



OFFICE OF THE MAYOR
CITY OF CHICAGO

THE FIRST 100 DAYS OF THE EMANUEL ADMINISTRATION

Today, Mayor Emanuel provided a report to the people of Chicago on the progress his Administration has made in achieving \$75 million in savings for 2011: within the first 100 days, \$51.3 million has been realized. For more information on this progress, see his [memo to the taxpayers](#).

For more information on the Emanuel Administration's first 100 days, go to www.cityofchicago.org. To see a full list of the 100-Day goals, please see the [Chicago 2011 Transition Report](#).

EFFICIENT AND ETHICAL GOVERNMENT

Sign Executive Order on ethics reform

As his first act in office, Mayor Emanuel signed three Executive Orders creating new ethics rules, including prohibiting new appointees from lobbying City government for two years after leaving the Administration, protecting City employees against pressure to give gifts or make political contributions to their superiors, and prohibiting City lobbyists from making political contributions to the Mayor. The Mayor also signed three Executive Orders on ethics originally issued by Mayor Daley, including a ban on political contributions to the mayor from the owners of companies that do business with the City, an order requiring City employees to comply with the hiring oversight rules adopted in connection with the Shakman litigation, and an order reaffirming that it is the duty of every City employee to report wrongdoing to the Inspector General. [May 16]

Cut \$75 million from the 2011 budget

On his first full day in office, Mayor Emanuel announced \$75 million in savings to the City's budget by implementing a variety of cost-saving measures, including cutting senior management payrolls, reducing outside legal counsel expenses, merging overlapping functions across departments, freezing all non-essential contract spending, and improving grants management. In the first 100 days, the City has already implemented initiatives accounting for more than \$51.3 million worth of those projected savings, including: \$17.5 million from freezing non-essential contract spending and procurement improvements; \$12.2 million through better management of grants; \$5.5 million in senior management expense reductions; and \$3 million in reducing outside legal counsel expenses. [May 17]

Sign executive order on long-term financial planning

Mayor Emanuel signed an Executive Order creating a long-term budget and financial planning process, and is working to implement it with the City Council through the budget process. The Executive Order tasks the Office of Budget and Management and the members of the Mayor's Council on Budget, Business Development and Economic Issues with preparing an Annual Financial Analysis, which will include a trend analysis of all City funds, a financial forecast including a three-year baseline forecast and a three-year alternative forecast, and analyses of the City's reserves, capital program, debt, liabilities, and financial policies. The Annual Financial Analysis will be available in searchable format on the City's website. Members of the public will also have an opportunity to review and comment on the proposed Annual Financial Analysis. [May 20]



OFFICE OF THE MAYOR
CITY OF CHICAGO

Launch Tax Increment Finance (TIF) Reform Task Force

A Tax Increment Finance Reform Task Force has been assembled to bring transparency, accountability and efficiency to the TIF system. The task force is charged with crafting a TIF policy with formal guiding principles, developing Return on Investment criteria that can be used to measure TIF performance, recommending concrete steps for increasing TIF transparency, and evaluating the role the TIF program plays in the overall City budget. The task force will complete its work over a three-month period. In addition, the Mayor has released TIF data online in a machine-readable format, allowing every citizen to download, embed, or use the data in the development of new applications. [May 29]

Select pilot location for first two miles of protected bike lanes

The first half-mile of protected bike lanes has been developed and opened for public use on Kinzie Street in the downtown area. The lanes will allow bikers to travel safely along roads without impeding motorists, pedestrians, or parking availability. The half-mile stretch of protected bike lane on Kinzie Street connects the two most popular streets in Chicago for bikers – Milwaukee Avenue and Wells Street. The pilot program on Kinzie Street will be observed closely by CDOT and the Mayor's office, and will be examined for safety, efficiency, and economic development outcomes. [June 7]

Post City budget online

The mayor posted a searchable version of the 2011 Appropriation Ordinance on the City of Chicago's Data Portal after a full review to ensure its presentation was clear and easy to understand. The full release included three separate datasets containing budgeted expenditures, positions and salaries organized by department, and a complete list of current City employees and salaries. The budget data was presented in a machine-readable format, making it easy to download, embed, and use in the development of new applications. [June 8]

