

**FINANCE AND ADMINISTRATION**

Office of Budget and Management	1
Department of Innovation and Technology	6
Department of Finance	8
Department of Revenue	11
Department of Administrative Hearings	13
Department of Law	16
Office of Compliance	35
Department of Human Resources	38
Department of Procurement Services	42
Department of General Services	45
Department of Fleet Management	47

**CITY DEVELOPMENT**

Department of Housing and Economic Development	50
Department of Cultural Affairs and Special Events	57

**COMMUNITY SERVICES**

Department of Public Health	59
Commission on Human Relations	63
Mayor's Office for People with Disabilities	67
Department of Family and Support Services	70
Chicago Public Library	75
311	79

**PUBLIC SAFETY**

Police Board	81
Independent Police Review Authority	86
Police Department	88
Office of Emergency Management and Communication	96
Fire Department	99

**REGULATORY**

Office of the Inspector General	101
Department of Buildings	102
Department of Business Affairs and Consumer Protection	105
Department of Environment	113
Commission on Animal Care and Control	116
Board of Ethics	118

**INFRASTRUCTURE SERVICES**

Department of Streets and Sanitation	122
Chicago Department of Transportation	126

**PUBLIC SERVICE ENTERPRISE**

Department of Water Management	129
Department of Aviation	136

## OFFICE OF BUDGET AND MANAGEMENT

---

The office of Budget and Management (OBM) develops and administers the City of Chicago's annual budget. The budget includes operating expenses for core government functions, as well as federal, state and other public and private grants, and bond funding for infrastructure improvements.

OBM also houses the Chicago Tax Assistance Center, manages several budget related system applications and supervises compensation transactions to ensure compliance with the budget. In 2010, OBM also assumed greater responsibility for overseeing the allocation of Tax Increment Financing funds and cost recovery.

The office's chief accomplishment in 2010 was producing a 2011 budget that closed a projected budget gap of \$654.8 million -the largest in Chicago's history- and passed by a vote of 43-7.

### Cuts to the 2010 Spending Plan

To prepare for the 2011 budget, OBM took management steps to strategically make cuts throughout the year, as well as worked with departments and other stakeholders to develop management efficiencies and spending reductions for potential inclusion in the 2011 Budget.

Savings announced throughout the year:

- On February 11, 2010, OBM announced a continuation of the hiring freeze and an across the board reduction in non-personnel expenses of 6 percent.
- In April 2010, the Chicago Police Department officers were awarded a new contract through arbitration which included a 10% wage increase over a 5 year period, less than the 16% the City had previously offered prior to the economic downturn and less than the 19% that the FOP had demanded.
- In April 2010, \$13 million in savings was announced that included \$8 million in savings by locking in natural gas prices, \$2.8 million in debt service savings by using Build America Bonds, reduction in rented vehicles for \$1.7 million, \$200,000 in fuel savings, a custodial service reduction for \$100,000 and a cell phone and parking audit for a total of \$100,000.
- In June 2010, the City announced additional efforts to streamline back office processes at the Police Department to increase the number of police officers moving from behind desks to field duties. Based on a joint review between the Police Department, the Office of Budget and Management and the Civic Consulting Alliance, 44 additional officers were moved back to the street.
- In June 2010, the City announced several steps aimed at increasing City revenues and making government function more efficiently, including a pilot to outsource hiring, a plan to allow temporary sponsorship of bridge houses and auctioning 50 taxicab medallions.
- In August 2010, the City announced a series of privatization initiatives to determine whether the private sector could provide particular services more cheaply or better than City government.
- In September 2010, the Mayor announced three department mergers. OBM worked to reflect these mergers in the 2011 budget proposal.

- In October 2010, Mayor Daley presented a balanced 2011 budget to City Council which eliminated the expected \$654.8 million deficit through expense reductions, management initiatives and the strategic use of reserves and other financial strategies.

### Generating Budget Ideas

In 2010, OBM solicited budget ideas from OBM staff, Aldermen, private-sector banking and finance professionals, department heads, business leaders, employees and the public to help address the anticipated 2011 budget gap.

- Throughout the year, the Budget Director requested budget ideas from City Council, offering to meet with all Alderman (we met with 38 of 50 Aldermen). Some of the suggestions Aldermen made that were also reflected in the budget include changes to the red light camera program, reducing consultant costs, reducing printing costs, auditing cell phones, reducing rented and owned vehicles, some privatized fleet maintenance, reductions in special events, department consolidations and streamlining inspections.
- In March, the Chief Financial Officer and the Budget Director met with more than 90 bankers, financial advisors and municipal finance experts. The bankers had many ideas primarily focused on privatizations, taxes, fees, debt management and restructuring and other financial solutions.
- In April, the Budget Office met with all departments and asked for their suggestions for budget cuts. Many of their ideas were implemented throughout the year or with the 2011 Budget including further custodial reductions, maximizing bulk rate use, lease savings, reduction in funding for New Homes for Chicago and selling off MRRF equipment.
- In June, the Mayor hosted a meeting with business leaders to discuss ideas to address the budget gap. Some of the ideas that were pursued include using the executive-on-loan program, using technology to improve management, outsourcing functions and continuing to pursue cost recovery.
- On July 16 2010, the Budget Director requested budget ideas from City employees and established an email address to receive these ideas. The Budget Office received 580 suggestions from more than 160 employees. Of the suggestions, the City already had implemented 93 of them, 12 were for sister agencies, four required state authority, 177 were determined to not be feasible. OBM considered and reviewed the remainder.
- In mid-September, OBM conducted a series of three public hearings on the preliminary 2011 budget. The annual hearings are designed to solicit feedback from Chicago residents regarding the needs in their communities, and how they may be reflected in next year's city budget.
- Throughout the year, OBM staff reviewed these ideas, conducted needed research needed and talked to the relevant stakeholders to determine whether an idea could be implemented and to validate the savings revenue opportunity.

### Making a Budget Recommendation

The work outlined above culminated in the Mayor's Budget Recommendation that was introduced to City Council on October 13, 2010. This recommendation closed the gap by including spending reductions, maximizing reimbursements, acknowledging modest revenue growth, employing strategic financial options, restructuring debt, declaring a TIF surplus and borrowing from the long term reserve.

## Budget Documents

As part of the annual budget process, OBM produces a number of publications including the Mayor's Budget Recommendations. All of the documents are produced in-house with assistance from the Graphics and Reproduction Center:

- The *Preliminary Budget* is a document developed in July of each year which projects revenues and expenditures through the rest of the year and makes estimates for the following budget year.
- The *Budget Overview and Revenue Estimates* book is a primer to the City's proposed budget. It provides a discussion from the Mayor and budget director, a summary and highlights of the proposed budget, a profile of Chicago's financial health, demographics, an explanation of how the City creates the budget and a glossary of terms.
- The *Budget Recommendations* document is the actual line-item budget proposed by the Mayor to the City Council for approval. Once approved by City Council, this becomes the *Annual Appropriation Ordinance* document.
- The *Program and Budget Summary* document describes each City department, commission or office as well as the programs each of them oversee. It details the purpose of each department, key facts, information about the size and scope of its operations and services and lists the number of personnel dedicated to each program. The document also contains key performance management statistics, as well as discussion about recent accomplishments, strategic issues or performance objectives.
- The *Action Plan* is an implementation plan to address Chicago's affordable housing and community development needs for the next fiscal year. It is prepared as part of the Consolidated Plan of the U.S. Department of Housing and Urban Development (HUD), which aims to foster stronger communities by coordinating programs and resources among all levels of government, as well as between the private and public sectors.
- The *Guide to the Budget* is a newly created pamphlet that helps Chicagoans better understand the City budget and the budgeting process. It includes an annual timeline of budget-planning events as well as an explanation and examples of the budget-related publications OBM produces.

## Executing and Managing the City's Annual Budget

In order to execute and manage the budget every year, OBM monitors expenditures and ensures the implementation of budget commitments. The following is a list of activities and accomplishments for 2010:

- Budget Commitments: Following passage of the budget, OBM sends departments information on what commitments they need to implement that were included in the budget including our revenue assumptions, management initiatives, new revenues, and any other changes that were announced with the budget.
- Monthly Reports: Budget analysts review expenditures and revenues for their departments on a monthly basis and produce a monthly report that outlines how a department is doing compared to the budget and what progress they have made in implementing budget commitments. Key areas of review include spending on utilities, overtime, workers compensation, healthcare and hiring. Highlighted below are the two key areas of worker's compensation and overtime:
  - Worker's Compensation: In 2010, OBM made several changes in how the City manages worker's compensation. Under the new policy, each department designated a manager to oversee the process of returning injured employees to work, report on the status of injured employees and work to bring individuals back to work within their job assignments and physical capabilities or temporarily re-assign the employee to

another positions. In 2010, the monthly average number of employees on duty disability from the 12 major departments is 500. Since the inception of the program in April 2010, however, the City has returned more than 240 employees to work.

- Overtime: OBM coordinates with departments that incur overtime to ensure that overtime expenditures are minimized. Larger departments must provide weekly reports outlining the rationale behind approved overtime and anticipated overtime when possible. Between 2007 and 2009, overtime costs were reduced by 11.3% even while salaries increased. In 2010, overtime expenses are down by \$24 million across all funds. This reduction is primarily due to the COUPE agreement savings that permits compensatory time instead of payment for overtime, reduction in Police Department overtime and reduction in Fire Department overtime.

#### Field Work

- Starting in the first quarter of the year, budget analysts and deputies increased field visits to obtain a better understanding of their departments, flag problems and to help generate ideas for future savings. In 2010, more than 340 field visits were conducted by the budget staff. In addition, the public safety analyst spent three days a week in early 2010 at Police Headquarters working on a review that ultimately succeeded in moving 44 police officers back to field responsibilities and away from administrative tasks.

#### - Revenues

- The Office of Budget and Management is responsible for monitoring revenues, and throughout the year, OBM gathers through City and external sources the monthly collection data on City revenues. Those actual receipts are analyzed and compared to previous years and the levels anticipated in the budget each month.

- Since a majority of the City's corporate fund revenues come through the State of Illinois, the revenue analysis staff closely monitors the State's fiscal challenges which has impaired the times of state payments. They are also charged with providing analysis to IGA on legislative proposals. Over 90 bills were analyzed in 2010.

- In 2010, the original budget revenue estimates were revised with for year-end estimates at the time of the 2011 Budget. Local tax revenues were revised up by 1.0 percent from the original estimates and non-tax revenues were revised down by 2.3 percent.

#### - Performance Management

With the Mayor's Office, OBM implements the City of Chicago's Performance Management system, a formalized accountability process whereby departments report regularly on the quantity, efficiency and quality of City services. OBM facilitates the regularly scheduled Executive Review Performance Management sessions chaired by the Budget Director and the Mayor's Chief of Staff. In 2010, 43 Executive Review Performance Management sessions were held with City departments, resulting in the implementation of 183 action items to improve City operations.

#### Prepare, Execute and Manage the Capital Improvement Program

Each year, OBM prepares a five-year Capital Improvement Program Budget (CIP) that outlines the City's planned capital improvements. It is prepared separately from the annual operating budget. The 2010 allocation in the CIP from all fund sources is more than \$1.8 billion.

The capital program is funded with revenue from the general obligation (GO) bond program, Tax Increment Financing (TIF) and revenue bonds for water, sewer and aviation improvements, as well as federal and state funding.

The GO bond program, managed by OBM, averages \$350 million and includes allocations for capital projects and equipment and vehicle purchases.

### Tax Increment Finance Funding Oversight

Oversight and management of the TIF program improved during 2010 in two significant ways:

- First, TIF Task Force membership and procedures changed. All requests for funding are now reviewed and by the Budget Director, the Chief Financial Officer, the Comptroller and the Commissioner of the Department of Community Development.
- Second, OBM now maintains the TIF projection database and is also responsible for producing the three-year TIF projection reports that are posted on the City's website. OBM plans to post updates quarterly.

### Entitlement Programs and the Grants Management

OBM is responsible for overseeing the Executive Order 91-1 process for all grant funds applied for and awarded to the City by ensuring that applications and awards are reviewed and approved by Comptroller, the Law Department and OBM before submission and acceptance into the City. OBM ensures that monthly and semi-annual updated reports are submitted to Finance and Budget Committee and that all additional grant funding not in the annual ordinance appropriation is submitted for approval through ordinance.

OBM has created a grant manual which includes all grant policies and procedures for all administrating departments Comptroller's, Procurement, Law, Compliance and OBM). The manual is updated annually with grant training. The 2011 training was hosted on December 14, 2010 for all departments.

OBM coordinates all entitlement programs through the federal Department of Housing and Urban Development, including the Community Development Block Grant (CDBG), HOME grant, Housing Opportunities for People with AIDS (HOPWA) grant and Emergency Shelter grants (ESG) along with several stimulus grants Community Development Block Grant Recovery (CDBG-R) and the Energy Efficiency Conservation Block Grant (EECBG).

CDBG, CDBG-R and EECBG are federal grants awarded to multiple departments but managed by OBM, which is responsible for coordinating with the departments to ensure programs are being implemented correctly and funding is spent on time and in accordance to the budget. OBM is also responsible for ensuring that the City complies with all grant reporting requirements, and ensuring all audit findings are corrected in a timely manner. Currently OBM is working with DoIT, Comptroller's Office and the departments to implement the new oracle based grant management system ensuring the City complies with all stimulus reporting requirements.

### Chicago Tax Assistance Center

In 2001, Mayor Daley established the Chicago Tax Assistance Center (CTAC). Since its start, the Chicago Tax Assistance Center has helped more than 100,000 residents with their assessment appeals, exemptions, and applications for tax relief programs. In 2010, CTAC fielded nearly 20,000 inquiries.

In addition to its property tax programs, CTAC also manages the Mayor's Earned Income Tax Credit (EITC) program. This program provides free tax preparation services to more than 20,000 residents and returns more than \$35 million to those residents and the Chicago economy each year.

In 2010, CTAC administered the property tax grant program that provided for more than \$2 million in relief to more than 17,000 residents. This program provided a one-time property tax relief grant up to \$200 per eligible homeowner.

## DEPARTMENT OF INNOVATION AND TECHNOLOGY

---

DoIT manages information technology for the City of Chicago. Information technology (IT) assets under its management include over 10,000 personal computers, more than 350 servers and a communications network and telephone lines that connect more than 200 City locations.

### DoIT's Mission

To enhance delivery of City services through easy, reliable, cost-effective and secure access to information and to promote Chicago's advancement through technology.

### DoIT's 2010 Accomplishments

- Built and launched the City's new Internet website, making it easier for residents to find information about City services across over 35 departments and enabling departments to expand use of multimedia and social media programs
- Built the technology that enabled homeowners to take advantage of the City's Property Tax Relief Program
- Completed online easy declarations, allowing the State, County and City to use one convenient process to collect property transfer taxes
- Released Boards and Commissions and Statements of Financial Interest websites as well as an on-line FOIA Records website
- Improved the Vendor/Contract/Payment Search transparency site by adding direct voucher payments, online economic disclosure statements and scanned images of delegate agency contracts, budget revisions and release packages for contracts
- Continued to build on the success of the on-line vehicle sticker sales application with a 13% year over year increase in online sticker sales
- Allowed amnesty for public way use fees in IRIS and construction permit fees in Hansen for signs per ordinance
- Built an Incident Action Plan system for Fire automating documentation of incident planning

### Reliable Access to Information

- Continued successful payroll runs from the disaster recovery facility, verifying the disaster recovery facility's capabilities and rehearsing the process of using the facility
- Configured Daley Center server room network to be more independent of the building network, decreasing the likelihood that building problems will create campus problems
- Built, tested and verified redundant email services at the disaster recovery facility

### Cost-Effective Access to Information

- Assumed responsibility for Police IT Help Desk and telecom functions, the Chicago Department of Public Health's IT, and some Procurement, Revenue and Water IT functions and have already reduced costs by over \$2 million annually

- Rolled out mobile Citywide Service Request (CSR) to the Water department and DSS tow truck drivers, enabling workers to update their work in real time from the field
- Implemented online annual elevator inspection certifications and online trade license renewals for electricians, plumbers and masons, reducing the burden on City businesses
- Created a mobile vacant building checklist inspections program, speeding time to act on dangerous properties
- Rolled out mobile electronic ticketing (MET) to Ward superintendents and refuse collection coordinators, allowing paperless ticketing of property violations such as weed cleanup from the field
- Migrated Fire annual inspections off of the mainframe
- Implemented on-line certification for high rise safety coordinators
- Issued an RFP and completed vendor selection for managed server hosting and printing services

#### Secure Access to Information

- Successfully led auditors through 2010 Payment Card Industry (PCI) audit
- Implemented more rigorous firewall rule change control process

#### Advancement Through Technology

- Won over \$16 million in federal grants and attracted over \$5 million in matching funds to improve Chicagoans' access to and training in 21st century digital technologies
- Winner of U.S. Conference of Mayors Excellence Award in Public/Private Partnerships for the City's Smart Communities program
- Placed in the top five in the 2010 Center for Digital Government Digital Cities Survey
- Received a grant from the Chicago Community Trust that will fund a Health Information Technology Coordinator
- Business partner in Chicago Career Tech (CCT), hosting 30 participants in the inaugural class and 23 in the current class
- Completed 17 target market master consulting agreements, providing additional opportunity for disadvantaged IT companies to do business with the City



## DEPARTMENT OF FINANCE

---

The department's budget for the corporate fund for 2011 is \$11.52 million, less than 2010 and actually less than our 2005 funding level of \$11.55 million. We have decreased the department's budget in both personnel and non-personnel items, even as the scope and complexity of the city's financial operations. We continue to strive to provide high quality services in the core functions of payroll, vendor payments, and benefits management despite a reduced workforce.

During 2010, the City Comptroller's Office has sought to take advantage of interest rates that have remained relatively low, but periods of volatility have occurred. The city continued to replace impaired credit support from banks and/or insurers in several outstanding variable rate issues. The utilization of technology has enabled us to maintain our core services of vendor payments and payroll despite reductions in staff.

Specific programs with initiatives and accomplishments related to 2010 for the various divisions are detailed below.

### Financial Policy

Throughout 2010 the Financial Policy Division has been active in utilizing various financial opportunities that have provided monetary relief to the City.

Build America Bonds (BABs), Recovery Zone Economic Development Bonds (RZEDBs) and Qualified Energy Conservation Bonds (QECBs) were created under the American Recovery and Reinvestment Act (ARRA) and are taxable municipal bonds that carry special tax credits and federal subsidies for the bond issuer created to reduce the cost of borrowing for issuers. In 2010, The City of Chicago has issued more than \$1.8 billion of these bonds. Build America Bonds and Recovery Zone Economic Development Bonds will reduce interest cost for the City, in present value savings, by an average of 10% of the par amount of bonds issued.

The City will save more than \$346.4 million in gross debt service savings by issuing these various bonds and more than \$182.2 million on a present value basis. Qualified Energy Conservation Bonds will reduce interest costs for the City, in present value savings, by 18.6% of the par amount of bonds issued by the City.

Another program created by ARRA and utilized by the City are Recovery Zone Facility Bonds (RZFBs) and may be used to finance certain kinds of business development activities in areas of economic distress. The City was/will be able to finance directly or indirectly \$15.2 million for the Testa Produce facility, \$45 million for the Asphalt Operating Services facility and \$20 million for the Harper Court hotel project. The issuance of BABs, RZEDBs, QECBs and RZFBs have not only reduced City borrowing costs but have broadened the investor base and introduced new taxable buyers, sovereign funds, index funds pension funds and traditional corporate buyers to City of Chicago bond issues.

Financial Policy actively monitors the City's existing debt portfolio and financial markets examining opportunities to reduce borrowing costs and any potential monetary availability. As underlying mortgages related to the City's Single Family Housing Program are paid/pre-paid the money goes into a revenue/redemption fund where Mortgage Backed Securities ("MBS") are purchased that will eventually mature and be used to make debt service payments. In 2010, market conditions allowed for the City to utilize its option to sell underlying MBS' for a value that is higher than what is needed in the escrow. The City sold the underlying MBS' and then collapsed the Single Family Housing Bonds the City issued on various issues. This resulted in a net gain to the City's corporate fund of over \$2.5 million.

The City maintains a swap and swaption portfolio that requires continually monitoring of the financial markets for various opportunities and 2010 has offered significant opportunities for swap restructurings. As we have done in the

past, the City extended a Constant Maturity Swap reversal on the 2003B General Obligation swap. That means the City reversed for three years from receiving a percent of -10 year LIBOR to a percent of -1 month LIBOR which provided an upfront payment of \$9.8 million to the City. The City converted the existing 2007EFG General Obligation swap to a percent-of-LIBOR from a SIFMA based swap the City received an upfront payment of over \$14 million.

### Operations

In the Operations area, we have focused on several new initiatives, in addition to our core functions of vendor payments and payroll, two of which are detailed below:

- ePayables - The Finance Department offers the City's vendors the option to take payment by VISA card. Sixty vendors have enrolled in the VISA ePayables program to date, with an average of \$1.9 million paid each month. The card provides cash flow benefits to the City, and additionally, the card issuer offers cash rebates based on annual spending. We anticipate a rebate of approximately \$406,000 in January 2011 based on a projected \$33 million spent in 2010.
- Payroll Card - The Department of Finance is working on implementing a payroll card program that will reduce the need to purchase check stock, eliminate printing and check delivery. Employees will have immediate access to their funds. This program is being offered to provide payment alternatives to individuals that want direct deposit but do not qualify for a bank account. Implementing electronic remittance advices along with the payroll card will improve productivity by eliminating the need for Finance staff to sort and distribute these documents and eliminate departments from having to make a trip to Finance to pick up the remittance advices. Responses to the City's RFP have been received and are being evaluated.

### General Accounting

The City's general or corporate fund as of December 31, 2009 had an unreserved fund balance, calculated in accordance with generally accepted accounting principles, of \$2.65 million as compared with \$226,000 at the end of December 2008. The \$2.65 million has been fully appropriated in the 2010 budget. The 2011 budget assumes there will be a surplus of \$9.36 million to appropriate.

The General Accounting Division of the Comptroller's Office finished its audit and Comprehensive Annual Financial Report (CAFR) production in a timely manner as we have in prior years. The General Accounting area has significantly reduced the number of CAFRs produced every year by posting the financial statements on the internet. General Accounting also produced the CAFR in the City's graphics department for the first time, in 2010 resulting in a cost savings of about \$14,000.

### Special Accounting

During FY 2010, the Special Accounting Division has implemented an aggressive grant revenue receivable/collection process that has improved cash flow and has resulted in an improvement in collection of aged receivables exceeding \$13 million.

### Risk Management

This past year, the Risk Management Division successfully renewed the City's insurance programs with an overall decrease in insurance premiums of 9%, without compromising coverage, resulting in a savings of approximately \$1.5 million. In most programs we were able to enhance coverage significantly. In 2010, Risk Management evaluated and recommended insurance requirements for over 400 contracts. In addition to our annual insurance renewals, Risk Management negotiated and extended the O'Hare Modernization Program's Owner Controlled Insurance program three years and rolled in completion phase projects totaling \$563M with insurance rates equal to the original program rates negotiated in 2005. The program continues to be a success as claims continue to be substantially less than actuarial projections for a program of this size and scope. Risk Management will continue its mission to

effectively manage the City's exposures to accidental losses in ways which protect the City's assets and assure continuity of its operations.

### Benefits Management

The Benefits Management Division is responsible for the administration of life, health, dental, vision and related benefit programs for all eligible City of Chicago employees, dependents and retirees. During 2010, we undertook an eligibility audit, applied for the early retiree reinsurance program and continued to work with the Labor Management Coalition Committee (LMCC), the Health Department and other municipal agencies on benefit issues. This includes several major initiatives:

- Early Retiree Reinsurance Program - The application for the Early Retiree Reinsurance Program was approved. This will provide reinsurance for pre Medicare retirees with claim expenses between \$15,000 and \$90,000. We estimate that we will receive \$3 million from the program.
- Joint purchasing with municipal agencies - Joint purchasing with other municipal agencies on prescription benefit management for PPO and the Annuitant Settlement Healthcare Plan was completed in 2010 with pricing improvements effective June 1, 2010. The enhanced pricing saved the City an estimated \$4 million from June through October for active PPO enrollees and retirees.
- Incentivized mail order program - In conjunction with the LMCC, implemented an incentivized mail order program on January 1, 2010. Initial savings of \$200,000 have already been achieved.
- Diabetes management program- Implemented a pilot diabetes management program to provide reduced co-payments and pharmacy counseling for diabetics. Better management of this complicated disease is expected to reduce future costs for these enrollees by \$500,000 in the first year.
- Transplants and bariatric surgery - Implemented a program to direct certain transplants and bariatric surgery to centers of distinction to improve patient outcomes, and thus reduce costs.
- Health Department - with the Health Department, we continued to promote smoking cessation. During open enrollment, employees were provided pre-diabetes screenings, as well as blood pressure readings, osteoporosis testing, literature on heart health, and blood pressure testing. In addition, representatives from the various vendors were available for questions and to provide plan information.

For the first ten months of 2010, net active and annuitant expenses have increased less than 5% per primary member per month. This was accomplished due to existing programs such as the pre-certification of certain radiology scans (avoided costs of \$1.5 million through October, 2010), custom care prescription review program (avoided costs of \$1.8 million) and the new programs mentioned above. Aggregate benefit expenses in 2010 will also be less than budgeted due to a decrease of active enrollment.

## DEPARTMENT OF REVENUE

---

The Department of Revenue (DOR) is mainly responsible for the collection and cashing of all City revenue, with six (6) other areas of responsibility:

- Payment Processing – serves as the City's cashing and revenue reporting division, processing millions of transactions and collecting billions of dollars;
- Tax – serves as the tax enforcement arm of the City, conducting tax compliance audits and ensures collection enforcement;
- Accounts Receivable and Cost Recovery – responsible for collections of outstanding delinquent debt, including Administrative Hearing Violations, Building Inspection, Cost Recovery claims due to damage of City property, employee indebtedness and other types of debt. Building debt was newly referred into the City's collection system;
- Street Operations – enforces parking ordinances through ticket issuance and booting of vehicles, as well as parking meter concession project oversight;
- Citation Administration – manages the noticing and collection of all parking and red-light tickets issued by various City departments
- Water Billing and Collections – new division brought under DOR's purview in 2010, responsible for the collection of Water debt, issuing Full Payment Certificates, providing Customer Service, and issuing Water/Sewer refunds.

### 2010 Accomplishment/Initiatives

The Department of Revenue made substantial progress in pursuing its "core mission" strategy of integrating billing and collections operations from various departments into the DOR. Chief among the initiatives was the absorbing the Department of Water Management's billing and collections and customer service units into the DOR in January of this year. Since January, the DOR has worked hard to implement various customer service initiatives:

- Water/Sewer customers now benefit from the extended payment plan options, which include hardship payment plans and extended terms. Account holders can visit one of our Revenue payment sites to enroll in the payment plans;
- Expanded the department's website to post customer service information to reduce the need for customers to visit a site in-person;
- Streamlined the refund procedures and significantly reduced existing backlogs;
- Implemented staggered personnel shifts to accommodate the "shut-off" season and eliminate overtime/compensatory time.

DOR is always looking for ways to incorporate technology to improve our business processes and customer service. In 2010, we saw increases in the use of on-line tax filing and payments at the Chicago EZ Pay stations. In 2009, 75% of the tax returns submitted were filed on-line. Through November 30, 85% of returns have been filed on-line. We anticipate that approximately 22,500 tax returns will be filed on-line by the end of 2010, an increase of 3% over last year.

Chicago EZ Pay station transactions are projected to exceed 170,000 transactions for 2010, a 25% increase over 2009. The EZ Pay station payment transactions are in addition to about 1.4 million transactions processed by the payment service representatives at the 5 City-wide payment centers. At the payment centers, the payment service representatives were trained to accept payment for the City vehicle stickers, a City Clerk program. The representatives are now able to create and update customer accounts and print and sell vehicle stickers from the City Clerk's system. The representatives can also create and process customer payment plans for Water debt.

