



**ANNUAL REPORT OF THE  
CHICAGO PROCUREMENT REFORM  
TASK FORCE**

**March 1, 2018**



## EXECUTIVE SUMMARY

The Procurement Reform Task Force (PRTF) was announced in May 2015 and tasked with developing recommendations to make procurement and contract management at the City and its Sister agencies more uniform, efficient and cost effective, while increasing accountability. Co-chaired by City of Chicago CPO Jamie Rhee and Inspector General Joe Ferguson, its goal was to distinguish successful practices, identify areas for improvement and promote a greater level of uniformity across City government and each participating Sister Agency. Participating Sister agencies include: City of Chicago Department of Procurement Services, City Colleges of Chicago, Chicago Housing Authority, Chicago Park District, Chicago Public Schools, Chicago Transit Authority, and the Public Building Commission. A report, issued on November 17, 2015, detailed findings and recommendations intended to further current efforts to ensure that the policies and practices of the City and Sister agencies support competition, efficiency, transparency, integrity, and uniformity in procurement.

On January 13, 2016, an ordinance was passed authorizing an intergovernmental agreement for all Participating Members to work cooperatively to implement recommendations identified in the November 2015 report. Additionally established was a CIO Committee to address necessary improvements in technology and procurement systems. The IGA stipulated that the PRTF will deliver quarterly status report to the Mayor, an annual progress report to City Council and participate in a public hearing of City Council to discuss the Annual Report. In addition, the City's Inspector General will make an annual independent evaluation of progress. To date, the PRTF has issued 5 quarterly reports and with this report 2 Annual Reports of Progress. To view all of the PRTF reports released to date, visit [www.cityofchicago.org/prtf](http://www.cityofchicago.org/prtf).

On May 30, 2017, the Office of the Inspector General (OIG) issued their first annual progress report. The report is available online at [www.chicagoinspectorgeneral.org](http://www.chicagoinspectorgeneral.org). In that report, the OIG concluded:

*"Under the leadership of the CPO and IT Coordination Committees, the Participating Members have made considerable progress toward implementation of the 31 Recommendations presented in the 2015 PRTF Report. While, as noted in this report, significant work remains ahead, OIG sincerely appreciates the committees' and Members' efforts to date, and looks forward to monitoring their continued progress toward achieving these vitally important reforms"*

A public hearing was held on July 14, 2017 as part of Chicago City Council's Committee on Workforce Development and Audit and included testimony from the Chief Procurement Officer, Chief Information Officer and the Inspector General. The hearing focused on the progress of the work of the PRTF and the OIG's recommendation that support be directed towards these initiatives, especially in regards to IT-focused recommendations.

This 2017 Year End Report includes the status for all Recommendations #1 through #31 along with an implementation chart with the completion status for all Recommendations for each Participating Member. As mentioned in the first annual progress report issued by the Office of the Inspector General, the CPO Committee was to establish projected delivery dates on the deliverables of the Recommendations. These projected deadlines have been implemented to help measure the Committee's progress. This report contains a detailed narrative detail for each Recommendation, including dates of completion or projected delivery dates. This will ensure a complete picture of the status of all recommendations.

As of today, the PRTF Member agencies are proud to announce that 18 out of 31 Immediate Recommendations have been implemented. The agencies continue to focus on the advancement of Mid-Term and Long-Term Recommendations.



# RECOMMENDATION STATUS UPDATES

The PRTF recommendations, developed in collaboration with the Office of Inspector General, were intended to further current efforts to ensure that the policies and practices of the City and Sister agencies support competition, efficiency, transparency, integrity, and uniformity in procurement. They outline actions to streamline operations, reduce redundancies, and enhance resource management across the City and its Sister Agencies.

The PRTF Members have created programs to increase the pool of bidders on City contracts, incentivize the use of small minority and women-owned businesses, build capacity of local businesses, and encourage the employment of local residents. The PRTF members are working hard to have a local impact at all levels of the procurement and contracting process, developing innovative programs that affect prime contractors, subcontractors and individual residents.

The recommendations have been categorized into Immediate, Mid-Term, and Long-Term Recommendations.

## IMMEDIATE RECOMMENDATIONS (1 TO 15)

**Green** Recommendation Completed

**Red** Recommendation Ongoing

## IMMEDIATE RECOMMENDATIONS (1 TO 15)

Recommendation #1	Create a Committee of the Participating Members' CPOs to rule on certain administrative decisions, address obstacles to coordination, and ensure best practices across the City and its Sister agencies.	Lead Agency: City
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✓ Recommendation Completed: 2Q 2016

CPO Committee established with Participating Member CPOs included from the following (7) participating agencies:

- City of Chicago Department of Procurement Services (DPS)
- City Colleges of Chicago (CCC)
- Chicago Housing Authority (CHA)
- Chicago Park District (Parks)
- Chicago Public Schools (CPS)
- Chicago Transit Authority (CTA)
- Public Building Commission (PBC)

Recommendation #2	Charge the CPO Committee with addressing the Task Force recommendations, tracking their implementation, and issuing quarterly progress reports.	Lead Agency: City
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✓ Recommendation Completed: 2Q 2016

✓ Tracking of Implementation & Progress Ongoing.

In December 2015, the CPO Committee of the PRTF was established. The meeting was hosted at the City of Chicago Department of Procurement Services (DPS) and attended by the CPOs of all Participating Members (CCC, CHA, Parks, CPS, CTA and PBC). The focus of the meeting was to determine an action plan for implementing the recommendations. To ensure ongoing progress towards reporting milestones, the Participating Members have maintained a biweekly meeting

schedule. Each Immediate Term recommendation was assigned a lead agency to manage the data collection, analysis, and draft agency consensus/implementation plan.

On January 13, 2016, Chicago City Council passed an ordinance for an intergovernmental agreement for all Participating Members to work cooperatively to implement recommendations identified in the original report of Findings & Recommendations. Each of the Participating Members have signed off on the IGA and established a similar agreement at their organization.

To facilitate the work of the CPO Committee, a PRTF SharePoint site was created as a repository for shared information among all of the Participating Members.

To date, there have been five Quarterly Reports and one Annual Report completed since the initiation of the Procurement Reform Task Force. To view all of the PRTF reports released to date, including this Annual Report, visit [www.cityofchicago.org/prtf](http://www.cityofchicago.org/prtf).

Recommendation #3	Establish minimum standards by which all Participating Members will publish their anticipated sole source awards, receive public and vendor feedback, and make decisions about whether a solicitation is necessary.	Lead Agency: CTA
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- ✓ Recommendation Completed: 3Q 2016
- ✓ Recommended Policy & Procedure Implemented across (7) Participating Members

In a survey of the Participating Members, it was determined that only the City and CPS publicly post sole source notices online in advance of any approval of a contract award. Requiring that proposed sole source awards be posted online in advance of approval in order to allow vendors the opportunity to comment on whether other vendors can supply the good or service provides the agency with a solid control over the improper use of sole source procurements. Additionally, creating a Non-Competitive Review Committee that reviews the appropriateness of a sole source award would reduce, if not eliminate, the possibility that sole source awards would be improperly awarded.

Therefore, CPO Committee recommended that each of the Participating Members begin to post their proposed sole source procurements online and create a Non Competitive Review Committee. The Participating Members are implementing the following policy and procedures outlined below:

#### Policy

All sole source procurements (Sole Source) will require a Justification for Non-Competitive Procurement Application (Application) and approval by the Non-Competitive Review Committee (NCRC) prior to award.