Release report on City-County collaboration opportunities

The joint City-County Committee appointed by Mayor Emanuel and Cook County President Preckwinkle released its report, outlining a path to historic levels of City-County collaboration in order to reduce costs and improve services for residents. The report found that increasing City-County collaboration can save taxpayers up to \$140 million per year by 2014. Clear cost savings identified by the committee include streamlining custodial services (\$11 to \$23 million in savings), centralizing energy management (\$9 to \$23 million in savings), and expanding joint purchasing (\$12 to \$24 million in savings). The 7-member joint committee, comprised of non-profit, community and business leaders, worked on a pro-bono basis with both City and County staff and the Civic Consulting Alliance. The committee will continue to take a deeper look at how the City and County can integrate their health clinic systems and improve delivery of services to the people of Chicago. [June 13]

Accelerate development of multi-year water management plan

The Department of Water Management has made steady progress in the development of key components of a comprehensive multi-year water plan, focusing primarily on revamping water meter installation, overhauling the water main replacement program, and developing incentives for green infrastructure construction. For example, the City has identified water main replacement as a high priority in our Water Conservation Program, as it has demonstrated a large impact on the decline in



OFFICE OF THE MAYOR
CITY OF CHICAGO

water pumpage. The Department has therefore dedicated funding for a water main program and has taken measures to re-bid contracts to take advantage of lower prices. Additionally, in the effort to develop incentives for green infrastructure construction, the Mayor's Office will host a series of meetings with department heads to discuss the use of green technology in infrastructure projects. [June 14]

Access info on lobbying activity online

New and comprehensive lobbying data posted on the City's web site will allow every citizen to track and find information on lobbyists, what they are lobbying for, and which government officials they have lobbied. Specifically, eight separate datasets have been compiled and reviewed to provide extensive background on lobbyist expenditures, gifts, compensation, registrations, terminations, and activities. In concordance with other data sets developed and released by the Mayor's Office, the lobbying data is machine readable to facilitate an extensive variety of uses and applications. [June 16]

Review services to identify opportunities with nonprofits and governments

Mayor Emanuel along with Cook County President Preckwinkle announced a report that recommends City-County collaborations that reduce costs and improve services for residents. The Mayor's Office along with County counterparts will work over the following weeks to identify next steps for implementation. [June 13]

Launch Apps for Metro Chicago

Apps for Metro Chicago (A4MC) is a competition that challenges people to use government data to create applications that make government more accessible and responsive. Prizes funded by the MacArthur Foundation for the categories of Transportation, Community, and Grand Challenge will be awarded in the coming months based on juries of prominent business leaders, academics, and non-profit leaders. [June 24]

Introduce ordinance changes to implement regulatory, permitting, and licensing reforms

Improvements will begin with a comprehensive review of fees, regulations, and inspections that involve business owners and non-profit delegate agencies, as well as the processes they must navigate. The introduction and passage of an ordinance to launch an Innovation Delivery Team, funded by the Bloomberg Foundation, will provide the funding to dedicate a full-time team to focus on reducing the "time in line" that Chicagoans wait for City services. [July 14]

Develop performance metrics and ROI standards for all capital projects

The Office of Budget and Management finalized a new long-term capital planning process for the City that is based on performance metrics and return-on-investment standards. The new strategy will be incorporated into the 2012 budget process. [August 5]

Identify steps needed to simplify fees, regulations and inspections

The City will make it easier for business owners to get licenses and permits by simplifying the process and reducing the number and types of fees and regulations. To begin, the City secured a \$6 million grant from the Bloomberg Foundation to build an Innovation Delivery Team that will focus on two priority issues: reducing the time Chicagoans spend in line to access City services, and creating



OFFICE OF THE MAYOR
CITY OF CHICAGO

Energy Efficiency Target Zones throughout Chicago to significantly reduce energy use. [August 10]