Another technological improvement made in 2010 was the implementation of the new EZDec multi-government agency real property transfer tax web-based filing system. This initiative originated in our Tax Division as the last step to providing on-line filing for all City-administered tax returns. The objective of this initiative from a customer service standpoint was to provide 'one-stop filing' for parties invoiced in Real Property Title transfers. Filing of the required tax declarations via this 'interactive product' simplifies compliance and reduces the time required to file each agency's required paper tax forms.

In an effort to collect more outstanding debt, the Accounts Receivable and Cost Recovery division accomplished full integration with the Department of Buildings "Inspection (Hansen) System", enabling the division to focus efforts on follow up billing and noticing of outstanding building inspection debt. To date, Revenue has collected \$7.78 million from the following types of Building Inspection notices: \$1,070,703 from pre-collection notices; \$3,471,322 from collection notices; \$173,020 from 'holds' on accounts; \$3,033,491 from '2<sup>nd</sup> Notices' sent out by law firm collections. We also implemented the practice of performing "Debt Checks" for other departments. Before a department interacts with an outside vendor, the Accounts Receivable division searches all City source systems for outstanding debt. To date, the AR division has conducted 7,606 debt checks.

Parking ticket issuance from our Parking Enforcement Aides (PEAs) remains steady, even though overall parking ticket issuance is down from the previous year. The PEAs have issued 900,250 parking tickets through November 2010, which is only a decline of 1.1% from the same period in 2009, when they issued 910,634. They have continued to issue these tickets despite the complete elimination of overtime. We have managed to accomplish this through shift changes and time schedule changes. We expect to save \$50,000 in overtime costs in 2010.

Revenue booters have placed 57,539 vehicle boots through November 2010, a 1.1% increase over the same period last year, when they placed 56,908 boots. This was also done despite a dramatic reduction in overtime. This was achieved through the implementation of "24/6" Booting and shift/schedule changes. We expect to save \$127,000 in overtime expenses in 2010.

In an effort to reduce costs, the Finance and Administration division issued letters to contract vendors on April 23, 2009, requesting a 10% across-the-board cost reduction in their contract pricing. In 2009, the DOR was able to secure \$333,039 in contract price savings. Through November 2010, we have secured an additional \$527,112 from those same vendors. These savings were reflected in our 2011 Budget Request. On the Personnel side, the DOR has successfully brought back 7 employees from Duty Disability and assigned them to duties commensurate with their titles.

It is the goal of the department to significantly contribute to the City's financial health and stability by focusing on specific revenue generating activities and by continuing to improve those programs. The Department strives to maximize collections and revenue generation. The department's efforts have positively assisted the City to fund core services, including everything from street repairs to providing social services to Chicago's residents. Efficient billing and collections of debt owed to the City's taxpayers is a critical function, especially during the current economic environment.

## DEPARTMENT OF ADMINISTRATIVE HEARINGS

---

DOAH provides fair, impartial administrative hearings for violations of the Chicago Municipal Code. DOAH has maintained an exceptionally high level of service to the public by streamlining services, cross-training personnel and identifying and employing various efficiencies. A highlight of the 2010 initiatives and accomplishments includes the following:

### The Department Continues to Provide Important Services That Assist Pro se Litigants in Effectively Participating in the Hearing Process

#### *Legal Help Desk*

- The help desk, located at the Central Hearing Facility, is staffed and independently operated by attorneys from the Coordinated Advice & Referral Program for Legal Services ("CARPLS"). CARPLS is a non-profit legal aid service that gives low-income clients direct access to experienced attorneys through legal aid hotlines and help desks.
- The help desk provides support to *pro se* (self-represented) litigants by educating them about their legal rights and remedies, providing them with practical "how to" advice on how to present their evidence and their side of the case, and with assistance in preparing motions.
- Any citizen (not just those who come to the help desk) can also ask questions and get legal advice on a wide range of code enforcement issues by calling the legal aid hotline staffed by CARPLS attorneys.

### Language Line Telephone Interpretation Service

- The Department continues to provide foreign language translation services by phone to non-English speaking respondents through Language Line. By using a speaker telephone the Administrative Law Judge ("ALJ") can connect the hearing room to a Language Line interpreter. Interpreters are skilled in more than 170 languages. In 2010, DOAH received approximately 133 translation requests per month.
- Language Line not only enhances accurate translation of hearings. It also:
  - Promotes fairness and the full participation of non-English speaking respondents;
  - Promotes efficiency by obviating the need for continuances; and
  - Minimizes the inconvenience to non-English speaking respondents who no longer need to make additional court appearances because a friend or family member is not available to interpret at the first hearing.
- Through the use of dual handset telephones the Department also makes interpreting services available at information counters so that DOAH customer service staff and non-English speaking respondents are able to effectively communicate once they are connected to Language Line.
- In 2011, the Department plans to dedicate a conference room with a dual handset telephone to facilitate pretrial settlement conferences.

### The Daily Volume and the Quality of Service Remain Exceptionally High

- The Department's contact with the public continues to be very high. In 2009, the total daily attendance of persons using the Central Hearing Facility increased to 309,558. As of November 30, 2010, the total daily attendance of persons was 287,178.
- These attendance figures do not include the number of persons using the Department's two neighborhood hearing facilities or the number of telephone calls to which staff responds.

- The number of customer service complaints the Department receives is remarkably low given the high volume of daily customer contact. In 2007, 2008 and 2009, the Department averaged just 49 customer complaints annually concerning ALJs, DOAH staff, non-DOAH staff and security personnel. As of November 30, 2010 the Department had received 32 complaints. Each complaint is taken seriously, investigated and properly responded to. Corrective action is undertaken when appropriate.

#### Increased Efficiency

- The number of new case filings and the number of hearings conducted has continued to increase. The total number of 2010 new case filings was more than 500,000. By comparison, in 2009 the number of new cases filed by the enforcing departments totaled 477,744. The number of hearings conducted has also increased.
- The Department currently has 40 full time employees who processed approximately 500,000 new cases. By comparison, in 2001 the Department had 61 full time staff that performed the work associated with 378,713 cases.
- The Department has increased efficiency in the ranks of middle management. In 2009, one managerial position was eliminated and two Divisions (the Consumer Affairs Hearings Division and the Environmental Safety Hearings Division) are now managed by one division chief.

#### Strategic Technology Has Been Deployed to Enhance Customer Service

- In late January 2010, the Department implemented an automated telephone attendant that employs a user-friendly menu to direct the public to an individual, city department, or provide other helpful information. The attendant handles an average of 2,691 calls per month.

#### Mail-In Adjudication Has Been Utilized to Promote Customer Service As Well As Promote Efficiency for Both DOAH and the Enforcing Departments

- Mail-in adjudication allows individuals to plead liable and mail in a fine in lieu of a personal court appearance. Mail-in adjudication is limited to minor code violations designated by DOAH and the enforcing departments. Last year a number of health code violations were designated as being eligible for mail-in adjudication. This has worked very well for the business community.
- This year DOAH (in cooperation with the Department of Business Affairs and Consumer Protection) has identified seven licensing and public vehicle violations that are appropriate for mail-in adjudication. The mail-in option will be added to the Administrative Notice of Violation forms and alleged violators will then have the option of pleading liable, waiving their right to a hearing, and paying a minimum fine within seven days of the date the violation was issued.

#### Additional DOAH Jurisdiction in Vehicle Impoundments and Handgun Cases Will Increase Case Volume

##### *Vehicle Impoundments*

- In late 2009, the Chicago Municipal Code was amended to give the Department jurisdiction to conduct hearings for owners whose vehicles have been impounded by the Chicago Police Department for investigations, hit-and-runs, and forfeiture proceedings.
- In 2009, the Municipal Code was also amended to provide for the impoundment of vehicles operated by a person with a suspended or revoked driver's license. This ordinance also provides for vehicle impoundment hearings to be conducted by the Department.

##### *Handguns*

- The new handgun ordinance creates the right to an administrative hearing when an application to register a gun is denied or when an existing registration certificate is revoked. Although it is still early we anticipate this ordinance

will generate a measurable number of hearings. Handgun hearings, like vehicle impoundments and parade appeals, must be conducted within a very short time (i.e. within 72 hours of the request, excluding Saturdays, Sundays and legal holidays.)

#### Relevant Training and Performance Reviews Continue to Be a Key Component to the Department's Success

##### *Administrative Law Judge and Staff Training*

- In 2010, the Department was re-certified through June 30, 2012 by the Illinois Supreme Court's Continuing Legal Education Board ("MCLE Board") to provide continuing legal education to administrative law judges.
- Since being first certified in 2006, 19 of the Department's training courses have been approved for credit by the MCLE Board.
- In 2010, the Department increased ALJ training by sponsoring "Lunch Seminars" in addition to mandatory evening meetings which featured presentations on due process, subpoenas, judicial immunity, the City prosecutor's perspective on enforcement of judgments, water debt litigation, the rules of professional conduct, and vehicle impoundment.
- In 2010, the Department sponsored work-place conflict resolution training for all staff and emotional intelligence training for managerial staff.

##### Administrative Law Judge Performance Reviews

- Courtesy, judicial temperament and adherence to the law are critical to the Department's continuing success. Senior staff and Division Chiefs are in the hearing rooms daily to observe hearings. They also review recordings from the hearing rooms. Good performance is reinforced and problems, if they occur, are promptly addressed.



## DEPARTMENT OF LAW

---

The Department of Law employs a wide spectrum of legal practitioners who specialize in areas as diverse as municipal financing, affordable housing, aviation, civil rights, environmental law and collective bargaining. The Department is fortunate to employ some of the City's most prolific and talented trial attorneys, as well as high-caliber transactional attorneys who finalize complex and large financial transactions for the City. All of this work is done for a fraction of what outside law firms would charge and by individuals whose institutional knowledge and experience results in a high quality product. The Department works closely with its client departments to maximize the quality of life for Chicago residents; to minimize the City's exposure to financial liability for claims and lawsuits; and to seek revenue and savings to which the City is entitled for the benefit of its taxpayers. This year in particular, the Department has focused heavily on reducing the City's exposure for judgments and settlements, addressing the housing problems created by the economic downturn and maximizing revenue collections. What follows is a summary of the Department's achievements in 2010.

### Reducing Police Misconduct Case Filings

The number of cases alleging misconduct against the Chicago Police Department and its officers has been trending upwards in the past four years and, with the increasing number of cases filed and the limited resources to defend and take those cases to trial, more settlements were occurring. Smaller cases were settled more frequently so that the Department's attorneys could focus their attention on the larger cases on their dockets. In the Fall of 2009, the Department devised a strategy to stem the tide of small police misconduct cases based on claims such as false arrest, malicious prosecution and minor excessive force.

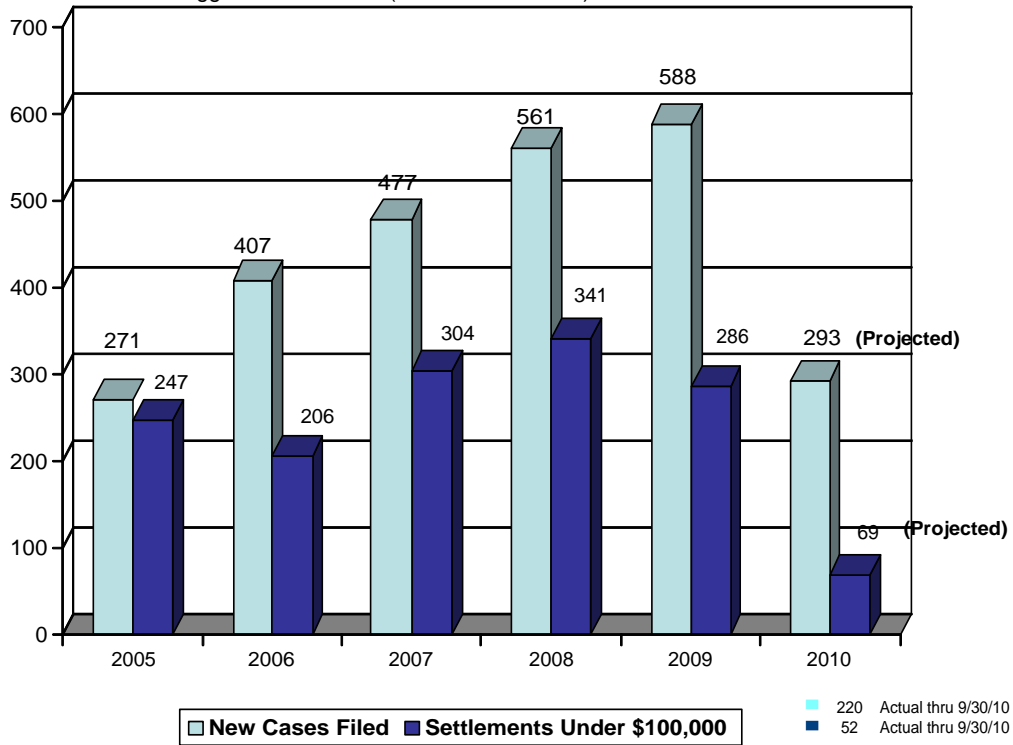
Specifically, the Department took advantage of a flat legal market to offer these small police misconduct cases to outside law firms and practitioners at a per-case rate of \$35,000 to be paid in monthly installments over two years. The expectation is that the cases will be worked up and taken to trial, not settled. In the event of a trial win, the City will pay a \$15,000 bonus.

At the same time, Department attorneys with less burdensome dockets were similarly challenged to work up and try defensible police misconduct cases as opposed to settling them.

One year later, the effect on new case filings (as can be seen in the chart below) is clear. In 2010, the City is poised to receive 47% *fewer* police misconduct cases than it did in 2009. In other words, as settlements were drastically reduced, so were new case filings.

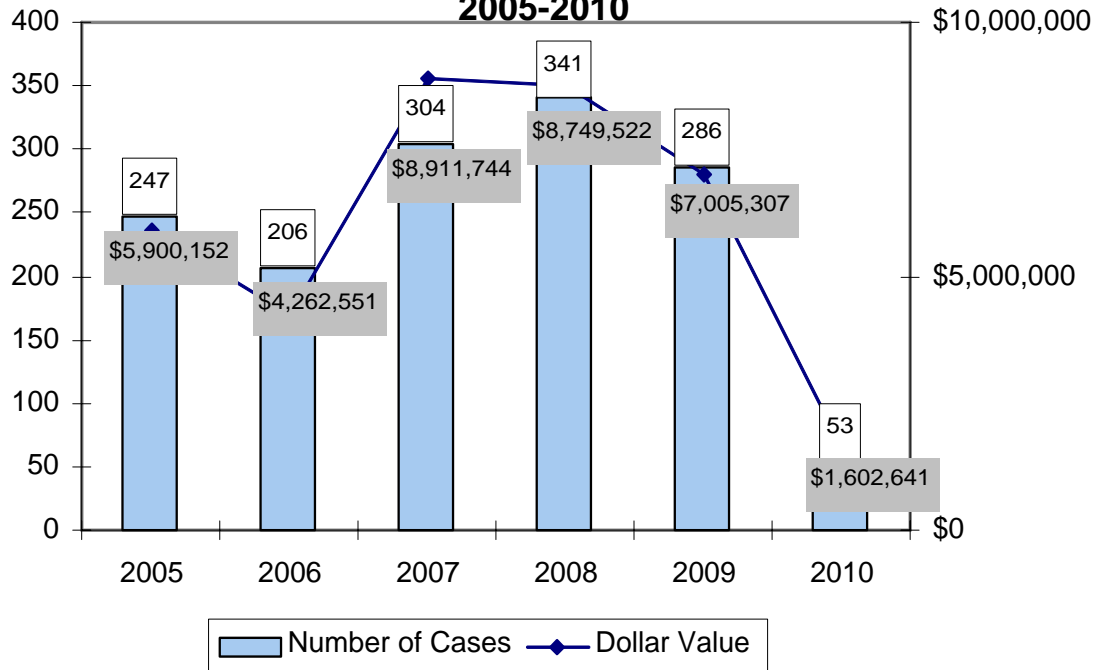
### City of Chicago Police Intentional Misconduct Cases

Aggressive Defense (Fewer Settlements) = Fewer New Cases



### Police Intentional Tort Settlements for less than \$100,000

2005-2010



Through 9/30/10, 13 of the now approximately 290 bulk cases sent out to 14 different law firms, have been tried. The City and police officer defendants prevailed in 10 of the 13 trials for a win rate of 77%. Compensatory awards in the three cases lost were respectively: \$125,000, \$7,500 and \$5,000.

Before 2010, the increasing costs of settling an increasing number of cases only to receive more case filings is illustrated in the chart below. In 2007 and 2008, prior to the inception of the bulk case program, settlements of these small cases totaled almost \$9 million per year. This year, the City is projected to pay less than \$1.7 million on such settlements, a savings of \$7 million from 2007 and 2008:

The aggressive defense strategy has not only reduced by almost one-half new case filings, but has also substantially increased the number of such cases disposed of for no money. In short, as demonstrated in the chart below, the courts are granting more motions to dispose of such cases in the City's favor before trial. What is most telling, however, is that in 2010, of all cases disposed of, plaintiffs themselves dropped their cases 45.6% of the time compared to doing so only 18% of the time in 2009. In other words, now that the plaintiffs' attorneys filing these cases know that they will have to work them up and take them to trial (as opposed to obtaining a settlement early on), it was not financially feasible for them to go forward almost half the time:

**Aggressive Defense (Fewer Settlements) = More Cases Disposed of for \$0**

	2009		2010 thru Sept. 30, 2010	
	Total Cases	Percent of Dispositions	Total Cases	Percent of Dispositions
Motion to Dismiss or for Summary Judgment Granted for City	42	9.86%	40	16.9%
Plaintiff on own drops case (voluntary dismissal, dismissal for want of prosecution)	76	17.84%	108	45.6%
City Not Liable at Trial	10	2.05%	21	8.9%
City Liable at Trial	12	2.81%	11	4.06%
Settlement	286	67.13%	57	24%
Total Disposed Cases	426		237	

In addition to the 13 bulk case trials, Department attorneys have tried 20 additional police misconduct cases, winning 12 of the 20 for a win rate of 60%. One of the losses was for \$1; another failed to exceed a \$30,000 offer of judgment on the case. Notable victories include:

Christmas, 08 C 4675 - Plaintiffs brought claims of false arrest, malicious prosecution and illegal search (male plaintiff claimed he was searched anally and female plaintiff claimed that the female officer defendant searched her recent Cesarean section incision). Both claimed that police left their newborn baby alone at the scene after they were arrested. The pre-trial demand was over \$500,000. Jury was asked to award \$700,000. Verdict: not liable.

Watson, 04 L 4011 - Plaintiff alleged that police willfully and wantonly pursued her decedent on foot, resulting in his being crushed and killed by the police squad. Demand was \$4 million. Verdict: not liable.

Clements, 08 C 2509 - Plaintiff suffered broken ribs; he claimed unnecessary assault by the defendant police officers; the officers asserted it was an emergency take-down during a domestic dispute. Pre-trial demand was \$500,000. Verdict: not liable.

The Department also prevailed on the appeal of the class action lawsuit, *Portis v. City of Chicago*, in which plaintiffs challenged the length of detention by the Police Department following an arrest for a fine-only offense. Plaintiffs argued and the district court agreed that taking more than two hours to generate a "CB" (Central Booking) number was necessarily an unreasonable detention that violated the Fourth Amendment. The Seventh Circuit accepted an interlocutory appeal and, on July 23, 2010, reversed. The court ruled that it is "impossible" to justify the two-hour rule and further ruled that the class must be decertified.

The Department continues to work with the Police Department on litigation training, both for the promotional classes and larger sessions for all police officers who want to attend. These seminars address risk management strategies on report-writing, the importance of consistent and accurate statements, the successful defense of a civil rights lawsuit and a primer on giving a deposition. The training done by several attorneys from the Department, is summarized below:

- March 12, 2010 Captains' training (for new promotional class)
- August 19, 2010 Sergeants' training (for new promotional class)
- September 15, 2010 Civil Litigation Seminar (150 attendees)

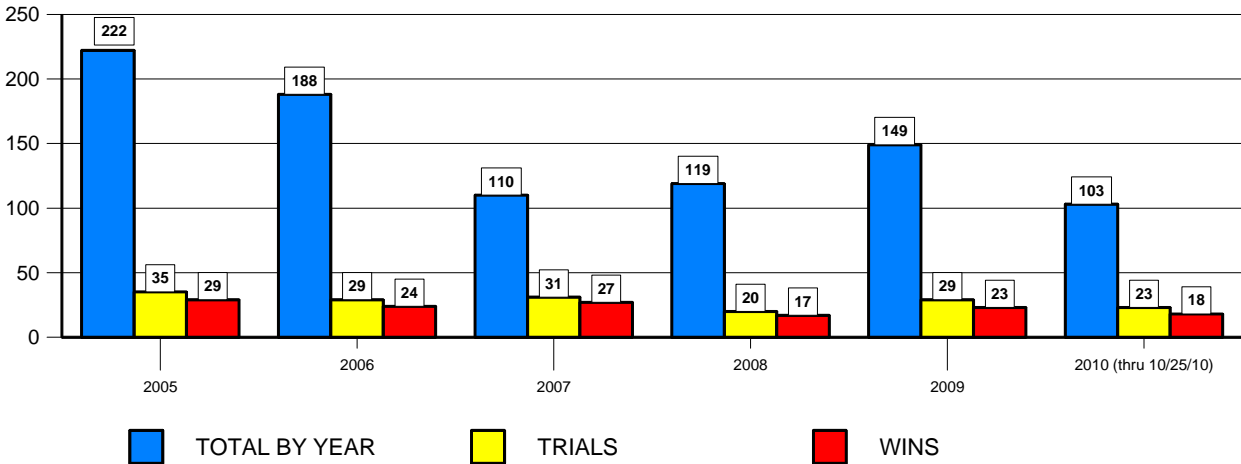
The training materials for the Civil Litigation Seminar are on-line for viewing by the entire Chicago Police Department.

#### Other Trials (January 2010 - October 2010)

In addition to the 20 police misconduct trials, the Department has tried an additional 38 cases claiming personal injury and property damage, winning 29 outright for a win rate of 76%. Adverse verdicts in the 9 cases lost totaled \$3,529,310. Juries were asked to award \$33,052,058 in the cases that were tried, resulting in a pay-out of only 10.6% of that amount.

## SLIP AND FALL ON PUBLIC WAY

Cases Filed By Year



### Lawsuits for Slip-and-Falls on the Public Way

The Department continues its successful collaboration with the Department of Transportation (CDOT) to minimize the taxpayers' exposure to judgments and settlements for slip and falls on the public way. This year, the Department has tried 23 slip-and-fall cases, winning 18 for a 78% win record. The five adverse verdicts amounted to a total of \$63,300. All told, juries were asked to award over \$4.4 million in the 23 slip-and-fall cases tried and, through the Department's aggressive defense, were awarded only 1.4% of that amount. The Department's continued aggressive efforts on sidewalk slip-and-fall cases along with the trend of fewer such cases being filed is demonstrated above.

### Labor and Employment

The Department has also continued its aggressive defense of employment cases that are brought against the City. In addition, the Department counsels client departments on a daily basis in order to reduce employment-related litigation. Accomplishments in 2010 in this area of practice include:

- Resolved 42 employment-related lawsuits, obtaining dismissals or summary judgment in 36 of those or 86%.
- Drafted charges for employee discipline in 75 cases.
- Counseled City departments on employee use and abuse of intermittent FMLA.
- Obtained a favorable decision in the FOP interest arbitration, awarding police officers only 10% over five years.

## Training on the New FOIA

The Department has also responsible for training client departments on the new FOIA in 2010. The following departments took advantage of this training: Fire, Police, Environment, Procurement Services, Fleet, IPRA, Budget & Management, Aviation as well as all FOIA officers City-wide.

## Property Development

The Vacant Property REO Purchase Program ("REO Program") - The Department worked with the Mayor's Office and the Department of Community Development (DCD) to structure and implement this program in response to the large number of foreclosed and abandoned properties that are now owned by banks as a result of the foreclosure of defaulted mortgage loans. Under the REO Program, the lenders will, at their expense, demolish existing foreclosed structures, pay open taxes, water and City lien amounts, and deed the vacant lot to the City for \$1. In exchange, the City will forgive the interest and penalties due on City judgments against the properties. Alternatively, lenders may elect to retain title to such properties. The REO program addresses the problems associated with blighted, unsecured and crime-ridden buildings--problems which otherwise require significant City enforcement and financial resources.

The Kroc Center - The Department worked with DCD to sell a formerly contaminated industrial site to The Salvation Army for \$4 million. The site will become the location for The Kroc Center, a new \$55 million community center serving the Pullman neighborhood.

Block 37 - The Department worked to assure the successful opening of the public pedway (notwithstanding the appointment of a receiver for the project) and the recapture of \$12 million in TIF assistance that had been pledged for a hotel project that never materialized.

## Abandonment and Removal of Old Rail Lines

The Department assisted CDOT in obtaining the abandonment of 1.25 miles of old rail lines, located in the River North, Lincoln Park and DePaul neighborhoods, a number of which run through the center of public streets. The acquisition will result in savings on a 2011 N. Kingsbury Street resurfacing project in excess of \$1 million, as well as decreased exposure to claims arising from car and bicycle accidents attributable to track in the middle of such public streets.

## The O'Hare Modernization Program

On September 16, 2010, the Illinois Appellate Court issued an opinion in *City v. St. John's United Church of Christ*, upholding transfer to the City of title to a cemetery located on property needed to construct one of the two new runways at O'Hare International Airport. The court ruled that the religion claims had already been decided because of prior litigation brought by the Church.

On January 22, 2010, in *City of Chicago v. ProLogis*, the Illinois Supreme Court affirmed the denial of a claim against the City brought by holders of TIF bonds issued by the Village of Bensenville. Repayment of the bond principal (\$7 million) and payment of interest (10% annually over 20 years, exempt from federal income taxation) were secured solely by the incremental taxes, if any, generated by the TIF property which ProLogis acquired as part of the redevelopment. In 2006, the City condemned the property for the O'Hare Modernization Program, thus eliminating incremental taxes on it – the sole source of payment on the bonds. ProLogis and other bondholders sought compensation from the City for loss of the bonds' value. The Supreme Court, like the appellate court, rejected the claim, holding that the loss of the TIF bonds' value was an indirect consequence of the City's lawful condemnation of

ProLogis' property, and, as such, did not trigger the requirement to pay just compensation.

### Enhancing Property and Residential Safety

The Open Foundation Task Force - The Department has continued its work with the Departments of Buildings (DOB), Streets and Sanitation and Environment to identify and remedy the public safety hazard posed by open excavations and foundations resulting from the current economic downturn. This year, 11 additional sites listed below were completed, bringing the total completed sites to 45:

- 1001 W. Webster (filled by owner)
- 1407 W. 113<sup>th</sup> Place (filled by owner)
- 2435 W. Belmont (filled by bank)
- 3650 N. Avondale (filled by owner)
- 6324 N. Western (filled by owner)
- 643 W. 115<sup>th</sup> Street (filled by owner)
- 6800 W. 65<sup>th</sup> Street (construction completed)
- 7026 S. Stewart (filled by owner)
- 7518 N. Ashland (filled by owner)
- 8654 S. Vincennes (secured by owner; construction restarted)
- 874 N. Marshfield (filled by City)

In June 2010, Section 13-8-090 of the Municipal Code was amended to designate these sites as public nuisances, impose daily penalties for continuing the nuisance, and prescribe an enforcement procedure. As of October 2010, the Department has filed 11 additional lawsuits to either abate an open foundation problem or for cost recovery.