All proposed Applications will be posted on the Agency's public website for a period of three (3) weeks. During this period, the public will be invited to comment and/or object and make a substantive claim that the procurement is not a Sole Source.

All public comments and/or objections will be provided to the NCRC. The NCRC will take into consideration the justification and supporting documents from the using department requesting the Non-Competitive Award, as well as the justification of the vendor and all public comments when reaching its decision. If the NCRC approves the Application, then the Procurement Department will prepare a Sole Source contract for the vendor and route the recommendation for approval. If the NCRC rejects the Application, then the Application will be returned to the user department for a resubmission as a competitive procurement.

### Procedures

1. User departments must create a request/requisition and submit a complete justification package to be considered by the NCRC.

User departments should be highly cognizant that the entire sole source process may take 8 to 12 months and should prepare accordingly; the fact that an existing contract is about to expire is not sufficient justification for approval by the NCRC.
2. Justification packages must include, at a minimum, the following requirements:
  - Application
  - Justification detailing the rationale and necessity for the procurement as well as the estimated cost and term of the agreement/contract
  - Signed funding memo (if applicable)
  - Scope of work
  - Complete, written justification from the vendor (on vendor letterhead) detailing the reasons why they are considered the exclusive and unique provider solely capable of supplying the goods/services
  - Required Compliance plan
  - Insurance Certificate, if applicable
  - Ownership Disclosure
  - List of user department's personnel participating in the NCRC meeting
  - If applicable, a current and valid price quotation for the goods and/or services, on the vendor's letterhead
  - Any applicable grant agreements or other benchmark information the user department deems relevant to its request
3. Applications will be publicly posted on agency website for a minimum of three (3) weeks.
4. If there are public objections and/or comments, those objections/comments will be forwarded to the NCRC to be considered as part of their review.
5. After a minimum of three (3) weeks, the Application is removed from the Agency's website.
6. NCRC convenes to review and approve or reject the Application.
7. Approved Applications are scanned to Agency's internet site.
8. Rejected Applications are returned to the user department for resubmission as a competitive procurement.
9. A copy of the approved justification package will be forwarded to the appropriate Procurement personnel for processing.

Recommendation #4	Hire or secure pro bono services from a law firm to: (a) Identify contract provisions that could be subject to standardization across Participating Members' templates, and draft uniform contract templates incorporating the required terms of the Participating Members, including contract duration and number of renewals and (b) Where appropriate, standardize solicitation documents issued by Participating Members and the documents required in response.	Lead Agency: City
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✓ Recommendation Partially Completed.

Progress had been made by our pro bono partner on the commodities and professional services Master templates and commodities and professional services Additional Provisions templates. Unfortunately, our pro bono partner left private practice for a government agency, and is no longer able to finish the project.

We have asked outside counsel to present an anticipated timeline and budget to complete the project. While counsel will have the benefit of our pro bono partner's previous work, as the City of Chicago finalizes the launch of eProcurement, this important project may significantly impact the language of the City's contract templates. The City's Department of Procurement Services is working with the Department of Law to finalize the contract templates that will be entered into eProcurement. As eProcurement implementation progresses, the City's updated contract boilerplate, along with all other Participating Members' up-to-date boilerplate, will be submitted to outside counsel for review and recommendations.

Target completion date for this component is now Q4 2018, but is subject to change pending counsel's anticipated timeline, budget, and Participating Members' identification of funds.

Recommendation #5	Charge the Chicago Government IT Coordination Committee (ITCC), which consists of the CIOs of the Participating Members, with identifying the procurement-related systems that can be shared and developed jointly and developing a schedule for implementation.	Lead Agency: ITCC
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- ✓ **Recommendation Completed: 2Q 2017**

The ITCC completed an inventory of all current procurement systems and ongoing implementation initiatives across all agencies that are aligned to major procurement functions. Quarterly ITCC meetings are scheduled.

The remainder of this effort is covered via Recommendations 7, 17, and 28.

A subcommittee was formed to implement recommendation #7, which is related to the development of a common website, and is meeting biweekly.

Recommendation #6	Post all contracts, vendors, and subcontractors on agency websites in a user-friendly and searchable format.	Lead Agency: CCC
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- ✓ **Recommendation Completed. 4Q 2017**
- ✓ All participating members are now posting contracts in some form. The user-friendly and searchable component will come online with the implementation of Recommendation #7.

City Colleges of Chicago (CCC) reviewed and analyzed the uniform standard for disclosing information related to subcontractors as addressed in the OIG Report. A survey was completed by all agency members. Based on the survey, the recommendation requires all agencies to provide a summary of the contract award online. The summary shall list the prime contractor and subcontractors.

Long term initiatives include a uniform web portal, which will have all contracts available from all Participating Members. This long-term initiative is being managed by the ITCC. While agencies have posted information, it has been noted that there is not yet a consistent standard for disclosure of this information. Establishing a set of standard metadata related to bid opportunities and awarded contracts will be part of implementing recommendation #7.

Recommendation #7	Create an easily accessible website for vendors and the public that provides a single location for: all of the Participating Members' current procurement opportunity listings and other procurement-related information such as the buying plan, notices of award, and prequalified pools; a list of all debarred vendors; and all current contract and vendor databases.	Lead Agency: ITCC
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**✓ Recommendation Partially Completed.**

The ITCC has representatives (both subject matter and technical) from each Participating Member to participate in the subcommittee referenced under Recommendation #5 to complete this recommendation.

CPO and ITCC committee members and their designees have participated in requirements-gathering activities (survey and workshop), and have finalized requirements for bid opportunities and awarded contracts data sets, and will finalize the data elements for subcontractors through a related recommendation. A process to transmit data from each agency has been established, and agencies will begin providing files for awarded contracts and bid opportunities during Q1 2018. Subcontractor data transmission and new uniform web portal development will follow.

In the interim, the CPO Committee will continue to maintain the PRTF page on the City of Chicago website that contains a single location for links to all City of Chicago and Sister Agency's procurement information. The information is contained on the PRTF website ([www.cityofchicago.org/prtf](http://www.cityofchicago.org/prtf)), pending finalization of the single location ([www.chicagoprourement.info](http://www.chicagoprourement.info)) site's development and implementation.

Target Completion Date for Recommendation is: Q4 2018.

Recommendation #8	Establish minimum disclosure requirements for subcontractors and require posting subcontractor information online.	Lead Agency: CHA
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**✓ Recommendation Completed: 3Q 2016**

- ✓ Policy created and requirements established across (7) Participating Members

The Participating Members' current disclosure requirements were assembled and reviewed.

The CPO Committee recommended that Participating Members include uniform minimum language in solicitation documents and flow down contract provisions requiring contractors to certify that neither they have violated, nor do they have any knowledge of their subcontractors having violated, any state, federal, or local laws, rules or regulations or any City or Sister Agency code or policy and have not been subject to any debarment, suspension, or other disciplinary action by any government agency.

Additionally, if at any time the contractor becomes aware of such information, it must immediately disclose it to the Agency. Participating Members can choose to go beyond the minimum language if they wish or if they are required to do so by their governing rules and regulations. Further, this uniform minimum disclosure language must be posted online in the solicitation documents and contracts of the City and Sister Agencies.

The key deliverable for this recommendation is new, standard certification language to be added to specific solicitation documents and contracts utilized by the Participating Members. The language is as follows:

*"The Contractor certifies to the best of its knowledge and belief that it, its principals and any subcontractors used in the performance of this contract, meet the Agency requirements and have not violated any City or Sister Agency policy, codes, state, federal, or local laws, rules or regulations and have not been subject to any debarment, suspension or other disciplinary action by any government agency. Additionally, if at any time the contractor becomes aware of such information, it must immediately disclose it to the Agency."*

The Participating Members are including the above language to solicitation templates and documents, including the EDS, Contractor's Affidavits, and Compliance Schedules.

