



**3Q 2018 STATUS REPORT OF THE
CHICAGO PROCUREMENT REFORM
TASK FORCE**

October 23, 2018

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October 2018

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 the 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 a quarterly status report to the Mayor, an annual progress report to the 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.

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. 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.

On May 30, 2018, the Office of the Inspector General (OIG) issued their second annual progress report. The report is available online at www.chicagoinspectorgeneral.org. In that report, the OIG concluded:

“We note here, as we did in our First Annual Progress Report, that while the Participating Members have not strictly complied with the implementation timetable set in the 2015 PRTF Report, they are making steady process toward achieving the Task Force’s goal”

A public hearing was held on September 18, 2018, 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.

Additionally, the work of the PRTF has also been nationally recognized and was covered by Governing Magazine, which stated:

"A lot of what Chicago is doing is seen as best practices in the field".

To date, the PRTF has issued seven quarterly reports, including this report, and two Annual Reports of Progress. To view all of the PRTF reports released to date, visit www.cityofchicago.org/prtf.

This 3Q 2018 Status Report includes updates to all Recommendations #1 through #31 along with an implementation checklist chart reflecting the completion status across all Recommendations for each Participating Member. 18 out of 31 Recommendations have been implemented, and this report includes timelines for the completion of remaining items.

The Department of Procurement Services, the Department of Innovation and Technology (DoIT), and the procurement and information technology divisions of the Participating Members have contributed to the development of this report. To view all of the PRTF reports released to date, visit www.cityofchicago.org/prtf.

Procurement Reform Task Force – 3Q 2018 Quarterly Report

October 15, 2018

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

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 has 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 to share information among all of the Participating Members.

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

Recommendation from the CPO Committee was that each of the Participating Members would begin to post their proposed sole source procurements online, and created a Non-Competitive Review Committee.

Details of the policy can be found within the PRTF Annual Report found at www.cityofchicago.org/prtf.

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.

The City has retained outside legal counsel to complete the project. While legal counsel has been provided with our former 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. The Target Completion date has been pushed forward.

The Target completion date for this component is ~~Q4 2018~~ Q1 2019.

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 with significant 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 participated in requirements-gathering activities (survey and workshop), and 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 are providing files for awarded contracts, bid opportunities, and subcontractors. Quality assurance of the data transmission processes is underway. The website launch is targeted for the end of 2018.

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 Participating Members' procurement information. The information is contained on the PRTF website (www.cityofchicago.org/prtf), pending finalization of the single location (www.chicagoprocurement.info) site's development and implementation.

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 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 a 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 re-solicitation 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

Participating Members have agreed to adopt the following policies regarding contract changes:

- All Change Orders and Contract Amendments shall be within the general scope of the contract and cannot represent cardinal changes to the contract.
- The contract term shall not be extended more than one calendar year and additional funding shall not exceed 50% of the original contract value.

Details of the policy can be found within the PRTF Annual Report found at: www.cityofchicago.org/prtf.

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.

Participating Members are in the process of determining the number of certification types that were actually utilized on contracts. The Members will ensure that the standards applied by the certifying entities are sufficiently rigorous to achieve the goal of the Task Force.

Target Completion Date for Recommendation is: ~~Q1-2018~~ Q4 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

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.

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

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.

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.

Details of the policy can be found within the PRTF Annual Report found on: www.cityofchicago.org/prtf

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 Completed: 2Q 2018
- ✓ Evaluation completed across (7) Participating Members

The Chicago Public Schools created a document, “Information Sharing and Use of SharePoint,” for the CPO Committee and their respective Agencies. This has been approved by all members and the document will reside within the SharePoint site for access by each Participating Member to post updates.

Within the SharePoint site, all agencies will share the following information regarding personnel matters:

- An organizational chart;
- Job descriptions for the all active positions and recruitment methods; and
- A list of all upcoming training planned for each Participating Member to offer the possibility for other employees to participate.

CPS created and gathered confidentiality forms from each agency.

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 purchases were 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.

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 multi-phased. The first phase, upgrading the underlying document management system to the latest version, was completed in Q2 2017. Funding was identified for the second phase to update the system to a modern application platform, which can support a common EDS.

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 the 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 the review and award of the Task Order Request.

The 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. The Task Order Request (TOR) is under review and pending award.

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 vary 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 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. 70% of the agencies have drafted their manuals and they are under review by their respective legal departments. The other agencies are pending which is pushing forward the Target Completion date.