Develop plan for consolidating procurement purchasing within city

Chicago's government is one of the largest consumers of goods and services in the city, processing contracts valued at nearly \$1.6 billion last year alone. Increased coordination of procurement efforts will improve processing times and lead to dramatic cost savings. Through the City's partnership with Accenture and the internal plan of the Procurement department, spending outside the centralized City procurement process will be curtailed and the process streamlined and consolidated. [August 18]

Quantify and commit to procurement savings for 2012 budget

The city will hold itself accountable to realizing estimated procurement savings. The findings from the estimate report will be reviewed and combined with cost impact from procurement process improvements to finalize FY2012 budget savings. The City will save \$25 million in yearly savings by 2013 and \$10 million or more by 2012. [August 18]

Design worker safety program

The administration is working to assess the City's current safety practices and using those findings to compare to best practices across the country. A new comprehensive safety program will be developed to hold City agencies accountable for enforcing safety programs that will reduce worker compensation costs. [Ongoing]

Begin mergers of Revenue/Finance and General Services/Fleet Management

The administration has begun the process of consolidating the Revenue / Finance and General Services / Fleet Management departments in key areas that will provide greater efficiency immediately. Employees in the Revenue and Finance departments have identified roles, responsibilities, and the transfer of duties, which will be fully implemented by 2012 and incorporated into the City budget. Planning for additional shared services opportunities will begin immediately, including benchmarks for key activities and the development of cost reduction targets. [Ongoing]

Develop performance benchmarks for City services and post them online

An initial round of performance benchmarks has been released containing key performance indicators for the Departments of Business Affairs and Administration, Streets and Sanitation, and 311 City Services. The benchmarks, posted at <http://cityofchicago.org/performance>, display graphs illustrating the amount of time departments take to complete services and requests such as granting a Limited Business License or Retail Food License, responding to a Tree Debris or Rodent Baiting Service Request, or answering a call at the 311 Call Center. The administration is also monitoring performance and will give greater autonomy to department leaders who have showed the greatest improvement in service delivery. [Ongoing]



OFFICE OF THE MAYOR
CITY OF CHICAGO

SAFETY OF OUR COMMUNITIES

Put an additional 500 cops on the street

During his first week in office, Mayor Emanuel announced the redeployment of 500 police officers to the beat. Those officers came primarily from the Department's Mobile Strike Force and Targeted Response Unit, and were sent to districts 3, 4, 5, 6, 7, 8, 11, and 15. On June 12, the Mayor announced the redeployment of an additional 150 officers from administrative positions across every bureau of the department. These officers were sent to districts 2, 9, 10, 12, 13, 14, 17, 18, 19, 20, 21, 22, 23, 24, and 25. On July 21, Probationary Police Officers and five Sergeants were among the 92 police officers who were redeployed to districts 1, 3, 4, 5, 6, 7, 8, 9, 10, 15, 18, 22, 23 and 24. [May 24, June 12, July 21]

Launch One Summer Chicago and begin evaluation process

One Summer Chicago is a collaborative effort between the City, County, foundation, and business community to provide summer programming for youths. As part of this effort, Cook County Board President Toni Preckwinkle, Mayor Emanuel, and the foundation and business communities launched a pilot program in Garfield Park, Englewood, Woodlawn, and Little Village. The pilot program will provide funding to scale-up successful summer programs and consult a broad range of civic, faith, community and philanthropic leaders to determine community programming needs. In addition, One Summer Chicago has launched a web portal to serve as a resource for information about summer programs across the city and county to allow Chicago citizens and businesses to directly donate to the pilot program. [June 22]

Join Mayors Against Illegal Guns

Mayor Emanuel joined Mayors Against Illegal Guns, a bipartisan coalition of more than 600 mayors dedicated to making America's streets safer by cracking down on illegal guns. [August 21]

Develop data collection plan for gun usage and crimes

In collaboration with the Chicago Police Department, the Mayor's Office released a gun report that includes aggregate data on gun make, state of origin, and involvement in crime for guns recovered by CPD. This report outlines a plan for the utilization of data by CPD and other City departments. The report also outlines a plan for the release of further data analysis to better inform the public of the impact guns have in our communities. [August 22]

