patients at Cermak Hospital and provide opportunities for distance learning to hospital staff.

When the County looked into running new high speed fiber lines from the Loop to Stroger hospital, they discovered that tearing up miles of roadway to lay the cable would be logistically difficult and extremely expensive. "The major cost is in the path, not the fiber," explains Cook County Chief Information Officer, Greg Wass. A collaborative solution was found, however,

when County leaders identified that the Chicago Transit Authority (CTA) had recently laid high speed cable in the right of way along all their tracks for the purposes of signaling and communication with headquarters. This cable had significant excess capacity that could be used for general County purposes. The County, working with the City and the CTA, agreed to use three miles of the cable laid along the Pink line from Clark and Lake to the Polk Pink line station to connect to Stroger Hospital just feet away from the Polk station.

This partnership saved the County at least \$400,000, many months of construction, and the numerous logistical hassles associated with ripping up streets and laying fiber in tunnels under the river.

Overall, City-County Collaboration has changed the way challenges are handled at Cook County. According to Wass, "there was always an informal network for these kinds of initiatives but with collaboration they are blessed by the people at the top. Everyone understands that the County, State and City can and should work together. It is a whole new day."

Heightened pro bono engagement with the business community

In addition to the \$33 million saved or generated that goes directly to the City and County's bottom line, collaboration has also generated increased attention and interest from the business community. Over the past year, the City and County have received several thousand hours of pro bono services, valued at over \$3 million, from the business community to support their collaboration effort.

This pro bono support has been critical to progress of collaboration efforts over the past year, and will continue to play an important role in its acceleration. The Committee extends its thanks to all of the companies and individuals who donated their time and expertise to improve services and save money for taxpayers.

“We are excited about supporting the City and County in their efforts to work together to find ways to save taxpayer dollars.” -Peter Friedman, Partner, Holland and Knight

- Allstate, Bain, Burrell, DLA Piper, Ernst & Young, McDonalds, N'Digo, Perkins Coie, University of Chicago Crime Lab, and Xerox have been integral to the City and County's work in the Anti-Violence area.
- IBM has lent technology expertise to both the Open Data and Anti-Violence Strategies and Community Stabilization areas.
- Holland & Knight is providing the Purchasing team support in reviewing similar contracts to help with the development of a plan for joint procurements.
- Mayer Brown furnished valuable legal support to the Workforce Development consolidation effort.
- Schiff Hardin provided legal research for a legislative approach to the Elections collaboration.
- Civic Consulting Alliance has provided project management assistance to numerous collaboration areas and has helped identify additional pro-bono resources to help with specific collaboration initiatives.

Both the City and County will continue to seek outside expertise to further the progress of City-County Collaboration.

As we conclude this introduction, the Joint Committee for City-County Collaboration wants to thank the dozens of City and County employees and pro bono volunteers who have made the collaboration vision become reality. With similar continued commitment, we are confident the City and County will meet their goals of improving services for residents and saving money for taxpayers.

City-County Collaboration Areas that have ended

The Joint Committee has determined that four collaboration areas have already achieved their goals or have achieved as much as is practical at this stage. These include: Open Data, Custodial Services, Administrative Hearings, and 311.

The Open Data collaboration achieved the goals set forth by the Joint Committee. The Custodial Services collaboration was not able to bid jointly due to mismatched procurement timing, but did exchange best practices and specification information that will benefit the City and County for years to come. The City and County will not realize the vision of a shared capital construction provider initially recommended in the report; however, the collaboration has inspired the County to use the City's JOC contract to complete select projects. The Administrative Hearings effort led to the County's decision to pursue an alternative course that may yield technology improvements across multiple County departments, not just the Department of Administrative Hearings. Finally, the City-County 311 team determined that maintaining separate operations for the time being would make the most sense both fiscally and in terms of maintaining service levels at the City and County.

