

# JOINT COMMITTEE ON CITY - COUNTY COLLABORATION

---



February 2012









**OFFICE OF THE MAYOR  
CITY OF CHICAGO**

**RAHM EMANUEL  
MAYOR**

February 7, 2012

Dear Chicagoans:

When I took office last May, I promised to ask a simple question of every service delivered by City government: how can we improve efficiency to deliver a better service to taxpayers at a lower price? One of the key aspects of making government more efficient is through collaborations with the private and non-profit sectors and with other governments. The City's collaboration with Cook County is a key initiative that provides all of you with better services for every tax dollar we spend. For too long, Chicago and Cook County operated entirely separately as if they didn't serve many of the same residents. I am proud of the progress the City-County Collaboration has made to date. At our three month mark, we achieved more than \$11 million in savings and new revenue. Now, after our six month mark, we have nearly doubled that total to \$20.5 million. And we are working together to improve key services and generate jobs for our residents.

We are well on our way to reaching the target goals outlined in the original report by the Joint Committee. But this is only the beginning. Through the open dialogue and cooperation that we have established to date, we will increase efficiency, improve services, and accelerate revenue and savings for both the City and County. I look forward to continued collaboration with President Preckwinkle, and to delivering better services to Chicago taxpayers.

Sincerely,

Mayor





OFFICE OF THE PRESIDENT  
**BOARD OF COMMISSIONERS OF COOK COUNTY**  
118 NORTH CLARK STREET  
CHICAGO, ILLINOIS 60602  
(312) 603-6400  
TDD (312) 603-5255

**TONI PRECKWINKLE**  
PRESIDENT

February 7, 2012

Dear Residents of Cook County:

Last June, Mayor Rahm Emanuel and I shared a vision for Cook County and the City of Chicago that would lower the cost of government and save taxpayers millions of dollars, all while improving the quality of services provided to residents.

I am pleased to inform you that our progress to date is consistent with the goals set by the Joint Committee on City-County Collaboration. Through our combined efforts, we have uncovered many new opportunities to save taxpayer dollars and improve revenue collection for the benefit of both the County and the City. Within this short period of collaboration, we have increased the amount of annual financial impact to \$20.5 million. In these difficult budget times, these funds are more critical than ever to making local government effective and efficient for residents.

While we should all be proud of the results of the hard work of City and County public servants in this collaboration, our work is just beginning. In the months and years ahead, we will continue to strive for a more collaborative and effective government where there is an open exchange of information and ideas to ensure we get the most for every tax dollar you pay. I am committed to continuing to work together in the spirit of cooperation and collaboration and to improving our region in a way that is in the best interest of all residents.

Sincerely,

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

Toni Preckwinkle  
President





## Table of Contents

Introduction .....	1
Administration	
Energy Management .....	7
Facilities Maintenance.....	8
Fleet Management .....	9
IT Support Services.....	10
Purchasing .....	11
Real Estate .....	12
Health and Human Services	
Healthcare .....	13
Workforce Development.....	14
Legislative Services	
Elections.....	15
Public Safety	
Homeland Security.....	16
Anti-Violence Strategies and Community Stabilization .....	17
Regulatory Functions	
MBE/WBE Certification.....	18
Revenue Collection and Enforcement .....	19
Other Basic Services	
Geographic Information Systems .....	20
Collaborations areas wrapping up this quarter	
Open Data .....	21
Custodial Services.....	22
Capital Construction .....	22
Administrative Hearings.....	23
311.....	23
City-County Collaboration Team .....	24



## Joint Committee on City-County Collaboration

### Introduction

#### Background

The Joint Committee on City-County Collaboration (Joint Committee) was established by Chicago Mayor Rahm Emanuel and Cook County President Toni Preckwinkle in March 2011 to recommend ways the City and County could streamline services, improve residents' interactions with government, and reduce costs. In June 2011, the Joint Committee issued a report describing 19 areas where the City and County could work together to achieve savings in the range of \$66 million - \$140 million by 2014. The Mayor and President asked the Joint Committee to keep the public apprised of the progress of this initiative via periodic reports.

In September 2011, after one quarter of collaboration, the Joint Committee released its first public report which described progress in each of the 19 collaboration areas, as well as a twentieth area: Anti-Violence and Community Stabilization Strategies. The report noted that \$11.3 million in annual savings and new revenue had been identified and that both governments would actively strive for the Joint Committee's estimate of \$66 million - \$140 million in savings and revenue by 2014. Further, the report stressed that service improvements for residents would be a critical measure of success. Finally, the report highlighted that collaboration begets collaboration: as the City and the County increasingly work together, additional avenues for delivering more efficient and improved government services continue to emerge.

#### Collaboration at the six-month mark

This report marks six months of City-County Collaboration. Since the last report, this partnership has continued to evolve, with teams meeting more frequently and, where feasible, broadening the scope and impact of their collaboration.

