



Delegate Agency Agreements: *Improving the Process. Improving Health.*



City of Chicago
Mayor Rahm Emanuel

Chicago Department of Public Health
Commissioner Julie Morita, MD



Objectives



1. Provide an thorough overview of contracting so that new and existing delegate agencies has a strong understanding of the process.
2. Review improvements CDPH has made over the past six months to help reduce contracting time for delegate agencies.
3. Establish reasonable timelines for the execution of contracts for the recent HIV Prevention and HOPWA awards to create accountability.
4. Detail the actions delegate agencies can take starting today so that their contracting process is not delayed.

Agenda



- Background
- Contracting Overview
- Strategies for Improvements
- 2015 Contract Process
- Questions & Answers

Non-Agenda 😊



- RFPs
CDPH is finalizing a similar re-engineering of our RFP process that should be complete by March 2015.
- Vouchering
Vouchering is a multi-department effort. CDPH will be engaging the Comptroller's Office in 2015 to further resolve ongoing issues.

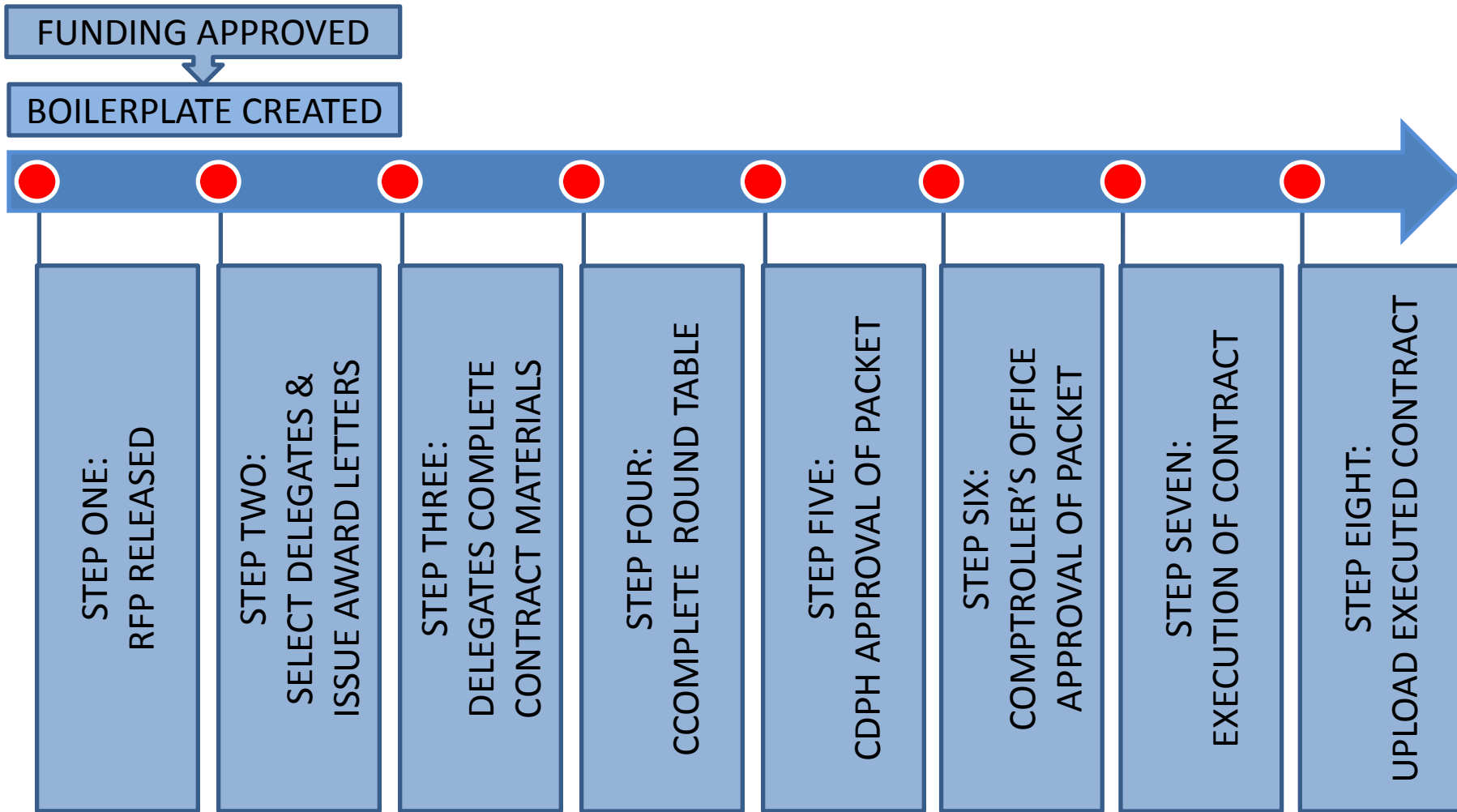
Background



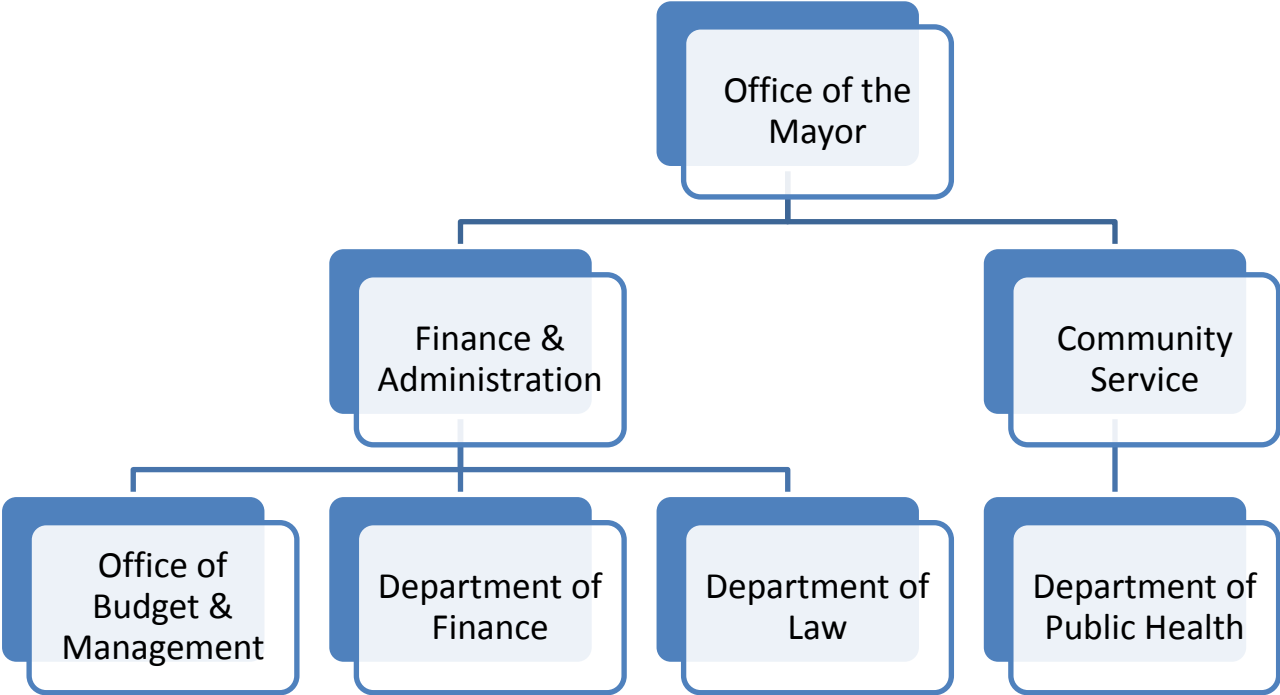
- In 2013, CDPH executed 240 delegate agency agreements.
- CDPH's contracting process takes upwards of six months from the time of an award letter through execution.
- A 2013 assessment found that delays are typically in the following areas:
 - Issuing award letters
 - CDPH Finance's review of budgets
 - CDPH Contract's submission of contracts to Comptroller
- In June 2014, CDPH began an intensive quality improvement effort to improve contracting time.