City-County Collaboration in Year 2

At its most recent quarterly meeting, the Committee took stock of how it has organized its work along with the overall project management of City-County Collaboration. As part of the backdrop to that discussion, the Committee had been asked by World Business Chicago (WBC) to expand its focus to encompass implementation of Strategy #10 of WBC's Plan for Economic Growth and Jobs. The goal of Strategy #10 is to create an environment in which businesses can flourish. Specifically:

1. We should encourage government institutions to facilitate a more open and accessible business climate by streamlining processes and [directly] engaging residents and [small and medium-sized enterprises, Minority- and Women-owned businesses and Business enterprises owned by people with disabilities].
2. We should also create clearer accountability and transparency through tracking and publishing performance metrics and streamlining basic support processes.
3. We should reconcile fiscal imbalances and strive for an improved clear tax value proposition."

As the Committee takes on this expanded mandate, it will also expand. Deb DeHaas, Vice Chairman and Midwest Regional Managing Partner of Deloitte LLC, will join the Committee, bringing deep experience in the Chicago business community and in working with local government.



President Toni Preckwinkle and Mayor Rahm Emanuel leaving the February 2012 Collaboration Summit.

Collaboration detail

The following pages provide a brief summary of City-County Collaboration to date by area.

Each summary includes the names of the City and County project leaders, the original committee recommendation, progress to date and upcoming milestones, and the estimated annual savings identified to date.

Table 1. Collaboration Area Detail

Collaboration Area	Estimated Financial Impact (by 2014)	Annual Financial Impact Identified Feb 2012 Report	Annual Financial Impact Identified to Date
ADMINISTRATION			
Custodial†	\$5.0 M	\$4.0 M	\$4.0 M
Energy Management	\$9.0 M to \$23.0 M	\$0.0 M	\$0.0 M
Facilities Maintenance	\$6.0 M to \$18.0M	\$1.1 M	\$1.1 M
Fleet Management	\$0.0 to \$1.0 M	\$0.1 M	\$0.5 M
IT Support Services	\$4.0 M to \$8.0 M	\$1.1 M	\$5.1 M
Purchasing	\$12.0 M to \$24.0 M	\$2.9 M	\$5.9 M
Real Estate Management	\$4.0 M to \$9.0 M	\$0.2 M	\$0.2 M
HEALTH AND HUMAN SERVICES			
Healthcare	TBD	\$0.2 M	\$0.2 M
Workforce Development	TBD	\$1.0 M	\$5.2 M**
INFRASTRUCTURE			
Capital Construction†	TBD	\$0.4 M	\$0.4 M
LEGISLATIVE SERVICES			
Elections	\$5.0 M to \$10.0 M	\$4.3 M	\$5.6 M^
PUBLIC SAFETY			
Homeland Security	TBD	\$0.8 M	\$0.8 M
Anti-Violence Strategies & Community Stabilization	N/A	\$0.0 M	\$0.0 M
REGULATORY FUNCTIONS			
Administrative Hearings†	TBD	\$0.0 M	\$0.0 M
MBE/WBE Certification	TBD	\$0.0 M	\$0.0 M
Revenue Collection & Enforcement	\$19.0 M to \$38.0 M	\$4.1 M*	\$4.1 M*
OTHER BASIC SERVICES			
311†	\$0.2 M	\$0.1 M	\$0.1 M
GIS	\$2.0 M to \$4.0 M	\$0.2 M	\$0.5 M
Open Data†	N/A	\$0	\$0
Animal Care & Control	N/A	N/A	\$0.2 M
TOTAL	\$66.0 M to \$140.0 M	\$20.5 M	\$33.4 M

* \$1.7 M from the one-time collection of back taxes; † Collaboration area completed

**\$3.0 M from a one-time innovation grant award

^ Annualized savings based on costs reduced during a Presidential Election year.

Administration

Energy Management

Project Leads

John Cooke, Cook County, Deputy Director, Capital Planning

Janel Forde, City of Chicago, Deputy Commissioner, Energy and Capital Planning

Jerry Pray, Cook County, Senior Industrial Engineer

David Reynolds, City of Chicago, Commissioner, Department of Fleet and Facility Management