The second quarter of City-County Collaboration has been marked by:

- *Increased focus on high-service-impact, high-value areas.* By merging three existing workforce boards, the City and County are creating a national model for regional workforce development integration. Homeland Security is combining grants management, leveraging training, and sharing technology for better preparedness. The Anti-Violence Strategies team is connecting City, County, and community agencies at an unprecedented level. Revenue Departments are beginning to jointly pursue tax evaders. Purchasing Departments are synchronizing buying plans.
- *Continued savings and revenue.* As collaboration areas meet and explore new ways to work together they are finding additional areas for savings and revenue enhancement. Since the September report, collaboration areas have found an additional \$9.2 million in annual savings and revenue, bringing the grand total of annual savings to \$20.5 million beginning in fiscal year 2013. The Committee expects to see additional savings mount as the teams continue their work.
- *Increased frequency and depth of collaboration, uncovering new opportunities.* The spirit of cooperation between the City and County has inspired additional collaboration opportunities within and beyond the 20 that were active during the first quarter of collaboration. At the same time, some of the original efforts are being wrapped up as they have met their goals or collaboration has been integrated to the full extent practicable.

- *Heightened pro bono engagement with the business community.* Significant pro bono support has been devoted to collaboration by Allstate, IBM, Mayer Brown, N'Digo, Perkins Coie, Schiff Hardin, and the University of Chicago Booth School of Business, each participating through the Civic Consulting Alliance.

*Increased focus on high-service-impact, high-value areas.*

Collaboration areas that present the greatest opportunities for improved service delivery and the greatest opportunities for savings and new revenue received greater focus and support this quarter.

One of the most significant service improvements to flow from collaboration is a City-County merger in Workforce Development. In October, 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. Workforce board consolidation will give all City and County residents access to a consistent set of workforce development opportunities; provide businesses with a single agency covering the entire regional labor market; and streamline the funding and management process for training providers and delegate agencies. This initiative will also save taxpayers at least \$1 million annually.

In the area of Homeland Security, the City and County have worked toward greater regional safety by improving their communications and making plans to leverage a recent \$53 million federal grant for joint training and equipment purchases. A joint approach to training and purchasing will ensure that 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. Plans to develop a joint policy for grant management are also underway.

### **Collaboration Focus: Homeland Security**

The Chicago Office of Emergency Management & Communications (OEMC) and the Cook County Department of Homeland Security and Emergency Management (DHSEM) operate in overlapping regions and play similar roles—both plan for and coordinate responses to emergencies, disasters, and terrorist incidents.

Prior to the elections of Mayor Emanuel and President Preckwinkle, and changes in leadership at both organizations, the OEMC and the Cook County DHSEM operated with very little communication. What communication did exist between the organizations was almost entirely focused on the competition for regional Federal grant money for separate initiatives. "There was

no collaboration strategy for decades," said Gary Schenkel, head of OEMC. "It just didn't happen."

After the election of Mayor Emanuel and President Preckwinkle, all of that has changed. The City and County organizations now share a central mission and comprehensive plan for the safety of the region, and Schenkel and DHSEM Executive Director Michael Masters meet several times a week to coordinate strategies.

Today, the City and County have developed a strategy to both purchase compatible equipment together and have their emergency responders trained together to ensure consistency. They are also now working to use each other's contracts and processes, enabling further effectiveness.

For example, the County recently moved to utilize the City's camera standards and contract, allowing the City and County to use identical cameras, save money, and improve emergency response.

Working together, the City and County departments have been able to accomplish more than either could alone. Recently, the two organizations shared one grant writer to apply for a federal security grant and developed a joint strategy for weapons of mass destruction and response technology. They also jointly received federal funds to perform the first comprehensive Threat Hazard Identification and Risk Analysis for the Chicagoland region, cataloguing critical infrastructure.

The increased cooperation between the two departments has already proven beneficial in emergency circumstances. For example, when a storm in July 2011 knocked out 2,500 power lines in one day, the County lent four crews to the City for 48 hours to assist with clearing debris—something that would never have happened before the leadership at the City and the County established a relationship between the two entities.

All of these Collaboration initiatives have not only increased the efficiency of the City and County organizations, but have also made them more effective. "Collaboration has qualitatively increased safety and security for residents of the region," said Masters.

In an effort to stabilize communities and reduce violence in Chicago by 50% by 2020, the Anti-Violence and Community Stabilization Strategies team has engaged City and County officials, law enforcement agencies, community and faith-based organizations, and business leaders. The group is working to develop a shared vision for violence prevention, intervention, and response in order to empower residents and increase safety. The group 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 differently to prevent the tragedies. The Public Safety Data Sharing collaboration, which had been its own distinct area, has now been folded into the overarching Anti-Violence effort.