Recommendation #9	Establish minimum standards for conducting due diligence of vendors before entering into a contract.	Lead Agency: City
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- ✓ **Recommendation Completed: 3Q 2016. Process created.**
- ✓ All agencies have agreed to perform minimum uniform due diligence of vendors before entering into a contract.

All Participating Members' Economic Disclosure Statements (EDS) were compared to assess where they differed. It was determined that the only differences in self-certification requirements – whether in a Participating Member's EDS, Ethics Code, or contract language – are based on the differing statutory requirements governing each Participating Member.

The CPO Committee recommended that all Participating Members perform the following proposed minimum due diligence of vendors before entering into a contract:

- Check federal, state, City, and Sister Agencies' no-contracting or debarment lists;
- Check whether the vendor is registered and in good standing with the Illinois Secretary of State;
- Check whether the vendor owes a debt to the City; and
- Perform a search engine background check.

In addition, the ITCC is working to ensure that Participating Members have access to the debt check databases (IRIS) so that they can determine whether a vendor owes debt to the City and notify that vendor of the nature of the debt and that it should be paid.

Recommendation #10	Establish uniform rules governing resolicitation of contracts due to significant changes in scope or value.	Lead Agency: CTA
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- ✓ **Recommendation Completed: 3Q 2016**
- ✓ Implemented across (7) Participating Members

Many of the Participating Members lacked written rules prohibiting significant modification of a contract, limiting the amount of time a contract can be extended, and/or increasing the value of a contract. Pursuant to the recommendation, all Participating Members have agreed to adopt the following policies regarding contract changes:

#### *POLICY*

- All Change Orders and Contract Amendments shall be within the general scope of the contract and cannot represent cardinal changes to the contract. A cardinal change is a major deviation from the original purpose of the work or the intended method of achievement, or a revision of contract work so extensive, significant or cumulative that,

in effect, the contractor is required to perform very different work from that described in the original contract. The procurement administrator shall review and verify that the changed work is not a cardinal change to the contract. In the event the change will be a cardinal change to the contract, the work must be publicly solicited as a separate contract and cannot be undertaken as a change to a current contract.

- Additional time and/or funding:
  1. To the extent that the vendor agrees to maintain current contract terms, conditions and pricing:
    - a. Contracts that require additional time and funding. To avoid any gaps in service or materials the contract term shall not be extended more than one calendar year and additional funding shall not exceed 50% of the original contract value.
    - b. Contracts that require additional funding, but not time, due to unanticipated increased usage, can increase funding, as needed, to meet the original term of the contract; however, under no circumstances can this increase exceed 50% of the original contact value.
    - c. Contracts that require additional time, but not funding, can be extended for a period of time commensurate with the remaining funding, however, under no circumstances can the extension exceed 1 year.

Recommendation #11	Evaluate the consistency of MBE/WBE/DBE certifications accepted by Participating Members.	Lead Agency: PBC
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- ✓ Recommendation Partially Completed.
- ✓ Evaluation completed across (7) Participating Members

All Participating Members accept certifications from a variety of agencies, with some accepting certifications from agencies that others do not. These certifying agencies utilize different criteria for certification.

All Participating Members provided the list of all the certifications they accept for MBE, WBE, and DBE credit. Members expressed the goal to maximize minority, women, and disadvantaged participation, while balancing the need to ensure local businesses are utilized and preserve the integrity of participation programs with a rigorous certification process.

Each Participating Member also shared the process required to change the certifications accepted by their respective Boards or Agencies.

Participating Members are in the process of analyzing data from a single calendar year to determine the number of certification types that were actually utilized on contracts. The information from these reports will allow the PRTF to make a final recommendation regarding acceptable certifications.

Once all of the data is gathered regarding the certifications, the Participating Members will ensure that the acceptable certifications have rigorous standards that are similar to the City of Chicago and the County of Cook.

Target Completion Date for Recommendation is: Q1 2018.

Recommendation #12	Implement the uniform criteria and processes for evaluating Good Faith Efforts regarding requests for waivers for MBE/WBE/DBE goals that are currently being developed and will be recommended by the Government Procurement Compliance Forum	Lead Agency: PBC
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- ✓ Recommendation Completed: 3Q 2016
- ✓ Implemented across (7) Participating Members

All Participating Members utilize contract-specific MBE/WBE/DBE goals. In order to show that a bidder/respondent has documented and made good faith efforts in meeting the contract goals, the bidder/respondent must present a MBE/WBE/DBE compliance plan (Schedule D) demonstrating how they plan to meet these goals. A Schedule D outlines the MBE/WBE/DBE plan for the contract. If a bidder/respondent claims that they cannot meet the goals, they must document their good faith efforts in seeking to meet the goals.

A template checklist was developed in order to guide Participating Members regarding what they should consider as part of good faith efforts. This list is not exclusive or exhaustive but is a useful resource and will be considered the minimum standard for Participating Members to evaluate good faith efforts. Additionally, a good faith efforts Vendor Guide was created in order for the vendor community to understand the contract requirements. Participating Members will be able to use this Vendor Guide as a useful tool for bidders/respondents and outreach efforts.

Some of these key actions to demonstrate a bidder's good faith efforts include:

- Soliciting through reasonable and available means at least 50% of MBEs and WBEs certified in the anticipated scopes of subcontracting of the contract
- Must solicit MBEs and WBEs at least seven (7) days prior to the date bids are due
- Take appropriate steps to follow up initial solicitations with interested MBEs or WBEs
- Advertise the contract opportunities in media and other venues oriented toward MBEs and WBEs
- Provide interested MBEs or WBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner
- Negotiate in good faith with interested MBEs or WBEs that have submitted bids
- Not reject MBEs or WBEs as being unqualified without sound reasons based on a thorough investigation of their capabilities
- Make efforts to assist interested MBEs or WBEs in obtaining bonding, lines of credit, or insurance
- Make efforts to assist interested MBEs or WBEs in obtaining necessary equipment, supplies, materials, or related assistance or services
- Effectively use the services of the City; minority or women community organizations; minority or women assistance groups and other organizations to provide assistance in the recruitment and placement of MBEs or WBEs

Participating Members intend to incorporate the items from the template checklist into their contracts regarding good faith efforts.

Recommendation #13	Require a written, publicly posted protest process for each Participating Member.	Lead Agency: CCC
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- ✓ Recommendation Completed: 3Q 2016
- ✓ Implemented across (7) Participating Members

Protest processes are a tool of accountability in government procurement. They provide the opportunity for a stakeholder in the procurement process to raise allegations of irregularities or violations that may have tainted the process, and they give agencies another avenue to ensure integrity and transparency in their purchasing.

All on the CPO Committee agreed to standardize to align with the City's terms and policy approach. The bid protest process includes guidance for numerous areas, including protest timing, adjudicator roles, and pre-bid and pre-awards actions.

The City's terms and policy approach are summarized here:

Bid Protest Actions	Term
Protests Allowed - Pre-Bid, Evaluation, Bid Result	All
Pre-Bid Protest Timing	5 working days
Evaluation Protest Timing	10 working days
Bid Results Timing	10 working days
Adjudicator Role	CPO
Pre-Bid Protest Actions	Postponement
Pre-Award Protest Actions	Suspension
Adjudication Decision Actions	Corrective
Timing of Interested Party Conference	Any time before final determination
Timing of Final Determination Following Protest	30 working days after last submission made

With the exception of the Chicago Transit Authority (CTA), which has a Federal requirement for final review, all Participating Members will adopt the uniform terms and develop or update internal policies to document the process.