Deborah Stone, Cook County, Director, Environmental Control

Committee Recommendation

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

Collaboration to Date

- Exchanged information and best practices and have made longer term plans, including a joint RFP process to select an energy manager to assist each with wholesale electricity procurement beginning in 2013 for FY2014 electricity. The estimated annual savings these initiatives will yield will be calculated nearer to the FY2014 budget season.
- Jointly researched the Alternative Retail Electric Supplier (ARES) structure for joint electricity procurement beginning in 2013. Will realize greater savings by proceeding with ARES plans separately.
- Exchanged energy efficiency ideas. City may adopt program similar to County's "Wattage Wars" competition among facilities managers to reduce electricity use.
- A joint energy service company (ESCO) contract is not feasible at this time, as County is already too far along in this process. The County has awarded contracts to ESCO's for Stroger Hospital Campus and the DOC/JTDC facilities. Investment grade audits are completed with a \$30M project scope at each facility. The City plans to invest \$40M in energy efficiency capital improvements across 300 buildings, financed from the Infrastructure Trust.
- From Oct 2011 to Mar 2012, the City and County participated in the "Battle of the Bulbs", a friendly competition to reduce energy use at the City-County Building. The practices initiated by each side will result in annual energy savings of \$250,000 per year. (*Collaboration savings counted with the Facilities Team.*)
- The County's Sustainability Advisory Council was formed and met in Apr 2012 to begin discussions on the County's own sustainability policy as well as enhancing sustainability among County communities. The City's Chief Sustainability Officer is an ex officio member of the Council.

Upcoming Milestones

KEY NEXT STEPS	DATE
County Sustainability Advisory Council to meet and discuss priorities for coming year.	Jun 2012

(Energy Management cont.)

KEY NEXT STEPS	DATE
The City and County will be completing and submitting their individual ARES applications to the ICC. Both are in the process of securing the required surety bonds and completing the necessary documents.	Jun 2012
County Board to approve ESCO's for Stroger Hospital Campus and DOC/JTDC.	Jul 2012
City and County conducting disaggregated load analysis to evaluate potential for joint purchasing of electricity.	Jul 2012
The City and County will consider adopting a joint energy policy.	Sep 2012
The City and County will develop RFP for electricity energy manager.	Oct 2012

Estimated Project End Date
2013

Estimated Financial Impact

Joint Committee estimate: \$9.0 M - \$23.0 M by 2014
Annual financial impact identified to date: \$0

Facilities Maintenance

Project Leads

Julie Bedore, City of Chicago, Assistant Commissioner, Department of Fleet and Facility Management

Jim D'Amico, Cook County, Director, Facilities Management

David Reynolds, City of Chicago, Commissioner, Department of Fleet and Facility Management

Shelly Smith, Cook County, Business Manager III, Facilities Management

Committee Recommendation

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

Collaboration to Date

- The City-County joint task force is meeting monthly to share best practices, cost information, performance data, and to exchange service contracts.
- County will reference roughly 25 City contracts (e.g., door-related supplies, floor mat rental, architectural metal cleaning) to save an additional \$60,000 in FY 2012.
- The governments compared operating expenses and staffing levels in order to compare output.
- City evaluated the County's work order system to improve productivity tracking and will develop a new work order system internally in FY 2012.
- City shared information on its global building monitoring system with the County.
- City and County exchanged emergency preparedness information.

(Facilities Maintenance cont.)

- From Oct 2011 to Mar 2012, the City and County participated in the "Battle of the Bulbs", a friendly competition to reduce energy use at the City-County Building. The practices initiated by each side will result in annual energy savings of \$250,000 per year.
- County proposed and received approval for use of City's JOC program for 12 County projects.
- Some milestones have been delayed due to changes in City personnel.

Upcoming Milestones

KEY NEXT STEPS	DATE
The City and County will compare maintenance costs per square foot, classified by asset type.	Aug 2012
The City and County will compare staffing levels in 24 hour facilities.	Aug 2012
Continue analysis of potential joint City/County warehouse facility.	Oct 2012

Estimated Project End Date

These efforts will be ongoing.