Earlier this week, we achieved a positive result in another one of these cases. At the City's request, the Court appointed a receiver to backfill a huge open foundation at 2121 W. Grand (26<sup>th</sup> Ward). This site was an eyesore for the community and the subject of numerous complaints by the neighbors. For the safety of the community, on multiple occasions, the City had to pump water out and clean graffiti. The property was in foreclosure and neither the owner nor the lender would comply with the court order to backfill the property—but both the lender and owner opposed the appointment of a receiver to do the work. The receiver is scheduled to begin work immediately.

### Environmental Accomplishments

City of Chicago v. Calumet Transload RR and DTE - The Department filed this multi-count action against the current and former owner of a large site on the South side (10730 S. Burley) contaminated with demolition debris. Settlements resulted in clean-up of the entire site, which was completed in August, 2010 with a \$30,000 payment to the City by one defendant.

City v. Riverdale Recycling, Inc. - The Department successfully filed for summary judgment on the City's behalf on the major counts in this case which concerns illegal waste and related issues. In November, the City will prove up fines and damages in the case.

### Bad Developer Task Force

The Department, in conjunction with the DOB, DCD and Business Affairs and Consumer Protection (BACP), has continued its aggressive prosecution of problematic general contractors and developers. To date, the Task Force has inspected over 475 properties, has investigated more than 70 developers and general contractors and has filed 100 cases in the Circuit Court of Cook County for violations of the general contractor's ordinance as well as building code violations and failures to secure certificates of occupancy. Over \$1.5 M in fines have been assessed, and five

general contractors have had their licenses revoked.

### Drug and Gang House (DGHES) Prosecutions

The main goal in Drug and Gang House prosecutions is to abate the criminal activity at the property, while the second goal is to ensure compliance with the building code. While a majority of these cases are prosecuted in Administrative Hearings (DOAH), more cases are being filed in Circuit Court due to foreclosures and dangerous building code violations. In total, there are approximately 800 cases in DOAH and 300 cases in the Circuit Court. Fines are used as leverage to achieve compliance and are aggressively pursued when compliance is lacking. In Circuit Court, we have sought and obtained approximately 60 evictions based on crime and building code violations.

### DGHES Activity January - September 2010

DGHES Target Cases filed in Circuit Court:	133
Target Fines imposed at Circuit Court and DOAH:	\$783,357.00
DGHES Target Cases filed at DOAH	25
DGHES Non-Target Cases filed at DOAH	457
Fines imposed (at DOAH only)	\$785,018.00

### Closing of Illegal Social Clubs and Problem Liquor Establishments

In 2010, the Department's DGHES teamed up with Licensing and the Vice Section of the Chicago Police Department to target illegal social clubs and problem liquor establishments. After the Police Department conducts undercover operations, DGHES files cases to close down the premises to abate the illegal activity. Through these efforts, 13 the following establishments were closed in 2010.

### Summary Closures of Licensed Establishments for Drug Trafficking

This year, to reduce narcotics trafficking by criminal street gangs, the Department, working closely with the Narcotics Unit of the Chicago Police Department and BACP, developed a process for immediate closure of taverns that are openly used for drug sales. Once Police establish a pattern of drug sales with the knowledge of tavern employees, the Department files a license disciplinary case at BACP. Simultaneously, with the filing of the case, BACP issues a summary closure order, pursuant to the Illinois Liquor Control Act and immediately closes the tavern for seven days. Thereafter, BACP investigators inspect the premises for additional licensing violations and Task Force inspectors from DOB inspect the premises for building code violations.

Based on any code violations found and the pattern of illegal activity, DGHES immediately files a case in Circuit Court and moves for an emergency vacate order under the drug and gang house ordinance within the initial seven day closure. The vacate order obtained in court extends the closure while the license disciplinary case proceeds toward revocation of the tavern's licenses, which ultimately shuts down the unlawful business permanently. Meanwhile, the individual participants are prosecuted in criminal court.

By proceeding on multiple fronts and by eliminating from the outset the "cover" afforded by licensed establishments and the coinciding income to the establishments, the drug business is stopped immediately and financial pressure is placed on the licensee to ensure that the drug business stays stopped. To date, four establishments have been closed under this program.



Demolition (January 2010 - September 2010)

The case inventory in demolition continues to increase as a result of increased foreclosure activity and tighter lending practices with demolitions in 2010 continuing to trend upward:

Case Filings:	419
Cases Closed	458
Orders of demo	228
Fines assessed	\$4,872,116

Heat Complaints (October 2009 - March 2010)

The Department filed over 200 court cases for lack of heat, impacting over 2,000 residential units. A Heat Receiver was appointed to 87 properties that all told contained 651 residential units.

Heat Fines Imposed in Circuit Court:	\$237,360.00
Heat Receiverships Assigned to the City:	\$111,024.46

Examples of successful outcomes are detailed below:

5515-25 S. Everett

This fully occupied, 48-unit property had the gas disconnected due to non payment a week before Thanksgiving. The Department quickly filed the case and, under the Heat Receivership Program, was able to restore the heat and hot water the day before Thanksgiving. The owner's neglect, however, severely damaged the piping that supplied gas to the tenants' stoves, and the City then obtained authorization for the receiver to begin collecting rents to offset the extensive repair costs to restore gas safely to the stoves, an effort that took over two weeks.

7929-31 S. State

A heat receiver was appointed to this 21-unit property in January after the gas service was terminated. The owner's failure to reinvest in the property resulted in the boiler having to be replaced at a cost of \$32,000. The Department obtained an order allowing the collection of rents to offset the cost, and the receivership was continued until the end of Heat season to ensure that the 21 families were not dislocated due to the owner's failures.

349-55 E. 73<sup>rd</sup> Street/7301-03 S. Calumet

A heat receiver was appointed to this fully-occupied, 14-unit property on December 1 because the owner had the gas disconnected due to an illegal connection. The receivership was expanded to repair a defective boiler, allowing families to stay in their units during the winter months. The receiver also cooperated with Police to apprehend various gang members, who were using the property for illegal activity.

8036-42 S. Ingleside

This building owner was caught stealing gas in January and although the case was filed immediately in court, the water piping froze and burst. This resulted in water filling the basement and overflowing into the alley area. The Department appointed the heat receiver to provide relocation assistance to the tenants and to drain the water, plug the leaks and board the property. A new court case was then processed to ensure that the owner completed the needed repairs.

### 2134-36 S. Marshall

This 6-unit property was being illegally converted into an 8-unit property when it came on the Heat Call because of improper installation of unit furnaces. After the receiver was appointed, the owner took measures to restore heat to the tenants but fought the receiver's costs and denied liability to the City for any code violations. After a trial, the Department obtained the receiver's full costs and obtained a judgment for fines against the owner. A separate case is ongoing over the illegal conversions.

### 2115 W. Farwell

This property is a 56-unit condo building, with most units owned by a few investors. The units are occupied by tenants. The gas was cut off in June 2009 for failure of the condo association to pay a large outstanding bill, which left the entire building without hot water. Community Initiatives, Inc. (CII) was appointed to restore gas service, collect rents and maintain utilities. The property remains safe and occupied under the receivership.

### Distressed Condos

New State Legislation - The Condominium Property Act was recently amended effective January 1, 2010, to allow for deconversion of distressed condominium properties. See 765 ILCS 605/14.5. This provides the City with a new remedy insofar as the City can now petition the court to declare a condominium property distressed and appoint a receiver to deconvert the property from condominiums to a single property index number building. The receiver may then sell the entire property as an apartment building with proceeds of the sale going to costs and fees of the receivership and then to taxes, lien holders and finally the owners. The Department has worked closely with DCD to identify appropriate properties to deconvert and over a dozen complaints have been amended to seek this relief.

Highlights of the department's efforts on distressed condos are as follows:

1712 N. Maplewood (1<sup>st</sup> Ward) - This property was originally a two-flat, to which a developer added a third floor without plans and permits. The work was so shoddy that the entire addition began to slip off the building, threatening to topple over onto the neighboring property. Concerned neighbors appeared at several court hearings to request a demolition for the safety of the public and to protect their own property. The City won a demolition order after a contested trial. On February 4, 2010, the demolition was begun. The building, and the threat to the community, has been removed.

4735 S. Forrestville – (4<sup>th</sup> Ward) - This 3 unit property had been converted to a condominium by a developer who added an illegal unit in the basement and did a condominium conversion without plans and permits. The building developed many problems and was vacated by the unit owners. After extensive litigation the developer agreed to pay fines and new owners took over the property. They have obtained permits and are making needed repairs to the legal units of the property.

8221-25 S. Ellis (8<sup>th</sup> Ward) - Fourteen of the sixteen units in this condo property were being rehabbed when a tenant in a single unit rented 8 of the units in a single weekend, fraudulently pocketing over \$6,000 in rent and security deposit money paid by the families renting the units. The Department in conjunction with the Department of Family Support Services, helped all eight families to relocate to other apartments, which allowed the owner to complete the needed repairs. The Department also obtained documentation proving the fraud which were provided to Police, which then arrested the tenant. The Department is currently litigating cost recovery of the City's expenditures against the criminally-charged tenant.

5737 S. Prairie Avenue (20<sup>th</sup> Ward) - This property is a 6-unit condominium, illegally converted to 8 units. Every unit in the building is owned by Walker Ventures, LLC, the dissolved corporation of bankrupt former NBA player Antoine Walker. Code violations included a crumbling facade, dangerously dilapidated rear porch and a plumbing system that allowed several feet of sewage to flood the occupied basement units. After the owner ignored court orders to make

repairs, the City convinced the court to appoint CII as general receiver. CII made all necessary repairs to preserve the Section 8 Housing Assistance Payment contracts for the occupied units. The property is now fully occupied. The receiver is managing and maintaining the property until it can be deconverted and sold as an apartment building.

1656 N. Keeler (30th Ward) - The property was brought into court because of an extremely unsafe porch that was pulling away from the building. The City had CII appointed as receiver to get bids to replace the porch. This placed pressure on the condominium association to make a more diligent effort to have the porch removed and replaced at its own expense, rather than through the receivership. By the next court date, the association had completely replaced the porch with all proper plans and permits, abating a very dangerous condition.

3601 N. Nordica (36th Ward) - In continued proceedings this year on this case, the Department successfully overcame Detusche Bank's motion to vacate the judgment, and the Bank was required to pay approximately \$24,000 in fines as well as transfer the property to a new owner, who is in the process of making repairs after it had been left boarded by the bank for almost two years.

6701 N. Ashland (40th Ward) - Each condo in this 14-unit former apartment building was purchased as investment property and rented out to tenants. The conversion work was done without plans, permits, or licensed contractors. Code violations included severe fire hazards and toxic mold. Several units went into foreclosure; some were already bank-owned when the case was filed. As a result, the association could no longer collect assessments. Once in court, the property management company worked closely with the City to make all necessary repairs, averting a receivership. The property has been stabilized, made safe for tenants and cleaned up to have a more positive impact on the neighborhood. At least one unit has since been purchased by an owner-occupier and the building seems headed for recovery.

18 W. Chestnut (42<sup>nd</sup> Ward) - When the property was initially brought into court, the building was threatened with termination of all utilities and was a site of criminal activity. The property had been made into 9 condominiums, all selling from \$880,000 to \$1,000,000, with one of the units being a non-existent 'air unit.' The City, working with the lenders, referred this matter to the State and Federal authorities for possible fraud. The property, under a receivership, was vacated and then maintained as secured and clean until the Law Department, working with DCD, could pressure the banks to sell the property as one whole building. The new owner has obtained permits and the rehabilitation of this historically significant building is underway.

### Troubled Building Initiative (TBI)

The TBI is a multi-department program designed to preserve properties by stabilizing problem properties and halting blight in our communities. In addition to Law, the following Departments are also involved in this program: Community Development, Buildings, Water Management, Revenue, Family Support Services, Police and Fire. Working with the designated community groups CII and Neighborhood Housing Services, TBI works to preserve 5-unit and larger properties (TBI-1) and 4-unit and below properties (TBI-2).

Between October 2009 and June 2010, the TBI-1 program had approximately 90 cases actively prosecuted. During the same time, about 80 of these properties were under a TBI-1 sponsored receivership that helped stabilize over 1,200 residential units. Furthermore, during this time period, the TBI-1 receivership completed the rehabilitation of four properties, saving over 264 units. The Department completed litigation on another 19 TBI-1 cases, which recovered another 311 residential units as habitable housing.

### Troubled Building Initiative - Strategic Task Force Call

7000-10 S. Parnell (6th Ward)

5800-02 S. Michigan (20th Ward)

6846-58 S. Throop and 6849-59 S. Ada (17th Ward)

These four Site Base Section 8 subsidized properties, totaling 160 subsidized residential units, were all threatened with termination from the Federal HUD Section 8 programs because of serious code violations and utility terminations. The Department got a receiver appointed to start the necessary upkeep of all four properties. Also, the receiver worked with the Police Department to begin eviction actions against those tenants involved in gang activities. The Department, working with DCD, convinced HUD to maintain the subsidies to the properties. Under the receivership, many of the building code violations were repaired and in July, all of the properties were sold to new owners, all of whom are obtaining permits for complete and substantial rehabilitation of these properties, which are providing vital, affordable housing to the City's residents.

344 West 77<sup>th</sup> Street/ 7639-55 S Stewart (17<sup>th</sup> Ward) - Despite numerous prosecution, this 30-unit property's owner kept allowing the property to fall into disrepair and allowed criminal activity to continue at the property. In 2009, the Department obtained a receivership to make emergency repairs to avoid an emergency vacate. The receiver worked with the local police and community to identify problematic tenants and commence eviction proceedings. Because the costs of needed repairs were beyond the scope of the receivership, the property was vacated in an orderly fashion with the responsible tenants given relocation assistance. The bank, which had finally filed a foreclosure, then took over maintaining the property as secure while it sought a new owner.

5921-39 S. Wabash (20<sup>th</sup> Ward) - This 48-unit residential property had been the subject of numerous code enforcement cases over the last five years and in the last year, the Department, working with DOB and DCD, forced the former owner out of the property after it had become uninhabitable and a blight on the community. The new owner is in the process of obtaining permits to complete needed repairs, and the Department obtained a \$1.38 million judgment against the former owner.

4312 W. Washington (28<sup>th</sup> Ward) - When filed in late 2009, this 36-unit property had fallen into such disrepair that the boiler was emitting enough steam into the building to warp and destroy the interior stair system, and the exterior wall was collapsing onto the sidewalk. The Department appointed a receiver to erect a canopy and attempt to make emergency repairs to avoid an emergency vacate. Because the costs of repairs were beyond the scope of the receivership, the property was vacated in an orderly fashion with the responsible tenants given relocation assistance. The bank, which finally filed for foreclosure, took over, securing the property while it sought a new owner.

42-46 N. Pine (29<sup>th</sup> Ward) - This 10-unit property was extensively damaged by fire and vandalism and was brought as an emergency vacate back in 2005. The prior owner did work without permits and refused to obey court-ordered inspections. After the bank completed its foreclosure, a new owner took possession and promptly obtained permits. Repairs will be completed to the property this Fall, and the property will again provide decent housing to the community. The Department obtained a \$7 million judgment against the developers who failed to make the needed repairs.

721-25 W Belmont "the Abbot Hotel (44<sup>th</sup> Ward) - This 89-unit Single Room Occupancy was found to have numerous code violations and the Department, working with DOB, managed to have the owner remedy the violations so that the building could remain open and provide decent low-income housing.

The JIA and Sons/Akhile and Company properties:

- 7237-43 S. Bennett (5<sup>th</sup> Ward)
- 1334-44 W. 83<sup>rd</sup> Street (18<sup>th</sup> Ward)
- 6240-42 S. Western (15<sup>th</sup> Ward)
- 5917 S. Emerald (16<sup>th</sup> Ward)
- 5757 S. Morgan (16<sup>th</sup> Ward)
- 1314 W. 82<sup>nd</sup> Street (18<sup>th</sup> Ward)
- 7400 S. Phillips (7<sup>th</sup> Ward)
- 1434-44 W. 83<sup>rd</sup> Street (21<sup>st</sup> Ward)
- 7661 S. Coles (7<sup>th</sup> Ward)

When the Department of Law initiated these lawsuits on these multi-unit properties in 2007, all of them were facing utility termination and were in horrible condition due to the owner's failure to repair or maintain the properties. Only after the Department appointed a receiver on the properties to either maintain the units, or vacate the most dilapidated, did the banks start foreclosing on the loans. The last of these properties was finally sold to new owners this year, and all of them have either been repaired or are in the process of rehabilitation. The Department then aggressively pursued fines against the owner who was responsible for these conditions; taking, as examples, fines of \$4,213,260 for violations at the Bennett property, \$809,000 for violations at the 1434-44 W. 83<sup>rd</sup> Street property; \$657,200 in fines for violations at the 6240-42 S. Western property; and \$20,000 in fines for violations at the 7661 S. Coles property.

#### Enhancing Citizen Safety

Highlights in Prosecutions (Oct. 2009-Sept. 2010) - (includes all weapons, gang and narcotics-related loitering violations, graffiti violations, vehicle impoundments, CDOT citations and Animal Control cases)

Obtained 84 findings of liability in the parental responsibility for juvenile graffiti program with a mandatory minimum fine in each case of \$250 per violation and a fine total of \$21,000;

- Obtained orders upholding the Director of Animal Care and Control's decision in 14 of 20 Dangerous Dog and/or Mandatory Spay/Neuter appeals;
- Prosecuted over 15,000 cell phone violations cases at DOAH and obtained over \$1.25 million in fines
- Prosecuted over 11,500 False Burglar Alarm tickets and obtained fines in excess of \$570,500.

Traffic Court (Oct. 2009- Sept. 2010) - Handled 237,454 traffic cases, resulting in the collection of \$9,486,743, approximately one-half of which goes to the City.

Prohibiting Gun Ranges in the City - In a recent federal case, *Ezell, et al. v. City of Chicago*, No. 10 CV 5135, three individuals, the Second Amendment Foundation, and the Illinois State Rifle Association challenged the sections of the City's Responsible Gun Owners' Ordinance that barred firearm ranges in the City. The plaintiffs claimed there was an emergency need for firearm training and that they were prepared to bring a mobile firearm range, in a truck trailer, to the City. The court scheduled and held an expedited hearing on their motion for a preliminary injunction. The City vigorously defended against the request and, at the hearing, showed that the mobile range presented hazards that the plaintiffs were ignoring. On Oct. 12, 2010, the court issued an opinion denying the plaintiffs a preliminary injunction and preliminarily upholding the ban on firearm ranges. The case will continue to a final judgment at a later time.

Revenues Collected and Savings for the City

In light of the economic downturn, the Department has continued to look for ways to increase revenue collection as well as to save on funds expended for City services. Accomplishments in these areas are detailed below:

Significant In-House Collections

City v. State of Illinois 08CC2327 - \$600,746.83 recovery on Childcare Facility Grant from the State.

City v. State of Illinois 09CC2075 - \$445,888.28 recovery on the Maternal and Child Health Services Grant from the State.

Sebesta Blomberg - \$792,089.54 recovery from vendor for overdraft charges accrued by the City on an energy contract.

Garda - \$652,914.00 recovery from vendor who sold City stickers.

Department Demand Letters

Law Department demand letters remain a successful tool for collecting debts owed to the City. Besides the very successful Parking Ticket demand letter and Administrative Hearing demand letter, the Department is now sending out a demand letter on DOB inspection warrants that remain unpaid. These in-house collection methods not only avoid additional attorney's fees and costs being passed on to the debtors, they eliminate post judgment collection costs incurred by the City in the Circuit Court.

Jan.-Sept. 2009	Jan. - Sept. 2010	
DOL Demand Letters	DOL Demand Letters	Increase in Collections

<b>\$9,873,151.47</b>	<b>\$11,764,246</b>	<b>19% up</b>
-----------------------	---------------------	---------------

Bounced Check Recovery

In 2010, the Department was responsible for collections of more than \$155,000 on 1,026 checks that were presented to the City for payment, but were returned for insufficient funds. If a series of demand letters from the client department and then Department do not work, legal action is filed to recovery the money owed. Year-to-date, the Department has filed 310 lawsuits with another 244 cases pending.

Payment Plans

Continuing to recognize the need of citizens to pay their debts over time, the Department offers debtors payment plans on non-parking ticket debt. People who stay on the plan not only get additional time to pay, but they do not have additional attorney fees and collections costs added to their balances. Year-to-date, collections are over \$400,000, and the Department continues to manage more than 326 active plans.

Ineligible Health Benefits Recovery

The Department is working with the Benefits Management Office in an attempt to recover costs from employees who allowed ineligible dependents to receive medical benefits. Due to this new initiative, the

Department has already reviewed more than 100 files. Where there is liability and no payment after our demand, cost recovery litigation will be pursued.

Demolition Lien Foreclosures

In 2010, the Department began taking advantage of a previously unused provision of the Illinois statute that allows the City to foreclose on demolition liens in the *same* judicial proceeding as the underlying demolition case, rather than instituting a separate action in the crowded mortgage foreclosure courtrooms.

This program has many advantages. It allows the City to foreclose on demolition liens with a significant reduction in cost. Since the foreclosure action is now filed as an additional count to a previously existing demolition case, the City avoids the filing fees involved in the filing of a new complaint. In addition, the statute provides that service on the defendants in the action can be made by certified mail, rather than with personal service, which results in a further reduction in cost.

Since the foreclosure proceedings are now taking place contemporaneously with the filing of the demolition lien, there is a greater likelihood that the lien will be paid by the owner or mortgage holder.

Because these cases are heard on a dedicated court call, the City can better manage the pace of the litigation, resulting in the resolution of a greater number of cases on an annual basis. Currently, we are awaiting a court order that will allow us to have all of our lien foreclosures heard in the First Municipal District-Housing Court Section. This will further streamline the process as all matters will be heard in the same forum.

Title Work Done In-House Results in Savings

The Department continues to provide proper ownership information and service of process for municipal code violators for DOB and Streets and Sanitation, boasting an accuracy rate that exceeds 99%. Proper party identification in-house translates to an increase of savings by not having to pay for title services. Saving on title fees year-to-date is almost \$2,000,000.

Assisting Streets and Sanitation to Increase Citations and Collections

The Department works closely with client departments to help them improve the quality and accuracy of citations. Through coordination and consistent communication with Streets and Sanitation, the Department helped it increase the number of cases filed at DOAH by more than 60%. That coordinated effort, which included Department ticket-writing training to over 120 inspectors, constant and direct communication with those inspectors and their supervisors, and implementation of more efficient procedures and protocols not only help increase the number of citations written by Streets and Sanitation, but resulted in more people showing up to their hearings and pleading liable to their violations. This has also lead to a 23% increase in collected fines and penalties from Streets and Sanitation citations.

Jan.-Sept. 2009 S&S cases filed at DOAH	Jan.-Sept. 2010 S&S cases filed at DOAH	Increase
11,425	18,508	62%

Jan.-Sept 2009 S&S collections	Jan.-Sept. 2010 S&S collections	Increase
\$2,829,534.	\$3,487,854.07	23%

### Expansion of Streets and Sanitation Electronic Ticket Writing

The Department has been instrumental in working with Streets and Sanitation and DoIT to expand Mobile Electronic Ticketing ("MET," sometimes referred to as "LOTS") department-wide. The Department assisted in developing the technology and procedures necessary to increase functionality and ease of use for Streets and Sanitation inspectors. In addition, the Department provided the support necessary to train MET users, implement policy regarding MET usage, and ensure compliance with the law and policies of the court. In fact, the number of Streets and Sanitation users issuing MET citations grew from 4 in 2009 to over 90 users by September, 2010. MET allows inspectors to cite property owners using a Blackberry device with a GPS function, thereby increasing the accuracy of the violation addresses, decreasing the amount of time it takes to complete and get the citation to respondents, and increasing the overall quality of citations. Once the Department has added the necessary title information to the MET citation, it is electronically filed at DOAH, ensuring the integrity of the citation and attached evidence.

### Enhanced Enforcement of Absentee Property Owners

Additionally, the Department worked with Streets and Sanitation and the Aldermen to enhance certain health and safety provisions of the MCC. This Aldermanic initiative made major improvements to Chapter 7-28 of the MCC by providing the City with stronger enforcement mechanisms against unresponsive and absentee property owners. Specifically, the changes will result in an increase in compliance, safer and cleaner neighborhoods and increased fines and penalties.

### Telecommunications Savings

In *ComEd Rate Design Proceeding (ICC #08-0532)*, the City vigorously contested ComEd's allocation of the cost of service to its street lighting customers, arguing that its method overestimated the City's cost because ComEd's cost study assumed that ComEd provides the City's light poles, lamps and other street lighting facilities and did not account for the City's ownership of such equipment. The City provided expert testimony that the ComEd cost study, and by extension, its rates, be modified to reflect the City's ownership. In April 2010, the Commission entered a final order, agreeing with the City and adopting the recommendations of the City's expert. The City's expert has estimated that the recommended changes will reduce the City's street lighting costs by \$2.5 million annually.

### Tax Litigation

In 2009, the Department collected over \$8 million in City taxes and helped save over \$77 million in potential property tax valuation refunds for all taxing districts, including over \$15 million for the City. This year, the Department is on track for similar results. The Department is engaged in numerous initiatives aimed at increasing tax revenues. A few highlights are:

- The Department continues to pursue its lawsuit against 17 on-line travel companies for failing to remit the City's hotel tax on the full amounts charged for hotel rooms. In the Circuit Court, we overcame a motion to dismiss and engaged in extensive discovery. We anticipate a trial or dispositive motions in 2011.
- The Department continues to pursue its lawsuits against eBay and StubHub to enforce the amendment to the amusement tax ordinance, effective September 1, 2006, which requires on-line web sites to collect the amusement tax when tickets are sold on those web sites. Federal district court judges dismissed the cases, ruling that our home rule authority to require collection has been preempted, and we filed an appeal with the Seventh Circuit. The Seventh Circuit recently certified the issue to the Illinois Supreme Court.



- Last year, the Division drafted and helped pass an ordinance amendment confirming that the wireless 911 fee applies to pre-paid wireless service, and not just traditional wireless service. The Department is now litigating assessments against certain providers of pre-paid wireless service for failing to collect and remit the City's wireless 911 fee.

#### City's Bottled Water Tax Upheld in Appellate Court

On October 19, 2010, the Illinois Appellate Court issued a published decision in *American Beverage Association v. City of Chicago*, upholding the City's Water Tax Ordinance, which imposes a tax of 5 cents on each bottle of ordinary tap water purchased at retail in Chicago. Four trade associations that include bottled water dealers brought the action and unsuccessfully challenged the ordinance on several grounds including (1) that the ordinance imposes an occupation tax in violation of the home-rule provision of the Illinois Constitution; (2) that the General Assembly has preempted the City's home-rule authority to impose the tax; and (3) that the tax violates the uniformity clause of the Illinois Constitution. It is expected that the plaintiffs will attempt to appeal this decision to the Illinois Supreme Court.

#### Economic Development

Transaction Summary - The Department works on City initiatives that are geared to improving public infrastructure, revitalizing blighted areas through economic development initiatives, providing affordable housing, creating and retaining jobs for City residents and improving the city's tax base. As of October, 2010, the Department had assisted in the creation of 173 TIF areas and closed approximately 290 redevelopment agreements. We continue to assist DCD in drafting program ordinances, guidelines, administrative services contracts and financing documents for the Neighborhood Improvement Fund (NIF) and the Small Business Improvement Fund (SBIF). As of October 2010, a NIF Program has been established in a total of 21 TIF areas, and a SBIF Program has been established in a total of 79 TIF areas. In addition, we continued to assist DCD in repealing or terminating TIF areas that were either not performing or whose plans had been completed prior to their expiration dates. The closing of these TIF areas allows the City to declare a surplus in TIF funds for each of the areas so that the remaining incremental taxes could be distributed to the affected taxing districts.