Contracting Overview

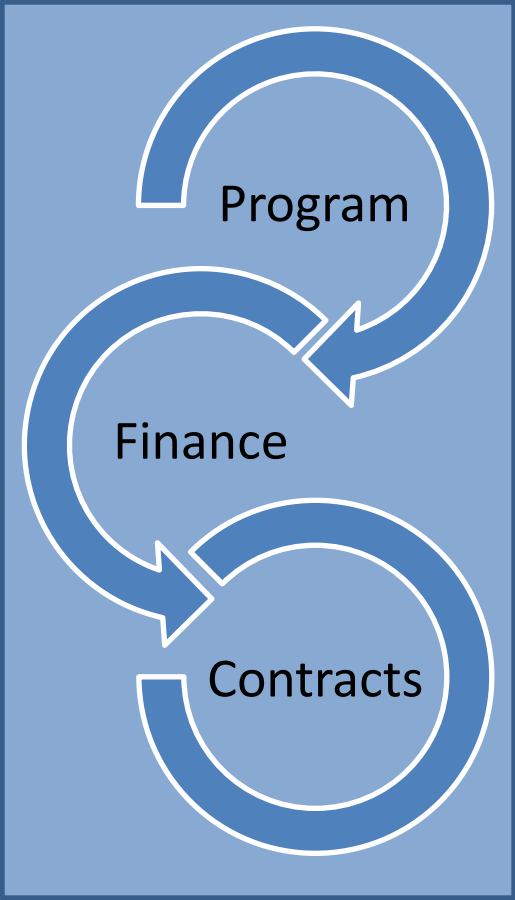
Contracting Process: *An Overview*



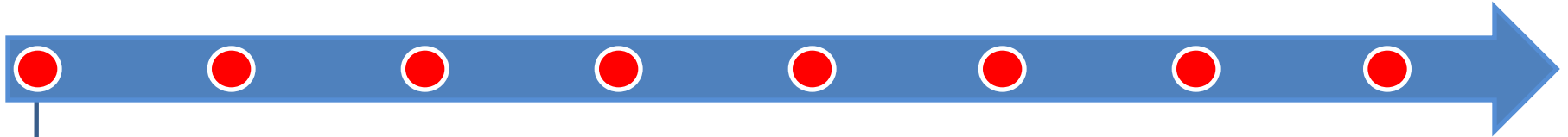
Contracting Process: *Departmental Roles*



Contracting Process: *CDPH Roles*



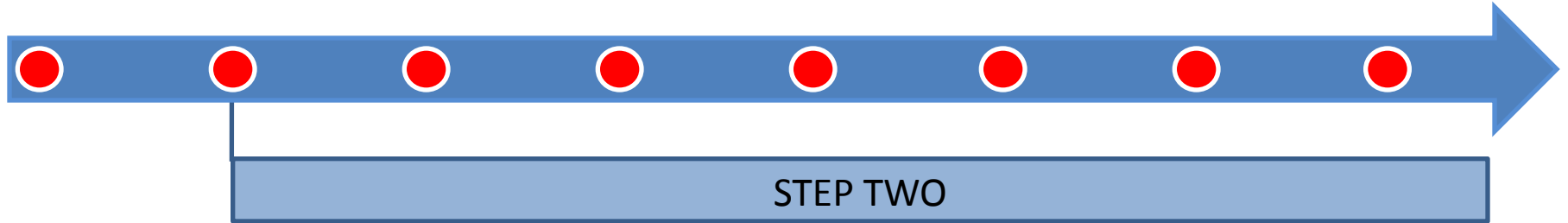
Contracting Process: *Step By Step*



STEP ONE

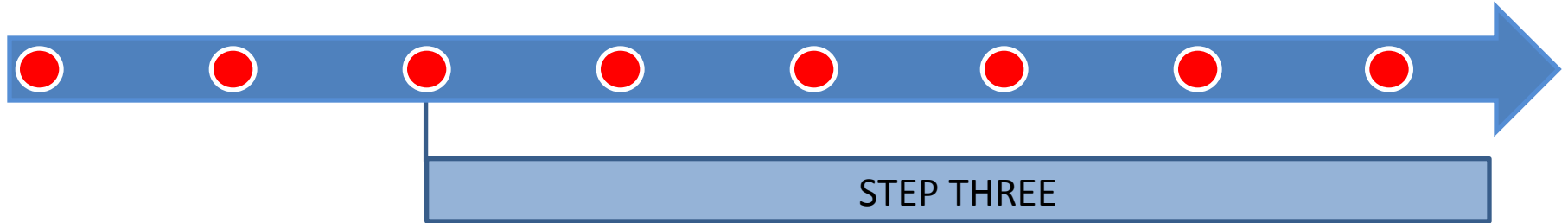
<i>Process:</i>	Request for Proposals (RFP) is released to seek delegate agencies to provide services on behalf of the City of Chicago.
<i>Responsible Party:</i>	<ul style="list-style-type: none">• CDPH drafts RFP• Department of Law (DOL), Comptroller's Office (CO), and the Office of Budget and Management (OBM) approve RFP• OBM inputs RFP into CyberGrants• RFP is released
<i>Timeframe:</i>	RFPs take approximately 90 days from the point of drafting to release.