Recommendation #14	Examine whether Participating Members should support a change in state law to eliminate the newspaper notice requirement for contract solicitations.	Lead Agency: CPD
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- ✓ Recommendation Completed: 3Q 2016
- ✓ Examination & analysis completed across (7) Participating Members

Since most, if not all, of the Participating Members have been advertising in the newspapers for many decades, a shift away from newspaper advertising would require a considerable marketing effort for a few years to properly inform the vendor community of this change in purchasing operations.

Resource needs for such a project will require IT, marketing, and procurement personnel from the City and Sister Agencies, all of which are being dedicated to what the CPO Committee believes

are more impactful initiatives. The CPO Committee's current recommendation is to continue to advertise in local newspapers.

Recommendation #15	Establish a process for information-sharing and collaboration among Participating Members on personnel matters such as professional development efforts and recruitment.	Lead Agency: CPS
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- ✓ **Recommendation Partially Completed.**
- ✓ Evaluation completed across (7) Participating Members

The Chicago Public Schools drafted a document titled, "Information Sharing and Use of SharePoint," for CPO Committee review and comment. This has been approved and the document will reside within SharePoint for access by each Participating Member to post and update.

Within the SharePoint site all agencies are to share the following information regarding personnel matters:

- An organizational chart
- Job descriptions for the all active positions and recruitment methods
- List of all upcoming trainings planned for each Participating Member to offer the possibility for other employees to participate

This recommendation has evolved based on the feedback received from the Participating Members. This request will now require a customization to Sharepoint to house a library and review job openings. CPS created and gathered confidentially forms from each agency. A process has been established and each agency is obtaining access to SharePoint to upload their documents.

Target Completion Date for Recommendation is: Q2 2018.

## MID-TERM RECOMMENDATIONS (16 TO 27)

Recommendation #16	Establish uniform standards based on best practices for approval of noncompetitive awards, including small purchase, emergency, and sole source.	Lead Agency: CTA
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- ✓ **Recommendation Completed: 3Q 2017**

The PRTF recommended the establishment of uniform practices across agencies, where permitted by law, for the approval process of noncompetitive awards, including small purchases, emergency contracts and sole source contracts. Chicago Transit Authority (CTA) developed policies for small purchases, emergency purchases and sole source purchases. Sole source was fully implemented across (7) Participating agencies in Recommendation #3.

The policies for small purchases and emergency purchases have been fully implemented across the (7) agencies at dollar amount thresholds in keeping with their approved policies.

Participating Members will incorporate the following policies.

*"Uniform Standards based on best practices for approval of Emergency Contracts"*

*Policy*

It is imperative that sister agencies only use emergency contracts in those instances where a situation is of unusual and compelling urgency whereby failure to react to the situation immediately would adversely affect the safety of the agencies' personnel or the public, or the operation of the agency. In these instances it is important that the duration of the contract be limited to the time it would take to competitively procure the part or service and that the contract be competitively bid when possible. Therefore, it is the recommendation of the CPO Committee that each of the Participating Members follow the procedures outlined below:

#### *Procedures*

When any type of operational emergency arises, the first step is to determine if the need may be met through an existing contract even if this requires a modification to the contract. If no such contract exists, the next alternative is a "Small Order." The dollar amount that can be purchased through the "Small Order" varies from agency to agency with the City being up to \$100,000 and the CTA being up to \$40,000. The sister agencies use a competitive bidding process for this type of procurement.

All emergency contracts that cannot be procured using either of the above methods will require the Using Department or agency to prepare a Justification which describes the nature of the emergency, as well as the estimated cost and a list of potential vendors. This justification must be approved by the head of the department requesting the contract, the Chief Procurement Officer, the General Counsel (Corporation Counsel) and any other official required by the agency.

If time permits, the procurement will be posted on the agency's website and will be competitively bid via an email solicitation. If the emergency is of such a degree that time is of the essence, then the potential vendors will be contacted by the purchasing department for the availability of the product or service. The agency will request a verbal quote to be confirmed in writing via fax or email.

The agency will then prepare a memorandum justifying the Emergency Request and recommending an award of a contract. The Chief Procurement Officer, General Counsel (Corporation Counsel) (insert appropriate title here), and the Chairman of the Board (insert appropriate title here) of the agency must all approve the Emergency Request prior to award of the contract. The term of the contract must be limited to the time required to competitively bid the procurement.

A report documenting the emergency and the emergency contract must be submitted to the Board (or City Council).

#### *"Uniform Rules Governing Small Purchases"*

##### *Rules/Procedures*

All Small Purchase (or Small Order) procurements shall only be used for the procurement of goods or services when the procurement falls within the established Small Purchase threshold of \$\_\_\_\_\_ to \$\_\_\_\_\_ to be determined by the Agency pursuant to their controlling statutes.

Buyers shall not use Small Purchase procedures when the procurement is estimated to exceed the Small Purchase threshold. A Buyer shall not attempt to circumvent the process for procuring goods and services in excess of the established threshold by splitting a procurement totaling more than the Small Purchase threshold into several purchases.

For each purchase within the established Small Purchase threshold, the Buyer shall solicit quotations from a reasonable number of sources including, when possible, at least one DBE/MBE/WBE to promote competition to the maximum extent practicable.

1. The Buyer shall consider the following factors when deciding how many quotations will be solicited:
  - a. The nature of the item or service to be purchased and whether it is highly competitive and readily available in several makes or brands, or has limited sources;
  - b. Information obtained in making recent purchases of the same or similar item;
  - c. The urgency of the proposed purchase;
  - d. The dollar value of the proposed purchase; and
  - e. Past experience concerning specific vendor prices.
2. Generally, solicitation of at least three sources should be considered to promote competition to the maximum extent practicable. If practical, price quotes should be solicited from two sources not included in the previous solicitation.
  - a. If the Buyer determines that the best interest of the Agency indicates that quotations should be obtained from more than three sources, the Buyer may require the solicitation of additional quotations.
  - b. A Small Purchase may be limited to one source if the Buyer determines, in writing, that there is only one available source in accordance with these Regulations.
  - c. A Buyer may solicit phone price quotations. However, a Buyer shall use a written solicitation in the following circumstances:
    - i. When a large number of line items is included in a single proposed procurement;
    - ii. When obtaining phone quotations is not considered economical or practical; or
    - iii. When extensive specifications are involved.
  - d. The Buyer shall establish and maintain records of phone price quotations and include these records in the purchase file. The records shall consist of the names of the suppliers contacted and the prices and other terms and conditions quoted by each to the degree the Agency does not provide and/or require certain terms and conditions.
  - e. The Buyer may limit written records of solicitations to notes or abstracts to show prices, delivery, references to printed price lists used, the vendor or vendors contacted, and other pertinent data.
    - i. The Buyer shall maximize competition for Small Purchases and shall not limit solicitations to suppliers of well-known and widely distributed makes or brands, or solicit on a personal preference basis.

Recommendation #17	Develop a common electronic Economic Disclosure Statement system that: allows for the submission of uniform information for all Participating Members' vendors and subcontractors; integrates disclosures and certifications into Participating Members' procurement databases; automates conflict checks and due diligence; and can be updated in real time.	Lead Agency: ITCC
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- ✓ **Recommendation Ongoing: Process created.**

The City took the lead to develop a design for a common Economic Disclosure Statement system that would support all agencies. The project to move to this new system is multiphased--the first phase, upgrading the underlying document management system to the latest version, was completed in Q2 2017. Funding was also identified to move forward with updating this application to a modern application platform, which can support a common EDS. The project is currently in the planning and requirements phase.