Estimated Financial Impact

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

Annual financial impact identified to date: \$1.1 M in savings

Fleet Management

Project Leads

Robert Ginsburg, Cook County, Administrative Director, Department of Highways
David Reynolds, City of Chicago, Commissioner, Department of Fleet and Facility Management

Shellie Riedle, Cook County, Deputy Budget Director

Walter West, City of Chicago, Acting Deputy Commissioner, Fleet Operations

John Yonan, Cook County, Superintendent, Department of Highways

Committee Recommendation

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

Collaboration to Date

- The collaboration team began an analysis of a pilot program where the City's O'Hare facility would provide backup for County breakdowns and maintenance needs in the vicinity of O'Hare.
- The City demonstrated its Flex Fleet vehicle scheduling software for the County.
- The County outsourced spare parts supply and inventorying to NAPA, utilizing the same framework as the City.

Upcoming Milestones

KEY NEXT STEPS	DATE
City and County to evaluate ability to use each other's refueling facilities.	Oct 2012
Draft agreement for governments to provide back-up service to one another in the event of an emergency.	Oct 2012
City and County to plan joint purchase of fleet management and maintenance software.	Feb 2013
Map out process for the County to use City's O'Hare facility if plan deemed viable.	TBD

Estimated Project End Date

TBD

Estimated Financial Impact

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

Annual financial impact identified to date: \$0.5 M in savings

IT Support Services

Project Leads

Brett Goldstein, City of Chicago, Chief Information Officer
Greg Wass, Cook County, Chief Information Officer

Committee Recommendation

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

Collaboration to Date

- The City and County are meeting regularly to discuss joint IT procurement, along with City and County Procurement departments.
- The City and County are also meeting with City sister agencies, County elected offices, regional transit, and State representatives to discuss shared IT contracts, hardware and software, and professional service contracts.
- The City issued a task order request for the development of a request for proposals (RFP) for joint City-County IT support services and selected a vendor to author the document(s).
- The City and County worked closely with the vendor to develop the RFP for joint City-County IT support services.
- The County leveraged a City contract for outsourced mainframe hosting and support.
- City, City sister agency, County and County elected offices are serving on a joint evaluation committee for IT professional services master consulting agreements.

(IT Support Services cont.)

Upcoming Milestones

KEY NEXT STEPS	DATE
Vendor to complete IT support services RFP; RFP issued.	Jul 2012
IT professional services master consulting agreements evaluations completed.	Jul 2012
IT support services vendor selected; contract finalized.	Oct 2012
IT professional services master consulting agreements contracts awarded.	Sep 2012
Begin transition of select IT support services to vendors.	Oct 2012

Estimated Project End Date

End of 2012

Estimated Financial Impact

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

Annual financial impact identified to date: \$5.1 M in savings

Purchasing

Project Leads

Lourdes Coss, Cook County, Chief Procurement Officer
Jamie Rhee, City of Chicago, Chief Procurement Officer

Committee Recommendation

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

Collaboration to Date

- Exchanged comprehensive 3-year spending data from both the City and County.
- Established monthly Chief Procurement Officer roundtables, attended by the City, County, State, and Sister Agencies.
- Passed Intergovernmental agreement and ordinance to provide broader authority for joint purchasing by the County, City, and its sister agencies.
- Pursued joint procurement opportunities, including in IT, armored cars, floor covering, and selected maintenance contracts.
- Created and shared 12 month buying plans; new opportunities identified.
- Analyzed joint spending across categories and vendors. Holland & Knight performing pro bono contract comparisons to unearth opportunities for contract renegotiation.
- Held joint vendor outreach event on Mar 2, 2012 at UIC. Over 500 vendors participated. All the County Departments, City Departments, Sister Agencies and Not-for-Profit Assist agencies that promote minority and women owned business attended.
- City and County monthly vendor workshops are held jointly.

Upcoming Milestones

KEY NEXT STEPS	DATE
Holland & Knight to complete initial contract review of 2 pairs of contracts; with additional contract reviews to follow.	Jul 2012
Develop intranet site for posting specs and buying plans.	Aug 2012
Prepare procurement fundamentals guide to include summary of City and County guidelines.	Aug 2012

Estimated Project End Date

These efforts will be on-going.