Contracting Process: *Step By Step*



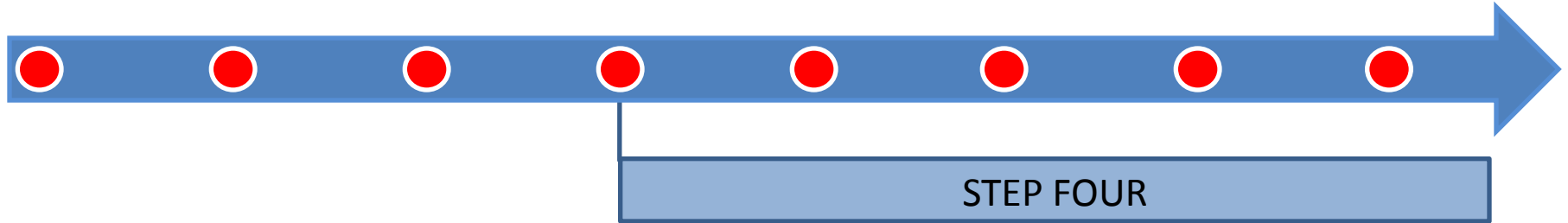
<i>Process:</i>	Delegate agencies are selected and award letters are sent out.
<i>Responsible Party:</i>	<ul style="list-style-type: none">• Community review panels recommend delegate agencies for funding.• CDPH’s executive leadership approves recommendations.• CDPH Program issues award letter.
<i>Timeframe:</i>	When possible, RFPs should be “on the streets” for no less than 30 days. Notice of awards should be provided within one-month of the RFP due date.

Contracting Process: *Step By Step*



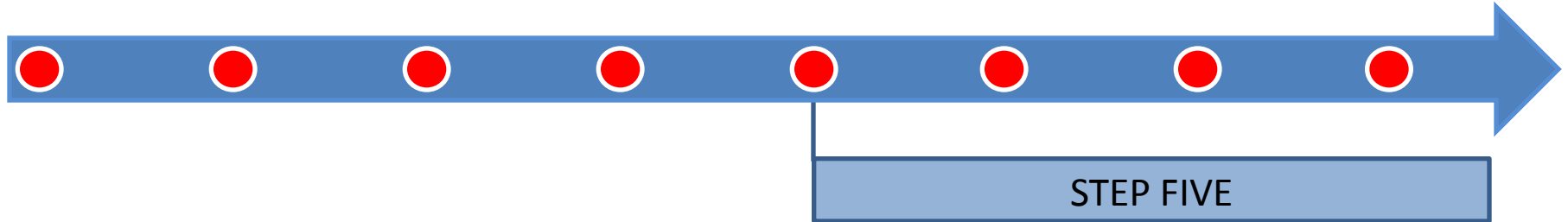
<i>Process:</i>	Selected delegate agencies complete their contract packet, which includes budget, scopes, economic disclosure statement, signatory authorization, and banking information.
<i>Responsible Party:</i>	<ul style="list-style-type: none">Selected delegate agency
<i>Timeframe:</i>	Delegate agencies should complete this task within two weeks of receiving contract packet. Budgets and scopes should be based on selected proposal. The goal is for materials to be submitted a minimum of one week in advance of the round table.