Promote state gun policy agenda

The administration is actively working to support common-sense gun legislation in Springfield and nationally, including defense of the concealed carry ban, hand gun titling, universal background checks, and the assault weapons ban. [Ongoing]

Integrate public safety plans among key departments

In collaboration with the County, the City has engaged foundations and consultants in developing a public safety consortium to reduce violence and stabilize communities. The consortium will be chaired by the Mayor and Cook County Board President and seek to unify public safety efforts and



OFFICE OF THE MAYOR
CITY OF CHICAGO

initiate violence reduction projects in our communities. [Ongoing]

ECONOMIC DEVELOPMENT IN ALL NEIGHBORHOODS

Convene meeting with leaders from internet providers about improving broadband access

The administration met with key industry leaders to further expand broadband and provide long-term solutions for families, business, and individuals with limited access to the high-speed internet. New initiatives will build on the City's partnership with Comcast that expands broadband access to low-income CPS students and families. [May 31]

Find private sector partner to help expand broadband access

Comcast launched Internet Essentials, a public-private partnership, to offer families of the 330,000 students who receive free lunches at Chicago Public Schools access to broadband Internet at home at a reduced rate. Participating families will be able to purchase broadband Internet service at \$9.95/month and computers for \$150, a fraction of the price of regular broadband packages. The program will not feature any installation or service fees. In addition, many of the city's libraries are participating in training and awareness programs, as well as business courses designed to promote technology resources to the citizens of Chicago. The Internet Essentials program will launch this fall, in conjunction with the 2011-2012 school year. [May 31]

Determine which corridor can most benefit from piloting Bus Rapid Transit

The Chicago Transit Authority initiated the alternatives analysis process by putting a notice on their website informing the public of the analysis to be performed on Western and Ashland Avenues. The analysis will determine which corridor can most benefit from piloting the expanded service of bus rapid transit. In addition, CTA has sent invitations for a stakeholder panel that will hold its first meeting in early July, which is one of the requirements for the Federal Transit Administration's alternatives analysis grant. [June 14]

Convene food desert summit

CEOs from six major grocery chains convened on Chicago's West Side to discuss their plans to expand into communities that lack access to fresh foods, and to begin a dialogue with Mayor Emanuel about additional steps they can take to scale these efforts. The Mayor used the occasion to release a new food desert map that added layers of data to produce a more refined look at desert locations, and delivered detailed business plans for each area to spur development. [June 15]

Identify one to three communities in which to pilot a community anchors strategy

To support vibrant neighborhood growth, the City has leveraged existing community anchors. In weekend working sessions with the University of Chicago and Loyola University, the City created Memoranda of Understanding with the universities and their aldermen. The result is long-term development plans that coordinate City investments with the private infrastructure expenditures of these community anchors. The process will be replicated with several other institutions. [May 21, Aug 13]



OFFICE OF THE MAYOR
CITY OF CHICAGO

Develop public health goals

A comprehensive strategy has been drafted to identify ambitious public health goals and outline a structure for implementation. Funding has been secured for a number of key initiatives, including \$11.5 million for a Chicago Tobacco Prevention Project, and \$5.8 million for “Healthy Places,” a program that will address obesity in Chicago by creating healthier environments where Chicagoans live, work, learn and play. The Mayor announced a clear set of priorities and measurable objectives that will guide Chicago’s public health strategy, raise the health awareness of residents, and better coordinate services and resources. [June 15]

Define the Office of New Americans

As a thriving global city, the City of Chicago’s Office of New Americans (ONA) will support and draw on the contributions of new Chicagoans. Immigrants play a vital role in supporting the city’s economic prosperity and are key to the future strength of Chicago in the global marketplace. To that effect, ONA will enhance the ongoing efforts of immigrant family, faith-based, and community institutions to successfully integrate into the civic, economic, and cultural life of the city. [July 19]

Analyze best structure to coordinate workforce development with business community