Estimated Financial Impact

Joint Committee estimate: \$12.0 M - \$24.0 M by 2014
Annual financial impact identified to date: \$5.9 M in savings

Real Estate

Project Leads

Anna Ashcraft, Cook County, Director, Real Estate Management Division

Jennifer Muss, City of Chicago, Deputy Commissioner, Department of Fleet and Facility Management

Joel Vieyra, City of Chicago, Assistant Commissioner, Department of Fleet and Facility Management

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

- City and County Real Estate teams continue to meet monthly.
- Completed site visits for initial round of opportunities.
- Performed initial operational assessments of space sharing opportunities.
- Drafted a lease document to be used as a template in the event that the County chooses to lease space from the City. Completed research on privatizing real estate management, including interviewing agencies that have privatized aspects of real estate management.
- County is evaluating the City's privatized records storage as part of benchmarking collaboration. City has issued RFP for records management and County is able to utilize City contract for such services.
- Topics and participants identified for initial local government conference, scheduled for July 2012.
- Received legislative approvals from City Council and County Board for City Inspector General's lease of space in County-owned 69 W. Washington St. building.
- Prepared initial draft lease for County's continued use of City-owned 6337 S. Woodlawn as a health clinic.
- County retained a consultant to perform a complete space utilization study and make recommendations for efficient space use and property management. City is proceeding with a consultant's report on City Hall master space plan. Once these two studies are complete, coordinate on potential use of County office space by the City.
- City issued an RFP for brokerage, appraisals, and real estate services. City has started awarding contracts with selected respondents. County is able to utilize City contracts for such services.

Upcoming Milestones

KEY NEXT STEPS	DATE
Introduce legislative approvals for use of shared space and/or approvals for shared services.	Ongoing
Hold first semi-annual Local Government Real Estate Conference.	Jul 2012
Make recommendations for privatization initiatives identified through research activities, if such issuance is fiscally prudent.	Jul 2012
Investigate relocating County Sheriff's training space to City facility.	Sep 2012
Investigate partial relocation of City leased space at 33 N. LaSalle into County-owned 69 W. Washington.	Oct 2012

(Real Estate cont.)

Estimated Project End Date

Jun 2013

Estimated Financial Impact

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

Annual financial impact identified to date: \$0.2 M in savings

Health and Human Services

Healthcare

Project Leads

Dr. Bechara Choucair, City of Chicago, Commissioner, Department of Public Health
Antonio Beltran, City of Chicago, First Deputy Commissioner, Department of Public Health
Dr. Ramanathan Raju, Cook County, Chief Executive Officer, 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 is partnering with Federally Qualified Health Centers (FQHCs) for the delivery of primary care services; therefore, this collaboration will focus on tuberculosis (TB) services.
- Both the County and FQHCs qualify for discounted medications; therefore, there is no longer a need to collaborate on pharmacy services.
- An intergovernmental agreement for TB services was signed in May 2012.
- TB clinical services are being delivered by CCHHS at the Fantus Health Center in coordination with CDPH. Plans are moving forward for a second TB clinic to open at Provident Hospital in Jul 2012. Thereafter, plans are being made to open a third CCHHS TB clinic within the Uptown Neighborhood Health Center, in the fall of 2012.
- The County is taking the lead in identifying the resources needed to develop a regional plan.
- Mammography collaboration is currently on hold pending funding confirmation from the State.

Upcoming Milestones

KEY NEXT STEPS	DATE
Open a TB clinic at Provident Hospital.	Summer 2012
Transition third CDPH site for TB services to CCHHS.	Fall 2012

Estimated Project End Date

Fall 2012

Estimated Financial Impact

Joint Committee estimate: Estimate not provided
Annual financial impact identified to date: \$0.2 M in savings

Workforce Development

Project Leads

Karin Norington-Reaves, Cook County, Director, Cook County Works and CEO, CWIC
Derek Lindblom, City of Chicago, Assistant to the Mayor
Andrew Schwarm, Cook County, Office of the President

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

- Mayor Emanuel and President Preckwinkle announced plans to form a single Chicago-land workforce board.
- The City and County conducted listening sessions with dozens of delegate agencies, community colleges, and other stakeholders to collect input for new system design.
- A cross organizational task force developed staffing model and implementation plan for merger, while creating policies and best practices for demand driven services.
- The City of Chicago and Cook County both passed ordinances to approve reconfiguration and designate the Chicago Cook Workforce Partnership as the administrator and fiscal agent of the combined LWIA.
- Detailed transition plan submitted to the State, with full merger scheduled for Jul 1, 2012.
- \$3 million workforce innovation grant awarded from the U.S. Department of Labor.
- Received formal approval for merger from Illinois Workforce Investment Board.