Contracting Process: *Step By Step*



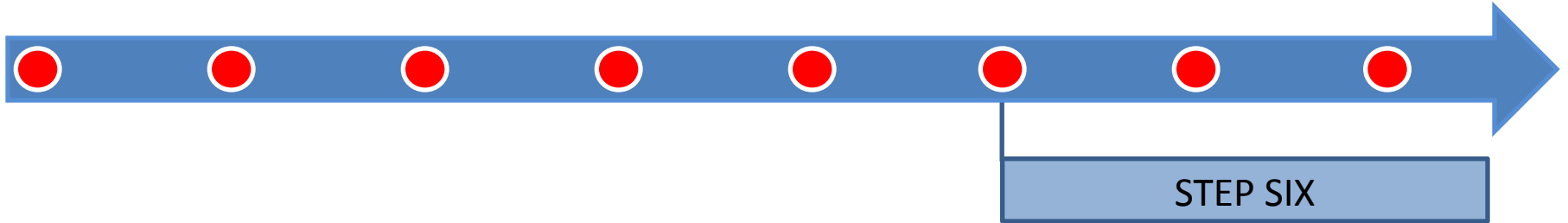
<i>Process:</i>	Roundtable is completed to review contract materials and provide additional technical assistance to the delegate. <i>Note: Roundtables may not occur after year one of a contract.</i>
<i>Responsible Party:</i>	<ul style="list-style-type: none">• Delegate Agency• CDPH (Program, Contracts & Fiscal)
<i>Timeframe:</i>	The round table should occur within three weeks of the award letter being sent to the delegate agency.

Contracting Process: *Step By Step*



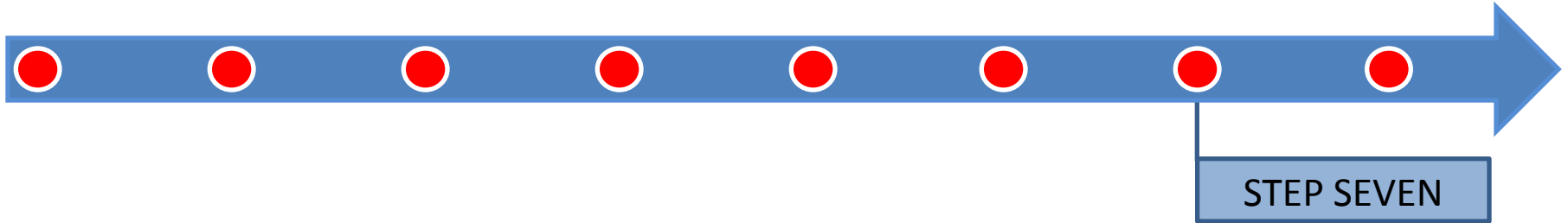
<i>Process:</i>	<p>CDPH reviews and approves the contract materials sent by the delegate agency. The routing is as follows:</p> <p>PROGRAM → FISCAL → CONTRACTS → DEPUTY APPROVAL</p> <p>If errors are identified, the packet will be sent back to the delegate to correct before processing continues.</p>
<i>Responsible Party:</i>	<ul style="list-style-type: none">• CDPH
<i>Timeframe:</i>	<p>CDPH should complete a final review and approve the packet within two weeks.</p>

Contracting Process: *Step By Step*



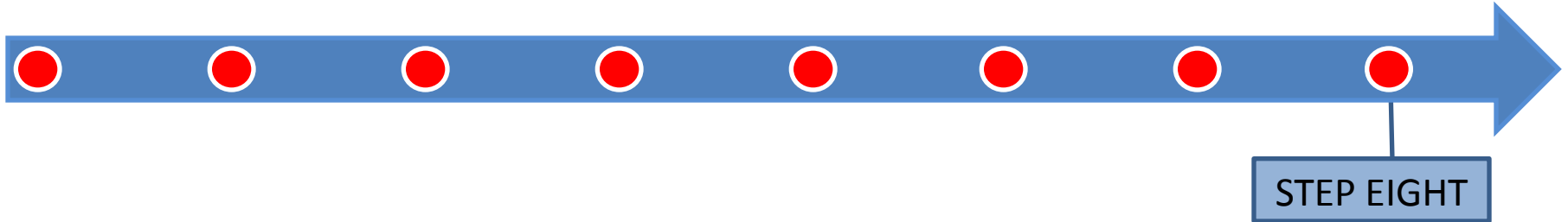
<i>Process:</i>	Comptroller's Office (GPAD) receives the packet through eSMART from CDPH and completes its review. GPAD routes any errors back to CDPH to work with the delegate to correct.
<i>Responsible Party:</i>	<ul style="list-style-type: none">• Comptroller's Office
<i>Timeframe:</i>	Comptroller's Office completes the review within two weeks of receipt from CDPH.