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 up to \$2.5 million in new revenue from tax scofflaws beginning in FY 2013. The team also successfully proposed an intergovernmental agreement enabling the joint enforcement of tobacco taxes. Beginning in April 2012, when a vendor is cited for selling unstamped cigarettes in the City of Chicago, whichever jurisdiction issues the citation may also do so on behalf of the other jurisdiction. Ongoing collaboration in the area of Revenue will lead to higher levels of compliance (and thus higher revenues), as well as greater operational efficiencies across both City and County revenue efforts.



In January 2012, both the City and County introduced ordinances to enable joint cigarette tax stamp enforcement.

The Purchasing collaboration continues to progress toward its goal of \$2.9 million in savings in FY 2012. New opportunities identified this quarter include joint contracts for armored car service, elevator maintenance, centrifugal pump maintenance and inspection, and hauling of sewer catch basin waste. The City and County have also compared their 18-month buying forecasts to determine additional savings and have participated in joint negotiations with a vendor. In March 2012, the City and County will host a first ever joint vendor outreach event at UIC. This event will enable the City and County to reach hundreds of potential vendors thereby attracting multiple bids for procurements and ensuring the best value for taxpayers. The event may also encourage broader participation among the vendor community and reduce barriers to doing business with the City and County.

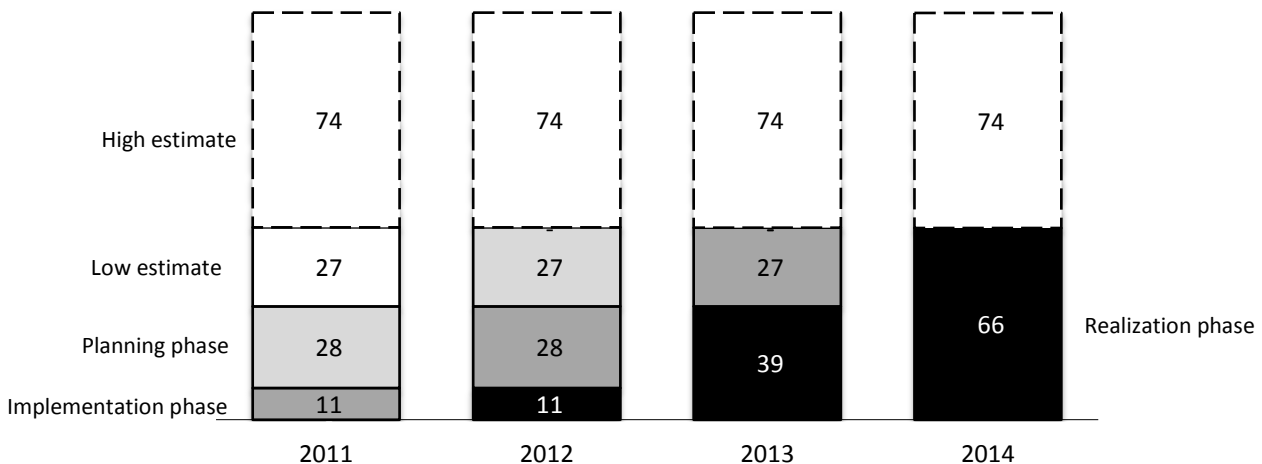


*Continued Savings and Revenue*

Since the September 2011 Collaboration report, which identified \$11.3 million in annual savings, the City and County have identified additional savings of \$9.2 million. This means that beginning in FY 2013, the City and County will realize yearly savings of at least \$20.5 million as a result of collaboration.

The chart below illustrates that in 2011, teams began implementing projects that will total more than \$11 million in savings and revenue to be realized in FY 2012. Teams are now making plans for an additional \$28 million to be realized in FY 2013. Both the City and County remain committed to accelerating savings and revenue to reach the \$66 million - \$140 million range estimated by the Joint Committee by FY 2014.

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



While incremental savings may accrue in the coming quarters, the next significant increase in savings and revenue will occur in the City and County's FY 2013 budgets. The Joint Committee will keep the public informed of all developments on this front.

*Increased frequency and depth of collaboration, uncovering new opportunities*

The initial Joint Committee report proposed 19 areas for collaboration. Since then, the connection between the Mayor's Office and President's Office has grown, creating an environment in which new opportunities are continually unearthed.

Since the last quarterly report, City and County managers have proposed additional collaboration opportunities. For example, the City and County are discussing how to better collaborate on rabies vaccination enforcement and dangerous dog determinations within the City of Chicago. City and County Transportation departments are also in talks to evaluate a potential joint software purchase. The City and County's Human Resources departments are working together to improve their talent management software packages and are sharing best practices in overtime and comp time policies.

The proliferation of such 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, improved services for taxpayers, and savings.

*Heightened pro bono engagement with the business community*

Over the past quarter, City-County Collaboration has received increased attention and interest from the business community. Several organizations have lent their expertise on a pro bono basis as part of the Civic Consulting Alliance partnership. This support has been critical to the acceleration of collaboration efforts over the past quarter.