The Mayor’s Office has convened leading local and national experts, as well as City commissioners, to assess the gap between workforce development programs and the actual positions businesses are looking to fill. The resulting plan will connect job seekers with employees in through integrating a new strategy focus on training for, and filling, employer needs. This will include a streamlined and centralized employer contact point to help place job-seekers into employment, with the eventual goal of trained jobs, instead of simply training. The strategy will focus on rigorously tracking placement, wages, and six-month retention. In coordination with the County, the plan will be implemented over the next six months. [August 5]

Convene business leaders to develop job growth strategies within their industries

The new World Business Chicago (WBC) has begun to develop job growth strategies within targeted industry clusters such as technology, advanced materials, manufacturing, financial trading, and tourism. [August 9]

Review growth potential of targeted industries; recommend a structure for implementation

The City has worked with World Business Chicago’s research staff to support research on the Chicago economy and growth potential of specific industries, as well as a preliminary cluster analysis to see if there is a potential base for cluster development in Chicago. The review of the City’s economic development structure revealed a need for a renewed and rejuvenated World Business Chicago, with an expanded board and a mission to promote job creation across businesses of all sizes. The Mayor appointed a reinvigorated World Business Chicago board and charged World Business Chicago with a broader mandate of economic development for all size businesses. This new structure has already convened to begin the development of short and long-term job creation strategies within their respective industries. [August 9]



OFFICE OF THE MAYOR
CITY OF CHICAGO

Identify partners for strategy to support entrepreneurs and new business formation

Creating a strategy to allow entrepreneurship to thrive in the City of Chicago is critical to the administration's broader economic mission. The City has strongly supported entrepreneurship through engaging partners to develop an approach, including: the repurposing and re-launch of World Business Chicago with an expanded mission to grow entrepreneurship and new business; a MBE/WBC working group to help start, develop, and grow MBE/WBE businesses; the development of a technology campus; and the launch of Idea's week to bring top level entrepreneurial talent to Chicago. The City has begun tracking the development of new Chicago's businesses against comparable markets, both nationally and in the Midwest, to track the results of the City's efforts. [August 10]

Release economic impact goals for the revised Chicago Climate Action Plan (CCAP)

Working with energy and economic development experts, the update of the Chicago Climate Action plan prioritizes energy efficiency, clean energy and sustainable investments that directly produce economic benefits such as job creation, economic development and significant costs savings for families and businesses. It will guide the administration's future investments in energy efficiency, mitigation and adaptation. [August 12]

Audit of cultural programs

The Department of Cultural Affairs and Special Events conducted an audit of City-organized festivals and cultural program to assess the City's investment in the arts and ensure it serves all Chicagoans, showcases Chicago's diverse neighborhoods, and promotes Chicago as a vibrant global tourist destination and a site for cultural innovation. The audit will serve as a reference as the City refines its cultural offerings. [August 15]

Create foreclosure reduction strategy

The City's Micro-Market Recovery Program was unveiled to bring value back to targeted areas, on the theory that the foreclosure crisis must be addressed at the micro-market level rather than on a house-by-house basis. The Program will combine several capital sources – including those of Community Investment Corporation, Neighborhood Housing Services, LISC and the MacArthur Foundation, among others – with the City's resources to create a strategy and financial mechanism that will bring groups of foreclosed or nearly-foreclosed housing units back into the market. The goal will be to re-create sustainable market forces and stabilize values in the target areas. [August 17]

Task force of public space experts will deliver their recommendations

The Nature and Wildlife Committee released an updated report, establishing a renewed vision for city spaces. The report lays out a plan for protecting and managing natural areas and shapes a campaign to get residents outdoors and engaged in stewardship. [August 18]

Map of public spaces

The City created a web-based map of existing public spaces to showcase and inventory Chicago's open spaces, making it easier for families to get outdoors and engaged in stewardship. The map displays boulevards, campus parks, habitats, NeighborSpace Gardens, malls, plazas, and an inventory of city trees in a user-friendly format. [August 18]