Contracting Process: *Step By Step*



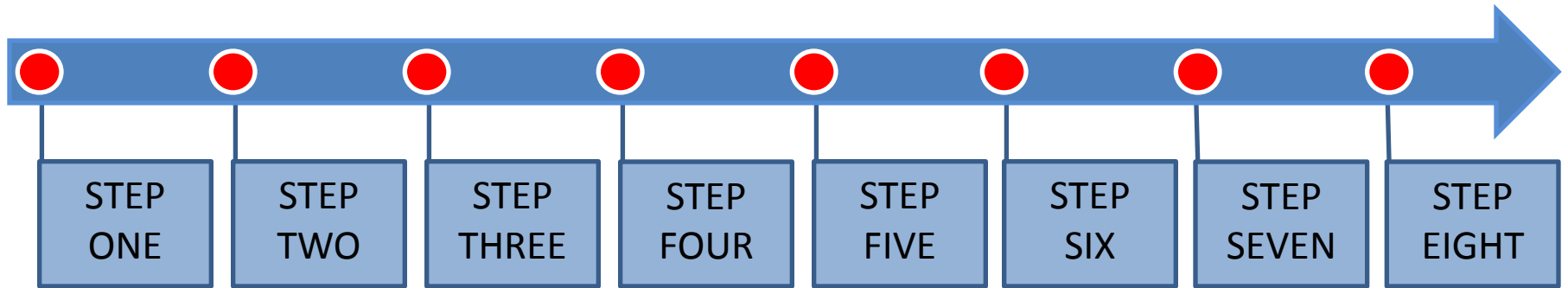
<i>Process:</i>	After the Comptroller's Office approves the contract packet, it is returned to CDPH for signature/execution.
<i>Responsible Party:</i>	<ul style="list-style-type: none">• CDPH's commissioner signs the contract
<i>Timeframe:</i>	The contract should be executed within one or two business day of CDPH receiving approval from Comptroller's Office.

Contracting Process: *Step By Step*



<i>Process:</i>	Contract is uploaded to the City of Chicago website and delegate agency is notified that the contract has been executed. Once executed, vouchers can be approved for payment.
<i>Responsible Party:</i>	<ul style="list-style-type: none">• Comptroller's Office uploads the fully executed contract.• CDPH Contract notifies delegate that the contract is executed.
<i>Timeframe:</i>	The contract is uploaded within one-week of it being signed by the Comptroller's Office. CDPH notifies the delegate within one business day that the contract is executed.

Contracting Process: *Timeline*



RFP Development to Execution: 150 DAYS

RFP Release to Execution: 90 DAYS

Award Letter to Execution: 60 DAYS

The Fine Print ...



- CDPH contracts may be delayed if federal or state funding is delayed or CDPH only receives a partial award.
- Revisions or edits made by the delegate to the boilerplate will delay contract execution.
- Accuracy or completeness of contract materials by delegate agency will prolong the contract process.
- The number of contracts awarded through an RFP may impact the speed at which contracts are reviewed by CDPH and other responsible departments.

Strategies for Improvement

Streamline Processes & Aligned Competency



- Consolidated Contracts and Finance units under Administration bureau.
- Moved administrative staff from HIV bureau to Administration bureau.

Leveraged Resources for Administration



- Reclassified existing corporately-funded vacancy to Director of Contracts title (to-be hired in 2015). This is the staffing model used by DFSS.
- Hired two vacant Finance Officer positions (one funded by HIV grants) to improve capacity of Finance unit.
- Created additional grant-funded contract specialist position for Contract Unit within Administration bureau.

Created Accountability Amongst Staff



- Clearly defined what role each “unit” plays within the contract process.
 - Finance staff has authority to approve budgets, not contracts staff.
 - Program is responsible for award letter.
 - Contracts coordinates roundtables and contract execution.
- Established weekly Contract unit meetings attended by First Deputy and program leads.
- Created Contract unit work plan to ensure lifecycle of contracts was being managed by contracts staff.
- Created a “one business day” review policy.