- Allstate, N'Digo, and Perkins Coie 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.
- Mayer Brown furnished valuable legal support to the Workforce Development consolidation effort.
- Schiff Hardin provided advice on a legislative approach to the Elections collaboration and assisted with the managed competition effort planned for the IT Support Services area.
- The University of Chicago Booth School of Business contributed analytical support to the Revenue area.
- Civic Consulting Alliance provided project management assistance to various collaboration areas and has helped identify additional resources.

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

**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 in Sept 2011 Report	Annual Financial Impact Identified to Date
<b>ADMINISTRATION</b>			
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	\$1.0 M	\$1.1 M
Fleet Management	\$0.0 to \$1.0 M	\$0.1 M	\$0.1 M
IT Support Services	\$4.0 M to \$8.0 M	\$1.1 M	\$1.1 M
Purchasing	\$12.0 M to \$24.0 M	\$2.9 M	\$2.9 M
Real Estate Management	\$4.0 M to \$9.0 M	\$0.2 M	\$0.2 M
<b>HEALTH AND HUMAN SERVICES</b>			
Healthcare	TBD	\$0	\$0.2 M
Workforce Development	TBD	TBD	\$1.0 M
<b>INFRASTRUCTURE</b>			
Capital Construction	TBD	\$0.4 M	\$0.4 M
<b>LEGISLATIVE SERVICES</b>			
Elections	\$5.0 M to \$10.0 M	\$0	\$4.3 M
<b>PUBLIC SAFETY</b>			
Homeland Security	TBD	\$0	\$0.8 M
Anti-Violence Strategies & Community Stabilization	N/A	\$0	\$0
<b>REGULATORY FUNCTIONS</b>			
Administrative Hearings	TBD	\$0	\$0
MBE/WBE Certification	TBD	\$0	\$0
Revenue Collection & Enforcement	\$19.0 M to \$38.0 M	\$1.4 M	\$4.1 M*
<b>OTHER BASIC SERVICES</b>			
311	\$0.2 M	\$0	\$0.1 M
GIS	\$2.0 M to \$4.0 M	\$0.2 M	\$0.2 M
Open Data	N/A	\$0	\$0
<b>TOTAL</b>	<b>\$66.0 M to \$140.0 M</b>	<b>\$11.3 M</b>	<b>\$20.5 M</b>

\* \$2.5 M from the one-time collection of back taxes



## 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

- The City and the County have exchanged information and best practices and have made longer term plans, including 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.
- The City and County have 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.
- The joint purchase of renewable energy is under discussion.
- A joint energy service company (ESCO) contract is not feasible at this time, as County is already too far along in this process.

#### Upcoming Milestones

KEY NEXT STEPS	DATE
The City and County will participate in "Battle of the Bulbs", a friendly competition to reduce energy use at City-County Building	Oct 2011 – Mar 2012
The City and County will engage the City's Chief Sustainability Officer and County's Environmental Control Director to evaluate joint renewable energy procurement and the benefits of developing a collaborative energy policy	Feb 2012
The City and County will develop RFP for electric energy manager	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

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

Anthony Pascente, City of Chicago, Special Projects Coordinator

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.
- The 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.
- The City evaluated the County's work order system to improve productivity tracking and will develop a new work order system internally in FY 2012.
- The City shared information on its global building monitoring system to the County.
- The City and the County exchanged emergency preparedness information.
- Planned "Battle of the Bulbs" competition between the City and the County at City-County building to reduce energy use. Lessons learned will be expanded City- and County-wide by engineers and electricians. Anticipate 4% reduction in usage.
- The County proposed and received approval for use of City's JOC program for 6 County projects.

### Upcoming Milestones

KEY NEXT STEPS	DATE
The City and County will compare maintenance costs per square foot, classified by asset type	Feb 2012
The City and County will compare staffing levels in 24 hour facilities	Feb 2012
The City will review the list of County contracts it may reference and propose new contracts on which to collaborate (e.g., window treatments)	Feb 2012
Submit request to County Board for County use of City JOC program for 8 additional projects	Feb 2012
Continue analysis of potential joint City/County warehouse facility	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.
- Established the basic framework of an agreement between the County Highway Department, City Fleet Management, and the City's auto parts supplier to reduce parts costs for the City and County.
- The City demonstrated its Flex Fleet vehicle scheduling software for the County.

### **Upcoming Milestones**

<b>KEY NEXT STEPS</b>	<b>DATE</b>
Discuss County's use of City's fleet management/vehicle maintenance software	Feb 2012
Initiate discussions with other County departments and agencies regarding extending access to the City's auto parts contract	Feb 2012
Finalize and sign joint auto parts contract	Mar 2012
Draft agreement for governments to provide back-up service to one another in the event of an emergency	Mar 2012
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: \$0.1 M in savings

## IT Support Services

### Project Leads

Jason DeHaan, 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 County leveraged a City contract for outsourced mainframe hosting and support.
- City, City sister agency, County and County elected offices serving on a joint evaluation committee for IT professional services master consulting agreements.