OFFICE OF THE MAYOR
CITY OF CHICAGO

Establish principles for transit oriented development

Transit oriented development revitalizes neighborhoods, encourages business growth, and improves street life by placing communities in close proximity to transit and jobs. The Mayor issued a Policy Directive that establishes clear and consistent principles for transit-oriented development, including incentives such as expedited permitting, set asides of City-owned property, and expanded use of tax credits and loan guarantees. [August 19]

Conduct assessment of City's budget and its ability to create growth and jobs

The Mayor created the Mayor's Council on Economic, Budgetary, and Business Development Council. The Council is led by the Deputy Mayor, who is charged with oversight of the City's finances and its Economic Development function. Through the work of the Council, which meets twice each week, the City's finances and its economy are inextricably linked. The Commissioner of Housing and Economic Development and the City's Budget Director collaborate closely on aligning the goals of the two departments, with input from the CFO, the Comptroller, and the Chief Technology Officer. The result is a budget process that is fiscally responsible while maximizing the potential for job creation. This has included the launch of an expanded and reformed World Business Chicago, an immediate \$75 million in cost savings, Costing City services through financial modeling, Open Data and Apps 4 MetroChicago competition, and the first-ever Annual Financial Analysis. [Ongoing]

STRONG PUBLIC SCHOOLS FOR EVERY CHICAGO CHILD

Outline priorities and action plan for parental engagement strategy

Chicago Public Schools CEO Jean-Claude Brizard launched the creation of a parent-teacher agreement by meeting with a group of parents on the West Side to initiate a city-wide discussion on the need for authentic parent engagement. The discussion will help CPS generate a vision for parent and community involvement, determine the structure of the school report card, develop a communications toolkit, and create the parent/teacher agreements needed to support that vision. In addition, CPS has begun reviewing the "best in class" agreements that currently exist, specifically from the KIPP and UNO charter schools. The results of this review will also be incorporated into CPS's development process. [June 1]

Push for state legislation enabling Chicago Public Schools to lengthen school day

Governor Quinn signed into law education reforms that will pave the way for Chicago Public Schools to lengthen the school day and improve teacher performance standards. Mayor Emanuel spoke at the signing and praised the reforms for the impact they will have on students in Chicago. "This legislation will help ensure that Chicago has the tools we need to give our children the education they deserve," he said. "By giving students a longer school day and improving the performance standards for teachers, today we take a major step toward ensuring that every child, in every Chicago neighborhood, has access to a world-class education." [June 13]

Assemble early childhood task force

The early childhood education task force has begun to meet and explore opportunities to streamline funding and create a first-of-its-kind program in Chicago that would align program applications and goals across funding streams. [July 1]



OFFICE OF THE MAYOR
CITY OF CHICAGO

Complete CPS facilities plan

Chicago Public Schools has completed a facilities plan to understand how its schools facilities are currently used. The plan will act as a roadmap to dramatically increase the number of world-class schools in all Chicago neighborhoods. By taking an inventory of current use, this plan will allow CPS to better utilize and invest in existing school facilities, accelerate the transformation of underperforming schools, and build new schools where gaps exist. [July 15]

Authorize new charter and contract schools to re-engage out of school youth

Chicago Public Schools (CPS) will provide more options for youth that have dropped out of school by authorizing new charter and contract schools that engage out-of-school and at risk youth. This summer, CPS issued an RFP for 8-12 new charter and contract schools, 4-5 of which will specifically serve at risk students. [July 22, August 22]

Identify leadership structure to facilitate development of high school strategy

Chicago Public Schools has identified a new central office leadership structure to streamline processes and reflect policy priorities. The leadership team includes a newly created Portfolio Officer to assess the district's portfolio of schools and ensure that CPS is adapting to emerging needs. In conjunction with the entire leadership team, the Portfolio Officer will develop a focused high school strategy that invests in school leadership, introduces innovative models, and expands principle autonomy coupled with more accountability. [July 27]

Develop strategic plan for Chicago Leadership Academy

A new Chicago Leadership Cooperative will coordinate the City's many principal development programs and increase the number of new principals trained and ready to lead. The strategic plan will provide an overarching framework to graduate triple the number of principals in the next four years. [August 15]