Over the past year, the Department represented the City in the issuance of \$1,165,204,000 general obligation bonds and notes, \$58,900,000 multi-family housing revenue bonds and \$15,270,000 recovery zone facility bonds. The general obligation bonds were used to finance selected operating costs and capital improvements to City property, refund certain outstanding general obligation bonds of the City, and fund the acquisition and rehabilitation or construction of certain elementary and secondary public schools in the City. The multi-family housing revenue bonds financed the construction or rehabilitation of affordable housing developments within the City. The recovery zone facility bonds were used to finance a fruit and vegetable distribution facility at 4555 South Racine Avenue in the Stockyards Industrial Corridor. The Department also represented the City in several amendments to existing bond transactions, including: (1) an interest-rate swap with Lehman Brothers for an issue of general obligation bonds was assigned to a new counterparty, and (2) an interest-rate swap with respect to an issue of sales tax revenue bonds was amended. The Finance Division is currently representing the City in pending transactions involving \$801,485,000 general obligation bonds, \$486,530,000 water revenue bonds, \$280,000,000 wastewater revenue bonds, \$185,022,000 multi-family housing revenue bonds and \$110,000,000 recovery zone facility bonds.

A further sampling of recent deals closed by the Law Department:

- Refinancing of Bryn Mawr/Belle Shore project which permitted the owner of a 366-unit housing development to pay off the City's existing multi-family housing revenue bonds for the project with private financing at a lower rate; that allowed more surplus cash to be available from rental income that could be used to pay debt service on the City's separate junior mortgage loan.
- Oakwood Shores Senior Apartments financing transaction regarding a 76-unit rental development for low-income seniors. City financing included a \$2,592,422 loan of HOME funds, \$10,500,000 in multi-family housing bonds issued by the City and low-income housing tax credits.
- Intergovernmental agreement granting \$12 million in River South TIF funds to the Chicago Park District for expansion and rehabilitation of Ping Ton Park, located at 300 W. 19<sup>th</sup> Street.
- Park Douglas/Ogden North project, part of the CHA's Plan for Transformation. The project will provide 109 units of affordable housing in North Lawndale. The City's funding included a \$8,300,000 HOME loan, an allocation of Illinois donation tax credits which generated \$733,000 in equity and an allocation of Section 42 low-income tax credits that generated \$21 million in equity used to finance the project.
- TIF redevelopment agreement for the Clifton-Magnolia apartment complex located at 4416-26 N. Clifton and 4416-22 N. Magnolia. The City's \$4,265,000 in Wilson Yard TIF funds will support purchase and rehabilitation of buildings containing 59 affordable multi-family rental apartments.
- Mercy Preservation Housing project, a multi-family affordable housing transaction. The City issued \$32 million in multi-family housing revenue bonds, made a \$7,500,000 HOME loan and provided a \$3 million TIF grant (also documented the low-income housing tax credits which the project received in connection with the issuance of the bonds). The transaction enabled the City to preserve 273 units of affordable housing.
- Neighborhood Stabilization Program (NSP) multi-family transaction involving a 12-unit residential building located at 6456 S. Maryland Avenue that was transferred to a developer and financed with \$1,369,339 of NSP funds. This is part of a program pursuant to which DCD received \$55 million in NSP in 2009 and an additional \$98 million in 2010. Mercy Portfolio Services, the sub-recipient of the NSP funds, has been acquiring eligible properties for this program and the subject transaction represents the first transfer of an NSP multi-family property to a developer for rehabilitation.
- TIF redevelopment agreement involving the Lyric Opera of Chicago under which the City is providing \$488,844 in TIF funds for the rehabilitation of the Civic Opera building's historic exterior doors and storefront windows.
- Grant agreement of \$6,500,000 with After School Matters in support of providing teaching and employment opportunities to underserved youth in Chicago through hundreds of skilled subcontractors.
- Grant agreement between Environment and the Institute of Gas Technology of \$12,383,642 for the Chicago Area Alternative Fuels Deployment project.
- Operation Virtual Shield, Phase IV intergovernmental agreement between OEMC and the Public Building Commission. Phase IV will extend the existing security camera project and network to additional areas in the City, specifically along the lakefront from Fullerton Avenue on the North to 22<sup>nd</sup> Street on the South. The project is to be funded with proceeds awarded to OEMC by the U.S. Department of Homeland Security's Urban Areas Security Initiative grant in an amount not to exceed \$20 million.

- TIF redevelopment agreement of \$3,400,000 evidenced by City notes in such aggregate amount issued to Peppercorn 240 LLC for the acquisition of property at 240 N. Ashland (Kinzie Industrial Conservation Redevelopment Project Area) for the build out of office space for and relocation of Crate and Barrel's CBII Concept employees.
- TIF redevelopment agreement providing TIF assistance of \$3 million for a grocery store development owned by Shop & Save near Midway Airport and in a food desert.
- TIF redevelopment agreement providing TIF assistance of \$5 million for the relocation of the Navteq headquarters to 100 N. Riverside Plaza.

## OFFICE OF COMPLIANCE

---

In 2010, the Office of Compliance implemented several major programs and projects that assessed and reduced the City's risk, protected revenue and assets and ensured compliance with mandatory standards. In addition, this past year the Office of Compliance implemented significant process improvement methodologies and utilized synergies in order to be more efficient as the City and nation struggle with a challenging economy. This summary highlights some of the more significant accomplishments.

### Supplier Diversity

*Certification* – The goal of the certification unit is to improve the quality of our communities through enhanced access to contracting opportunities, as well as ensuring that firms are eligible to participate in the City's programs. In 2010, the certification unit focused on making the process more efficient and user friendly, including introducing an online application. Some examples of 2010 accomplishments included

- Eliminated the certification backlog
- Established the online application process
- Performed over 40 Outreach events designed to educate the community about the City's Supplier Diversity Program.
- Created the Professional Declaration of Eligibility as an additional avenue for certification
- Reduced the need for submission of financial statements with the streamlined No Change Affidavit process

*Contract Compliance* – In 2010, the Contract Compliance unit focused on making technology a primary tool in monitoring compliance by City vendors. Some examples of 2010 accomplishments include:

- Lead a centralization initiative to transfer active city contracts from paper process to an e-solution
- Implemented an online system to track MBE/WBE/DBE participation on City contracts, including the activation of over 1,545 City contracts
- Trained more than 500 vendors on new procedures relating to reporting contract goals via classroom training, e-mail and telephone instruction
- Identified more than \$800,000 in shortfalls for firms that failed to meet Chicago Residency Ordinance (CRO) contractual goals
- Identified more than \$780,000 in shortfalls for firms that failed to meet Equal Employment Opportunity (EEO) contractual goals

### Regulatory Compliance Issues

The Regulatory Compliance Division achieved its objective of supporting Citywide compliance with legal and regulatory obligations by monitoring legislative changes, advising departments on regulatory requirements and assisting department leadership in creation and implementation of policies and procedures. Some 2010 accomplishments included

- Created a quality assurance protocol to ensure that the City met the reporting requirements of the American Recovery and Reinvestment Act of 2009 (ARRA), and held meetings with all ARRA recipient departments each quarter.
- Launched a citywide review of processes related to the Health Insurance Portability and Accountability Act (HIPAA) and began implementation of key recommendations from that review, including developing a new policy on Breach Notification and designing a HIPAA training program.
- The Regulatory Compliance Division also took a lead role in compliance initiatives in the following areas: Medicaid billing, identity theft, environmental compliance and grants effort tracking

### Safety

Employee Safety - The Safety program is designed to protect and maintain stringent working standards and to ensure the safety of the City's work force and the resident we serve. The 2010 goal for the safety program was to begin to establishing City-wide standardized safety policies, establish a City-wide Safety Advisory committee to assist with establishing best methods and to draft a Safety Management System. Some 2010 accomplishments included:

- Established a safety advisory committee consisting of the primary safety personnel from CDOT, Aviation, General Services, Streets and Sanitation, Fleet, and Water Management
- Established a City-wide protocol for handling Illinois Department of Labor Safety Inspections
- Drafted standardized City-wide policies and will continue with establishing policies in 2011
- Developed a draft Safety Management System

Drug and Alcohol Testing - The goal of the drug & alcohol testing program is ensure the City's compliance with Federal Motor Carrier Safety Administration laws and City policies on drug and alcohol testing requirements with minimal impact to operating departments

- Met the federal requirements by conducting more than 1,000 random drug tests and 200 random alcohol tests
- Consistently spread the random tests throughout the year to minimize the number of employees impacted at any one time
- Added two additional remote testing locations for the Department of Streets and Sanitation to reduce the impact on work assignments

### Internal Audit / Process Improvement

In 2010, the Internal Audit division continued its mission of safeguarding the City's assets, ensuring adequate internal controls, and assisting in the efficient and effective delivery of services to the citizens of Chicago. Internal audit also expanded its efforts around reviews of vendor invoices, delegate agency grant funding, process improvement activities and risk assessments. Some examples of the year's accomplishments included

- Single Audit Reviews -- Reviewed over 800 Delegate Agency Single Audit Reports as part of the OMB A-133 Circular mandates
- Voucher Audits -- Conducted over 600 audits of grant funded vouchers for Delegate Agencies in accordance with the federal OMB Circular A-122

- ARRA -- Conducted audits for the American Recovery and Reinvestment Act
- Payment Card Industries -- Because of the Office of Compliance's oversight and project implementation, the City was deemed fully compliant with mandatory Payment Card Industry data security standards
- Federal Grant Compliance -- Implemented an expanded review of several departments that provide a significant number of grant based services to ensure that contractual requirements are aligned with grant requirements. This review that will continue into 2011
- Property Tax Relief Refund Review -- Implemented a review of applications for the Property Tax Relief Refund to ensure accuracy of the homeowner requested refund
- SAS 109 Risk Assessments -- Continued to evaluate and assess the City's risk and control environment as recommended in City's Single Audit Report
- Healthcare Billing -- Conducted a quality assurance review of Public Health claims submitted to assure appropriate coding and billing to state and federal payers
- Counsel and Guidance -- Implemented several department reviews of invoices, policies and procedures and provided guidance and counsel for corrective action where appropriate

#### Compliance Operations

Compliance Operations provides educational development, training and customer service for employees, vendors and the City's sister and delegate agencies. Compliance Operations also provides outreach to City employees and persons that do business with the City and manages the Chicago Compliance Helpline.

*Training* - Developed and deployed compliance-based regulatory, policy and process training for City employees at all levels in departments City-wide. Some 2010 accomplishments included:

- Continued to provide training in specific areas including employee development, supplier diversity for vendors and employees, and regulatory areas such as ARRA
- Trained more than 4500 participants

Compliance Helpline - Continued to provide a confidential reporting mechanism to allow city employees to pose questions, raise issues and concerns or address complaints. In 2010, Office of Compliance received and managed more than 390 calls.

Code of Conduct – The Code of conduct is a summary of the written standards for employees. It serves to assist departments in complying with policies, procedures and address compliance with local, state and federal laws. The Office of Compliance continued Code training for all employees, including newly hired in 2010.

## DEPARTMENT OF HUMAN RESOURCES

---

### Employment Services Division

During 2010, hiring initiatives have focused on critical grant-funded jobs, revenue-generating positions, and Aviation Department Positions.

The Police Entry Registration System was successfully developed and implemented by DHR resulting in more than 9,500 applicants sitting for the exam.

Working with operating departments and successfully utilizing the City's Hire Plan and other related processes, DHR is ensuring that the most qualified candidates are selected for positions.

Major 2010 initiatives/accomplishments, some which will continue into 2011 are:

- Veterans and Disabled Outreach - September 16, 2010, DHR hosted a meeting for Veteran group leaders. The City Commission on Veterans Affairs identified key organizations in Chicago including the Disabled Veterans of America, U.S. Dept. of Veterans Affairs, IL. Dept. of Veterans Affairs, Student Veterans of America, IL. Dept. of Employment Securities and the Jesse Brown VA Hospital who attended the meeting. DHR offered veterans assistance in career counseling and in the creation of profiles on CAREERS for future City employment opportunities. In addition, DHR will assist and instruct in resume writing and interview skills. DHR attended major veterans and disabled job fairs in October and November and has encouraged veterans to apply for the Police entry.
- Criminal Background – The City has just entered into an agreement with Accurate, a background vendor to process fingerprinting (criminal) and all other types of employment verification. Implementation will begin this month and will be completed early 2011. The expectation is cost savings and increased efficiency with time and results. Accurate guarantees in the contract that 95% of results will be returned to the City within seven business days. The current process involves CPD, State Police and the FBI which currently returns results directly to City between two weeks and three months. Accurate's business is exclusively background checks for employers.
- Policy Development: Various policies have been enhanced and revised such as College Accreditation, Criminal History/Background Policy, and the Administrative Leave Policy exam.
- Applicant Preference Personnel Rule: DHR implemented a new Applicant Preference Personnel Rule which enhances both Veterans Preference and adds a Line of Duty Preference.
- Labor Relations: Reached a successful arbitration agreement with local 1001 that will eliminate grievances in the future for applicants not completing online applications correctly.

In 2010, Labor Relations worked with departments and unions to ensure the proper implementation of agreements regarding unpaid holidays, reduced work weeks and furlough days; negotiated with three new bargaining units for their first collective bargaining agreements and two established bargaining units over newly represented titles. Labor Relations also conducted layoffs when grant funds were reduced in the Chicago Department of Public Health.

### Strategic Services Division

Sexual Harassment and Violence in the Workplace Programs - The Respectful Workplace Training Program for Managers which includes Sexual Harassment and Violence in the Workplace Programs is a significant accomplishment for DHR . The training consists of management and employee rights and

responsibilities, disciplinary process and conflict resolution components. It is designed to create a cultural branding for the City of Chicago that reflects an environment which conveys 1) professionalism, 2) respect, and 3) dedication and achievement. This partnership includes providing training to the Personnel Liaisons on conducting investigations; as well as meeting with departments to review their complaints and investigative process. Training is provided by staff from both programs.

The Sexual Harassment Investigators continue to contact complainants within 24 hours after receipt of a sexual harassment complaint.

The Violence in the Workplace Program continues to flourish and assist departments in managing their violence in the workplace complaints through training of department personnel assigned to investigations, review of policy and procedures with Personnel Liaisons and management, as well as intervention and investigation as needed.

#### Training Unit

Uniform Employee Evaluation Process - DHR is piloting the program internally and is actively reviewing feedback to ensure that the process fully supports all city departments and titles. While reviewing comments and suggested changes we are also preparing to move the process to an electronic format.

#### 2010 Accomplishments

- Served as key members of the Chicago Fire Department grant-funded project.
- Customizable new manager and supervisor training program has been successfully delivered to management staff within the Department of Revenue and Community Development.
- Created a proposal to implement employee training curriculums for all levels of employment including Commissioners, senior managers, managers, supervisors and staff level employees. The curriculum includes required, recommended and suggested training modules for each level.
- Redesigned Progressive Discipline training, implementing department friendly tools improving the use and understanding of the progressive discipline process and policy overall. To date we have provided progressive discipline training to the following departments: Independent Police Review Authority, Police, Revenue, Community Development, Public Health, and Animal Care and Control.
- Transformed the monthly HR Liaison meetings to train HR Liaisons on topics that included general investigative skills, violence in the workplace, sexual harassment, hiring processes, the use of sick leave, file management and FMLA.
- To address a key initiative of the Mayor's Office a training program was developed on Excellence in Customer Service. This customizable program has been delivered to employees in the City Clerk's Office, the departments of Water, Police, and Family and Support Services.
- Customized a training session for Department of Public Health staff on the use of sick leave, and familiarize them with City policies.
- Hosted several visiting delegations where staff made presentations covering an array of human resources topics and City policies.



### Classification and Compensation Division

The primary focus for the 2010 fiscal year was to address outstanding reclassification requests, as well as the completion of the job analysis project to provide accurate and updated class specifications. 117 audits were completed as of the end of September. It is anticipated that we will exceed our goal of 150 audits by year's end. DHR ensures that all requests are in compliance with the City's Acting Up policy by notifying the Office of the Inspector General of all reclassification recommendations.

The job analysis project began in 2008 with an agreement with Valtera Corporation to conduct an in-depth job analysis for City positions identified by DHR and the Federal Monitor. The purpose was to provide updated job descriptions, testing recommendations and potential career path progressions for employees. Over 900 job titles were identified for analysis. Classification finalizes the job descriptions evaluated and posts them on the DHR website. Additionally, in conjunction with Labor Relations, Classifications is proceeding to finalize construction titles, a significant representation of the titles identified for analysis.

To date there are over 200 new updated job specifications posted on DHR's website. This effort will continue for the remainder of 2010 and 2011.

### Testing Unit

- PERS (coordinated the procurement and administration of the 2010 Chicago Police Entry Exam with an estimated candidate count of 9,640)
- Successfully administered the annual Firefighter/EMT military make-up exam for 123 veterans
- Tested over 1200 candidates across 54 titles
- Tested 300 Motor Truck Drivers in three weeks
- Developed or revised 73 tests and assessment exercises
- Centralized testing databases and improved tracking and electronic data storage
- Developed Standard Operating Procedures (SOPs) for Testing Unit
- Created City-wide test notification template that allows for departments to correctly coordinate and communicate testing information to candidates

### Information Services Division

Major initiatives/accomplishments, some which will continue into 2011 are:

- DHR Microfilm Project. Electronic Employee Document Management System (EEDMS) - An open source Document Management System was implemented to replace the microfilm process.
- Police Entry Level Registration System (PERS) - The Police Entry Level Registration System (PERS) has been managed by DHR from the start of the application process to its conclusion. This includes accepting job applications, evaluating candidate qualifications, selecting and referring candidates to the Police Department.
- CHIPPS Employee Data Extract to the Police CLEAR System - DHR and the Police Department joined forces to implement the Learning Management System. DHR worked with the CHIPPS support team to conduct data analysis and coordinate a nightly feed from CHIPPS to the CLEAR system. This allows the

Police Department to transfer data to LMS. This initiative allows the Police Department to retire its old and antiquated mainframe which will generate \$5 million in savings.

## DEPARTMENT OF PROCUREMENT SERVICES

---

As the contracting authority for the City of Chicago, the Department of Procurement Services (DPS) managed the award process for approximately 1,600 contracts and modifications totaling approximately \$1.6 billion in 2010. During the course of 2010, DPS embarked on an aggressive strategic plan to improve operating efficiency, transparency and M/WBE participation in City of Chicago contracting. Key successes are discussed below.

### M/WBE Participation

In 2011, 37% of roughly \$1 billion in non-federally funded contracts awarded by the City have participation from certified MBE and WBE companies in either a prime or subcontracting role. Through the first eight months of 2010, 29% of the \$1.0 billion in city contracts awarded went to minority owned firms and 8% went to women owned firms. In that same period, 34% of the \$183.6 million in federally funded contracts awarded went to Disadvantaged Business Enterprises (DBE).

Additionally, with respect to the City's MBE/WBE program, DPS has made a fundamental shift from not only processing contracts, modifications and amendments but to gathering data from User Departments to identify M/WBE subcontracting opportunities. This allows us to begin analyzing availability of M/WBE firms on a contract -by-contract basis.

In order to maximize MBE/WBE participation, DPS received approval for the Illinois Environmental Protection Agency (IEPA) and the Department of Energy (DOE) to utilize MBE/WBE requirements in lieu of DBE requirements for various ARRA (EECBG & IEPA) funded projects. This enabled the City to increase participation goals on a number of Water Management and CDOT contracts.

In February 2010, DPS established three subcommittees of the Affirmative Action Advisory Board (AAAB) to develop new initiatives within the MBE/WBE Program. In January 2011, the AAAB will be providing reports establishing a Small Business Initiative to give small contractors opportunities to compete for City business; develop a Small Business Lead Partner Program to mentor small businesses and spur further participation in City procurement and provide an overview of best practices designed to enhance the program and growth of M/WBEs.

### Transparency: Outreach and Vendor Training

In our continuing effort to provide vendors interested in doing business with the City with information necessary to be successful in bidding on City contracting opportunities, DPS hosted the 2010 Contracting Opportunities Expo in May, 2010 with over 500 people attending. All City departments, Sister Agencies and assist agencies were represented and provided valuable information regarding upcoming opportunities.

In addition to the Expo, DPS has attended over 141 events including workshops, trainings and networking events. DPS hosted 33 of those workshops and worked with Assist Agencies including: HACIA, Black Contractors United, Illinois Hispanic Chamber of Commerce, WBDC and others to provide seminars and information to diverse vendor communities.

For the first time, DPS developed a "*City of Chicago 2010-2011 Buying Plan and Vendor Resource Guide*", which outlines the City's 12 month buying plan and is updated quarterly. The Buying Plan provides companies that are looking to do business with the City notice of forthcoming opportunities so that they might plan and submit competitive bids or form joint venture partnerships. The Buying Plan and Vendor resource guide was distributed at the May 2010 Contracting Expo and is updated regularly and available online.

DPS also developed and distributed the "*City of Chicago's Guide to Procurement Fundamentals*", which provides a detailed overview on various laws, rules and regulations governing the procurement process. This brochure outlines definitions, municipal, state and federal laws along with a frequently asked questions section to help explain the City's procurement process. This guide which was also distributed at the 2010 Contracting Opportunities Expo, is also available online

We pursue every opportunity to ensure that the City's procurement process remains fair, inclusive and diverse. DPS recently published "*Your Business is Certified, Now What?*" designed to provide minority, women, disadvantaged and people with disability business enterprises with valuable information on resources available to business owners seeking to compete and participate in City procurement opportunities. In addition to these publications, the number of DPS workshops was increased from three to eight, offering the vendor community opportunities to gain valuable information on best practices on various subject matters. The workshops include:

Compliance Documentation 101	Meet the Department of Procurement Services
Certified, Now What	City of Chicago Procurement Fundamentals
JOC Informational Workshop	Introduction to City Bonding Requirements
Contracting 101: How to Respond to a RFP	Doing Business with the City of Chicago

DPS also continues to provide helpful tips, weekly updates, workshop announcements and other valuable information via our DPS Alerts system. This email alerts system allows us to reach nearly 5,000 business owners and other interested individuals.

#### Operating Efficiencies: Cost Savings and New Initiatives

DPS sponsored an Innovative Technology Ordinance allowing the CPO to enter into no-cost pilot projects and also to use innovative technology such as Reverse Auction. In the final stages of execution, this contract will allow the City to realize savings for purchase of commodities through online bidding.

DPS introduced a number of cost-cutting measures, including the DPS Document Scanning Program and making bid packages available on CD to save the City paper costs. We also collaborated with the CFO to engage Sister Agency CPO's and CFO's to identify potential cost saving opportunities through joint purchasing.

In addition, in 2010 the City introduced online filing of Economic Disclosure Statements. (EDS). These statements, which are required when vendors submit a bid or proposal to the City of Chicago, can now be filed online. Filing on-line offers great efficiency by saving time, better accuracy and online error checking reduces the need for City staff to follow up with questions about EDS. To date, DPS has trained vendors and staff on how to utilize this new system and has received online EDSs from over 506 vendors.

The DPS revenue generating programs continue to be successful. Through December 2010, Online Auctions and Scrap Equipment and Material sales realized \$2.2 million dollars in revenue. In 2010, DPS also introduced the Asset Reallocation Program which will allow City departments to transfer unused assets to other City departments via a web-based market place. Asset reallocation and online auctions was the subject of a DPS training to all City employees involved in asset management.

DPS also provided training to more than 600 City of Chicago commissioners, first deputies and user department procurement professionals. Most recently, DPS invited the U.S. Department of Justice (Antitrust Division) to present on bid rigging and contract fraud.

Procurement policies for goods and services procured outside of DPS (direct voucher policy) was strengthened by adding DPS as an approver of all purchases. This process allows DPS to not only review the request but to determine whether or not there is an existing contract available for use or if the department needs to issue a bid specification for the good or service. In response to the changing needs of the user departments, DPS developed innovative ways to work within the financial constraints and reduced resources continuing to affect the City while maintaining operating efficiencies, transparency, and accountability in the contracting process, and expanding Minority and Women-owned Business Enterprise (M/WBE) contracting opportunities.

#### Ongoing Initiatives

DPS has been actively managing the following outsourcing bid opportunities: Taste of Chicago and Music Festivals; City debt payments at walk-In facilities; Recruitment, testing and hiring process provider; animal care services; maintenance, repair and upfit for City-owned vehicles and equipment; and ATMS and movie rental boxes in City facilities.

As the City and DPS look towards the future, we will continue to emphasize and expand training of vendors and City personnel and we are standardizing the procurement process as well as our forms and documents. This will both increase the transparency of our work and facilitate participation by making both the processes and documents more accessible and user-friendly. We have reviewed and revised the City's contract terms and conditions boilerplate to reflect the current state of the economy and position the City to be effective both as a buyer and regulator within the marketplace.

## DEPARTMENT OF GENERAL SERVICES

---

DGS, with a \$225M budget and 500 employees, achieved a 12% reduction in its 2011 budget by streamlining services, implementing technology, and taking advantage of contracting opportunities. The detailed achievements are listed below.

- Saved \$21.2M by purchasing gas and electricity at low prices
- Saved \$2.87M by terminating leases, requesting voluntary rent reductions, and renegotiating costly leases
- Reduced \$1M in contracted janitorial services by implementing best practices
- Saved \$525,000 by increasing technology to reduce contracted security services
- Managed \$12M in construction/rehab projects
- Maintained 425 city facilities, including police and fire stations, libraries, and senior centers and responded to weather emergencies with minimum staff
- Adopted new Standard Operating Procedures for employee accountability

### Energy

As the City's procurer of utilities, DGS maintains a vigilant eye on the energy market and purchases energy when conditions are favorable. Earlier this year, we strategically locked-in pricing for natural gas for a twelve month period at a lower cost per therm. As a result, our 2011 appropriation for natural gas was reduced by \$16 million when compared to 2010.

In addition, a new electricity contract was also awarded in 2010. DGS expects to achieve a savings of \$5.2 million next year.

We also expect a \$450,000 per year utility savings from new equipment we installed with stimulus funds. DGS received approximately \$8.5 million in federal stimulus funding, which has allowed us to replace old, inefficient equipment. Projects included the replacement of air handling units, a cooling tower, a boiler, as well as lighting retrofits at more than 100 sites.

Furthermore, in an effort to examine energy efficient applications throughout city facilities, we formed an internal committee tasked with the responsibility of researching and discussing new products and ideas in order to curtail our energy usage and reduce costs where possible. The goal is to develop new policies that achieve quantifiable results. The committee has produced two energy savings policies as well as developed a newsletter that will be distributed quarterly in 2011.

### Leases and Space Utilization

In order to maximize space use and reduce cost in 2010, we conducted a Space Utilization Audit. We met with each department to discuss their operation in order to maximize the use of City-owned space, eliminate unnecessary leased space, and consolidate existing space to correspond with current staffing levels.

As a result we terminated eight leases, asked our landlords for voluntary rent reductions, and renegotiated our most expensive leases for a savings of \$2.87 million to be realized in 2011.

DGS also successfully negotiated with DePaul University the sale of the 5<sup>th</sup> floor of the DePaul Center located at 333 S. State for \$4.9 million. The City will also save approximately 21% of operating expenses for the DePaul Center. The sale agreement was approved the City Council and the closing will take place on January 14, 2011.

### Custodial Services

Our continued efforts to reduce cost and maintain service delivery were successful in our custodial services area. In April 2010, we implemented a pilot program at City Hall that alternated floors that receive nightly cleaning service. Each floor continued to receive daily service to restrooms, reception, and kitchen areas; however, individual work stations were only cleaned and provided with trash removal every other day. Due to its success, DGS implemented the program at other high rise buildings including the Cultural Center, 911 Center, and Police Headquarters. We anticipate a savings of \$300,000 from April 2010 through the remainder of the year and we project a \$500,000 savings for 2011.

In addition, DGS terminated its cleaning contract that serviced Streets & Sanitation's Ward Yards. Streets & Sanitation's laborers are now assigned to perform routine cleaning. The termination of service provides a \$200,000 savings.