### Upcoming Milestones

KEY NEXT STEPS	DATE
Vendor to complete IT support services RFP, RFP issued	Mar 2012
IT professional services master consulting agreements evaluations completed	April 2012
IT support services vendor selected; contract finalized	Jun 2012
IT professional services master consulting agreements contracts awarded	August 2012
Begin transition of select IT support services to vendors	Sept 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: \$1.1 M in savings

## Purchasing

### Project Leads

Lourdes Coss, Cook County, Purchasing Agent  
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

- Comprehensive 3-year spending data from both the City and County has been shared with both sides.
- City Purchasing hosted a Chief Procurement Officer roundtable attended by the County, State, and Sister Agencies. Next meeting to be held in mid-February.
- Intergovernmental agreement and ordinance passed to provide broader authority for joint purchasing by the County, City, and its sister agencies.
- Joint procurement opportunities have been pursued, including armored cars, floor covering, and selected maintenance contracts. Exploring additional possibilities in telecommunications, IT and utilities. Buying plans have been shared and new opportunities identified.
- The City's buying plan has been updated and the County is finalizing its first buying plan.
- Joint vendor outreach event scheduled for March 2, 2012 at UIC.

### Upcoming Milestones

KEY NEXT STEPS	DATE
Disseminate 2012 City training schedule (12 classes) with County vendors invited to attend, County to develop schedule by February 2012	Feb 2012
Combine City and County data files to facilitate spend analysis	Feb 2012
Develop intranet site for posting specs and buying plans, to be hosted by DoIT	Feb 2012
Complete joint negotiations or purchases in pilot categories	Feb 2012
Begin outreach for joint vendor presentation	Feb 2012
Hold joint vendor outreach event at UIC	Mar 2012
Prepare procurement fundamentals guide to include summary of City and County guidelines	Mar 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: \$2.9 M in savings

## Real Estate

### Project Leads

Anna Ashcraft, Cook County, Director of the 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

- The City and County Real Estate teams continue to meet monthly.
- The City and County have completed site visits for initial round of opportunities.
- The City and County have performed initial operational assessments of space sharing opportunities.
- The City and County have drafted a lease document to be used as a template in the event that the County chooses to lease space from the City. The County and City have drafted a lease document to be used as a template in the event that the City chooses to lease office space from the County.
- The City and County are researching privatizing real estate management, and have begun interviewing agencies that have privatized aspects of real estate management.
- Early planning is underway for a local government real estate conference.
- The County is evaluating the City's privatized records storage as part of benchmarking collaboration.

### Upcoming Milestones

KEY NEXT STEPS	DATE
Introduce legislative approvals for use of shared space and/or approvals for shared services	Feb 2012
Plan and schedule first semi-annual Local Government Real Estate Conference	Feb 2012
Complete research and recommendations for privatization initiatives identified through research activities, if such issuance is fiscally prudent	Mar 2012
Develop RFP for procurement of any privatized services identified and approved	Apr 2012

### Estimated Project End Date

June 30, 2012

### 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 will partner with Federally Qualified Health Centers (FQHCs) for the delivery of primary care services; therefore, this collaboration will focus on mammography and tuberculosis (TB) services.
- Both the County and FQHCs qualify for discounted medication, therefore, there is no longer a need to collaborate on pharmacy services.
- A City location (West Town) has been identified where the County can refer patients for mammography screening, thus freeing up diagnostic capacity at the County.
- The scope of service for TB collaboration has been completed and a location has been selected (Chicago Department of Public Health, Uptown).
- An intergovernmental agreement for TB services is complete and two of the three CDPH sites have been transitioned to CCHHS as of January 2012. The third location will start at the end of March 2012. TB collaboration will save the City \$160,000 in FY 2012.
- Process mapping underway for mammography collaboration.

#### Upcoming Milestones

KEY NEXT STEPS	DATE
Transition third CDPH site for TB services to CCHHS	Mar 2012

#### Estimated Project End Date

March 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

Evelyn Diaz, Commissioner, Department of Family and Support Services

Maria Hibbs, Executive Director, Partnership for New Communities

Derek Lindblom, City of Chicago, Assistant to the Mayor

Karin Norington-Reaves, Cook County, Director, Cook County Works

Jennifer Stasch, Cook County, Executive Director, Workforce Board of Northern Cook County

### 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 Chicagoland workforce board.
- The City and County conducted listening sessions with dozens of delegate agencies, community colleges, and other stakeholders.
- The governments defined workforce system goals by population segment and creating strategies for each.
- The City and County drafted new Board structure and concomitant waivers required to implement.
- Detailed implementation plan developed, with full merger scheduled for July 1, 2012.