Upcoming Milestones

KEY NEXT STEPS	DATE
Hire new staff from pool of qualified applicants from the merging organizations and externally as needed.	Jun 2012
Contract with current service providers to assure continuity of service through December 2012.	Jun 2012
Issue new RFP with innovative program design and outcome based metrics to drive best practices in workforce development.	Sep 2012

Estimated Project End Date

Sep 2012

Estimated Financial Impact

Joint Committee estimate: Estimate not provided

Annual financial impact identified to date: \$2.2 M in recurring annual savings, plus a one-time grant for \$3 M. Additional grants may also be received in the future.

Legislative Services

Elections

Project Leads

Lance Gough, Executive Director, Chicago Board of Elections

Laura Lechowicz, Cook County, Special Legal Counsel

David Orr, Cook County Clerk

Committee Recommendation

Consolidate election services into the County.

Collaboration to Date

- The Chicago Board of Elections and County Clerk's Office worked closely with the City and County Budget Directors to identify specific budget reductions and efficiencies in operations. Savings were identified in the several categories, including consolidating precincts, and reducing the number of judge panels per precinct, polling place administrators, legal services, in-field investigators, per diem and temporary staff, overtime, and rental facilities costs.
- The Chicago Board of Elections and County Clerk have met to develop a strategy and list of projects that allow for increased shared services, particularly in administrative functions.

Upcoming Milestones

KEY NEXT STEPS	DATE
Create mechanism to allow for joint purchasing	Oct 2012
The County is purchasing an automated Electronic Pool Book; the City will review County procurement for consideration in its purchase.	Fall 2012
Develop joint printing and graphics for ballots, voters applications, signage, judge's handbooks, canvass mailing, polling place mailings, and other materials.	Dec 2012
Develop a joint voting machine replacement plan.	2013
By working with the State Board of Elections, pursue a uniform elections management system.	2013
Coordinate with the Secretary of the State of Illinois on an on-line registration and data sharing process.	2013
The County and City will work to combine their mapping/GIS system for voters' precincts and voting districts. This effort will be a phase 2 for the GIS City-County collaboration.	2013

Estimated Project End Date

Mar 2013

(Elections cont.)

Estimated Financial Impact

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

Annual financial impact identified to date: \$5.6 M in savings

This estimated annual savings is calculated based on cost reductions identified in a Presidential Election year. Costs fluctuate each year based on the cycles for elected positions in the City and County.

Public Safety

Homeland Security

Project Leads

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

Committee Recommendation

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

Collaboration to Date

- The City, County, and State are meeting regularly to identify priorities and perform risk assessment.
- The City and County received a \$53 million Urban Areas Security Initiative (USAI) allocation to fund equipment, training and to conduct exercises for first responders.
- The City and County attended joint training held by Illinois Emergency Management Agency and FEMA.
- The City and the County hosted joint-Grant Management training for key City and County stakeholders.
- The City and the County collaborated on uniform and consistent training for first responders, including the development of an Urban Area Homeland Security Exercise and Evaluation Program
- The City and the County finalized a new Urban Area Working Group (UAWG) Charter which will increase communication, enhance emergency preparedness communication, improve grant management, simplify procurement, and enable the City and County to leverage training and technology.
- The City and County are working to develop joint principles and standards for grants management.

Upcoming Milestones

KEY NEXT STEPS	DATE
Release RFP for Urban Area Threat Hazard Identification Risk Analysis.	Jul 2012
Compare procurement rules and regulations; identify joint procurement opportunities.	Sep 2012
Finalize joint grants management policy/principles.	Dec 2012

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 Financial Impact

Joint Committee estimate: Estimate not provided
Annual financial impact identified to date: \$0.8 M in reallocated grant funds

Anti-Violence Strategies and Community Stabilization

Project Leads

Felicia Davis, City of Chicago, First Deputy Chief of Staff, Office of the Mayor
Juliana Stratton, Cook County, Executive Director, Judicial Advisory Council

Committee Recommendation

The Anti-violence collaboration began independent of the Joint Committee on City-County Collaboration.