Target Completion Date for Recommendation is: Q1 2019.

Recommendation #18	Establish a process for the use of joint pre-qualified vendor pools that recognizes the different statutory requirements applicable to Participating Members.	Lead Agency: City
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- ✓ **Recommendation Partially Completed. Implementation Ongoing.**
- ✓ Data analysis continues.

The City gathered the Vendor pool data as requested from all participating members. In total there are an estimated 114 potential vendor pools. However, it has been noted that the next steps to further this recommendation in an impactful way across agencies will depend on the finalization of Recommendation No# 4, standardization of contract boilerplate.

In the interim, it is the City's recommendation that the Participating Members follow the City's Reference Contract Policy under the Municipal Code of Chicago (MCC) 2-92-649 until the standardization is completed. This has impacted the original target completion date of Q4 2017.

Under the MCC, a Reference Contract is a contract entered into by a vendor for goods or services with a federal, state or local entity other than the City, or a group or consortium of the same, as a result of a public procurement process followed by such governmental entity or entities.

The City's Reference Policy is available on the City's website and has been circulated for Sister Agency reference.

Target Completion Date for Recommendation is: Q2 2019.

Recommendation #19	Develop best practices for routine audits of procurement functions and contract awards, and evaluate use of shared services to perform this function.	Lead Agency: City
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- ✓ **Recommendation Partially Completed. Implementation Ongoing.**
- ✓ Data analysis and feedback continues.

The City, in conjunction with the Mayor's Office and the Sister Agencies, will be engaging a third party to provide services for Compliance Audits. This is a result of recognizing the need for efficiency and consistency among the City and Sister Agencies. The Participating Members are

collaborating on moving this initiative forward and working on drafting the scope language of the Task Order Request. This request will affect the previous target completion date of Q4 2017.

This City's task order's goal is to collect, review, analyze and report separately and cumulatively on Minority, Women and Disadvantaged Business Enterprise utilization, Equal Employment Opportunity (EEO), Chicago Residency, and Local Hiring participation on Participating Member contracts.

Target Completion Date for Recommendation is: Q2 2019

Recommendation #20	Require each Participating Member to create a comprehensive procurement manual for its staff that is user-friendly and available to the public.	Lead Agency: CCC
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✓ **Recommendation Ongoing: Partially completed.**

The PRTF found that the comprehensiveness and specificity of the Participating Members' procurement policies varies significantly.

The key steps in this recommendation process include the review and comparisons of the current processes/procedures used by each Participating Member, a discussion of consistency in requirements and what is needed to adjust existing manuals and the posting of manuals online for public view.

The City Colleges of Chicago (CCC) has completed the analysis of CTA's robust Procurement Manual. This has led to the conclusion that while custom-tailored, CTA's comprehensive procurement manual should be the basis for each agency's manual.

CCC has identified key components that should be contained in each Participating Member's manual:

- Procurement Standards and/or Procurement Policy including ethics/ code of conduct
- Procurement Goals/ Mission Statement
- A matrix or guideline which outlines "who may authorize and execute contracts" including the amount thresholds
- Glossary of procurement terms
- Outline of the different procurements, e.g., Sole source, RFP, RFQ, Sealed Bids, Joint Procurement, Emergency Procurement
- Contract Administration delegation of duties (post-award)
- Contract Amendments Procedure
- Procurement Process- Summarize the life cycle of a procurement at the agency
- Debarred Contractors Criteria
- Bid Protests
- FOIA Requests Procedure
- Procurement Laws and respective board rules and regulations e.g. 30 ILCS 500/, (65 ILCS 5/) Illinois Municipal Code.

CCC provided a template procurement manual to the Participating Members based on the CTA manual. The next step will be for CPO Committee members to address the public availability component of their Procurement Manuals. 50% of the agencies have drafted their manuals and they are under review by their respective legal departments. The other agencies are pending.

Target Completion Date for Recommendation is: Q1 2018.

Recommendation #21	Codify and provide training to Participating Members' employees on procurement rules and regulations, including appropriate authority, prohibited communications, and reporting obligations.	Lead Agency: City
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✓ Recommendation Completed: 2Q 2017. Training Ongoing.

The PRTF found that all Participating Members stated that communications regarding active procurements are to be limited and generally flow through the procurement office; however, these rules are not clearly codified and disseminated at every agency. In addition, it found that not all employees and contractors of Participating Members have a clear obligation to report violations of law in procurement and contracting to their respective Offices of Inspector General. A clear set of rules and regulations for employees to follow and refer to is important to maintain the integrity of the procurement process. Agencies should ensure that such information is communicated to their employees.

The goal is to establish and provide training on procurement rules and regulations so that employees know what is required of them. This is expected to increase the integrity of and accountability in the procurement process. DPS has begun scheduling various training program sessions to include Sister Agency staff and its members.

List of trainings conducted by DPS to which Participating Members will be invited:

- Certification Overview Including C2
- Compliance Process and Procedures including LCP Tracker
- Emergency Contracts
- Exhibit B (Direct Voucher)
- Non-Competitive Review Board (NCRB)
- Project Checklist
- Record Retention Training
- Small Business Initiatives
- Small Orders
- Task Order Training
- DPS Year End Briefing Report

In addition, DPS is working with the City's Department of Law and Board of Ethics to develop comprehensive guidelines regarding prohibited communications and reporting obligations.

Recommendation #22	Develop universal programming for vendor outreach and training.	Lead Agency: City
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✓ Recommendation Completed: 2Q 2017. Training Ongoing.

The PRTF found that the majority of Participating Members do not provide any workshops or training to potential vendors. Vendor outreach and training is an integral part of increasing the number and quality of vendors and their bids. This is also a potential area for increased efficiency and uniformity through the use of shared services to provide such programming. The City has an extensive workshop and outreach program and has already begun spearheading joint outreach efforts, such as the annual Vendor Fair, which includes all of the Sister Agencies, the State, and the County.

The City has implemented this Recommendation via the following methods:

- Creation of a Universal Outreach Calendar via the PRTF SharePoint site that Participating Members can access.

- Google Calendar that includes City outreach events and workshops, outreach events hosted by the Participating Members.
- Promoting Participating Member outreach events via the DPS Alert Email Newsletter, which reaches 10,000 subscribers, email distribution on the Certification & Compliance (C2) system, and social media.
- A new workshop category featuring Participating Members called “Doing Business with Sister Agencies”. Dates for 2018 include: April 4, 2018 (CPS & CCC), July 11, 2018 (PBC & CHA) and October 3, 2018 (CPD & CTA).
- Leveraging existing technology by inviting Participating Members to utilize DPS Bid & Bond Room livestreaming capability to broadcast their workshop offerings.

As we merge listings of these vendor resources and programs, the Committee will examine where there are overlap and gaps, and how the Participating Members can combine and streamline these programs to offer the best and most efficient vendor outreach and training.

Recommendation #23	Develop uniform, minimum contract close-out procedures for use by all Participating Members.	Lead Agency: PBC
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✓ Recommendation Completed: Q4 2017

The Participating Members’ contract close-out processes varied, ranging from some with no established process to others that have significant requirements. The PBC took the lead to assemble, review, and formalize a close out process at the end of a contract term. The Participating Members reviewed their current policies and procedures for contract close outs, and evaluated key criteria to determine workable and meaningful uniform, minimum contract close-out procedures.