### Upcoming Milestones

KEY NEXT STEPS	DATE
New Workforce Board in place	Mar 2012
RFPs issued for Plan Year 2012 (Starts 7/1/12)	Mar 2012
Staffing model and transition plan complete	Mar 2012
New agency in place, transition complete	Jun 2012

### Estimated Project End Date

June 2013

### Estimated Financial Impact

Joint Committee estimate: Estimate not provided

Annual financial impact identified to date: \$1.0 M in savings



## Legislative Services

### *Elections*

#### **Project Leads**

Laura Lechowicz, Cook County, Special Legal Counsel  
David Spielfogel, City of Chicago, Chief of Policy and Strategic Planning  
Kurt Summers, Jr., Cook County, Chief of Staff

#### **Committee Recommendation**

Consolidate election service into the County.

#### **Collaboration to Date**

- The City and County have examined their budgets and identified potential savings in the several categories, including: legal expenses, personnel staffing, canvassing, procurement, and professional services.
- The City and County have secured pro bono support from Schiff Hardin, should collaboration require any legal research or statutory changes.

#### **Upcoming Milestones**

KEY NEXT STEPS	DATE
The City and County will finalize specific item reductions to be achieved through collaboration	Mar 2012
Determine what statutory changes might be required to achieve savings	Mar 2012

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

March 2013

#### **Estimated Financial Impact**

Joint Committee estimate: \$5.0 M - \$10.0 M by 2014  
Annual financial impact identified to date: \$4.3 M in savings

## 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.
- Work is underway to revise the 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.
- The City and the County submitted a joint federal security grant application, which is under review.

#### Upcoming Milestones

KEY NEXT STEPS	DATE
Finalize UAWG charter	Mar 2012
Release RFP for Urban Area Threat Hazard Identification Risk Analysis	Jul 2012
Compare procurement rules and regulations; identify joint procurement opportunities	Jul 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 (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 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; discuss with sub-committees.
- Launched multi- agency task force on reducing the Cook County jail population.

### **Upcoming Milestones**

<b>KEY NEXT STEPS</b>	<b>DATE</b>
Engage community members on preliminary collaborative actions	Feb 2012
Release RFPs for One Summer Chicago programs providers	Feb 2012
Launch task force for reducing JTDC population	Feb 2012
Develop and demo scorecard for measuring collective impact	Feb 2012
Chicago Youth Shooting Review begins convening and data collection	Feb 2012
City and County draft strategies to reduce violence and stabilize communities, including initiatives, lead agencies, and metrics	Mar 2012
Develop new approach to public safety data sharing collaboration	Mar 2012
Launch application, recruiting processes for One Summer Chicago	Apr 2012

### **Estimated Project End Date**

March 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 best practices 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 rules, policies and procedures at both the City and County.
- City and County collaborated with local supplier diversity subject matter experts to determine support, impact and feasibility for universal certification.

#### **Upcoming Milestones**

KEY NEXT STEPS	DATE
Determine legally appropriate universal eligibility	Apr 2012
Develop a universal certification application	Apr 2012
Develop Memorandum of Understanding for reciprocity	Apr 2012

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

May 2012

#### **Estimated Financial Impact**

Joint Committee estimate: Estimate not provided  
Annual financial impact identified to date: TBD

## 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 (BACP)

### 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.
- 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 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.

### Upcoming Milestones

KEY NEXT STEPS	DATE
Exchange list of planned 2012 audits to prevent overlap	Feb 2012
Mail letters to unregistered businesses	Feb 2012
County to ensure Illinois Business Tax IDs are maintained to ensure accurate mapping to City's IRIS database	Feb 2012
City BACP department and County representatives to finalize implementation strategy for joint tobacco enforcement	Apr 2012
City BACP and State's Attorneys will develop procedures for joint prosecution of cigarette tax evasion cases	Apr 2012
City and County Departments of Administrative Hearings will develop procedures for joint adjudication of cigarette tax evasion cases	Apr 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

Annual financial impact identified to date: \$1.6 M in revenue

One-time revenue from payment of back taxes identified to date: \$2.5 M in revenue

## Other Basic Services

### *Geographic Information Systems*

#### **Project Leads**

Jason DeHaan, 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.
- 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 October 2011 allowing the City to purchase Esri software using the pricing, terms and conditions in the County's Master Purchase Agreement (MPA).
- Esri conducted an on-site assessment of the City GIS environment.