Collaboration to Date

- Established weekly project management meetings with the City and the County.
- Held three executive sessions to establish goals, guiding principles, strategies.
- Evaluated One Summer Chicago 2011 (with The Crime Lab of The University of Chicago).
- Drafted end-to-end map of criminal justice system to help executives agree on improvement projects, and secured pro bono support from IBM to share expertise and facilitate inter-agency workshops.
- With support from N'Digo, conducted youth listening sessions in Woodlawn and Little Village, as well as at a juvenile correctional facility.
- Secured pro bono support from several members of the business community.
- Developed and presented business cases for review by leadership group, including collective actions and indicators of collective impact for: prevention, intervention, and response; discussed with sub-committees.
- Launched One Summer Chicago 2012, a joint collaboration of 10 city and county agencies providing 17,000 jobs and 168,000 summer activities for youth
- City Services Scorecard created to monitor department response to resident calls
- Initial dashboard created for City/County Community Anti-Violence Restoration Effort
- Established a model for community-led leadership for coordinating and prioritizing local rollout of City/County violence prevention initiatives
- Launched Strong Blocks partnership with city agencies and community leaders; actions have led to over 50 arrests and 600 city service requests completed, as well as mobilization of over 200 community leaders and residents

Upcoming Milestones

KEY NEXT STEPS	DATE
Final Review by Mayor, President and release of Action Plan.	Jun 2012
First convening of Chicago Youth Shooting Review.	Jun 2012
Nominate 1st 2012 Community Award for Antiviolence to a Safe Passage Monitor.	Jun 2012
Collect feedback on prototype dashboard and conduct user training.	Jun 2012
Identify potential locations for CPS reengagement centers.	Jun 2012
Review and approval of business cases for cross agency data-sharing.	Jun 2012
Community-led Steering Committees established in five districts with elevated rates of violent crime.	Jul 2012

(Anti-Violence Strategies and Community Stabilization cont.)

KEY NEXT STEPS	DATE
Refresh Community Anti-Violence Restoration Effort dashboard with 2Q 2012 metrics, data.	Jul 2012
Begin implementation of improved inter-agency data sharing repository	Jul 2012

Estimated Project End Date

Aug 2012

Estimated Financial Impact

Joint Committee estimate: Estimate not provided
Annual financial impact identified to date: \$0. Long term savings will result if anti-violence initiatives lead to a reduction in the jail population.

Regulatory Functions

MBE/WBE Certification

Project Leads

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

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 options for certification, including third party certification, a consolidated program, and a new joint structure.
- Researched other consolidated certification models across the country.
- Analyzed current certification statutes, rules, policies and procedures at both the City and County.
- City and County collaborated with local supplier diversity subject matter experts through Mayor Emanuel's Supplier Diversity Taskforce to determine support, impact and feasibility for reciprocal certification between the City and County, and a universal certification application.
- Reached agreement on establishing a reciprocal certification program for MBEs and WBEs between the City and County. The agreement requires legislative approval by the Cook County Board of Commissioners and changes to the City's rule before becoming effective.
- Reached compromise to align certification fees, counties, and duration of time of MBE/WBE certifications between the City and County to streamline certification process, remove financial and logistical barriers, and provide better customer service to the MBE/WBE community
- Outside consultant auditing City and County's existing certifications.

Upcoming Milestones

KEY NEXT STEPS	DATE
Introduce reciprocal certification at Cook County Board of Commissioners.	Jul 2012
Cook County Board to vote on reciprocal certification.	Jul 2012
Complete audit of City and County's existing certifications.	Aug 2012

Estimated Project End Date

Sep 2012

Estimated Financial Impact

Joint Committee estimate: Estimate not provided
Annual financial impact identified to date: \$0

Revenue Collection and Enforcement

Project Leads

Amer Ahmad, City of Chicago, Comptroller

Zahra Ali, Cook County, Director, Department of Revenue

Rosemary Krimbel, City of Chicago, Commissioner, Department of Business Affairs and Consumer Protection