Target Completion Date for Recommendation is: ~~Q3-2018~~ Q1 2019

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 goal of this Recommendation 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.

List of training 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 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 live streaming capability to broadcast their workshop offerings.

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

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 closeout 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

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
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- ✓ Recommendation Partially Completed. Implementation Ongoing.
- ✓ Initial evaluation completed across Participating Members
- ✓ Process and Universal Form created
- ✓ Examination and feedback of form and process from Participating Members pending

The Chicago Park District (CPD) has taken the lead to establish a communication process that will actively share vendor information with 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; 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 Spreadsheet that can be used by all Participating Members, which has 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 recommendation's review will affect the previous target completion date of Q4 2017. The final draft has been reviewed and approved by the CPD Legal Department. We are awaiting final review and approval from Participating Members. Upon approval from Participating Members, the spreadsheet will be ready for upload to SharePoint and immediate use.

Target Completion Date for Recommendation is: ~~Q3 2018~~ Q4 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
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✓ Recommendation Completed: 2Q 2017

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 a 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 the 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 the start.

In support of this work, the City engaged three fellows on behalf of the Mayor’s Office to assist for two months this summer helping further the research of these long-term recommendations alongside CASE and World Business Chicago. On July 31, 2018, The Mayoral Fellow presented the recommendation analysis, challenges and findings to the PRTF participating members for further discussion and review.

The CPO Committee will be reconvening to review the analysis by the Mayoral Fellow and its impact on the Recommendation.

Target completion is Q1 2019 for Phase 1 and Q4 2021 for Phase 2, contingent upon and 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 sought 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 an RFP from the Citi Foundation and Living Cities City Accelerator program to participate in a national procurement cohort. 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 15 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 would 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.

In support of this work, the City engaged three fellows on behalf of the Mayor's Office to assist for two months this summer helping further the research of these recommendations alongside CASE and World Business Chicago. The Mayoral Fellows each presented their recommendation data analysis, challenges and findings to the PRTF participating members for further discussion and review.

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:** Documenting, discussing and gathering feedback on the research and recommendation findings with the Government Procurement Compliance Forum. The discussion will include potential cross-training of compliance field teams, unified compliance software and the finalized compliance questionnaire.
- **Risk-Shifting Provisions:** Discussing the economic policy study between the Cities of New York and Los Angeles on risk shifting provisions with the participating members and the Government Procurement Compliance Forum. The discussion will include a further conversation on contractual provisions and other risk mitigation opportunities.
- **Benefit Evaluation:** Documenting, discussing and gathering feedback on the analysis of the City's Buying Plan data with the participating members and the Government Procurement Compliance Forum. A discussion will include the findings of potential joint procurement opportunities, and feasibility of implementation among the sister agencies.

From September 13-14, 2018, DPS participated in the final cohort convening of the nationally recognized City Accelerator program, run by Living Cities and the Citi Foundation. As the host city for the cohort, the City of Chicago worked closely with the Chicago Cultural Center, Harold Washington Library and Millennium Park to showcase the City of Chicago.

The convening was held over two days and included various presentations, subject matter procurement panels and a reception/dinner for the cohort participants. The cohort had over 50+ participants attend. Additionally, Affirmative Action Advisory Board (AAAB) members Nosa Ehimwenman of BOWA Construction and Stephanie Hickman of Trice Construction participated on a panel discussion about their experiences and elevating the voices of minority and women-owned enterprises.

The City of Chicago's participation in the cohort will end in November 2018. DPS will ensure the final deliverables are turned into the Living Cities and Citibank Foundation. All participating cities agreed that even though the cohort was concluding, the collaboration between the cities will continue.