A template checklist was developed in order to guide Participating Members regarding minimum steps to complete when closing out contracts. All Participating Members’ worked together to craft language for a checklist template to use in the contract closeout process.

Participating Members will be able to use this checklist as a base to ensure specific agency requirements are included. The Contract Closeout Checklist includes contract time frame, advertising dates, award amounts, evaluator information, legal analysis, financial analysis, term, extensions available, signatures needed, insurance requirements, website posting, MBE/WBE/DBE/ACDBE/BEPD information, and Board Reports.

The checklist for contract close out procedures has been finalized and is being used by all Participating Members.

Recommendation #24	Develop minimum standards for project managers and other on-site review personnel to ensure vendor compliance.	Lead Agency: PBC
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✓ Recommendation Completed: Q4 2017

All Participating Members conduct various types of site visits for their respective projects. Additionally, Participating Members use a variety of tools to conduct site visits (compliance software, payroll software, or Microsoft fillable forms). Following discussions regarding these varying methods, the CPO Committee recommended that Participating Members include uniform language and questions when conducting on-site interviews to ensure enforcement is fair, uniform, and effective.

A Site Visit guide that includes tips and frequently asked questions was developed in order for Participating Members to set minimum standards for project managers and other on-site review personnel to ensure vendor compliance. All Participating Members worked together to craft language for this guide. Members use various methods to record site visits; therefore the guide will allow all members to use the guide using their respective recording mechanisms.

The guide includes:

- Why site visits are important
- Goals of conducting site visits
- Tips to remember during and after site visits
- Frequently asked questions during site visits
- What to do when staffer records visit
- Verifying site visit information

The site visit guide, which includes tips and frequently asked questions, has been finalized for Participating Members to set minimum standards for project managers and other on-site review personnel to ensure vendor compliance.

Recommendation #25	Establish a process for information-sharing among Participating Members regarding poor performance, noncompliance, or wrongdoing of a vendor.	Lead Agency: CPD
<span style="color: red;">✓ Recommendation Partially Completed. Implementation Ongoing.</span> <ul style="list-style-type: none"> <li>✓ Initial evaluation completed across Participating Members</li> <li>✓ Process and Universal Form created</li> <li>✓ Examination and feedback of form and process from Participating Members pending</li> </ul>		

The Chicago Park District (CPD) has taken the lead to establish a communication process that will actively share vendor information to Participating Members. During the initial evaluation of this recommendation, the CPD found that all Participating Members have a process for acting upon poor performance of a vendor and share debarment lists with one another; however, only a few have a standardized form that is used to describe infractions. The CPD presented a universal process and created a Vendor Performance Form that can be used by all Participating Members, which have been circulated for review and feedback. The Participating Members seek to balance the benefits of information-sharing against the requirement that contractors be afforded due process when agencies make contracting and responsibility decisions. Gathering feedback and finalizing this recommendations review will affect the previous target completion date of Q4 2017.

Target Completion Date for Recommendation is: Q2 2018

Recommendation #26	Seek to establish reciprocal debarment among Participating Members through the use of a debarment review board or another mechanism as permitted by law.	Lead Agency: CHA
<span style="color: green;">✓ Recommendation Completed: 2Q 2017</span>		

The CPO Committee found that Participating Members generally maintain their own debarment lists and some have automatic reciprocity. Participating Members also consult each other's lists during a verification process as well as check debarment lists of other government entities.

The CHA took the lead to establish reciprocal debarment language for all of the participating members as permitted by law.

The key deliverable for this recommendation is new, standard reciprocal debarment language to be added to Participating Members' debarment policies/procedures if the information is not already included. The language is as follows:

*The Agency/Authority may impose automatic debarment if the person or entity is debarred by any other government agency for cause including but not limited to fraud, embezzlement, bribery, theft, deception, misrepresentation, indictment, felony conviction, violation or attempted violation of federal or state statutes. Agency reserves the right to consider debarment and proceed with its own debarment process in the case that a person or entity is debarred by any other government agency for contract performance or reasons other than those listed above.*

The Participating Members have included the above language in its debarment policies/procedures.

Recommendation #27	Establish uniform practices, where permitted by law, to expand preferences for local vendors and support a workforce development or similar contract award preference.	Lead Agency: CPS
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✓ **Recommendation Completed: 2Q 2017**

✓ Evaluation completed across (7) Participating Members

The CPO Committee found that only the City and PBC apply preference for local vendors and labor in their procurements and no Participating Member provides credit for employing graduates of workforce development programs.

Preference is limited by the Illinois State Constitution and or by Federal funding guidelines with the exception of the City, which operates under Home Rule Authority.

It is the conclusion of the CPO Committee that there would need to be a change in State laws in order to establish uniform practices across the agencies.

## LONG-TERM RECOMMENDATIONS (28 TO 31)

28	Implement a universal procurement system that serves as a single point of entry for posting and responding to all Participating Members' procurement opportunities, and as a central repository for all contract and vendor information.	Lead Agency: ITCC
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✓ **Recommendation Ongoing**

✓ Data collection and analysis continues.

Leveraging the inventory developed under Recommendation #5, the ITCC will determine the best design for a shared procurement system as well as the implementation path to achieve that design. This may consist of common components rather than a single system.

The first phase would document existing processes and legal or regulatory requirements, and make recommendations for business process or other changes that would need to be implemented across all agencies to support a single system. The target completion for the first phase is approximately six months from start. Since the same subject matter resources will be engaged in developing a common EDS system, this project would begin six months after the start of EDS.

Phase 2 would implement the single system across all agencies in approximately two years from start.

Target completion is Q1 2019 for Phase 1 and Q4 2021 for Phase 2, pending funding availability.

29	Identify compliance functions that can be shared among Participating Members, including MBE/WBE compliance activities, and establish a joint compliance field team.	Lead Agency: City/ CASE
30	Secure a <i>pro bono</i> study regarding the financial impact of the City's risk shifting contractual provisions.	Lead Agency: City/ CASE
31	Evaluate the benefits of center-led or consolidated procurement among the Participating Members.	Lead Agency: City/ CASE

✓ **Recommendations Ongoing.**

Recognizing the complexity of the long term recommendations, the City was seeking opportunities to locate additional technical resources to help facilitate the analysis and development of implementation plans for Recommendations 29, 30 and 31.

In April 2017, DPS responded to a RFP from the Citi Foundation and Living Cities City Accelerator program to participate in a national procurement cohort. In addition to a Letter of Interest, DPS submitted a pitch that included a video with an introduction by former Deputy Mayor Andrea Zopp. The video is available on the DPS YouTube Channel at the following link: <https://youtu.be/JASuY6hKCmw>

The City of Chicago was selected to participate in this national program, which is designed to help cities refine their approach to procurement in order to increase the diversity of municipal vendors over the course of 12 months. In addition to a \$100,000 grant, the City of Chicago will receive a combination of coaching, technical assistance and implementation resources in the coming year. DPS will be working in concert with Chicago Anchors for a Strong Economy (CASE) of World Business Chicago, who will help to facilitate long-term recommendations 29, 30 and 31 of the PRTF.

In January 2018, DPS participated in the second cohort convening that took place in San Antonio, Texas. At this convening the City of Chicago presented on its status updates pertaining to the recommendation. Additionally, DPS has also been asked to share the information about the City's Consolidated Buying Plan as an industry best practice for the other participating cities. The members of the cohort were also interested in the genesis of the Procurement Reform Task Force (PRTF) and how they too could begin the work of inter-agency standardization in their cities. DPS shared the comprehensive survey that was the foundation of data collection for the establishment of the PRTF.