### Event Support

In March 2010, DGS sent a memorandum to all members of the City Council that it could no longer provide equipment to support their community events. In the past, DGS accommodated Aldermanic requests for stages, tables, chairs, etc. However, during these difficult economic times we must focus our operation and budget on core services such as maintaining and operating city facilities. The elimination of this service is expected to save an estimated \$100,000 and reduce the need for overtime to set-up weekend events. DGS will send another reminder of this policy to all members of the City Council in January 2011.

### Security Operations

DGS eliminated the contracted security service at four facilities for an annual savings of approximately \$525,000 by installing security cameras. DGS continues to embrace the use of technology in order to reduce expenses and expand its surveillance capabilities. Through a new partnership with OEMC, we have worked to feed all new camera images to OEMC. In addition, the department gained a presence at the City's Incident Center and now staffs each shift.

### Architecture and Construction Management

In 2010, DGS completed more than \$12 million worth of renovations and over 40 work projects including interior modifications at Lozano Library, façade and roof repairs at multiple locations, and ADA improvements. Additionally, there are \$6 million in active projects such as the Pershing Road Warehouse, a Wellness Center at North Park Village, CPD Forensic Labs, and an expanded satellite site for Family and Support Services currently in design.

Several renovations were completed in 2010 including the first floor at the Goldblatt's Building at 1615 W. Chicago to accommodate the West Town Library, 2350 W. Ogden facility in order to consolidate operations

for the Department of Business Affairs and Consumer Protection, and the building envelope of Area 2 Police located at 727 E. 111<sup>th</sup>.

Renovations at 2350 W. Ogden and 1615 W. Chicago are expected to achieve LEED Gold rating. A major environmental accomplishment of the new West Town Library was the ability to recycle 95% of construction waste and divert 308 tons of construction material from landfills.

#### Trades & Engineering

DGS successfully maintained 425 city buildings and responded to weather emergencies with minimal staff.

As part of an on-going effort to provide more efficient service, increase communication, and make greater use of technology, the Bureau launched a 24 hour a day phone line that connects callers with an on-duty Supervising Building Engineer. The Engineer initiates a service request and takes the appropriate action to address the repair or maintenance issue.

22 unions are represented in the Trades Bureau. In an effort to be fair, efficient, and promote employee accountability across all unions, DGS adopted new Standard Operating Procedures to set expectations. In fact, the Trades Bureau will close the year with no grievances filed.

#### 2011

In 2011, DGS will continue to seek ways to improve operations by increasing our efficiency and accountability, reducing our operating costs, and protecting taxpayers' money. We will pursue a further reduction in energy expenses with additional retrofits and byproducts of the Energy Committee. Additionally, the Chicago City Council recently granted our department the authority to enter into curtailment agreements, which will provide us payment for our participation.

In 2011, Graphics and Reproduction Center (GRC) was merged with DGS. We will focus on marketing our services to acquire additional revenue. We will increase accountability with the implementation of an inventory system. The system will allow us to track our materials, determine the amount of inventory on-hand, and assist with replenishing our supplies.

#### Summary

DGS takes great pride in the maintenance of the City's facilities. We strive for continuous improvement in order to meet the needs of our client departments and the citizens of Chicago.



## FLEET MANAGEMENT (DFM)

---

The mission of the Department of Fleet Management is to deliver a superior level of vehicle-related services to our customers in a cost-effective manner, while maintaining an atmosphere of professionalism, integrity, and concern for our employees and the environment.

Department services include: developing specifications for acquisition of new vehicles and equipment; purchasing and dispensing fuel; repairing and maintaining vehicles, new equipment processing and licensing; equipment leasing and rental; coordinating GPS installations and removals, and maintaining inventory records. These services are provided for all city departments and sister agencies with Intergovernmental Agreements with DFM including Chicago Park District, Chicago Housing Authority and Chicago Transit Authority.

Services are provided to over 12,000 vehicles of various types such as vans, heavy duty trucks, ambulances, fire equipment, graffiti blasters, refuse trucks, snow plows, specialty vehicles and off road equipment. The Department operates 11 Fuel Facilities, 14 Maintenance Facilities and dispatches more than 50 road service trucks that bring shop capabilities into the field.

DFM maintains and operates 11 Fuel Sites city-wide, open 24/365, dispensing 11,230,000 gallons of fuel annually resulting in over 650,000 fuel transactions.

Gasoline	4,200,000	gallons
Diesel	5,180,000	gallons
CNG	55,000	gallons
E-85	1,500,000	gallons
Bio-Diesel	250,000	gallons
Jet Fuel	<u>45,000</u>	gallons
	11,230,000	gallons

The following sister agencies also receive fuel from DFM: Chicago Park District, Chicago Housing Authority, Chicago Transit Authority, Chicago Public Schools, City Colleges of Chicago, Metropolitan Pier and Exposition Center and the Chicago Public Building Commission.

- Shop Operations includes 14 facilities:
- 1 Light Duty Shop
- 1 Ambulance Shop
- 4 Police Motor Maintenance Garages
- 6 Medium, Heavy Duty and Off Road Shops
- 1 O'Hare Maintenance Complex
- 1 Midway Maintenance Complex

Various trade technicians performed over 115,000 work orders annually including shop and road service operations.

Currently DFM maintains 12,338 pieces of equipment:

-Aviation (Midway/O'Hare)	1,370
-Chicago Police Department	3,615
-Chicago Fire Department	621
-Department of Fleet Management	336
-Department of Streets and Sanitation	3,397
-Chicago Department of Transportation	361
-Department of Water Management	795
-All other City of Chicago Departments	661
-Sister Agency - Chicago Park District	407
-Sister Agency - Chicago Transit Authority	739
-Sister Agency - Chicago Housing Authority	<u>36</u>
	12,338

Chicago Climate Action Plan Initiatives:

Light Duty Fleet consists of 1,441 of pieces of alternate fuel units or hybrid units:

Hybrid	366
E-85	992
Compressed Natural Gas (CNG)	<u>83</u>
	1,441 (52% of non-emergency light duty fleet)

As part of the Chicago Climate Action plan the Department of Fleet Management has also accomplished the following:

- Installation of Diesel Oxidation Catalysts in 800 trucks
- Installation of Diesel Particulate Filters in 400 trucks
- Future purchase of one all electric refuse truck and additional hybrid electric trucks
- Purchased three hybrid aerial trucks for Forestry
- Purchased and installed 235 additional diesel-fired heaters for idle reduction
- Purchase 50 natural gas vehicles over two years
- Deployment of six additional Ethanol (E-85) fueling stations to complete E-85 network within city
- Addition of one compressed natural gas (CNG) station and upgrade of five existing CNG stations
- Purchase of 564 Tahoes (E-85)

Funding for these initiatives was received from American Recovery and Reinvestment Act and National Clean Diesel Funding Assistance.

Fleet Management is further committed to improving its recycling program and increasing the use of green shop products including the use of non-chlorinated and/or biodegradable parts cleaning agents, degreasers, lubricants, penetrating oils, floor soaps, truck soaps and all natural solvents.

In the past year Fleet Management recycled 569 tons of tires, 6,500 automotive batteries, 809 tons of scrap metal, 117,339 gallons of waste oil and 120 tons of paper/cardboard.

The Department of Fleet Management has exceeded the City's 25% MBE and 5% WBE participation goals with a projected year end levels of 26.13% MBE and 11.82% WBE.

Other accomplishments include:

- continued partnership with the Chicagoland Youth and Adult Training Center to train ex-offenders and at-risk young adults who provide preventative maintenance for light duty vehicles;
- consolidated shop operations from three (3) shops into one (1) centrally located Silver LEED certified shop located 5201 South Western Avenue;
- reduced the amount of rented equipment – including trucks, vans and other vehicles by more than 143 units. The reduction resulted in a \$1.6 million savings across all funds;
- reduce the number of non-emergency city owned light duty vehicles by 12% or 125 vehicles and partially replace with a mixture of car sharing and leased vehicles (2011 initiative);
- explore the use of outside vendors to perform non manufacturer specific maintenance and repair services not covered by manufacturer warranty (2011 initiative);
- outsourced vehicle/equipment for mechanical repairs that are not cost-effective to provide in-house to contract vendors including accident damage repairs (2011 initiative);
- outsourced accident damage repairs to contract vendors;
- outsourced towing, emergency tire services and parts management operations and inventory control;
- conducted a city-wide vehicle reduction program taking out of service 393 vehicles in addition to the one for one reductions of equipment for new equipment purchases;

## COMMUNITY DEVELOPMENT (DCD)

---

Due to the merger of the Departments of Community Development (DCD) and Zoning and Land Use Planning (ZLUP) into the new Department of Housing and Economic Development (HED), 2010 highlights of both departments are presented below.

The merger of the two departments aligns the City's housing, economic development, zoning and planning functions to provide a more efficient, integrated and comprehensive approach to the vital development issues affecting the city's neighborhoods and downtown. In 2010, despite the continued challenges of the economic climate, we were able to complete new projects that expanded our economy and retained or created jobs, all in conjunction with a variety of partners across the city.

### Housing

DCD successfully obligated 100% of the \$55 million Neighborhood Stabilization Program Phase 1 allocation from the federal government, allowing for the purchase of nearly 400 vacant and foreclosed units across the city. Seventy-eight additional properties, in dangerous and hazardous condition, were demolished. DCD's program has become a model for the nation, and as a result the federal government has awarded two additional NSP grants of \$98 million and \$16 million respectively for subsequent stages. The Housing Division continued to oversee a multi-family housing portfolio of 7,700 loans with an aggregate value of about \$750 million. The City committed more than \$364 million to support over 8,600 affordable housing units.

### Other items of note:

- The City's Senior Housing Plan reached its goal of creating over 4,000 units of senior housing in a five year period. The actual number is 4,011;
- DCD managed a \$12 million note sale from HUD to the City for the redevelopment of Grove Parc Apartments in Woodlawn into a mixed-income development;
- The Neighborhood Improvement Program (NIP) assisted more than 300 households with more than \$2.7 million in resources. The program is now available in 28 TIF districts; and
- The City invested \$862,000 in energy-efficiency retrofit grants.

### Economic Development

Through November of this year, DCD closed 16 TIF Redevelopment Agreements, representing \$76,221,068 in TIF funding, which will leverage in excess of \$561 million in additional investment (\$6.37 for every TIF dollar spent). The projects range from a CHA Transformation site to corporate headquarters (Navteq). DCD also worked with the City Council to approve 18 TIF agreements – some of which closed in 2010 and others scheduled for 2011– for \$220,496,714 million in TIF funds that will leverage \$816,577,166 in non-TIF funding over time, for a \$3.70 per \$1 of public investment ratio. Projects include WaterSaver Faucet, the Chicago Mercantile Exchange and the USX/South Works project. The closed projects are expected to create and retain 3,698 permanent jobs. Those that were approved by City Council in 2010 are expected to create and retain 1,069 permanent jobs.

Thirty-two negotiated land sales to developers will generate over \$143 million in new investment, while tax reductions for companies will lead to an additional \$139,514,633 of private investment in company facilities.

For small businesses, DCD utilized TIF funds for grants to 183 projects for \$6.6 million in upgrades to stores and other facilities. And through the Workforce Solutions unit, which focuses on jobs for Chicago residents,

the Department spent almost \$2 million in the TIFWorks program to support 55 existing businesses and train and upgrade 859 incumbent workers. We also set a new precedent in 2010 when we required an employer (Accretive Health Care) receiving TIF funds to hire at least 51% of its new hires from Chicago. TIFWorks has now expanded to 100 of the TIF districts in the city.

Coordinated a number of outreach events, including 11 "Borrower Outreach Days" and "Fix Your Mortgage" events reaching over 3,000 citizens worried about losing their homes; and

#### Zoning and Land Use Planning

ZLUP administers the Chicago Zoning Ordinance, and is also responsible for community-based planning, historic preservation, waterfront protection, sustainable design policies and open space development.

In 2010 ZLUP implemented a new, paperless review and scheduling system for proposed building projects. The improvements drastically reduce typical wait times to see plan examiners from more than two weeks to less than 48 hours; these improvements allow applicants to monitor project status 24 hours a day.

The nearly 50 Planned Development (PD) designations awarded in 2010 were down about a third from 2009, but the falloff was more than offset by the unprecedented size and scope of plans requiring review, nearly 20% of which involved sites exceeding 40 acres. These projects included the sprawling USX and Ryerson sites, and Lake Meadows complex. The Department also completed an intensive survey of the City's 16,000 acres of industrial property. In 2011, we intend to update the 1973 Lakefront Protection Plan.

There were 14 new landmark designations in 2010, on a par with prior years, including the former Shoreland Hotel in Hyde Park, Lindblom High School in Englewood, and nine brewery-tied houses in locations across the city. We completed reviews of approximately 2,000 permits for work on landmark buildings, and held a special ceremony honoring six buildings that helped foster Chicago's "Black Renaissance" literary movement.

For open space, the Department:

- Secured the transfer of 10 parcels of city-owned land to the Park District and Neighbor Space Program;
- Acquired 6 new park sites;
- Arranged financing for improvements at 14 parks;
- Funded new gardens at five public schools;
- Ensured that 36 private projects will have green roofs and 44 others will be certified with "green" construction and building systems; and
- Prepared zoning recommendations for the expansion of urban agriculture projects.
- 
- Issued 108 press releases.



### Marshfield Plaza

Marshfield Plaza is located near the city limits at 119th and Marshfield streets in the 119th/I-57 TIF district. Prior to its construction, the site was home to a large industrial building that had been vacant since 2000. Thanks to the allocation of \$26.6 million in TIF funds, the site is now occupied by a Target, Jewel-Osco, Petco, Panda Express and other restaurants and businesses. In addition to the 400 temporary construction jobs, 750 full-time positions are anticipated for the plaza when it's fully leased.



### WaterSaver Faucet

Established in 1946, Water Saver Faucet manufactures a variety of brass and stainless steel faucet assemblies for use in laboratories and other industrial applications. The family-owned company's upcoming expansion project at 701 W. Erie St., and the relocation of its subsidiary, Guardian Equipment, to 1140 N. North Branch St., utilized nearly \$6 million in Tax Increment Financing assistance from the Goose Island and Riverwest TIF districts. The project helped to retain the firm's 200 jobs within the City. Renovation and expansion of the new Water Saver Faucet headquarters will begin by the end of 2010.

### Green Exchange

The Green Exchange is designed solely for the advancement of "green" business. The Green Exchange which will receive TIF funding and other incentives and will house the city's first green business community and perhaps the largest green business incubator in the country.



Lawndale Christian Health Center

The city conveyed property located at 3758-68 W. Ogden Ave. for \$1 for the construction of a three story, 64,000 square foot, green building that will greatly expand health care services to more patients in the North Lawndale community. The Center will provide additional outpatient medical, dental and birthing rooms. Other services will include a pharmacy, fitness center and cafe. It is expected to create up to 67 full- and part-time jobs.



6405 S. Rockwell, in the Chicago Lawn Community - Before NSP funds invested

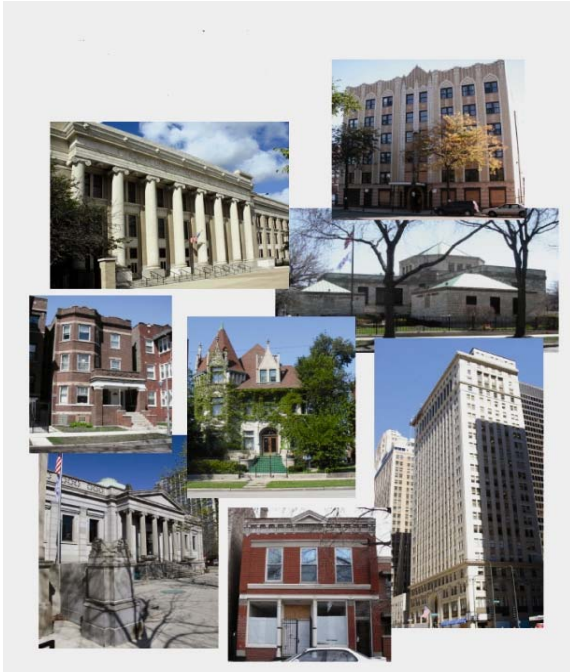


After NSP Funds invested



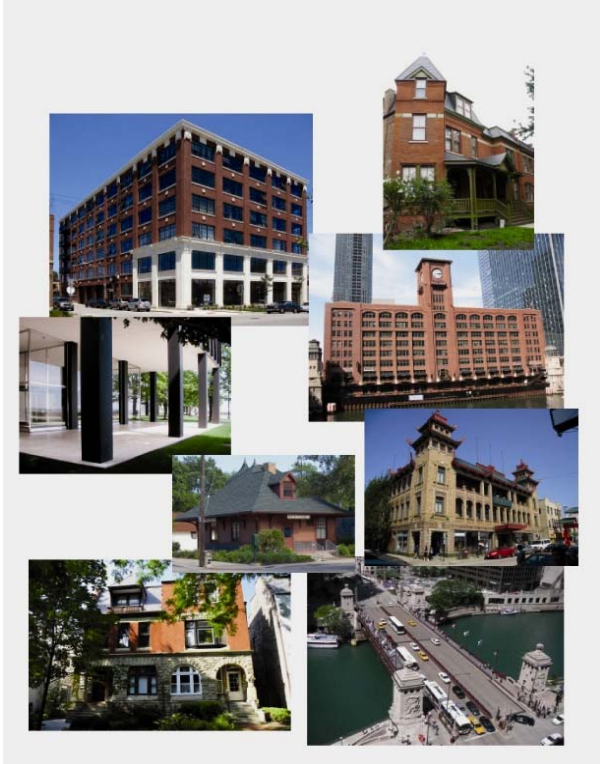
Chicago Landmarks designated in 2010

Clockwise from upper right: Union Park (Viceroy) Hotel, Hall Branch Library, Old Republic Building, Richard Nickel Studio, Blackstone Library, Richard Wright House, Lindblom High School, Center: Griffith-Burroughs House





12th Annual Chicago Landmark Preservation Excellence Awards - Some of the 22 projects recognized in 2010 - Clockwise from upper right: *Pullman District residence*, *Reid Murdoch & Co. Building*, *On Leong Building*, *Michigan Avenue Bridge*, *Kenwood District residence*, *99th St. Metra Station*, *860-880 N. Lake Shore Drive*, *Lindemann & Hoverson Co. Showroom*.



## MAYOR'S OFFICE OF SPECIAL EVENTS

---

In 2010, the Mayor's Office of Special Events (MOSE) continued to provide world-class events and programs for tourists and residents alike. Many reductions were made to operate events and MOSE efficiently. Several events in 2010 had to be cancelled due to budget limitations; Outdoor Film Festival, Venetian Night, Great Chicago Places and Spaces and the Chicago Criterium Cycling Race. MOSE also moved three of our smaller musical festivals into Millennium Park to save on operational expenses. Some of the highlights of the year included:

- Hosted a June 11 Chicago Blackhawks' parade and rally to celebrate Chicago's first Stanley Cup in 49 years
- Celebrated the 30<sup>th</sup> annual Taste of Chicago, which featured 52 of Chicago's eateries along with concerts including the Steve Miller Band, Los Lobos and Los Lonely Boys, Bell-Biv-Devoe, Salt-n-Pepa and celebrity cooking demonstrations by Giada de Laurentis and Mario Batali. Taste held three promotional events prior to the event to generate interest including a new event, "Taste Restaurant Days" where participating Taste restaurants offered special discounts incorporating the 30 year-theme (30% off; 1980's prices, etc.) The lunchtime trolley program was brought back for the second year, and picked up people throughout the Loop, allowing them to spend more time at Taste.
- Coordinated a contest through local media to find Chicago's Christmas Tree resulting in more than 70 entries. Chicagoland then voted on their favorite from three viable trees and a 70 ft Douglas Fir was brought to Daley Plaza to be Chicago's Official Tree. By virtue of the donated tree and the support of long-time Chicago company, Underwriters Laboratories, the City of Chicago Christmas Tree and Holiday décor' costs were greatly reduced in 2010, with sponsorship covering 95% of all holiday expenses.
- Moved Celtic, Viva and Country Festivals to beautiful Millennium Park, where they have received a new look as well as an expanded audience. This move reduced city-services costs and operational costs such as toilets, office trailers, carts and booths.
- In 2010, the Independence Day fireworks were displayed in three locations along the lakefront including a central viewing area at Navy Pier which provided Chicagoans the opportunity to enjoy the celebration closer to home.
- Underwriters Laboratories provided a brand new Santa House which served to entertain and educate about holiday safety during the winter holidays.
- MOSE was once again instrumental in assisting the organizers of hundreds of neighborhood festivals, athletic events and producing the always-popular Jumping Jack Program, which serviced 2,370 stops in 2010.
- In 2010, MOSE continued to improve the Farmers Market Program and Maxwell Street Markets to better serve the needs of the community. The Maxwell Street Market program was brought "in house" this year, reducing the costs of producing the market by approximately 40%.
- Estimated crowds more than doubled at the winter's newest festival Snow Days Chicago in just its second year. The event saw its first international ice sculpting team from another continent with Harbin, China competitors earning first prize.

- Annual Sharing It Fundraiser surrounding the sale of the City's Street Pole banners was held as a silent auction at the Country Music Festival for the first time, as well as the usual live auction at the Daley Center and this year two separate on-line auctions through the city website. Total earnings from the sale of these banners was \$76,671.20
- MOSE assisted with the planning and execution of 14 ethnic receptions throughout the year. The receptions are hosted by the Mayor and are attended by civic, community and business leaders.

## CHICAGO DEPARTMENT OF PUBLIC HEALTH

---

The following is a summary of some of the Chicago Department of Public Health's (CDPH) key initiatives and accomplishments in 2010. It should be noticed that these efforts share common themes that speak to (a) a focus on accountability and performance, (b) increased partnerships with other City agencies to deliver more efficient, customer-friendly services, and (c) leveraging of existing and newly available resources to support identified set of priorities.

The reorganization of CDPH at the start of 2010 into five distinct bureaus has provided greater accountability and more efficient and coordinated operations. This in turn has allowed us to move forward as one Chicago Department of Public Health, re-dedicated to our mission of making our city a healthier and better place for everyone.

### Focus on Public Health Priorities

At the start of 2010, in an effort to identify a set of priorities, we conducted an assessment considering public health data and trends, current efforts, and available resources. The result was a set of five winnable battles. Winnable battles target major causes of illness, injury and death particularly those that increase health care costs and can achieve significant measurable results within 2-5 years. Chicago's winnable battles include: obesity, tobacco, breast cancer disparities, teenage pregnancy, and HIV/AIDS. These five winnable battles will also be included as the cornerstone of a citywide public health policy agenda to be released in 2011.

### New Resources to Support Public Health Priorities

This year, CDPH participated in efforts to secure over \$39 million in new public health grants to support winnable battle priorities for Chicago. Tobacco funds (\$11.5M) will be used to implement policies and practices to reduce smoking and the effects of exposure to smoke. Obesity funding (\$5.8M) will focus on interventions and policies that promote physical activity and improved nutrition. Teen pregnancy prevention funding (\$19.7M) will support work with the Chicago Public Schools to support prevention efforts in 28 communities with high teen birth rates. This effort will afford CDPH the opportunity to create an Office of School Health. Our HIV/AIDS prevention efforts have been bolstered by an additional funding (\$1.2M) support prevention, HIV testing, and strengthened HIV surveillance efforts. In addition to these programmatic efforts, CDPH's infrastructure will be bolstered by additional support for performance management (\$1M) and communicable disease electronic surveillance (\$300,000).

### Focus on Performance Management

2010 marked the expansion of an organized performance management effort touching on all 29 CDPH programs. Using a balanced scorecard approach, programs are collectively reporting on 364 measures that reflect service delivery efforts and related outcomes. Weekly performance review sessions, chaired by the CDPH Commissioner, provide an opportunity for CDPH leadership to assess and address operational challenges and enhancements. As a result of these efforts, work is now being done to reduce internal barriers and enable increased Medicaid/Medicare billing for our Immunization, Tuberculosis and Sexually Transmitted Infections services. In 2011, a federal grant will support a newly created Bureau of Performance Management and Improvement.

Performance improvements at CDPH health centers have already yielded significant increases in CDPH revenue. The approved mental health billing rate for the State has increased this year from 50% to over 90%. Medicaid collections for the first nine months of 2010 were \$4.3 million, exceeding the total 2009 Medicaid collections by \$1.2 million.

### Streamlined, User-Friendly Food Protection Efforts

CDPH took several steps towards making our Food Protection Efforts more user-friendly for restaurant owners. In July, in partnership with the Departments of Business Affairs and Consumer Protection, CDPH released a new food service inspection guide to minimize the failure rate of initial inspections. By October, CDPH had placed sanitarians in the Department of Buildings and Department of Business Affairs to streamline the licensing and permit processes for new restaurant owners.

Internally, in 2010 we implemented a computerized, web-based reporting system for inspections of restaurants and other food establishments that includes a standardized checklist for inspectors, thereby eliminating the data delays of the old, paper-based system and improving the quality and consistency of inspections.

### H1N1 Response

In August, CDPH distributed the last doses of pandemic H1N1 influenza vaccine to Chicago area providers, marking the end of a highly-coordinated response that began in 2009. In total, CDPH managed over 1.1 million doses of H1N1 vaccine, and directly administered vaccine to 101,690 people at CDPH-operated H1N1 clinics in 2009 and 2010.

### Successes in Mental Health

CDPH staff worked diligently to pass its national accreditation review for the delivery of mental health services. CDPH received the highest accreditation possible and are now accredited through March 2013. Reviewers noted that this accreditation was a reflection of an "established pattern of practice excellence."

Through concerted performance improvement plans at the provider level, CDPH has seen significant productivity increases throughout its network of mental health centers. Productivity has increased by 15% through October 2010. The benefits of these efforts have included increased revenue, previously noted. These improvements also enabled CDPH to to successfully work with the State to maintain the majority of our mental health grant, at a time of significant reductions across the board. Quality improvement efforts will continue throughout 2011.

### Addressing Sexually Transmitted Infections among CPS Students

This year, CDPH began providing STI/HIV educational and targeted services at five Chicago Public Schools high schools. To date 1,316 students have received prevention education while 876 have been tested for gonorrhea and Chlamydia. In addition to the prevention benefits, this effort has resulted in the delivery of important treatment services to 93 students who tested positive for one or both infections. This effort will be expanded to reach 15 high schools by the end of the 2010-2011 school year.

### Expansion of Disease Control Efforts

CDPH continues to implement an initiative to expand HIV testing in medical care and community-based settings and to improve linkages to care for persons identified with HIV infection in Chicago. The number of HIV tests performed increased significantly, from 34,353 tests in 2007 at the beginning of this project to 93,483 tests performed in 2009 (2010 data pending).

CDPH also mounted an aggressive and coordinated effort to reduce the risk of human infections with the West Nile Virus. Such efforts include monitoring for the presence of West Nile Virus by trapping and testing mosquitoes; educating the public about the dangers of this infection and about way in which they can reduce their risk; and applying larvicide to over 210,000 catch basins and spraying an insecticide in targeted areas to reduce the numbers of mosquitoes that could carry this virus.

Finally, this year CDPH successfully intervened in a growing outbreak of TB among a group of homeless alcohol-users to limit further spread.

### Other City Partnerships

In addition to the examples above, throughout the year CDPH has continued to strengthen its relationships with other City agencies. In 2010, we partnered with the Chicago Fire Department and achieved success in the development of a medical evacuation bus. The bus is now in operation and can be utilized as a resource in any hospital evacuation scenario, high-rise fire or other emergency. The bus provides respiratory therapy, including oxygen support, nebulizer treatment and other respiratory therapies to persons experiencing respiratory distress during these emergency situations. The bus has the capacity to treat over 30 people seated on the bus, as well as an additional 100 people using extension supplies. This project has been put forth as a national model for creative collaborations among local response partners.