Launch Education Innovation Fund

The administration launched the Chicago Education Innovation Fund to spur reforms in classrooms and schools. Initial funding will go to projects that match the Mayor's education priorities, like performance incentives for principals. The innovation fund will place Chicago as a national leader in school innovation and attract and retain top talent while expanding the footprint of proven school models. [August 15]

Engage stakeholders to develop new teacher evaluation approach

Chicago Public Schools is currently hosting 200 teacher focus groups in partnership with the Chicago Public Education Fund regarding the creation of a new teacher evaluation system. To date, 140 focus groups have been completed, demonstrating that the evaluation will be built in partnership with teachers. In final form, the evaluation system will include a plan for professional development that supports the individual needs of teachers and a report card to assess the teacher training programs using currently available data. [Ongoing]



OFFICE OF THE MAYOR
CITY OF CHICAGO

ACCOMPLISHMENTS OUTSIDE OF THE TRANSITION PLAN

Brought jobs to Chicago

The Mayor worked aggressively to bring jobs to Chicago. Six leading companies – Walgreens, Allscripts, United Airlines, General Electric, Motorola Solutions, and JP Morgan Chase – have announced that they will expand their presence in Chicago, bringing more than 4,000 jobs to the city. [May 23, June 10, June 14, June 28, June 29, August 9]

Cut number of credit cards and tightened policies to protect taxpayer money

City Comptroller Amer Ahmad completed a thorough review of policies regarding credit card use, reimbursement, and petty cash. In order to protect against the abuse of taxpayer funds, the number of credit cards used by sister agencies of the City was cut from 500 to 30. The use of petty cash was banned entirely and a strict policy around reimbursements was issued. [July 11]

Implemented reforms to make procurement more transparent and cost-effective

The Department of Procurement Services implemented a Reverse Auction initiative, allowing for open, competitive online bidding which gives vendors multiple chances to submit progressively lower bids. The Department of Procurement Services will also begin posting non-competitive contracting applications online for public review to increase accountability and transparency. [July 21]

Initiated review of pay for boards and commissions

Mayor Emanuel tasked his Chief of Staff with reviewing the stipends paid to members of the City's boards and formulating recommendations for how to reduce the cost to taxpayers by 50%. Mayor Emanuel also eliminated the stipends paid to members of the City's Cable Commission and Board of Local Improvements, resulting in savings to taxpayers of more than \$175,000 a year. [July 27]

Championed stronger curfew ordinance

The Mayor championed a revision to Chicago's curfew ordinance establishing an earlier curfew for children under 12 to protect young Chicagoans. Children under 12 are now required to be at home or under parental supervision after 8:30pm on weekdays and 9:00pm on weekends. [July 28]

Supported ordinance to address vacant buildings

Mayor Emanuel worked with Alderman Pat Dowell to pass her landmark ordinance to hold lenders responsible for the upkeep of vacant buildings. This ordinance will help protect neighborhoods from the deleterious effects of vacant buildings that are not maintained, which include reduced property values and increased crime. The ordinance will also reduce costs to city government; in 2010, the City spent more than \$15 million to deal with vacant buildings. [July 28]

Engaged with Chicagoans through innovative public forums

Mayor Emanuel answered questions submitted by Chicagoans via Facebook, Twitter, and a live chat feed in an #AskChicago town hall. This event was the first time that the sitting mayor of a major city



OFFICE OF THE MAYOR
CITY OF CHICAGO

has held a live online chat with questions submitted and ranked by the public. Two days before #AskChicago, Mayor Emanuel held a telephone town hall, speaking directly with Chicago residents about the issues facing the city. On August 17, the Mayor held a live online conversation with the Better Government Association's Andy Shaw in a virtual good government town hall. In advance of the discussion, Chicagoans submitted their questions to the Mayor via Facebook, Twitter, and e-mail. And the Mayor is engaging Chicagoans in the budget process in an innovative way, asking for their ideas and comments on www.ChicagoBudget.org, the City's first-ever interactive budget website[June 28, June 30, August 5, August 17]