It was also announced that the Citi Foundation and Living Cities City Accelerator program will be extending this program on a national level for another 6 months. This will allow the City more time to gather and execute the recommendation's using the Citi Foundation and Living Cities resources. This cohorts' program extension will affect the previous target completion date of Q3 2018.

Detailed below are status updates and next steps needed to conduct the necessary data collection, best practice research, analysis, recommendation, implementation, and tracking for each of the Recommendations:

- Universal Procurement: Documenting and developing a finalized roadmap to create a universal procurement system
- Joint Compliance: Scheduling various compliance subject matter expert appointments with each participating member to develop streamlined central process / workflow, inclusive of all agencies' needs.
- Risk-Shifting Provisions: Conducting an economic policy study between the Cities of New York and Los Angeles on risk shifting provisions to affect inclusive economic growth opportunities for our local, small, minority, and women-owned businesses and obtain best value for Participating Members.
- Benefit Evaluation: Conducting an analysis of current City's Buying Plan data to evaluate if a specific entity should oversee activities related to entity's industry

Target Completion Date of Recommendation(s) 29, 30 and 31 is: Q1 2019

## **Attachment A: PRTF Implementation Spreadsheet**

**Legend / Key:**

GREEN = Implemented/Completed

RED = Not Implemented/Incomplete

RECOMMENDATION		DPS	CPS	CTA	CHA	CCC	CPD	PBC
<b>IMMEDIATE RECOMMENDATIONS</b>								
1 Create a Committee of the Participating Members' CPOs to rule on certain administrative decisions, address obstacles to coordination, and ensure best practices across the City and its sister agencies.	City							
2 Charge the CPO Committee with addressing the Task Force recommendations, tracking their implementation, and issuing quarterly progress reports.	City							
3 Establish minimum standards by which all Participating Members will publish their anticipated sole source awards, receive public and vendor feedback, and make decisions about whether a solicitation is necessary.	CTA							
4 Hire or secure pro bono services from a law firm to: (a) Identify contract provisions that could be subject to standardization across Participating Members' templates, and draft uniform contract templates incorporating the required terms of the Participating Members, including contract duration and number of renewals and (b) Where appropriate, standardize solicitation documents issued by Participating Members and the documents required in response.	City	<p>Recommendation Partially Completed. Progress had been made by our pro bono partner on the commodities and professional services Master templates and commodities and professional services Additional Provisions templates. Unfortunately, our pro bono partner left private practice for a government agency, and is no longer able to finish the project.</p> <p>We have asked outside counsel to present an anticipated timeline and budget to complete the project. While counsel will have the benefit of our pro bono partner's previous work, as the City of Chicago finalizes the launch of eProcurement, this important project may significantly impact the language of the City's contract templates. The City's Department of Procurement Services is working with the Department of Law to finalize the contract templates that will be entered into eProcurement. As eProcurement implementation progresses, the City's updated contract boilerplate, along with all other Participating Members' up-to-date boilerplate, will be submitted to outside counsel for review and recommendations.</p> <p>Target completion date for this component is now Q4 2018, but is subject to change pending counsel's anticipated timeline, budget, and Participating Members' identification of funds.</p>						
5 Charge the Chicago Government IT Coordination Committee, which consists of the CIOs of the Participating Members, with identifying the procurement-related systems that can be shared and developed jointly and developing a schedule for implementation.	ITCC							
6 Post all contracts, vendors, and subcontractors on agency websites in a user-friendly and searchable format.	CCC							
7 Create an easily accessible website for vendors and the public that provides a single location for: all of the Participating Members' current procurement opportunity listings and other procurement-related information such as the buying plan, notices of award, and prequalified pools; a list of all debarred vendors; and all current contract and vendor databases.	ITCC	<p>Recommendation Partially Completed. The ITCC has representatives (both subject matter and technical) from each Participating Member to participate in the subcommittee referenced under Recommendation #5 to complete this recommendation.</p> <p>CPO and ITCC committee members and their designees have participated in requirements-gathering activities (survey and workshop), and have finalized requirements for bid opportunities and awarded contracts data sets, and will finalize the data elements for subcontractors through a related recommendation. A process to transmit data from each agency has been established, and agencies will begin providing files for awarded contracts and bid opportunities during Q1 2018. Subcontractor data transmission and new uniform web portal development to follow which will be pushing the recommendation out to a further date.</p> <p>In the interim, the CPO Committee will continue to maintain the PRTF page on the City of Chicago website that contains a single location for links to all City of Chicago and Sister Agency's procurement information. The information is contained on the PRTF website (<a href="http://www.cityofchicago.org/prtf">www.cityofchicago.org/prtf</a>), pending finalization of the single location (<a href="http://www.chicagoprocurement.info">www.chicagoprocurement.info</a>) site's development and implementation.</p> <p>Target Completion Date for Recommendation is: Q4 2018.</p>						
8 Establish minimum disclosure requirements for subcontractors and require posting subcontractor information online.	CHA							
9 Establish minimum standards for conducting due diligence of vendors before entering into a contract.	City							
10 Establish uniform rules governing resolicitation of contracts due to significant changes in scope or value.	CTA							

	RECOMMENDATION		DPS	CPS	CTA	CHA	CCC	CPD	PBC
11	Evaluate the consistency of MBE/WBE/DBE certifications accepted by Participating Members.	PBC	Recommendation Partially Completed. All Participating Members provided the list of all the certifications they accept for MBE, WBE, and DBE credit. Members expressed the goal to maximize minority, women, and disadvantaged participation, while balancing the need to ensure local businesses are utilized and preserve the integrity of participation programs with a rigorous certification process.  Each Participating Member also shared the process required to change the certifications accepted by their respective Boards or Agencies.  Participating Members are in the process of analyzing data from a single calendar year to determine the number of certification types that were actually utilized on contracts. The information from these reports will allow the PRTF to make a final recommendation regarding acceptable certifications.  Once all of the data is gathered regarding the certifications, the Participating Members will ensure that the acceptable certifications have rigorous standards that are similar to the City of Chicago and the County of Cook.  Target Completion Date for Recommendation is: Q1 2018.						
12	Implement the uniform criteria and processes for evaluating Good Faith Efforts regarding requests for waivers for MBE/WBE/DBE goals that are currently being developed and will be recommended by the Government Procurement Compliance Forum	PBC							
13	Require a written, publicly posted protest process for each Participating Member.	CCC							
14	Examine whether Participating Members should support a change in state law to eliminate the newspaper notice requirement for contract solicitations.	CPD							
15	Establish a process for information-sharing and collaboration among Participating Members on personnel matters such as professional development efforts and recruitment.	CPS	Recommendation Partially Completed. The Chicago Public Schools drafted a document titled, "Information Sharing and Use of SharePoint," for CPO Committee review and comment. This has been approved and the document will reside within SharePoint for access by each Sister Agency to post and update.  This recommendation has evolved based on the feedback received from sister agencies. This request will now require a customization to Sharepoint to house a library and review job openings. CPS created and gathered confidential forms from each agency. A process has been established and each agency is obtaining access to SharePoint to upload their documents.  Target Completion Date for Recommendation is: Q2 2018.						
<b>MID-TERM RECOMMENDATIONS</b>									
16	Establish uniform standards based on best practices for approval of noncompetitive awards, including small purchase, emergency, and sole source.	CTA							
17	Develop a common electronic Economic Disclosure Statement system that: allows for the submission of uniform information for all Participating Members' vendors and subcontractors; integrates disclosures and certifications into Participating Members' procurement databases; automates conflict checks and due diligence; and can be updated in real time.	ITCC	Recommendation Ongoing. The City took the lead to develop a design for a common Economic Disclosure Statement system that would support all agencies. The project to move to this new system is multiphased—the first phase, upgrading the underlying document management system to the latest version was completed in Q2 2017. Funding was also identified to move forward with updating this application to a modern application platform, which can support a common EDS. The project is currently in the planning and requirements phase.  Target Completion Date for Recommendation is: Q1 2019.						
18	Establish a process for the use of joint pre-qualified vendor pools that recognizes the different statutory requirements applicable to Participating Members.	City	Recommendation Partially completed. Vendor pool data collection was received from all participating members. In total there are an estimated 114 potential vendor pools. However, it has been noted that the next steps to further this recommendation in an impactful way across agencies will depend on the finalization of Recommendation No# 4, standardization of contract boilerplate.  In the interim, it is the City's recommendation that the Participating Members continue to use the City's Reference Contract Policy under the Municipal Code of Chicago (MCC) 2-92-649 until the standardization is completed. This has impacted the original target completion date of Q4 2017.  The City's Reference Policy is available on the City's website and has been circulated for Sister Agency reference.  Target Completion Date for Recommendation is: Q2 2019.						