CDPH continues to chair and convene the City's Inter-departmental Task Force on Childhood Obesity. The Task Force is comprised of representation from 10 City departments and sister agencies allowing a more comprehensive approach to strategy development. Efforts to date have included the creation of wellness centers at Chicago Park District Sites, advocacy of improved school lunch menus, implementation of nutrition and exercise standards for child care providers, and collaborative efforts around improving access to healthy foods in Chicago's underserved communities.

CDPH is one of 20 departments and sister agencies contributing to the development and implementation of the City's Chicago Climate Action Plan (CCAP). To help lead implementation of the CCAP Plan, CDPH developed a "lead by example" plan to implement sustainability efforts to reduce energy, water, and fuel use for its internal facilities as well as other Chicagoland healthcare facilities. In addition, since CDPH has many interactions with both residents and businesses, it is developing plans to cross-promote the benefits of CCAP initiatives with its traditional services. CDPH is also identifying ways in which to monitor the health effects of climate change and to identify groups that are at the highest risk for such effects.

Finally, in 2010, CDPH entered into a partnership with the Mayor's Office for Persons with Disabilities (MOPD) to address lead poisoning threats. CDPH will be sharing \$60,000 of its 2010 lead hazards grant from Cook County to support MOPD's Home Modification Program. MOPD will use these resources to eliminate lead threats from eligible homes that are being made more accessible.

### Academic Partnerships

Beyond City agencies, CDPH has increased its partnerships with academic centers in Chicago. We are collaborating with three medical schools in the city (University of Chicago, University of Illinois at Chicago, and Northwestern University) that have received Clinical and Translational Science Awards (CTSA) from the National Institutes of Health to identify common areas of public health to address, engage communities in clinical research efforts, and reduce the time it takes to translate theory to practice. The focus of this collaboration is the intersection between clinical medicine and public health. The group's initial focus will be on cardiovascular diseases.

CDPH is also collaborating with the ARRA-funded Chicago Health Information Technology Regional Extension Center (CHITREC), a partnership between Northwestern University and the Alliance of Chicago Community Health Centers whose charge is to promote the "meaningful use" of electronic health records by physicians and hospitals. Through this effort, CDPH will enhance its surveillance capacity and will be better able to develop targeted public health interventions for key issues such as diabetes and obesity.

### Strengthening Public Health through Technology

2010 saw a greater reliance on technology to advance public health efforts. Health Commissioner Choucair served as Co-chair of the Mayor's Technology Advisory Council's Health IT Subcommittee, with the goal of developing an actionable plan to position Chicago as a national center of excellence for Health IT.

CDPH increased automation and accuracy of reporting on public health threats by successfully connecting two major Chicago hospitals to allow them to perform legally mandated reporting electronically.

CDPH renewed its efforts to monitor staff who work in the field, using a combination of GPS tracking via cellular phones and paper-based methods (an effort being piloted with our Lead Poisoning Prevention Program).

## DEPARTMENT ON HUMAN RELATIONS

---

### Adjudication

The Adjudication Division receives, investigates, and adjudicates complaints alleging discrimination in violation of the Chicago Human Rights Ordinance or the Chicago Fair Housing Ordinance. Complaint filing and resulting caseload levels in 2010 are slightly ahead of 2009:

	2009	Jan-Nov 2010
New Complaints Filed	258	280
Employment	115	119
Housing	60	44
Public Accommodations	63	114
Credit Transactions	3	3
Case Closings	275	248
Pending End of Period	259	284

Over one-third of closings have been due to settlements between the parties. About 20% of complaints have advanced to the administrative hearing stage based on a finding of substantial evidence after investigation. As of November 30, 2010, 284 complaints are pending—249 in the investigation stage and 35 in the hearing stage. A few more are in post-adjudication review or enforcement.

The Commission has issued 20 final rulings in 2010. Seven rulings found liability and imposed fines totaling \$4,750, damages payable to complainants totaling \$236,030, and injunctive relief to address discriminatory practices in four cases. Six additional rulings ordered payment of attorney fees and costs totaling \$117,731, after earlier findings of liability. Seven rulings found no liability.

In 2010, the Commission also developed and piloted a presentation for small business groups to reach out to neighborhood chambers of commerce and other business groups. It also created and distributed three new informational pieces about prohibited discrimination in public accommodations.

### Intergroup Relations

Thus far in 2010, the Commission's Intergroup Relations Unit (IGR) has responded to 40 community issues based on racial, religious, economic and other areas of difference. For example, IGR staff responded quickly to reduce tensions when a homeowner in the Beverly community placed a noose with offensive and threatening language on his property to dissuade potential African American buyers from purchasing the property next door to his residence. Similarly, with the assistance and leadership provided by the Commission and its African Advisory Council, residents of the West Haven Homes community on the Near West Side recently came together across racial, economic, and other lines of difference to create their own community organization with the goal of bringing unity to their community.

The IGR Unit has also provided support to victims in 48 reported hate crimes, given 93 presentations, attended 151 community meetings, and hosted a variety of other programs throughout the city. This unit also supports five neighborhood task forces, as well as a Youth Task Force that work with CCHR to help resolve conflicts and community tensions.

### Advisory Councils

**The African Council** worked with Chicago's Haitian community by bringing together over thirty leaders of Haitian organizations to organize a response to the devastating earthquake of January 11, 2010. The Council also co-sponsored three Temporary Protective Status workshops with USCIS and other



organizations to help Haitian nationals in Chicago learn how to get their immigration status changed so they could work to help support relief efforts at home.

The African Council also co-sponsored Breaking Barriers and Building Bridges of Hope where over 300 young men received mentoring and support services from African American men. It also continued in its support of the DuSable Essay Contest, judging the essays and assisting the winning students in their participation in the 2010 City of Chicago Birthday celebration held at the History Museum.

The Council also assisted the Friends of DuSable in the planning and presentation of the DuSable Bridge dedication, renaming the former Michigan Avenue Bridge in honor of Jean Baptiste Pointe DuSable, founder of Chicago.

**The Advisory Council on Arab Affairs** hosted its 4<sup>th</sup> annual "Chicago Arabesque," a 3 day festival of Arab art and culture. It also hosted a variety of programs during Arab Heritage Month (November) and created a Calendar of Events for the month. Also, the council's work to introduce the Arabic language to the Chicago Public Schools has resulted in several elementary and high schools now offering these classes to their students, with additional schools being added each year. In 2010, Mayor Daley was presented an award by the Arab American Institute in Washington D.C for his leadership and support of the Arab community, due in part to the efforts of the council.

**The Advisory Council on Asian Affairs** helped to raise awareness and promote a more "complete count" of the Asian American community for the 2010 U.S. Census by bringing together Asian American (non-profit) community based organizations (CBOs) and 20 Asian American corporate affinity groups. The Council also reached out to the City Colleges of Chicago (Truman College in particular) and the Chicago Park District to help mobilize venue space and other resources for dozens of Asian American CBOs conducting Census outreach activities during the "Week of Action" in the third week of March.

The Council also partnered with the Asian American Coalition of Chicago and the Organization of Chinese Americans (Chicago Chapter) to help kickoff Asian American Heritage Month. By joining hands with other community stakeholders, the Council was also able to uncover more community resources and corporate sponsorships to help underwrite the productions of the 2010 APA Heritage Month Calendar and the Mayor's Asian Heritage Month Reception. Lastly, the Council collaborated with other groups to update CCHR's general brochure which had been translated into nine Asian languages, and added nine more languages to reach a total of eighteen languages.

**Advisory Council for Immigrant and Refugee Affairs** works hard to help new immigrants and refugees to identify services and programs to make their adjustment to this country easier. The Council also works to monitor immigration legislation and provides helpful information on new policies implemented by the federal government. In 2010, the council collaborated with the Jane Addams Hull-House Museum to produce and distribute the 300 page "Chicago New Resident Resource Guide". The Council also conducted a "Know Your Rights Forum" in Pilsen in August 2010.

**The Advisory Council on Latino Affairs** successfully partnered with a variety of community based organizations and governmental entities to provide programs and educational outreach efforts throughout the city including "Know Your Rights" seminars. The Council also presented on "Latino Mental Health Literacy" at the Adler School of Professional Psychology, and helped to develop and conduct the "Latino Behavioral Health Conference" at the Chicago School of Professional Psychology in October 2010. The Council also continues to monitor current developments in immigration, and provided testimony before the City Council Committee on Human Relations concerning Arizona's recently enacted public safety statute concerning undocumented residents. The Council also worked with CCHR to conduct a forum on

accessibility issues for the disabled, and provided testimony at the hearings of the ABA Latino Regional Committee on this issue.

**The Advisory Council on Lesbian, Gay, Bisexual and Transgender (LGBT) Issues** worked to improve communications and relations between the Chicago Police Department and the LGBT communities. A City Council hearing provided a forum where Latino LGBT voices could be heard about crimes motivated by homophobia and "transphobia" (transgender phobia). The Advisory Council then sponsored police forums in Lakeview and Humboldt Park.

Throughout the year, the Advisory Council continued its efforts to educate the general population of Chicago about the city's LGBT communities. The Council's major events of the year included: 1) Mayor Daley's annual Pride Month Reception, 2) the City of Chicago's 7<sup>th</sup> annual Salute to LGBT Veterans, and 3) the 20<sup>th</sup> annual induction ceremony for the Chicago Gay and Lesbian Hall of Fame. In addition, the Web site for the Chicago Gay and Lesbian Hall of Fame has become an important resource for students, especially local high school students, and it is fulfilling the Advisory Council's mission to dispel stereotypes about the communities. The Web site receives an average of 3,100 distinct visitors per month with an average of 4,149 visits and 123,364 hits per month.

**The Advisory Council on Veterans Affairs** recognized that 2010 marked the 60<sup>th</sup> anniversary of the start of the Korean War, and organized two events to commemorate the occasion, the first a public remembrance ceremony at Daley Plaza, and a private luncheon for the Korean War Veterans at the Union League Club of Chicago.

The Council also works hard to help returning veterans find employment in many ways, including working with the City's Veterans Outreach Committee and the private sector. The Council has met with numerous organizations involved with job training and job placement for veterans and has built working relationships with business organizations that are looking and willing to employ veterans. This has led to the Council providing numerous referrals to veterans seeking employment.

**The Advisory Council on Women'** works on a wide-range of issues to educate and empower Chicago's women. The Council sponsors many programs annually to provide information on such topics as breast cancer awareness, domestic violence, homelessness, and other important issues that impact women. In 2010 the council hosted several important and well-attended programs including a Salute to the Women's Suffrage Movement, and a powerful discussion with Lilly Ledbetter a champion of equal pay for women and all people. The Council also partners with city and community agencies to support single women with children experiencing difficult times due to low wages or unemployment, domestic violence, and poor housing.

#### Education Division

The Commission's Education Division works proactively by providing training to reduce discrimination and build pluralism within the city. In 2010, forty-three (43) workshops were facilitated within the City of Chicago through onsite programming and monthly New Employee Orientation Training (offered through Human Resources), and New Employee Orientation Training (offered for seasonal hires in Aviation). Over 1,614 employees received a form of human relations-based education. Further, forty-one (41) workshops and presentations addressing human relations issues were facilitated within Chicagoland communities, reaching 795 residents.

The Education Division also provided various forms of consulting, strategic planning, and guidance to numerous City of Chicago departments and sister agencies (i.e. Chicago Housing Authority, Chicago Public Schools, City Colleges of Chicago).

The Education Division also conducted the *Seventh Grade Human Relations Student Essay Contest*, which was open to all seventh graders attending parochial, public and private schools in the city of Chicago. The top twenty finalists were honored during a formal award ceremony and luncheon in May.

#### Special Programs and Events

The Commission continues to host several programs to bring people together to help reduce prejudice and dispel myths and stereotypes. In 2010, some of these included the Unity Walk and Rally, Marquette Park Unity Month Festival, Mayor Daley's Heritage Month Receptions, "Know Your Rights" and issue specific forums, Gay and Lesbian Hall of Fame, and the 7<sup>th</sup> Grade City-Wide Human Relations Essay Contest.

## MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

---

This year, the Mayor's Office for People with Disabilities celebrated its 20<sup>th</sup> anniversary dedicated to improving opportunity, inclusion and accessibility for the 600,000 people with disabilities that live in the City of Chicago and the tens of thousands that visit our City each year. We work hard to realize Mayor Daley's vision of making Chicago the most accessible city in the nation.

The following is our accomplishments for 2010 in the area of direct service, advocacy, legislation and accessibility initiatives.

### Direct Independent Living Services – to keep Chicagoans with disabilities independent and self-sufficient

- Handled over 28,000 phone calls from people with disabilities needing direct assistance with services, benefits and disability resources.
- Made sixty-eight (68) homes accessible for Chicagoans with disabilities (538 homes since the program began in 1996)
- Provided direct independent living services (case management, home-maker services, assistive technology) to 380 people with disabilities
- Responded to over 3,000 requests for affordable and accessible housing
- Provided amplified telephones to 230 hard-of-hearing individuals

### Employment Services

- Provided information to nearly 12,000 SSI/SSDI with disabilities about going to work
- Assisted 414 individuals with job training and placement services
- Conducted 135 trainings on the impact of wages on disability benefits
- Assisted 42 high school students with disabilities secure paid summer internships
- Held a High School and College Summit on employment with over 500 youth with disabilities attending.

### Accessibility Achievements

- Implementing a citywide ADA compliance plan to assess the accessibility of City programs and services that serve the public. This is one of MOPD's largest projects involving the utilization of consultants to assess over 40 city departments, hundreds of city facilities, web pages and information technology as well as programs. The end product by 2012 will be a prioritized list of barrier removal recommendations needed to ensure full compliance under the ADA.
- Launched the first-ever Voluntary Emergency Registry for people with disabilities in a major US city. The registry will provide first responders with critical information about the types of assistance seniors and people with disabilities would need in the event of an emergency.
- Played a key role in making the new City of Chicago website accessible to people with disabilities. This was accomplished through adoption of the Illinois Web Accessibility Standards, departmental trainings and directives and oversight by MOPD.

- Led the City's Curbcut and Pedestrian Access Advisory Committees
  - Over 10,000 new compliant curbcuts installed this year (over 30,000 since 2007)
  - Issued accessibility guidelines to all restaurants with sidewalk cafés
- Developed a 10-point accessibility check-list for City inspectors to verify accessibility compliance. MOPD conducted trainings for City inspectors and led the development of a pilot program – one of first ever in nation.
- Conducted 168 pre-permit plan reviews to assure compliance with Chapter 18-11 of the Chicago Building Code.
- Conducted 1214 plan reviews.
- Permitted 1,126 projects for accessibility compliance.
- Responded to 3,513 requests for technical assistance on accessibility compliance.

#### Legislative Accomplishments

- MOPD proposed language to amend the State of Illinois' Good Samaritan Act to exempts any person from civil liabilities who, in good faith, provides emergency care to any persons at the scene of an emergency that necessitates an evacuation of a high rise building. The legislation would work to encourage building personnel and tenants to assist people with disabilities during emergencies in high rise buildings. The legislation passed by the General Assembly and was signed by Governor Quinn on July 22, 2010.
- Established a legislative network of disability organizations to share critical information on disability-related legislation in Illinois. MOPD convened the network which meets on a monthly basis.
- Drafted an ordinance to impound vehicles fraudulently using disabled placards.
- Drafted an ordinance that would require evacuation chairs and other types of assistance to be provided during an evacuation of a high-rise building.
- Drafted an ordinance to expand BEPD certification to include disabled veteran- owned businesses.

#### Training and Outreach

- Provided over 60 Technical Assistance consultations regarding communication access for the deaf and hard of hearing
- Conducted 114 Disability Awareness trainings to over 4,000 individuals. Key trainings include:
  - All staff at Chicago O'Hare and Midway airports
  - All Park District summer employees
  - All Police recruits
  - All Fire Department Cadets
  - All Public Library employees

#### Events Supporting the Needs of People with Disabilities

- Hosted Access Chicago, MOPD's signature event supporting the independence and social inclusion of people with disabilities. This year we celebrated the 20<sup>th</sup> anniversary of the ADA and of MOPD with over

100 vendor booths showcasing disability products, services, assistive technology and adaptive recreation. Over 2,500 people attended the event.

- Hosted Disability Mentoring Day – a day of career exploration for high school students with disabilities. We had over 250 students registered and nearly \$10,000 in corporate time and products donated.
- Held MOPD's annual Halloween party for deaf grammar schools students. Received media coverage on the event, increasing public awareness of MOPD's programs and services
- Hosted World AIDS Day with over 2,500 CPS high school students. The event featured a deaf HIV positive student.

## DEPARTMENT OF FAMILY AND SUPPORT SERVICES

---

In its second year, and amidst some of the most challenging economic times our city and our nation have ever faced, the Chicago Department of Family and Support Services (DFSS) continues to respond effectively to the needs of Chicago's most vulnerable residents with compassion and respect.

Chicago residents struggle daily in the face of unemployment, home foreclosures, depreciating retirement investments and countless other hardships. Over 83,000 more Chicagoans currently live in poverty than in 2009. Still, thousands of additional working families and individuals with incomes above the poverty threshold are straining to meet basic needs.

DFSS has taken the opportunity to expand our reach and depth of support by integrating programs, identifying gaps in services, blending funding sources and creating a comprehensive approach to helping the city's neediest residents from infancy through their senior years.

The following is a summary of our key 2010 accomplishments.

### Children Services

The Children Services division provides Chicago's youngest residents with the educational and developmental foundation every child needs to succeed in school and beyond.

The Early Head Start program, administered through DFSS, provided educational and early childhood development activities that promote school readiness for more than 600 birth-to three- year-old children from low income families. The program offers children free medical, dental and mental health services; nutritious meals; as well as parent education and training.

The Head Start program, federally-funded and administered by DFSS, provided educational and early childhood development activities that promote school-readiness for more than 16,500 three-to five-year-old children from very low income families. The program offers children free medical, dental and mental health services; nutritious meals; as well as parent education and training.

The Child Care Assistance Program, administered by DFSS, provided 10,000 children from low income families with access to quality, affordable childcare that allows parents to continue to work or participate in approved training programs. The Child Care Assistance Program contributes to the healthy, emotional and social development of the child.

DFSS sponsors and manages the administration of Chicago's Summer Nutrition Program for children and youth at 300 locations across the city. The program provided residents 18 years and younger with approximately 725,000 free, nutritional breakfasts, lunches and snacks at community-based sites across the city including CHA sites, faith-based facilities, CPS schools and Chicago Park District sites.

### Youth Services

The Youth Services division provides young people, ages 6 to 24, with opportunities and resources that foster academic achievement, self-exploration and career development.

Mayor Daley's Youth Ready Chicago summer jobs program exceeded its 2010 employment placement goals by placing 18,600 young people, ages 14 to 24, in seasonal jobs. By collaborating with local and state partners, DFSS was able to identify new employment opportunities, maximize existing resources and ultimately provide 4,600 more summer jobs than initially projected. Opportunities included internships, apprenticeships and jobs in both the public and private sector. Partners include After School Matters, the

Chicago Park District, Chicago Public Schools, the Chicago Housing Authority and City Colleges of Chicago.

DFSS annually supports more than 19,000 out-of-school time educational and recreational opportunities for young people, ages 6 to 18. At 218 community-based program sites, children are provided with structured age-appropriate activities that address social, emotional and academic needs.

DFSS, with support from the Mayor and Mrs. Daley, spearheaded the campaign to create more opportunities for out-of-school time programming in Chicago and throughout Illinois. The campaign led to passage of the Illinois Afterschool Youth Development Program Act (SB 3543) which Governor Quinn signed during the summer of 2010. The legislation establishes, for the first time, access to after-school programs as a priority in state policy. It brings together a diverse group of parents, youth, community leaders and policy advisors to help strengthen after-school efforts. First steps will include conducting an inventory of all state-funded after-school programs, establishing standards for best practices and evaluating program results.

#### Community Service Centers

DFSS' six Community Service Centers offered approximately 60,000 city residents access to a wide range of resources including shelter, food and clothing, domestic violence assistance and job training and placement services. Clients also received information about rental, utility and other financial assistance programs.

The Mobile Community Service Center initiative, launched in 2010 through the support of stimulus funds, ensured that resources, information and services housed at DFSS' six Community Service Centers were easily accessible to the city's most vulnerable and low income residents. These events were well attended, and DFSS is currently exploring possible funding sources that will allow the department to continue the program in 2011.

DFSS has also been working to bring healthy eating and living opportunities to low income Chicagoans. Through stimulus funding, DFSS provided fresh fruits and vegetables, as well as shelf-stable food products, to low income communities and to areas with limited access to mainstream grocery stores.

Additionally, to make it easier for low income Chicagoans to purchase fresh and healthy foods, DFSS' Policy and Advocacy division assisted state legislators in drafting the Farmers' Market Technology Improvement Program Act (SB 4756), which promotes LINK card technology at farmers' markets across the state. During the summer of 2010, the department worked with other City agencies to implement a pilot program that placed LINK card scanners at five City-run farmers' markets. The pilot was very successful; therefore, DFSS and its partner departments are exploring the possibility of continuing the program in the future.

#### Domestic Violence Services

DFSS' Domestic Violence Services division is dedicated to promoting a coordinated multi-system response to domestic violence in Chicago.

The division oversees the City's Domestic Violence Help Line that serves as a clearinghouse for domestic violence services and information. The Domestic Violence Help Line fielded more than 31,000 calls in 2010. Approximately 10,000 of these calls were for or from domestic violence victims seeking information, referrals and connections to services and other assistance.

Domestic violence advocates, located at five of DFSS' Community Service Centers, provide intake assessments; oversee development of domestic violence specific service plans; manage safety planning;



provide individual counseling and advocacy; and offer legal advocacy. In 2010, services have been provided to 1,387 domestic violence victims and 1,096 family members (most often dependent children).

DFSS funded 28 community based delegate agencies under the Family Violence Prevention Initiative (FVPI), serving domestic violence victims and their children at 42 projects throughout Chicago. These agencies provided assistance and advocacy to victims of physical, sexual or emotional domestic abuse. These delegate agencies served 6,743 families in the first nine months of 2010.

### Homeless Services

The Homeless Services division provides homeless individuals and families with the housing and supportive services they need to gain or regain stability and independence.

DFSS administered and managed programs for homeless individuals and families that provided more than 3,500 beds of overnight shelter and interim housing. Additionally, DFSS supports services that include permanent supportive housing; homelessness prevention, outreach and engagement; community-based case management; and specialized services such as employment assistance and substance abuse treatment. In 2011, DFSS will continue to evaluate the homeless service system to better coordinate programming and plan for changes in US Department of Housing and Urban Development (HUD) funding and priorities.

DFSS also managed 1,400 units of HUD-funded Shelter Plus Care, a rental housing subsidy for homeless persons with disabilities such as HIV/AIDS, substance abuse, or mental illness. Under Shelter Plus Care, HUD pays for housing subsidies for eligible clients and local sponsor agencies provide a matching level of care for the program participants.

With the support of the American Recovery and Reinvestment Act (ARRA), DFSS administered the Homelessness Prevention and Rapid Rehousing Program (HPRP). HPRP is a HUD-funded stimulus program that is meant to 1) Provide temporary financial assistance to households who would otherwise become homeless *but* for this assistance, and 2) Provide assistance to rapidly re-house households who are currently living on the street or in a shelter.

The services offered under HPRP include temporary financial assistance (rental assistance, rental arrears, security deposits, utility deposits and utility payments, and moving cost assistance), housing location and stabilization services (case management, housing search and placement, and legal services).

Through December 2010, the HPRP program has provided nearly \$7 million in financial assistance to eligible families. The program began in 2009 and will continue through July 2012.

### Emergency Services

The Emergency Services division provides support and assistance to residents who are in crisis.

In 2010, Emergency Services projects its team responded to 4,800 requests for crisis intervention including shelter assistance following residential fires, senior well-being checks and crisis referrals. Moreover, Emergency Services also responded to approximately 24,500 requests for shelter by Chicagoans.

The department also provides assistance to residents during periods of extreme weather. In 2010, the City's six Warming/Cooling Centers, managed by DFSS, provided weather relief to hundreds of Chicagoans each day.

### Workforce Development Services

The Workforce Development Services division provides job-seekers with the tools and resources they need to secure and maintain employment. Additionally, Workforce Development Services builds relationships with Chicago area employers identify and recruit qualified job applicants.

As of January 1, 2010 Chicago's federal Workforce Investment Act (WIA) programs for low-income adults and dislocated workers, formerly housed within the Chicago Department of Community Development, were fully integrated into DFSS. Through this consolidation, DFSS has been able to provide Chicagoans with a wider range of employment and training services and also maintain our targeted programs such as those for at-risk youth, ex-offenders and seniors.

The WIA system served a record number 9,562 of program enrollments during the past program year (July 1 - June 30) and made a total of 4,319 job placements. In addition, DFSS piloted five bridge training programs in the healthcare, manufacturing and construction sectors. Bridge programs are designed to prepare adults with limited academic or limited English skills to enter and succeed in credit-bearing, post-secondary education and training that will lead to career-path employment in high-demand, middle- and high-skilled occupations. The goal of bridge programs is to sequentially bridge the gap between the existing skills of individuals and what they need to enter and succeed in post-secondary education and career-path employment. Through these programs DFSS trained 250 persons, of which 93 moved on to advanced training and 60 people have been placed in employment to date.

In early 2010, DFSS worked together with 13 Chicago area hospitals, SERCO and Catalyst Learning to initiate the School at Work: Building a Career Ladder in Health Care Program. The program provided entry level healthcare employees with the education, skills and confidence needed to advance in their careers and pursue education in healthcare fields such as nursing. The program uses a blended learning model, involving web-based instruction, peer discussion, mentoring and personal coaching. Nearly 150 participants were served, 128 graduated, and 43 are currently enrolled in advanced training.

In partnership with the Department of Streets and Sanitation, Department of General Services and Bureau of Forestry, DFSS provided paid work experience opportunities for over 200 ex-offenders working on various clean up crews throughout Chicago. By combining paid work experience and job-readiness training, participants are able to gain skills and valuable experience while earning wages and providing a service to the community. Over the past year, these crews have cleaned over 13,000 lots and parkways, 2,100 alleys, 2,500 tree pits and 350 viaducts, and planted over 700 trees.

Additionally, DFSS' Foster Grandparent program has grown over the past year. The program currently has 107 volunteers who mentor/tutor 338 special needs children. The children are in Chicago Public Schools, private childcare centers, Head Start programs and rehabilitation centers.

### Senior Services and Programming

DFSS' Senior Services and Programming provides Chicagoans, 60 years and older, with resources and assistance that allows them to live healthy, independent lifestyles.

DFSS' Regional and Satellite Senior Centers provides older adults with a variety of social, educational and recreational activities. Each center is tailored to the needs and interests of the local community. There are approximately 400,000 visits to the Senior Centers annually. All centers offer life enrichment activities, computer instruction, fitness centers, a Golden Diners program, and more. Seniors and their families can also receive information about public benefits and in-home services available to Chicago seniors that allow them to live independently in their homes and communities.

In 2010, DFSS opened two new Satellite Senior Centers that provide programming and services to the residents of Edgewater and Kelvyn Park and surrounding neighborhoods.

In November, DFSS presented the first Intergenerational Conference at the Southeast Atlas Senior Center. The day-long conference brought together approximately 125 youth and seniors to share positive common values, cultural histories and experiences. The conference will serve as a foundation for future intergenerational programming opportunities at the regional center.

DFSS is part of the Veteran's Independence Program, a pilot project with the Veterans Administration Medical Centers. The program provides client-directed, home-based care to veterans who are referred by the VA, and would otherwise require institutionalization. Options counselors assess and assist veterans in developing a plan of care that allows the veteran to choose the care which meets their personal preferences.