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
IMMEDIATE RECOMMENDATIONS							
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>The City has retained outside counsel to complete the project. While counsel has been provided with our former 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. This has pushed forward the Target Completion date.</p> <p>Target completion date for this component is now Q1 2019.</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 participated in requirements-gathering activities (survey and workshop), and 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 are providing files for awarded contracts, bid opportunities, and subcontractors. Quality assurance of the data transmission processes is underway. The website launch is targeted for the end of 2018.</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 Participating Members procurement information. The information is contained on the PRTF website (www.cityofchicago.org/prtf), pending finalization of the single location (www.chicagoprocurement.info) 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.							<p>Recommendation Partially Completed. 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.</p> <p>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.</p> <p>Participating Members are in the process of determining the number of certification types that were actually utilized on contracts. The Members will ensure that the standards applied by the certifying entities are sufficiently rigorous to achieve the goal of the Task Force.</p> <p>This analysis has pushed the original target date of Q1 2018 to the Target Completion Date of: Q4 2018.</p>
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							
13	Require a written, publicly posted protest process for each Participating Member.							
14	Examine whether Participating Members should support a change in state law to eliminate the newspaper notice requirement for contract solicitations.							
15	Establish a process for information-sharing and collaboration among Participating Members on personnel matters such as professional development efforts and recruitment.							
MID-TERM RECOMMENDATIONS								
16	Establish uniform standards based on best practices for approval of noncompetitive awards, including small purchase, emergency, and sole source.							
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.							<p>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 multi-phased--the first phase, upgrading the underlying document management system to the latest version, was completed in Q2 2017. Funding was identified for the second phase to update the system to a modern application platform, which can support a common EDS.</p> <p>Target Completion Date for Recommendation is: Q1 2019.</p>
18	Establish a process for the use of joint pre-qualified vendor pools that recognizes the different statutory requirements applicable to Participating Members.							<p>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.</p> <p>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.</p> <p>The City's Reference Policy is available on the City's website and has been circulated for Sister Agency reference.</p> <p>Target Completion Date for Recommendation is: Q2 2019.</p>

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	<p>Recommendation Partially Completed. 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 the review and award of the Task Order Request.</p> <p>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. The Task Order Request (TOR) is under review and pending award.</p> <p>Target Completion Date for Recommendation is: Q2 2019.</p>					
20	Require each Participating Member to create a comprehensive procurement manual for its staff that is user-friendly and available to the public.	CCC	<p>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. 70% of the agencies have drafted their manuals and they are under review by their respective legal departments. The other agencies are pending which is pushing forward the Target Completion date.</p> <p>Target Completion Date for Recommendation is now Q1 2019.</p>					
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	<p>Partially Completed. The Chicago Park District (CPD) has taken the lead to establish a communication process that will actively share vendor information with 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 Spreadsheet that can be used by all Participating Members, which has 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 recommendation's review will affect the previous target completion date of Q4 2017. The final draft has been reviewed and approved by the CPD Legal Department. Awaiting final review and approval from Participating Members. Upon approval from Participating Members, the spreadsheet will be ready for upload to SharePoint and immediate use.</p> <p>Target Completion Date for Recommendation is: Q4 2018.</p>					
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.	<p>Recommendation ongoing. 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.</p> <p>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.</p> <p>In support of this work, the City engaged three fellows on behalf of the Mayor's Office to assist for two months this summer helping further the research of these long-term recommendations alongside CASE and World Business Chicago. On July 31, 2018, The Mayoral Fellow presented the recommendation analysis, challenges and findings to the PRTF participating members for further discussion and review.</p> <p>The CPO Committee will be reconvening to review the analysis by the Mayoral Fellow and its impact on the Recommendation.</p> <p>Target completion is Q1 2019 for Phase 1 and Q4 2021 for Phase 2, contingent upon and pending funding availability.</p>						
29	Identify compliance functions that can be shared among Participating Members, including MBE/WBE compliance activities, and establish a joint compliance field team.	<p>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.</p> <p>Documenting, discussing and gathering feedback on the research and recommendation findings with the Government Procurement Compliance Forum. Discussion will include potential cross training of compliance field teams, unified compliance software and the finalized compliance questionnaire.</p> <p>Target Completion Date of Recommendation(s) 29, 30 and 31 is: Q1 2019</p>						
30	Secure a <i>pro bono</i> study regarding the financial impact of the City's risk shifting contractual provisions.	<p>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.</p> <p>Discussing the economic policy study between the Cities of New York and Los Angeles on risk shifting provisions with the participating members and the Government Procurement Compliance Forum. Discussion will include – further conversation on contractual provisions and other risk mitigation opportunities.</p> <p>Target Completion Date of Recommendation(s) 29, 30 and 31 is: Q1 2019</p>						
31	Evaluate the benefits of center-led or consolidated procurement among the Participating Members.	<p>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.</p> <p>Conducting an analysis of current City's Buying Plan data to evaluate if a specific Documenting, discussing and gathering feedback on the analysis of the City's Buying Plan data with the participating members and the Government Procurement Compliance Forum. Discussion will include the findings of potential joint procurement opportunities and it's feasibility of implementation among the sister agencies.</p> <p>Target Completion Date of Recommendation(s) 29, 30 and 31 is: Q1 2019</p>						