	RECOMMENDATION		DPS	CPS	CTA	CHA	CCC	CPD	PBC
19	Develop best practices for routine audits of procurement functions and contract awards, and evaluate use of shared services to perform this function.	City	Recommendation Partially Completed. The City in conjunction with the Mayor's Office and the Sister Agencies will be engaging a third party whom will be providing services for Compliance Audits. This is a result of recognizing the need for efficiency and consistency among Sister Agencies. The Participating Members are collaborating together on moving this initiative forward and working on drafting the scope language of the Task Order. This request will affect the previous target completion date of Q4 2017.  This City's task order's goal is to collect, review, analyze and report on Minority, Women and Disadvantaged Business Enterprise utilization, Equal Employment Opportunity (EEO), Chicago Residency, and Local Hiring participation on Participating Member contracts.  Target Completion Date for Recommendation is: Q2 2019.						
20	Require each Participating Member to create a comprehensive procurement manual for its staff that is user-friendly and available to the public.	CCC	Recommendation Partially completed. CCC provided a template procurement manual to the Participating Members, based on the CTA manual. The next step will be for CPO committee members to address the public availability component of their Procurement Manuals. 50% of the agencies have drafted their manuals and they are under review by their respective legal departments. The other agencies are pending.  Target Completion Date for Recommendation is: Q1 2018.						
21	Codify and provide training to Participating Members' employees on procurement rules and regulations, including appropriate authority, prohibited communications, and reporting obligations.	City							
22	Develop universal programming for vendor outreach and training.	City							
23	Develop uniform, minimum contract close-out procedures for use by all Participating Members.	PBC							
24	Develop minimum standards for project managers and other on-site review personnel to ensure vendor compliance.	PBC							
25	Establish a process for information-sharing among Participating Members regarding poor performance, noncompliance, or wrongdoing of a vendor.	CPD	Recommendation Partially completed. The Chicago Park District (CPD) has taken the lead to establish a communication process that will actively share vendor information to Participating Members. During the initial evaluation of this recommendation, the CPD found that although all Participating Members have a process for reporting poor performance of a vendor, only a few have a document that is used to describe infractions. The CPD presented a universal process and created a Vendor Performance Form that can be used by all Sister Agencies. This process and form will be vital for sharing vendor performance, and reporting any contract infractions or other violations electronically.  The goal is to inform all agencies of such violations or wrongdoing by vendors prior to award of a project. The Vendor Performance Form and recommended process has been sent to all Sister Agencies for review and feedback. Gathering feedback and finalizing this recommendations review will affect the previous target completion date of Q4 2017.  Target Completion Date for Recommendation is: Q2 2018.						
26	Seek to establish reciprocal debarment among Participating Members through the use of a debarment review board or another mechanism as permitted by law.	CHA							
27	Establish uniform practices, where permitted by law, to expand preferences for local vendors and support a workforce development or similar contract award preference.	CPS							

RECOMMENDATION		DPS	CPS	CTA	CHA	CCC	CPD	PBC
28	Implement a universal procurement system that serves as a single point of entry for posting and responding to all Participating Members' procurement opportunities, and as a central repository for all contract and vendor information.	ITCC	Recommendation ongoing. Data collection & analysis continues. Leveraging the inventory developed under Recommendation #5, the ITCC will determine the best design for a shared procurement system as well as the implementation path to achieve that design. This may consist of common components rather than a single system.  The first phase would document existing processes and legal or regulatory requirements, and make recommendations for business process or other changes that would need to be implemented across all agencies to support a single system. The target completion for the first phase is approximately six months from start. Since the same subject matter resources will be engaged in developing a common EDS system, this project would begin six months after the start of EDS. Phase 2 would implement the single system across all agencies in approximately two years from start.  Target completion is Q1 2019 for Phase 1 and Q4 2021 for Phase 2, pending funding availability.					
29	Identify compliance functions that can be shared among Participating Members, including MBE/WBE compliance activities, and establish a joint compliance field team.	City/ CASE	DPS in concert with Chicago Anchors for a Strong Economy (CASE) of World Business Chicago will help to facilitate this program. Grant funding from the City Accelerator will help facilitate the project management of long-term recommendations 29-31 of the PRTF.  Joint Compliance Recommendation next steps include: Scheduling various compliance subject matter expert appointments with each participating member to develop streamlined central process / workflow, inclusive of all agencies' needs.  It was also announced that the Citi Foundation and Living Cities City Accelerator program will be extending this program on a national level for another 6 months. This will allow the City more time to gather and execute the recommendation's using the Citi Foundation and Living Cities resources. This cohorts' program extension will affect the previous target completion date of Q3 2018.					
30	Secure a <i>pro bono</i> study regarding the financial impact of the City's risk shifting contractual provisions.	City/ CASE	DPS in concert with Chicago Anchors for a Strong Economy (CASE) of World Business Chicago will help to facilitate this program. Grant funding from the City Accelerator will help facilitate the project management of long-term recommendations 29-31 of the PRTF.  Risk-Shifting Provisions recommendation next steps include the conducting an economic policy study between the Cities of New York and Los Angeles on risk shifting provisions to affect inclusive economic growth opportunities for our local, small, minority, and women-owned businesses and obtain best value for Participating Members.  It was also announced that the Citi Foundation and Living Cities City Accelerator program will be extending this program on a national level for another 6 months. This will allow the City more time to gather and execute the recommendation's using the Citi Foundation and Living Cities resources. This cohorts' program extension will affect the previous target completion date of Q3 2018.					
31	Evaluate the benefits of center-led or consolidated procurement among the Participating Members.	City/ CASE	DPS in concert with Chicago Anchors for a Strong Economy (CASE) of World Business Chicago will help to facilitate this program. Grant funding from the City Accelerator will help facilitate the project management of long-term recommendations 29-31 of the PRTF.  Benefit Evaluation recommendation next steps include conducting an analysis of current City's Buying Plan data to evaluate if a specific entity should oversee activities related to entity's industry  It was also announced that the Citi Foundation and Living Cities City Accelerator program will be extending this program on a national level for another 6 months. This will allow the City more time to gather and execute the recommendation's using the Citi Foundation and Living Cities resources. This cohorts' program extension will affect the previous target completion date of Q3 2018.					