Through Case Advocacy and Support (CAS), DFSS employees including a nurse, specialists in aging and crisis intervention staff, provide in-home assessments of at-risk and self-neglect elderly. During 2009, the CAS team responded to 1,182 calls of seniors-at-risk, and in 2010, it is expected that DFSS will respond to over 1,500 calls. These calls were generated by family, neighbors, City field staff, delegate agencies and others who came in contact with seniors who needed intervention assistance. The CAS team assesses the situation and the client's well-being and takes appropriate steps to meet the needs of the immediate crisis. This may include further assessment by medical professionals, hospitalization, alternative housing relocation, heavy duty chore clean-up assistance, or intensive care coordination.

The Golden Diner Program, administered by DFSS, provides Chicago's seniors with hot, nutritious lunches in a communal setting at 65 sites throughout Chicago each weekday. DFSS serves approximately 725,000 meals through this program each year. As a result of stimulus-funding, DFSS has supported an additional 190,000 meals from October 2009 through September 2010.

DFSS' Home Delivered Meals program provides approximately 3.7 million home delivered meals to homebound adults each year. Meals are provided five days a week, including weekends and holidays. As a result of stimulus funding, DFSS was able to support an additional 108,000 meals from October 2009 to September 2010.

Finally, DFSS developed the concept and language for the Elder Financial Abuse bill (SB 3267) which requires Illinois financial institutions to train their frontline employees, such as tellers and customer service staff, how to recognize and report the signs of elder financial abuse. As the economic climate worsens and financial crimes are on the rise, legislation like the Elder Financial Abuse bill is essential to preventing the financial exploitation of seniors.

#### Faith Based Initiatives

The Faith Based Initiative Unit worked with other departments and organizations on the following programs to better educate the community about their human rights, civil rights and civil liberties. These programs included: One Nation, One Chicago Interfaith Breakfast; over a dozen Psychology First Aid Ministerial Sessions; numerous Ministerial Dialogues (regarding street organizations); Teen Summit 2011; North Lawndale Ministerial Safety Initiative Spring Break 2011; City's After Incident Task Force, and the Chicago Metropolis 2020 Initiative.

## CHICAGO PUBLIC LIBRARY

---

The increasing demand for library materials and services continued unabated in 2010. As more Chicagoans felt the effects of the economic downturn this year, they continued to turn to their neighborhood libraries for free access to computers, books, movies, music, programs, information and entertainment.

All 76 CPL locations continue to be stocked with the latest books, magazines, online databases, free WiFi and speedy Internet access through new and upgraded computers. And Chicagoans clearly know this: more than 1 million patrons visit a Chicago Public Library location *each month* to use computers; seek reference assistance; check out a book, audiobook, DVD or video; attend a technology class; read in a quiet setting; participate in programs; and view exhibits. During the first 11 months of 2010, CPL circulated more than 8.8 million items – books, CDs, DVDs and downloadable media – and provided more than 2.8 million free computer sessions to the public.

As layoffs touched the lives of more Chicagoans in 2010, CPL librarians and CyberNavigators reported that more than 60% of the time they spent with patrons was devoted to searching and applying for jobs on the Library's free computers. To aid in those searches, CPL staff developed an "Especially for Job Searchers" section of the Library's website ([www.chipublib.org](http://www.chipublib.org)), a virtual self-guided career counselor with advice on finding job openings, writing a resume, developing interviewing skills and such. In 2010, thousands of Chicagoans attended free financial literacy programs to learn how to better manage their finances, save for college, avoid foreclosure or prepare for retirement.

### **New Branches**

Working in cooperation with the Department of General Services, the Library opened the new West Town Branch at 1625 W. Chicago Ave. in September. In its first month of operation, this branch circulated 10,000 items. Thanks to a partnership with the Chicago Board of Education and the Chicago Housing Authority, the new Altgeld Branch opened in November, replacing the former branch which was forced to relocate due to building deterioration.

Working in cooperation with the Public Building Commission, construction is nearing completion on new branch libraries in the Dunning, West Humboldt Park, Greater Grand Crossing and Little Village neighborhoods. All projects are scheduled to open in 2011. These new state-of-the-art, fully equipped branch libraries will replace inadequate storefront facilities, or bring library services to neighborhoods which previously had none.

### **CPL 2010: The Library's Strategic Plan**

The Library completed its current five year plan, *CPL 2010* and started its next strategic planning process in January 2011. This planning process challenges CPL to create and maintain a library system that enhances the lives of the people of Chicago while also providing state-of-the-art and visionary library services that will ensure Chicago a primary place in the global economy.

### **Technology**

Working with the City's Department of Innovation and Technology, in 2010 the Chicago Public Library successfully applied for the competitive federal technology grant awarded through the Broadband Technology Opportunities Program (BTOP). The components of the 2 BTOP grants enable the Library to expand online information access to patrons with balanced and reduced waiting times by adding additional computers and learning opportunities at all library locations.

- All CPL locations will receive at least 2 ADA accessible computers, additional desktop computers and any location which does not currently have laptop computers for public use will receive 4 laptops;
- A Computer Commons area, comprised of more than 140 computers each, will be created at both the Woodson and Sulzer Regional Libraries to meet the needs of patrons. This addition will nearly triple the number of computers presently at each regional library.
- YOUmedia, the Library's innovative digital learning space for teens, will be expanded to the Thurgood Marshall (Englewood), Rudy Lozano (Pilsen) and the new Richard M. Daley (West Humboldt Park) branch libraries. YOUmedia in the neighborhood locations will serve both middle school and high school youth.

This new technology enhances the approximately 3,800 public access computers systemwide, and free WiFi currently in operation at all library locations. Trained CyberNavigators or technology tutors work 20 hours each week in 47 branch libraries.

For many years the Chicago Public Library has promoted digital excellence and access for all Chicagoans. Thanks to the Library's free computers, tens of thousands of Chicagoans are able to conduct research via online databases or the Internet, and seek essential human services that are increasingly only available to those with access to technology. From January through November this year, all locations of the Library provided 2.8 million (an average of more than 254,000 per month) free Internet sessions to the public. An average of 41,000 patrons per month access the Library's free WiFi system with their personal laptops or with laptops checked out for in-library use, a 20% increase over the same period last year.

Downloadable ebooks, audiobooks, music and video continued to be increasingly popular in 2010. 115,077 items were checked out, via downloads from the Library's website, [www.chipublib.org](http://www.chipublib.org), an increase of 38% from 2009.

## 2010 Highlights

### *One Book, One Chicago*

Begun in 2001 to national acclaim with *To Kill a Mockingbird*, One Book, One Chicago celebrated its ninth year with book selections *Brooklyn* by Irish writer Colm Toibin and *A Mercy* by Nobel Laureate Toni Morrison. Both were read, discussed and celebrated across the city. Additionally, the Library hosted both authors in person for free public programs. As with all One Book programs, CPL librarians created resource guides and conducted book discussions citywide. DePaul University, Steppenwolf Theater Company and a number of cultural institutions generously assisted the Library in presenting classes, programs and discussions relating to One Book, One Chicago selections this year.

### *Money Smart*

Through *Money Smart*, a citywide financial literacy initiative produced in cooperation with the Federal Reserve Bank and local financial institutions, the Library offers dozens of workshops for both teens and adults throughout the year in CPL locations all over the city. These programs teach Chicagoans how to be more financially savvy through presentations by financial experts and with books and other CPL resources.

### *YOUmedia: a Digital Space for Teens*

In its first full year of existence, the Library's innovative teen space continued to grow in popularity with high school students and was hailed by the White House and the U.S. Department of Commerce as a national model of new learning. YOUmedia provides youth with the opportunity to learn "anyplace, anytime" in an interest driven, participatory manner through a unique mix of new media, librarians, mentors and curriculum. YOUmedia prepares our youth for 21st Century technologies and professions, and it originated at the

Chicago Public Library with funding from the John D. and Catherine T. MacArthur Foundation and the Pearson Foundation.

### ***Teen Volume***

The popular Teen Volume program continued its focus on building new book collections and innovative programs for teens ages 14–19. Working with a steering committee of librarians and teens from throughout the city, the program developed a Readers Theatre performance troupe, and continued to engage teens in book discussions in 45 branch libraries. The committee helps select new book titles for teen collections citywide and conducts online book discussions for teens. Teen Volume gets teens excited about reading, writing and discussing books and shows teens how the information resources at the public library can help them in school and in life. Teen Volume is made possible through a grant from the Chicago Public Library Foundation.

### ***Kraft Great Kids***

Thanks to a generous grant from Kraft to the Chicago Public Library through the Chicago Public Library Foundation, the Kraft Great Kids Program continued to provide family admission passes to 14 Chicago museums for check out at our libraries, and fostered an ongoing partnership with the Chicago Park District. Under the Great Kids Read programs, Library services are brought directly to 12 Park District field houses during the school year and 24 unstaffed parks during the summer. The program brings librarians and park personnel together to promote participation in many library services and programs, including our annual summer reading program and emergent literacy programs for families.

### ***Summer Reading: Reading is Art-Rageous***

Partnering with the Art Institute of Chicago, the Library presented its annual summer reading programs for both children and adults. For the third year in a row, more than 50,000 children read a stunning 1.2 million books and approximately 6,000 adults participated in a variety of summer reading workshops, book discussions and gallery tours. Participants not only increased their reading skills, but also learned about the world of art around them – including the collection of the Art Institute of Chicago.

### ***Bookamania***

On November 20th, the Library welcomed more than 6,000 children and parents to Bookamania, the Library's annual celebration of children's books. Bookamania invites young readers to meet authors, illustrators and storybook characters, as well as to participate in a variety of activities designed to encourage a love of reading. This annual event is funded this year by the Chicago Public Library Foundation and Target.

### ***Chicago Reads Together: Creating a City of Readers***

The Library's Get Wild About Reading Emergent Literacy Program and the Kraft Great Kids programs continued to show parents and caregivers how to make reading a family priority from birth. Monthly story programs conducted by librarians featured tips and strategies to introduce children to books and aided parents in establishing a language rich environment in their homes. CPL librarians reached out to early literacy programs across the city to herald the importance of reading aloud to children by conducting meetings and workshops for parents and teachers.

***Look Out Kindergarten, Here I Come*** program continued as children's librarians presented quality emergent literacy programs and materials to children and their caregivers in Head Start and State Pre-K programs. Bilingual bibliographies and finger play books were distributed through parent and teacher workshops conducted in designated libraries and Head Start Centers.

*Teacher in the Library*

Thanks to grants from the Chicago Public Library Foundation, in 2010 the Library maintained the *Teacher in the Library* program in 56 neighborhood libraries. Through the program, certified teachers are hired to work specifically on homework assignments with students every day after school, with special emphasis on improving math and reading skills.

## 311 City Services

---

### Operations

- 2010 call volume of 3,941,014
- Tracked 1,903,624 city service requests
- Provided additional auto attendant channels to reduce wait time for residents

### CSR Administration

- Provided 311 system training to more than 200 department members and aldermanic staff
- Implemented 3 operator in-service training sessions with numerous user departments.
- Responded to 145 FOIA requests.

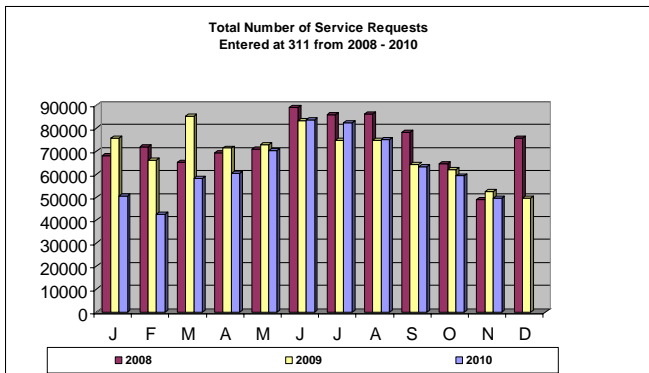
### Marketing and Community Education

- Distributed over 15,207 customer service follow- up letters.
- Processed over 14,651 E-mails request.
- Distributed 311 informational brochures at neighborhood festivals and community meetings.

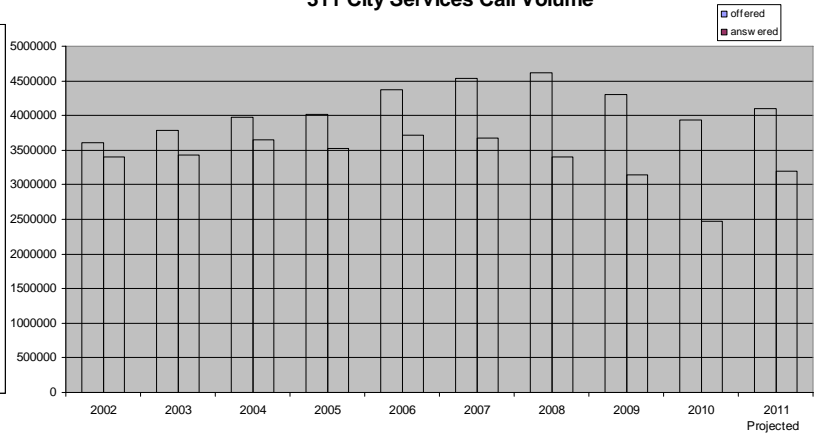
### Neighborhood Services

- Organized and/or participated in a total of 59 neighborhood city service fairs.
- Conducted 110 presentations to community organizations. Convened over 200 meetings with city agencies and community groups to coordinate service delivery.
- Conducted 42 neighborhood audits of city service delivery.
- Conducted 53 target area needs assessment surveys.

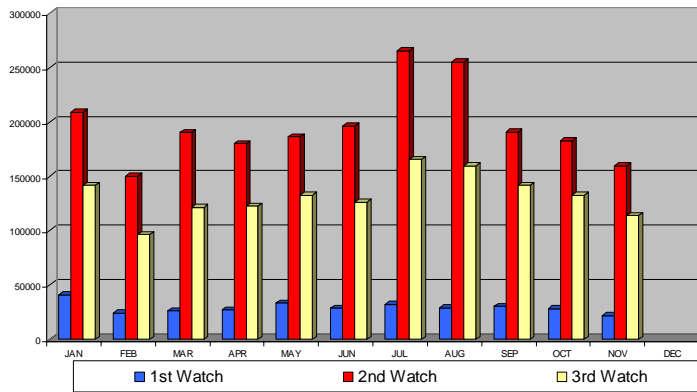




### 311 City Services Call Volume



### 311 Call Center Volume by Watch for 2010



## POLICE BOARD

---

### Members of the Police Board

The nine members of the Police Board are private citizens appointed by the Mayor with the advice and consent of the City Council.

**President Demetrius E. Carney**  
Partner, Perkins Coie LLP

**Vice President Scott J. Davis**  
Partner, Mayer Brown LLP

**Melissa M. Ballate**  
President, Blue Daring

**Ghian Foreman**  
Partner, Maktub Development LLC

**Rita A. Fry**  
President & CEO, RAF Consulting, Inc.

**Victor M. Gonzalez**  
Assistant General Counsel, Blue Cross-Blue Shield of Illinois

**Rev. Johnny L. Miller**  
Pastor, Mount Vernon Baptist Church

**Arthur J. Smith Sr.**  
President, Art's Enterprises, Inc.

**George M. Velcich**  
Partner, Belgrade & O'Donnell P.C.

### Powers and Responsibilities

The Police Board is an independent civilian body that oversees certain activities of the Chicago Police Department. The Board derives its authority from city ordinance and state law. Its primary powers and responsibilities include the following:

- The Board decides disciplinary cases when the Superintendent of Police files charges to discharge a Department member or suspend a Department member for more than thirty days.
- The Board reviews, upon the request of Department members, disciplinary suspensions of six through thirty days.
- The Board decides matters in which the Chief Administrator of the Independent Police Review Authority and the Superintendent of Police do not concur regarding discipline of a police officer.
- When there is a vacancy in the position of Superintendent of Police, the Board reviews applications, conducts interviews, and submits to the Mayor a list of three candidates; the Mayor must choose from the list or request another list from the Board.
- The Board adopts the rules and regulations governing the Police Department.

### Disciplinary Matters

A primary responsibility of the Police Board is to decide cases involving allegations of serious misconduct made against members of the Chicago Police Department. These cases range from highly visible charges of excessive force to less visible, yet still quite important, allegations of wrongdoing. As an impartial

decision-maker, the role of the Board, like that of a court, is to undertake a thorough review of each case and render a fair, unbiased decision.

#### **Discharge Cases**

In 2010 the Superintendent has filed charges against 12 sworn members recommending that they be discharged from the Police Department. Table I presents data on cases decided by the Board in 2010 (some of these cases were filed prior to 2010). As of December 31, 2010, there were 9 open cases before the Board.

[See Table I on page 4 below.]

A decision in a discharge case may be reversed only by a court. That is, the Board's decision is not subject to the superintendent's approval, nor may the member challenge the decision through a union grievance procedure. Under Illinois law, the parties to a Police Board case (the Superintendent and the Respondent) have the right to appeal the Board's decision by filing a petition for administrative review in the Circuit Court of Cook County. A party dissatisfied with the Circuit Court's review of a Police Board case may appeal to the Appellate Court of Illinois.

Table II provides data on suits in administrative review for 2010. As noted above, a particular Police Board case may be reviewed at several levels; in addition, court rulings may cause the Board to issue multiple decisions in the same case. The data on court decisions in Table II pertain to *final* action regarding the Board's *original* decision.

[See Table II on page 4 below.]

As of December 31, 2010, there were 10 Police Board decisions pending review in the Circuit Court, and 6 Police Board decisions pending review in the Illinois Appellate Court. The Illinois Supreme Court did not accept for review or consider any Police Board decisions in 2010.

#### **Suspension Cases**

*Suspensions of Greater than Thirty Days.* In 2010, the Superintendent filed charges against one sworn member recommending a suspension of greater than thirty days; this case was open as of December 31, 2010. The Police Board decided one such case in 2010; in that case (filed in 2009), the Board found the officer guilty of insubordination and unauthorized dissemination of information, and suspended the officer for 180 days, the penalty recommended by the Superintendent.

*Suspensions of Six through Thirty Days.* If the Superintendent orders a suspension of six through thirty days, the accused member may request Police Board review of the suspension. The Board received 14 requests for review in 2010.

Table III presents data on reviews of suspension of sworn members decided by the Board in 2010 (some of these requests were filed prior to 2010). As of December 31, 2010, there were 4 open cases before the Board.

[See Table III on page 5 below.]

#### **Decisions of the Three-Member Panel**

As noted above, when the Chief Administrator of the Independent Police Review Authority and the Superintendent of Police do not concur regarding discipline of a police officer, the matter shall be referred to a separate panel consisting of three Police Board members. Four (4) such matters were referred to a panel

in 2010. In all three cases the panel found that the Superintendent's proposal for less discipline did not meet its burden of overcoming the Chief Administrator's recommendation for discipline

**Outreach Activities**

The Board holds monthly public meetings at Chicago Police Headquarters. These meetings take place in the evening, and provide an opportunity for all members of the public to present questions and comments directly to the Board, the Superintendent of Police, and the Chief Administrator of the Independent Police Review Authority. In addition to receiving input from the community, the Board reports on disciplinary actions and other matters, and receives a report from the Superintendent.

The Board maintains a website at [www.ChicagoPoliceBoard.org](http://www.ChicagoPoliceBoard.org). The site provides the public with information on the Board's powers and responsibilities, a detailed guide to the disciplinary process, the rules and regulations governing the Police Department, and other material.

The executive director of the Board meets frequently with members of the community and the Police Department to provide information on the Board's operations and on the complaint and disciplinary process.

<b>TABLE I: DISCHARGE CASES</b>					
<b>Primary Allegation</b>	<b>Guilty &amp; Discharged</b>	<b>Guilty &amp; Suspended</b>	<b>Not Guilty</b>	<b>Resigned*</b>	<b>Total</b>
Excessive Force--On Duty	0	0	0	1	1
Excessive Force--Off Duty	0	0	0	0	0
Domestic Altercation	0	0	0	1	1
Alcohol Abuse	0	0	0	0	0
Drug/Substance Abuse	0	0	0	0	0
Bribery/Official Corruption	0	0	0	0	0
Commission of a Crime	1	0	0	1	2
Conduct Unbecoming--Off Duty	0	2	2	0	4
Operation/Personnel Violations (e.g., insubordination, neglect of duty, medical roll, sexual harassment)	4	0	0	0	4
Other	0	0	3	0	3
<b>Total</b>	<b>5</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>15</b>
*The respondent resigned prior to a hearing and the charges were therefore withdrawn.					

**TABLE II: APPEALS OF POLICE BOARD CASES**

<b>Appeals Filed in the:</b>		<b>Appeals Decided by the:</b>			
<b>Circuit Court of Cook County</b>	<b>Appellate Court of Illinois</b>	<b>Circuit Court of Cook County</b>		<b>Appellate Court of Illinois</b>	
		<b>A/D</b>	<b>R</b>	<b>A/D</b>	<b>R</b>
4	6	3	2	3	0

A/D = Affirmed or Dismissed

R = Reversed and/or Remanded

TABLE III: SUSPENSION CASES: SIX THROUGH THIRTY DAYS

Primary Allegation	Sustained Full Penalty	Sustained Penalty Reduced	Not Sustained Penalty Reversed	Total
Excessive Force--On Duty	0	0	1	1
Excessive Force--Off Duty	0	0	0	0
Domestic Altercation	1	0	0	1
Alcohol Abuse	0	0	0	0
Drug/Substance Abuse	0	0	0	0
Bribery/Official Corruption	0	0	0	0
Commission of a Crime	0	0	0	0
Conduct Unbecoming--Off Duty	0	0	0	0
Operation/Personnel Violations (e.g., insubordination, neglect of duty, medical roll, sexual harassment)	4	6	0	10
Other	1	0	0	1
Total	6	6	1	13

## INDEPENDENT POLICE REVIEW AUTHORITY

---

### IPRA Investigative Personnel

Hiring - IPRA continues to work within the confines of the city-wide budget and hiring limitations. In addition, last year, IPRA worked with the Mayor's Office and the Office of Budget and Management to convert two administrative positions into investigator positions to help satisfy IPRA's need for more investigators. IPRA has also instituted efficiency measures to address its rising caseload. IPRA remains ever vigilant for ways to increase its efficiency and performance.

Training - This past year, IPRA built upon its program for training investigative personnel, including its recurrent training for all investigators and supervising investigators. IPRA continues its In-House Training which included an internationally recognized investigative training program, reviewing uses of force from a policy and tactical perspective, interviewing CPD officers and preparing investigations for the State's Attorney's Office.

### Improvement to Investigative Procedures

As in its prior two years, IPRA again adopted new procedures to increase the quality and integrity of investigations. It was also important for IPRA to focus on the efficiency of its investigators. A number of very significant improvements were the result of several years of negotiations with the unions representing CPD officers.

Audio recording of CPD member interviews provides the most accurate record of a statement. It also allows for a better quality interview, and a more efficient process for investigators.

Drug and alcohol testing after discharge of firearm is now required of all sworn officers. A discharge of a firearm is a significant event that receives heightened scrutiny. This testing removes all ambiguity about an officer's condition, and will prevent false accusations.

Seventy-two hour window to provide a CPD member with a copy of the statement she gave to IPRA was instituted. Certain situations warrant IPRA holding on to a copy of a statement given by a CPD officer rather than providing the statement immediately. IPRA now has the ability to do so. In addition to the improvements resulting from contract negotiations, IPRA instituted several others.

Analysis of Officer and Complainant Histories provides IPRA with an opportunity to review these histories and determine whether relevant patterns exist through newly created automated reports and searches of the database for complaints of misconduct. IPRA personnel now do this for each accused CPD member or complainant. When a potential pattern is identified, it is further analyzed to determine its relevance to the investigation.

Transcription of Foreign-Language Audio-Recorded Interviews allows IPRA to better investigate matters involving individuals who speak foreign languages.

New IPRA Notices for Criminal Defendants were created to balance the importance of obtaining statements, with the rights of criminal defendants. IPRA eliminated a mis-placed Miranda warning and instead consulted with the Cook County Public Defender's Office to create a new notice for criminal defendants that describes IPRA's role and confirms that they wish to provide the statement to IPRA.

IPRA Subpoenas are an important tool when an individual refuses to cooperate with an IPRA investigation. This past year, for the first time, IPRA was required to seek enforcement of a subpoena in order to obtain witness cooperation. Ultimately, while facing significant penalties, the witness complied.

### Efficiencies

IPRA's investigative resources must be carefully used to attempt to address the volume of work to be performed. Therefore, IPRA is continually looking for ways to improve how investigative time is spent.

GPS Access at IPRA provides IPRA investigators direct access to GPS records for CPD vehicles. It eliminates paper request forms, and allows for immediate retrieval of the information so that the investigation can proceed without delay. This allows IPRA investigators to work more efficiently.

Taser Discharge Notifications increased significantly this past year as a result of CPD's increased deployment of Tasers. IPRA responded by creating procedures to identify those incidents meriting dedication of IPRA's limited resources.

### Recommendations

IPRA continued to make recommendations and highlight systemic concerns as part of the Force Analysis Panel process. In addition, as individual investigations highlighted other systemic concerns, IPRA brought them to the attention of CPD.

CPD Medical Screening process is vital to ensuring that those in CPD's custody receive necessary care. An incident reviewed by IPRA called into question whether limitations in the process caused those screenings to be unnecessarily delayed in some situations. IPRA recommended that CPD reexamine its process to ensure timely screening could be performed and recorded.

CPD Squadrols have a number of physical characteristics that can impact the safety of both the individual being transported in the squadrol, and also the squadrol officers. Based on a number of incidents IPRA investigated involving squadrols – including individuals defeating the restraining devices, escaping through the hatch in the roof, and having serious medical complications – IPRA recommended that CPD revisit its policy and operating procedures regarding squadrol use.

### Transparency

It is not only important for IPRA to provide fair, thorough and timely investigations. IPRA must also continue to ensure that the public is aware of IPRA's role.

Public Reporting continues to be an important aspect of IPRA's transparency. IPRA provides a wealth of resources on its website and continues to provide monthly, quarterly and annual reports for the benefit of the public.

Outreach to the Public has increased during the past year. IPRA now hosts quarterly meetings in various neighborhoods of the City. These meetings provide an opportunity to explain IPRA's function, while allowing IPRA to hear from the public as part of an on-going process to continuously improve how IPRA functions.

Stakeholder Panels continue to allow IPRA personnel to engage and learn from the stakeholders in the complaint and disciplinary process. IPRA has hosted three such panels including a broad spectrum of stakeholders, from community activists to police union leaders.



# CHICAGO POLICE DEPARTMENT

---

## Message from the Superintendent

The Chicago Police Department's role is to serve and protect the residents of our great city. The year 2010 has been one of results for the Department. The Department's 2010 successes are in the areas of Policing, Professionalism, and Partnership.

- Reducing crime, especially public violence
- Engaging in intelligence-driven policing
- Investing in training, equipment and infrastructure
- Improving the Department's professionalism through strong leadership and an emphasis on increasing operational efficiencies and design
- Strengthening partnerships with the community

In 2010, the number of homicides was 436, the lowest since 1965 and violent crime dropped dramatically, by nearly 10% from 2009 levels.

## Index Crime Incidents

2009 vs. 2010 - January 1st through September 26th

- Total Index Crime Incidents are down 3.9%
- Violent Index Crime Incidents are down 11.0%
- Property Index Crime Incidents are down 1.9%

## Crime Prevention

Formation of the Predictive Analytics Group - CPD's Predictive Analytics Group and its partners at the Illinois Institute of Technology are using computerized mesh algorithms to analyze patterns of crime in Chicago. The mesh describes crime at the greatest level of detail in areas where crime rates are highest, allowing us to focus attention on areas that need it most, and where the most data are available. In this example, areas of high crime (in red) are described by the smallest triangular regions, while low-crime areas (in white) use larger triangles.