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

- The City and the County have introduced intergovernmental agreements to allow for joint enforcement of City and County cigarette taxes and to authorize data sharing and the placement of holds on one another's debtors. Joint enforcement began in Apr 2012, with dozens of violations resulting in tickets and fines in just the first few weeks.
- The City and the County have agreed on a process for placing City business license holds on County debtors.
- Data on audits conducted over the past three years and those planned for 2012 has been exchanged.
- Data on registered taxpayers has been exchanged and evaluated for non-compliance with both the City and County tax ordinances.
- A preliminary search of registered City and County taxpayers revealed 214 registrants who have potentially failed to register with the other entity. Those taxpayers have been contacted in an effort to collect any unpaid past due taxes.
- The City and County have identified and are exploring several further potential revenue collaboration areas.

Upcoming Milestones

KEY NEXT STEPS	DATE
County to identify potentially deficient taxpayers based on City tax payment data.	Jul 2012
County and City to evaluate new revenue collaboration areas.	Aug 2012
County to ensure Illinois Business Tax IDs are maintained to ensure accurate mapping to City's IRIS database.	Aug 2012
Automate process for sharing registration, audit, and revenue data.	2012

Estimated Project End Date

These efforts will be ongoing.

Estimated Financial Impact

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

Financial impact identified to date: \$4.1 M in revenue, including \$1.7 M in one-time collection of back taxes, interest and penalties

Other Basic Services

Geographic Information Systems

Project Leads

Brett Goldstein, City of Chicago, Chief Information Officer
Lawrence Hanson, City of Chicago, Deputy Chief Information Officer
Mary Jo Horace, Cook County, Director, GIS, Bureau of Technology
Douglas Hurdelbrink, City of Chicago, Deputy Chief Information Officer

Committee Recommendation

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

Collaboration to Date

- Completed budget analysis of consolidation.
- Conducted joint meetings to introduce collaboration to County/City GIS staff and the County interviewed City GIS staff.
- Service level agreements and IGA have been drafted and are under review.
- Hosted a joint event to showcase how GIS is used in applications in County and City.
- Completed inventory of County/City GIS applications.
- The City passed an ordinance in Oct 2011 allowing the City to purchase ESRI software using the pricing, terms and conditions in the County's Master Purchase Agreement (MPA).
- ESRI (GIS contractor) conducted an on-site assessment of the City GIS environment.
- County participated in City's MCA GIS RFP vendor evaluation process.
- Both the City and County have made infrastructure upgrades to prepare for consolidation. County has begun rolling out desktop software version 10.0. City has installed and successfully upgraded their desktops to software version 10.1.
- County/City has started the migration of City's GIS databases into secure County server. Loaded City's GIS database in County infrastructure. Started testing of City's access to County's GIS environment. Provided County access to City's GISDEV server
- Completed and sent to County procurement a joint RFP for GPS/AVL for vehicle tracking for review and release.
- Completed and sent to County procurement a joint RFP for GIS metadata to support data sharing for review and release.
- County participation in Windy Grid project via task order and dedicated staff.
- City/County preparatory participation in geospatial preparation for NATO event.

Upcoming Milestones

KEY NEXT STEPS	DATE
Design the network connectivity required to allow all City users and City applications to access the County-hosted GIS database.	Jul 2012
Estimate scope and effort required to convert City GIS Web Services and GIS Applications to the County technologies and platform.	Jul 2012

(Geographic Information System cont.)

KEY NEXT STEPS	DATE
Execute a contract between the County and ESRI to allow all City agencies and other regional municipal governments to receive the County's rates, thus resulting in savings for other governments.	Jul 2012
Cook County will develop plan to notify municipalities of discount rates for ESRI software.	Jul 2012
Develop process for updating City data on County database.	Jul 2012
Use City Department of Housing and Economic Development as pilot agencies to County GIS environment.	Jul 2012

Estimated Project End Date

2013

Estimated Financial Impact

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

Annual financial impact identified to date: \$0.5 M in savings

City-County Collaboration Teams

Committee Members

Gloria Castillo, Chicago United
Deborah DeHaas, Vice Chairman and Midwest Regional Managing Partner, Deloitte LLC
Alderman Pat Dowell, 3rd Ward, City of Chicago
Commissioner John Fritchey, 12th 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

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