#### **Upcoming Milestones**

KEY NEXT STEPS	DATE
Develop project plan to migrate City GIS database and all database-related functions to the County. Plan will include converting the City's Oracle databases to County's SQL Server database.	Feb 2012
Design the network connectivity required to allow all City users and City applications to access the County-hosted GIS database.	Feb 2012
Estimate scope and effort required to convert City GIS Web Services and GIS Applications to the County technologies and platform.	Mar 2012
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	Feb/Mar 2012
Cook County will develop plan to notify municipalities of discount rates for ESRI software.	Mar 2012

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

TBD

#### **Estimated Financial Impact**

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

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

## Collaborations areas wrapping up this quarter

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. Therefore, the Joint Committee will no longer track them, nor will they be reported on in future updates to the public. These are: 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, while not proving to be a feasible option at this time, led to an exchange of best practices and 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, however, the collaboration has provided the impetus to share best practices and inspired the County to use the City's JOC contract to complete select projects. The Administrative Hearings effort inspired the County 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.

The achievements of these four collaboration areas to date are described below.

### *Open Data*

#### **Project Leads**

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

#### **Committee Recommendation**

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

#### **Collaboration to Date**

- The Apps for Metro Chicago (A4MC) competition announced winners in the transportation and community categories. Submissions included apps designed to help find parking, resources for low-income people, interesting places to visit, and vacant buildings. The "Grand Challenge" winner, SpotHero, was announced in mid-December.
- The County data portal was launched with over 75 data sets from more than 40 County departments and agencies.
- IBM developed training tools for Socrata visualizations and app creation based on combined City and County data. IBM has created 15 examples to date, including 8 training videos.
- County launched a data portal and began posting data sets.
- The City, County, State, and Socrata are planning launch of regional portal; name and design were chosen by the group
- County began discussions around forming an Open Government Advisory Board and working groups to focus on best practices and innovation in transparency and open government; City and State will participate.

#### **Estimated Financial Impact**

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

## *Custodial Services*

### **Project Leads**

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

Anthony Pascente, City of Chicago, Special Projects Coordinator, City of Chicago

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

### **Committee Recommendation**

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

### **Collaboration to Date**

- The City and County are unable to coordinate custodial bids at this time, but are separately moving forward with bidding/managed competition for custodial services and have worked together on specification development and best practices in outsourcing.
- Counterparts have shared best practices and information on respective service contracts, including cost.
- The City and County plan to collaborate on the joint purchase of custodial supplies and services, including flag pole cleaning.

### **Estimated Financial Impact**

Joint Committee estimate: \$5.0 M by 2014

Annual financial impact identified to date: \$4.0 M in savings

## *Capital Construction*

### **Project Leads**

John Cooke, Cook County, Deputy Director, Capital Planning

Beth O'Reilly, City of Chicago, Deputy Budget Director

### **Committee Recommendation**

Collaborate on capital construction projects to achieve economies of scale.

### **Collaboration to Date**

- Established agreement for Cook County to use the City's Job Order Contracting (JOC) contract to complete 18 small-medium capital projects this fall totaling \$6 million.
- Developed plans to share carpet and flooring contract.
- Aligned select contracts that due to expire in order to enable joint City/County contracts.
- Evaluated sharing contracts for architects and engineers.

### **Estimated Financial Impact**

Joint Committee estimate: Estimate not provided

Annual financial impact identified to date: \$0.4 M in savings



## *Administrative Hearings*

### **Project Leads**

Pat Jackowiak, City of Chicago, Director, Department of Administrative Hearings  
Jack Weinrauch, Cook County, Director, Department of Administrative Hearings

### **Committee Recommendation**

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

### **Collaboration to Date**

- The City and the County exchanged information about their respective processes and technology.
- The County has elected not to leverage the City's technology and will pursue alternative technology (possibly an integrated system used by multiple County departments).

### **Estimated Financial Impact**

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

## *311*

### **Project Leads**

Audrey Mathis, City of Chicago, Director of 311  
Greg Wass, Cook County, Chief Information Officer

### **Committee Recommendation**

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

### **Collaboration to Date**

- After evaluating costs and the impact this collaboration would have on 311 service levels and wait times, the City and County have decided not to proceed with this collaboration. The County will transition to an auto-attendant system.

### **Estimated Financial Impact**

Joint Committee estimate: Estimate not provided  
Annual financial impact identified to date: \$0.1 in savings

## City-County Collaboration Team

### Committee Members

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

### Leadership and Pro Bono Support

David Spielfogel, City of Chicago, Chief of Policy and Strategic Planning  
Kurt Summers, Jr., Cook County, Chief of Staff  
Andrea Gibson, Cook County, Budget Director  
Alexandra Holt, City of Chicago, Budget Director

#### *311*

Audrey Mathis, City of Chicago, Director of 311  
Greg Wass, Cook County, Chief Information Officer

#### *Administrative Hearings*

Pat Jackowiak, City of Chicago, Director, Department of Administrative Hearings  
Jack Weinrauch, Cook County, Director, Department of Administrative Hearings