City-Wide Efforts



- Received technical assistance from DFSS.
- Worked with Law and Comptroller's Office to establish "indebtedness" practice for delegate agencies.
- Worked with OBM and Comptroller's Office to begin grant activities prior to City Council's acceptance of a grant or carry forward award.
- Worked with Law and OBM to approve the release of RFPs before funding is awarded or approved.
- Worked with OBM to pilot and implement CyberGrants for RFP process and will soon deploy for vouchering.
- In ongoing discussion with Comptroller's Office regarding the need for in-direct budgets if agency has a federally-approved rate.

Quality Improvement Recommendations



- Development of policies and procedures for all parties participating in the contracting process.
- Provide ongoing technical assistance and training to delegate agencies before contracting process begins.
- Share “allowable expenses” for all delegate agency budgets.
- Standardize scopes and other templates used by programs.
- Evaluate the role or need for roundtables.

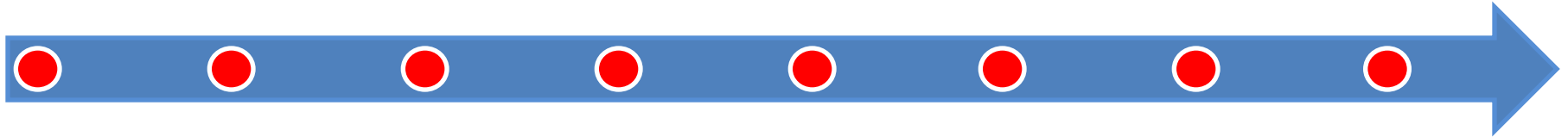
Case Studies



	AGENCY A: <i>New Delegate</i>	AGENCY B: <i>Existing Delegate</i>	AGENCY C: <i>Large Institution</i>
Contract Start Date	11/01/14	9/1/14	8/1/14
Award Letter Sent	10/27/14	9/11/14	8/20/14
Roundtable Completed / Delegate Submits Packet	11/13/14 12/18/14	N/A 11/12/14	9/24/14 10/24/14
CDPH Review Completed	12/19/14	11/17/14	11/12/14
Sent to GPAD	12/19/14	11/18/14	11/12/14
CDPH Signature	12/31/15	12/3/14	11/25/14
Uploaded to Web	1/5/15	12/3/14	11/26/14
	~2 MONTHS	~3 MONTHS	~4 MONTHS

2015 HIV Prevention & HOPWA Contracts

HIV Prevention

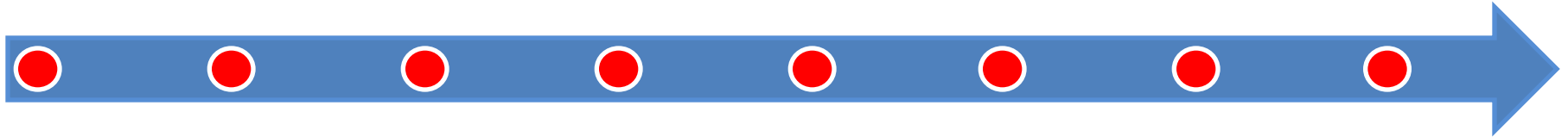


Contract packets are sent by January 12, 2015.

Roundtables are held between February 9, 2015 and February 20, 2015.

Contracts are fully executed by March 30, 2015.

HOPWA



Contract packets are sent by January 13, 2015.

Roundtables are held between February 16, 2015 and February 27, 2015.

Contracts are fully executed by March 30, 2015.

Actions Delegate Agencies Can Take ...



- Complete your budget and scopes and submit them one week prior to your roundtable. *Materials not submitted on time will result in a delayed roundtable.*
- Gather or review your contract materials starting today, including:
 - ✓ Economic Disclosure Statement
 - ✓ Insurance Certificate
 - ✓ State of Illinois Certificate of Good Standing
 - ✓ Federal Certificate of Good Standing
 - ✓ Proof of 501(c)3 Status
 - ✓ Signature Authorization Forms
 - ✓ Bank Authorization and Direct Deposit Materials
- Contact your program monitor for any required technical assistance.

Technical Assistance Opportunity



Budget Development

January 14, 2015 from 9:00 to 10:30 AM

Location: TBD

To RSVP, email madeline.shea@cityofchicago.org.

Attendance is not required, but highly encouraged for all newly-funded delegate agencies.

Contact Information



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Questions & Answers