#### *Anti-Violence Strategies and Community Stabilization*

Felicia Davis, City of Chicago, First Deputy Chief of Staff, Office of the Mayor  
Juliana Stratton, Cook County, Executive Director, Judicial Advisory Council  
Robert Kellman, Allstate  
Tom Wilson, Allstate  
Luis A. Chiang-Carbonell, IBM  
Mark Cleverley, IBM  
Jeremy Dies, IBM  
Si Mcaleer, IBM  
Stephen Newell, IBM  
Mike Reade, IBM  
Jason Wild, IBM  
Hermene Hartman, N'Digo

*Anti-Violence Strategies and Community Stabilization (cont.)*

Sid Bale, Perkins Coie  
Lisa Diaz, Perkins Coie  
Nathan Fahrer, Perkins Coie  
Jordan Galassie, Perkins Coie  
Suleen Lee, Perkins Coie  
Vince Maloney, Perkins Coie  
Lincoln Chandler, Civic Consulting Alliance  
Keith Goldstein, Civic Consulting Alliance  
Alexander Gail Sherman, Civic Consulting Alliance

*Capital Construction*

John Cooke, Cook County, Deputy Director, Capital Planning  
Beth O'Reilly, City of Chicago, Deputy Budget Director

*Custodial Services*

Jim D'Amico, Cook County, Director, Facilities Management  
Anthony Pascente, City of Chicago, Special Projects Coordinator, City of Chicago  
David Reynolds, City of Chicago, Commissioner, Department of Fleet and Facility  
Management  
Lydia Murray, Civic Consulting Alliance

*Elections*

Laura Lechowicz, Cook County, Special Legal Counsel  
David Spielfogel, City of Chicago, Chief of Policy and Strategic Planning  
Kurt Summers, Jr., Cook County, Chief of Staff  
Donald Kreger, Schiff Hardin  
Ruth Krugly, Schiff Hardin  
Dominique Williams, Civic Consulting Alliance

*Energy*

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  
Tom McKone, Civic Consulting Alliance

### *Facilities*

Jim D'Amico, Cook County, Director, Facilities Management  
Anthony Pascente, City of Chicago, Special Projects Coordinator  
David Reynolds, City of Chicago, Commissioner, Department of Fleet and Facility Management  
Shelly Smith, Cook County, Business Manager III, Facilities Management

### *Fleet*

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

### *Geographic Information Systems*

Jason DeHaan, 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

### *Healthcare*

Antonio Beltran, City of Chicago, First Deputy Commissioner, Department of Public Health  
Dr. Bechara Choucair, City of Chicago, Commissioner, Department of Public Health  
Dr. Ramanathan Raju, Cook County, Chief Executive Officer, Cook County Health and Hospital System  
Jim Mavros, Civic Consulting Alliance

### *Homeland Security*

Michael Masters, Cook County, Director, Department of Homeland Security  
Gary Schenkel, City of Chicago, Director, Office of Emergency Management and Communications  
Alexander Gail Sherman, Civic Consulting Alliance

### *IT Support Services*

Jason DeHaan, City of Chicago, Chief Information Officer  
Greg Wass, Cook County, Chief Information Officer  
Lydia Murray, Civic Consulting Alliance

### *MBE/WBE*

LaVerne Hall, Cook County, Director, Contract Compliance  
Jamie Rhee, City of Chicago, Chief Procurement Officer  
Lydia Murray, Civic Consulting Alliance

### *Open Data*

Brett Goldstein, City of Chicago, Chief Data Officer  
Greg Wass, Cook County, Chief Information Officer  
Stephen Newell, IBM  
Kristen Uyemura, Civic Consulting Alliance

### *Purchasing*

Lourdes Coss, Cook County, Chief Purchasing Agent  
Jamie Rhee, City of Chicago, Chief Procurement Officer  
Dominique Williams, Civic Consulting Alliance

### *Real Estate*

Anna Ashcraft, Cook County, Director of the 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

### *Revenue Collection & Enforcement*

Amer Ahmad, City of Chicago, Comptroller  
Zahra Ali, Cook County, Director, Department of Revenue  
Rosemary Krimbel, City of Chicago, Commissioner, Business Affairs and Consumer Protection  
Manish Agrawal, University of Chicago, Booth School of Business  
Kelsey Burr, Civic Consulting Alliance

### *Workforce Development*

Evelyn Diaz, City of Chicago, Commissioner, Department of Family and Support Services  
Maria Hibbs, Executive Director, Partnership for New Communities  
Derek Lindblom, City of Chicago, Assistant to the Mayor  
Karin Norington-Reaves, Cook County, Director, Cook County Works  
Jennifer Stasch, Cook County, Executive Director, Workforce Board of Northern Cook County  
David Narefsky, Mayer Brown  
Joe Seliga, Mayer Brown  
Jim Mavros, Civic Consulting Alliance  
Lydia Murray, Civic Consulting Alliance  
Kristen Uyemura, Civic Consulting Alliance