- The mission of the Predictive Analytics Group (PAG) is to take raw, street level data and convert it into an intelligence package that can be used within the Department's overall intelligence based policing strategy.
- The PAG was recently formed by the Superintendent to leverage the vast amount of data that the Chicago Police Department collects. The Department has made a significant investment in its Automated Arrest, Contact Card, Community Concerns, and other software systems, thus allowing for the creation of a world-class, online data warehouse.
- The PAG, one of the first units of its kind in a major police department, focuses on violent crime, particularly homicides, shootings and robberies. In addition, the PAG also studies other violent and non-violent crimes to identify patterns and allow for proactive prevention.
- The PAG collaborates with academic partners (Illinois Institute of Technology and Carnegie Mellon University) to develop cutting edge geospatial prediction systems which analyze near real-time data, and identify areas with a high likelihood of violence. This includes the development of new computer algorithms and software applications to identify and predict areas with a high probability of violence and other target crimes.

## Strategic Deployment

- Based on accurate and actionable intelligence, specialized units such as the Mobile Strike Force (MSF) and the Targeted Response Unit (TRU) are strategically deployed to targeted, specific areas where crime has recently occurred or where there is a high propensity for crime to occur.

- The MSF was recently expanded by 2 platoons. The MSF is a specialized unit made up of highly trained officers that proactively patrol targeted areas throughout the city.
- In addition, numerous officers that were previously in administrative positions have been redeployed to the Bureau of Patrol in order to increase the number of officers that are on the street. Also, officers that currently work in administrative positions are deployed quarterly to high crime areas near schools as part of Operation Protect Youth.

### **CHICAGO Plan**

- The Citizens Helping Identify Criminal And Gang Offenses (CHICAGO) Plan provides an opportunity for business owners across the city to register their privately owned closed-circuit security camera systems and devices to assist in solving crime.

### **Additional Cameras**

Cameras from a variety of sources are viewable at the Crime Prevention and Information Center (CPIC) and the Office of Emergency Management and Communications (OEMC), including schools, the CTA, Aviation, as well as other locations.

### **Operation Return to Owner**

- This is a joint operation with federal, state and local partners targeting criminal activity and unlawful business practices in several high-crime areas of the city.
- As a result of the operations conducted:
  - 522 Arrests
  - 46 Guns seized
  - 5 Parolees returned to prison for violating the terms of their parole
  - 400 Building code violations identified

### **Equipment**

#### **Enhancing Equipment Economically**

- The Law Enforcement Support Office (LESO) program authorizes the Secretary of Defense to transfer excess Department of Defense personal property to federal, state, and local law enforcement agencies with special emphasis given to counter-drug and terrorism activities.
- CPD has received numerous pieces of equipment including night-vision goggles, ballistic shields, rifles, and a Mine Resistant Ambush Protected (MRAP) Vehicle. An MRAP is an armored vehicle designed for the U.S. military, with a goal of surviving Improvised Explosive Device (IED) attacks and ambushes. Our SWAT team is currently utilizing this vehicle for high risk tactical operations such as hostage barricade situations and high risk search warrants. The vehicle is also available for use in a counterterrorism role.

#### **Improving Mobile Workspaces**

- Automated Citation Writing Systems (ACWS) implemented in over 200 vehicles.
- Over 1,450 Portable Data Terminals (PDTs) are installed in patrol vehicles, which provide access to computer-aided dispatch, vehicle and name checks, automated incident reporting, wanted persons (through city, county, state, and federal databases), crime bulletins, officer safety bulletins, and other critical information.
- Thirty-nine Department vehicles are now equipped with Automated License Plate Readers (ALPR). This device allows for the scanning of thousands of license plates per tour-of-duty to alert officers to stolen vehicles or wanted offenders who are registered vehicle owners. To date, this system has resulted in millions of license plates scanned and over 700 arrests.

- In-car cameras have been installed in over 550 Department vehicles. This system enhances officer safety and improves accountability both on the part of the officers and the public.
- There are almost hundreds of Police Observation Device (POD) cameras in operation in every neighborhood throughout the city.
  - 20,000 POD-related missions are conducted each year.

#### Vehicles

The following vehicles have been acquired, many in an effort to be more environmentally conscious:

- 323 new marked Chevy Tahoes for Patrol, E85 fuel compliant
- 57 Hybrid Ford Fusions for the Detective Division and Internal Affairs Division (IAD)
- 47 Ford Crown Victorias for Patrol
- 32 prisoner transport van cells with EPA compliant cleaner burning UREA to replace the traditional squadrol
- 5 traditional squadrols for Patrol
- 5 marked cargo vans
- 24 electric powered Segways
- 11 Police All-Purpose Vehicles (PAPVS) for Patrol

#### Ensuring Officer Safety

Several new equipment items have been approved that will allow officers to have the best, most up to date and functional equipment available:

- Increased weapon options for off -duty use and undercover capacity
- Embroidered vest cover with reflective "POLICE" on the back for high visibility
- Open magazine pouches
- Open handcuff cases
- Over 1,150 officers trained on Patrol Rifles
- Taser deployment expansion
  - Expanded to all 281 CPD beats
  - Expanded to include Mobile Strike Force (MSF), Gang Enforcement (GES) and Targeted Response Unit (TRU)
  - By year end, 3,000 Department members will be trained to utilize the taser

#### Management Issues

- Career Development Initiative (CDI) - The CDI is an online training program that supports sworn members in their efforts to enhance job knowledge, identify career paths within the Department and prepare for promotional exams.

- Performance Evaluation System (PES) - The PES completely automates the performance evaluation process for police officers, streamlining each stage of the process and providing a consistent tracking mechanism for multiple evaluation dimensions.
- Performance Recognition System (PRS) - The PRS combined with officer activity dashboards, allow the tracking of objective performance measures of police officer productivity, including key indicators such as: arrests, use of medical time, complaints, search warrants, firearms recovered, use of force, awards, ratios of complaints to arrests and use of force to arrests. A portfolio comments section allows supervisors to enter and track coaching and mentoring activities.
- In 2010, the Bureau of Professional Standards established semi-annual self assessments for districts and investigative services units. The first set of assessments was received on 30 April 2010 from specialized units and the second set received from the districts on 30 July 2010. The purpose of these self assessments is to allow Unit Commanders to evaluate their varied individual unit strategies on a semi-annual basis apart from the formal Management Accountability Review Sessions (MARS), which are convened on a less frequent basis and generally focus on districts. District and unit commanding officers are continually and automatically enrolled in the self assessments via the E-Learning system every six months. The responses to the assessments are carefully evaluated and results shared with the Superintendent and executive staff.
- In conjunction with the Civic Consulting Group, the Bureau of Professional Standards initiated the Activities, Reviews and Metrics for Sergeants (ARMS) pilot program in the 007th District in 2010. The purpose of this program is to ensure that Sergeants, the Department's front line supervisors, are cognizant of district crime strategies as enumerated in Management Accountability Review Sessions (MARS) and District Plans. The program connects Sergeants to the district's crime fighting strategies via management meetings with Commanders and Watch Commanders wherein they collectively devise and evaluate strategies to combat chronic and emerging crime conditions within the Sergeant's sector of responsibility. Monthly follow-up with the Sergeants occur whereby certain identified crime activities and enforcement metrics are measured in an effort to determine if the agreed-upon strategies were employed and effective.
- It is anticipated that the ARMS program will be further piloted in 2011.

#### Applicant Processing

The criminal background process for all CPD police applicants has been enhanced. The enhanced system takes advantage of CLEAR, AFIS and new laptop "Livescan" technology enabling a fully automated demographic and fingerprint image capture and transmission.

#### Communications

- Increased communication strategies to inform the public and Department members of public safety updates.
- Nixle – a real-time text messaging system, allows the Department to send immediate critical alerts to residents via email and cell phone text messaging. To date, over 16,000 residents have subscribed to receive alerts such as missing persons, wanted offenders, or Department press releases.
- Blog 501, an interactive Web blog, has been established as a direct mechanism to allow Police Officers to submit feedback to the Superintendent for personal response.
- Other social media vehicles such as facebook and twitter

### CrossFit Training

- The Education and Training Division has incorporated CrossFit into their physical fitness program. CrossFit is the principal strength and conditioning program for many police academies and tactical operations teams, military special operations units, champion martial artists, and hundreds of other elite and professional athletes worldwide. The CrossFit program is designed for universal scalability making it the perfect application for any committed individual, regardless of experience.
- This cutting edge program is now part of the recruit curriculum and is offered on a regular basis to current Department members. Physical fitness is crucial to law enforcement and CrossFit has proven to be an effective training method.

### Legal Handbook and Legal Training

- The Officer's Legal Handbook is a pocket legal guide containing information pertaining to situations police face daily including Terry Stops and Terry Frisks, traffic stops, consents to search, and search warrants, etc.
- Every Department member was issued a copy of the Officer's Legal Handbook for quick reference on these important matters.
- Every Department member is also required to attend a 4-hour block on the laws pertaining to search and seizure taught by Department members that are also attorneys.

### E-Learning

E-Learning, a learning management system, was first implemented with the Police Department and is now widely used by many city agencies. Due to the success of this system and the ease and convenience of its use, many other city agencies are now incorporated into our system. E-learning allows officers to learn and/or teach anytime and anywhere, and at their own pace. The system allows for individual accountability, and progress and comprehension can be tracked for each training module and officer.

### In-Service Training

In-service training is training that is made available to all Department members, regardless of rank, seniority or unit of assignment. The Department is committed to providing increased in-service training in order to keep department members updated on the latest resources and tools available as well as to enhance their skills. Investing in Department members is crucial. In 2010, the Education and Training Division has provided training for 30,617 participants on topics ranging from firearms to child safety to terrorism.

### New Firearms Ordinance

- A new ordinance, MCC 8-20-010, was passed into law by the City Council in July of 2010 and includes the following key provisions:
  - Allows for registration of no more than one handgun per month per adult or applicant and generally prohibits the possession of a handgun by any person outside the person's home.
  - Establishes a two-step process to own and register a handgun. First, the applicant must obtain a Chicago Firearms Permit (CFP), which requires having a valid State of Illinois Firearm Owners' Identification Card, and then the applicant must register the gun with the Chicago Police Department.
  - Handgun ownership is prohibited for anyone who has been convicted of any violent crime, has two or more offenses for driving under the influence of alcohol or drugs, or under state law has been convicted of domestic violence.

- Bans assault weapons and provides for mandatory jail time beginning in 2011 for anyone in possession of one.
- Requires firearms safety training, both in a classroom and on a firing range.
- Bans retail gun shops.
- Includes severe penalties for violating the ordinance, including hefty fines and jail time.

### Information Systems

- Developed high school dashboard with integrated mapping allowing the rapid assessment of problems at and around high schools. The user can identify specifically involved subjects—victims and offenders. An interactive system allows the user to adjust the rankings of variables such as arrests, incidents, curfews, crimes, and contact cards.
  - This dashboard provides CPD officers, supervisors, and managers with a tool that can be used to help identify emerging issues around schools and target police resources to address them. Police officers assigned to high schools can also access this information to work directly with school safety and security officials on problem-solving strategies.
- Implemented an integrated, comprehensive mapping application allowing “one-stop shopping” for maps including gangs, troubled buildings, schools, parks, CHA locations (including Section 8), CTA rail and bus lines and stops, IDOC penitentiary releases, IDOC parolees, gang probationers, PODs, calls for service, crimes, and arrests.
- FIMS, the Department’s Facility Information Management System, allows key critical infrastructure to be tracked—schools, government facilities, foreign consulate offices, chemical storage facilities, and more. Blueprints, evacuation routes, and key contact information for security personnel are accessible. A secure portal with the Chicago Public Schools (CPS) allows CPS to maintain violent incident plans, student enrollment and class schedule data, and more—providing instant access to first responders during critical events. This system can also send immediate email notifications to key contacts at appropriate facilities during emergency events or arrests. A portfolio comments section allows supervisors to enter and track coaching and mentoring activities.
- Developed Troubled Buildings dashboard with integrated mapping utilized by Departments of Police, Fire, Law, and Buildings to coordinate tracking of problem buildings and multi-agency response. Automated letters are generated and emailed to building owners providing overview of problems at each location (calls for service, incidents, arrests, and 311 service requests).
- AIRA, the Department’s Automated Incident Reporting Application, is now implemented on new mobile computers in all 25 police districts. 83% of all incident reports have been completed using this automated platform, which integrates preliminary arrest capture data and populates the Automated Arrest system. Chicago is the largest major city to automate its incident reporting process to officers in the car.
- Automated Complaint Review (AutoCR) streamlines and automates the entire complaint process, from initial intake (which can occur via a web submission, telephone call, walk-in, or letter) to the investigative process, to routing and approval of recommended discipline. This is used by the Independent Police Review Authority (IPRA) and the Department’s Internal Affairs Division (IAD).
- A series of immediate crime summary reports have been implemented, including QuickStat; designed to provide command staff with an immediate snapshot of violent crime conditions along with a comparison to previous years as well as integration with interactive Homicide and Aggravated Battery maps.

- A series of previously stand-alone systems and applications have been streamlined and migrated into the Department's CLEAR System—including a Homicide database, Major Incident Log, and gang tracking module.
- CLEARpath, the Department's public-access website, is the most comprehensive police website of any large Department in the nation. Funded through a first of its kind grant from the MacArthur Foundation, this project represents an unprecedented level of cooperation with diverse community groups from throughout the city. These groups directly assisted in developing deliverables including crime mapping, community events calendars, interactive beat meetings, tracking of block clubs, anonymous reporting of community concerns, access to crime statistics, and more—all in an easy to-use, multilingual platform. CLEARpath was named Finalist for the 2010 IACP Community Policing Awards.
- The Department has linked CLEAR to OneDOJ, a federal database containing access to criminal records from multiple DOJ agencies, including JABS—the Joint Application Booking System. The Department is now finalizing integration with N-DEX, a federated incident reporting repository that contains millions of incident records from local, state, and federal agencies.

#### Grant Awards

- In 2010, the CPD received 24 of 31 grants for which it applied, totaling \$23,206,690 (Seven grant applications are still pending.)
- \$1 million Cook County Sheriff grant awarded, expanding automated arrest processing to 102 police departments in Cook County.
- \$6 million COPS Technology grant awarded provides for re-write of several critical Department software applications: CHRIS Case, Data Warehouse enhancements, dashboards, as well as Hot Desk re-write
- \$5 million in Transit Security Administration grant funds were awarded to implement video analytics and additional federation of transit-related cameras, and to expand network bandwidth to police districts allowing more simultaneous video streams to be monitored. This grant is in progress.
- \$200,000 NIJ Predictive Policing Phase I Grant awarded, \$3m Phase II grant submitted to develop a crime prediction system.

The Chicago Police Department has received a total of \$47,460,790 in federal American Recovery and Investment Act (ARRA) funding from the U.S. Department of Justice, the Illinois Criminal Justice Information Authority (ICJIA), and from the U.S. Department of Homeland Security through the Chicago Transit Authority (CTA):

- \$13,256,100 from the U.S. Department of Justice to support a 50-person increase in CPD's sworn headcount
- \$28,663,987 from the U.S. Department of Justice to be shared with Cook County for the following:
  - CPD overtime (\$9,100,000) for Operation Safe City and Operation Safe Students;
  - CPD purchase of police vehicles (\$8,713,320);
  - CPD purchase of in-car cameras (\$3,684,670);
  - Cook County (\$7,165,997) for personnel and various public safety initiatives.
  - \$498,663 from ICJIA to hire a CAPS Program Director to coordinate/ implement a three-year youth-focused "Campaign to Break the Code of Silence" program in Chicago.
- \$4,869,000 through CTA to create three 4-officer specially trained anti-terrorism teams in CPD's Public Transportation (thereby increasing CPD's sworn headcount by 12).

- \$173,040 from ICJIA to purchase 32 dual band, interoperable hand-held radios to improve interagency (state, local and federal) law enforcement communication).

### Community Partnership

Every day, we seize opportunities to build new and stronger partnerships. The Chicago Alternative Policing Strategy (CAPS) remains an integral part of our crime fighting formula; it is only by working as one that we can identify and solve neighborhood crime and disorder problems. CAPS is a commitment by the whole department and must be a philosophy embraced by every member of the organization, as well as the public. Thanks to consistent efforts and new and innovative outreach methods, communities can increasingly support the CAPS model. The impact the police and community can have together is irrefutable; an allegiance between the police department and all segments of the community is stronger than any criminal entity.

In 2010, the Department has made the following progress:

- Continued outreach committees (i.e., clergy, youth, senior/disabled residents, business, and school) in the district CAPS offices. These committees meet regularly to discuss and identify concerns, as well as develop strategies to enhance community support and awareness of district incidents, events and occurrences.
- Hosted Youth Forums, whose mission is to create opportunities throughout the City for community youth, police and other agencies to meet in a safe place to talk openly and honestly about current issues of mutual interest and relevance.
- Enhanced District faith-based partnerships, holding meetings to facilitate communication and utilize faith-based leaders in violence reduction strategies.
- Hosted City-wide gun turn-in. Over 3,874 guns were taken off the streets, that included:
  - 3,235 Handguns, rifles, and shotguns
  - 586 BB guns, and Replicas
  - 53 Assault weapons
- Continued our citywide multi-cultural advisory board designed to open the lines of communication with leaders of Chicago's many diverse communities to identify new or improved strategies for better police and community relations.



## OFFICE OF EMERGENCY MANAGEMENT & COMMUNICATIONS

---

The OEMC is responsible for a host of public safety functions, including the dispatch of all police, fire and emergency medical services and non-emergency services, the management of a 24-hour City Operations Center to coordinate routine emergency and traffic services; the oversight, development, and execution of all City disaster and Homeland Security planning and operations, and the oversight and maintenance of the City's video surveillance network. The OEMC operates from a \$217 million dollar facility providing services for 2.8 million people.

### Technology

The OEMC continues to adapt cutting-edge technology to make our City remain as safe and prepared as any big city can be.

- In 2010, the OEMC began consolidating information and communication technology functions with the Departments of Police and Fire, into a newly formed Public Safety Information Technology (PSIT) group. It is anticipated that additional functions will be consolidated moving forward including vehicle technology, radios (broadband data, voice), disaster recovery and business continuity, and more.
- The online registration program, referred to as "The Chicago Plan" was launched in September 2010. This initiative works with the business community to attack crime and gang offenses and to help make Chicago a safer city. Since its launch in September 2010, "The Chicago Plan" has received over 450 hits from interested businesses.
- In 2010, the OEMC has taken the first step towards being the first 9-1-1 Center capable of interfacing with new technologies that will make up the future of 9-1-1 service request handling. In the fall of 2010, the Department launched a text and video messaging system pilot whereby call takers in the 9-1-1 Center can now receive text and video messages relative to an in-progress 9-1-1 call.
- As of January 1, 2013, the Federal Communications Commission (FCC) has mandated that all public safety systems migrate to narrowband radio channels. In 2010, work on two (2) police radio zones has been completed and radio technicians continue to work on additional zones. At the same time, the radio technicians are moving the connectivity to a new framework to support future initiatives which may reduce the cost of future radio projects.

### City Operations

The City Operations group is responsible for coordinating and planning large scale events and an improved traffic environment through a multifaceted approach.

- From January 1, 2010 to November 30, 2010, City Operations issued and distributed 179 OEMC Incident Action Plans, thereby communicating to departments, staff and agencies, necessary information in operations of successful events and proactively ensuring coordinated response.
- In May 2010, City Operations completed Phase I of the permanent pole marking project. A high intensity prismatic decal has been affixed to 138 light poles on the streets bounded by Roosevelt Road to Randolph Street and Michigan Avenue to Lake Shore Drive. This signage aids in an even more expeditious response by emergency personnel to incidents during the various events held throughout the year.
- The Operations Center (OC) continues to expand in communication and coordination using technology with cameras. Chicago police officers are detailed to the OC to assist in monitoring locations received from the City's Computer Aided Dispatch System (CAD). As a result of camera monitoring, 648 events

were sent to police from January 1, 2010 to November 30, 2010 in addition to police officer's 7,730 activities throughout the City during the same time period. Under the information management desk (IMD) at the OC all notifications are coordinated and sent to various departments, elected officials and sister agencies, which include City emergencies, traffic conditions, and severe weather. In 2010 there were 19,714 notifications of these types.

- The Traffic Management Authority (TMA) provides traffic management and performs traffic control functions throughout the City. From January 1, 2010 to November 30, 2010, the TMA issued 159,688 citations. In 2010, traffic control aides (TCAs) covered 4,171 events, and performed traffic management in the Central Business District (CBD), O'Hare and Midway Airports and special events held throughout the City.

### 911 - Police and Fire Operations

- Chicago's 911 Center has the fastest call connection in the world, answering calls in three (3) rings or less, at a 95% answering efficiency. In 2010, the Office of Emergency Management and Communications processed more than 5 million 911 calls for service, averaging 15,000 calls per day.

### Office of Emergency Management (OEM)

- The OEM is also Chicago's liaison with the U.S. Department of Homeland Security (DHS), the Illinois Office of Emergency Management, as well as federal and state emergency management agencies. In 2010 OEMC hosted a visit from DHS Secretary Napolitano, provided coordination support for three Presidential visits, organized Haiti Relief Operations and coordinated the Chicago Blackhawks playoff games, Stanley Cup Finals, and Victory Celebration Parade.
- In 2010, OEM staff participated in over 30 local and regional committees with emergency management stakeholders ranging from City Departments, state agencies to private sector partners.
- The OEM is responsible for emergency response in 2010 the OEM staff responded to 19 fire events, one hostage barricade team event, hazmat events, two power outages and eight other events.
- In late July 2010, the OEM was in charge of compiling over 25,000 initial damage assessments for submission to the Illinois Emergency Management Agency (IEMA). The team was able to accomplish the task by working closely with 311 and aldermanic offices, both functioning as collection points.
- In addition, the OEM staff was tasked this past summer with monitoring the distribution of flood relief aid and benefits via the Illinois Department of Human Services Supplemental Nutrition Assistance Program (SNAP) program at five (5) locations within city limits. Finally, OEM assisted Federal Emergency Management Agency (FEMA) in identifying two (2) locations as Relief Assistance Centers, one (1) in Austin and one (1) on the south east side of Chicago.
- In 2010, OEMC held three (3) CERT training sessions in partnership with the Chicago Police Department, and graduated 62 members through the program. In addition, the OEMC and the Illinois Emergency Management Agency hosted the first-ever Community Emergency Response Team challenge. The event brought together over 150 citizen volunteer response teams from 13 communities.
- The City of Chicago was selected by FEMA for an integrated emergency management course and the OEMC is sending 75 participants from various City Departments and Regional and State Agencies to participate in this course in Maryland, which is being held in December of 2010.
- Several exercises that were hosted by OEMC in 2010 were: Water Rescue Table Top Exercise in March 2010; The St. Patrick's Day Area Command Drill in March 2010; The Chicago Regional Resiliency

Assessment Program Table Top Exercise in May 2010; The Prairie North/Chicago Training IED Full Scale Exercise in June 2010; The Central Business District Evacuation Table Top Exercise in September 2010; The Regional Emergency Management Workshop in September 2010; The Central Business District Evacuation Functional Exercise in October 2010; The COOP Workshop in October 2010, and Interoperable Communications Exercise and the Integrated Emergency Management Course in December 2010.

- In September 2010 the OEMC hosted its Second Annual Emergency Preparedness Workshop during National Preparedness month, featuring various speakers and nearly 200 attendees from the local, county, regional, state and federal levels of government.
- In October 2010, the OEMC conducted a Central Business District Evacuation Exercise, in coordination with other city agencies and the private sector, with 500 volunteers. The purpose of this exercise was to enhance the public and private sector relationships in order to coordinate and strengthen response capabilities, and an extension exercise of this drill is also being planned for 2011.
- Since last fall, the OEMC, in coordination with the Chicago Department of Aviation (DOA), coordinated hands-on training and exercise opportunities for over 1,000 response personnel from 21 local agencies, four (4) county agencies, six (6) state agencies, five (5) federal agencies, four (4) not-for-profit organizations and 13 volunteer community emergency response teams.
- Chicago's Public Safety Consortium (PSC) brings the OEMC together with the Fire, Police, Aviation, Transit Authority and Public Health departments to focus on Strategic planning and coordination. In 2010, the Building Owners and Managers Association (BOMA) and ChicagoFIRST joined the consortium. In April 2010, the Critical Infrastructure Resilience Task Force, a subcommittee of the Public Safety Consortium, was created. The purpose of the Task Force is to provide an ongoing and consistent forum for information sharing, contingency planning, and building resilience among public sector agencies and private sector infrastructure professionals.

#### Public Education

- In 2010, *Notify Chicago* issued more than 1,000 informational text messages for registered users.
- In 2010, the OEMC expanded its internet outreach by creating a *Facebook* social media page to provide Chicago residents with timely emergency information. The OEMC will continue to increase its presence on *Facebook* to update residents on emergencies and community events.
- In 2010, the OEMC Media Affairs division issued 55 press releases and conducted 29 press conferences on topics including hot and cold weather preparation, summer/winter storm response, disaster recovery information, and special event traffic impact (i.e. Transformers 3 filming schedule, Chicago Blackhawks' Stanley Cup Parade, Taste of Chicago and other festival street closures and traffic reroutes).

#### Grants

- In 2010, the OEMC received \$46,247,391 in grant funding and the majority of the funds were from the Department of Homeland Security (DHS).
- One (1) of the OEMC's largest grants is the Department of Homeland Security's Urban Areas Security Initiative (UASI), which provides grants to local emergency, prevention, and response agencies to enhance their efforts to prevent, protect against, respond to, and recover from terrorist attacks and other disasters. In FY 2010, the Chicago Urban Area was awarded \$54,653,862. The City of Chicago will receive \$37,109,972, about a \$1.5 million increase in funding from FY 2009.

## CHICAGO FIRE DEPARTMENT

---

The mission of the Chicago Fire Department is to:

- Quickly and efficiently rescue persons trapped or injured by fire, accident, collapse or terrorist activity, while mitigating the circumstances surrounding the event;
- Provide comprehensive medical care to triage, stabilize and transport the injured;
- Educate the public on preparedness for all hazards, including fire, hazardous atmosphere and chemical incidents; and,
- Enforce the Chicago Fire Code to make business and residential locations as safe as possible.

While reporting to nearly 400,000 emergency calls annually, the CFD continues to enhance technology, training and personnel to better protect the residents and visitors of Chicago. This is accomplished by implementing a variety of cutting-edge emergency medical, fire prevention, and public education initiatives.

The demand for service over the past several years has continued to shift toward medical assistance calls. To meet this demand in the most efficient manner, while still being prepared for fire and other emergency incidents, the CFD continues to upgrade its fire companies, which are now part of the multi-tiered EMS system. The goal is to have personnel and equipment proficient in providing either advanced life support or basic life support care.

The CFD is also ensuring that its members are more efficient by providing cross-training functionality and increasing specialty training in the area of confined space response, vertical rescue, and collapse structure rescue, while making sure the entire department is current on the basics of search and rescue operations.

The emergency incidents that occur today no longer resemble the incidents of five years ago and have required the CFD to engage in specific and specialized training on a more frequent basis, as well as staying current with the basics of search and rescue.

Below is a brief synopsis of the training that has occurred in 2010.

Training	# of People Trained to Various State Certifications	# of People Trained in Specialty Topics
Hazardous Materials	<ul style="list-style-type: none"> <li>▪ Awareness – 350</li> <li>▪ Operations – 500</li> <li>▪ Emerg. Response Terrorism Basic Concepts - 220</li> </ul>	<ul style="list-style-type: none"> <li>▪ Special topics – 620</li> </ul>
EMS	<ul style="list-style-type: none"> <li>▪ Each month, approximately 4000 uniformed personnel each receive 90 minutes of in-service continuing education</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sim Lab Training – 704</li> <li>▪ Retraining – 334</li> <li>▪ Trained 56 Candidate FPMs</li> <li>▪ Trained 140 Candidate FF/EMTs</li> </ul>
Firefighter Training	<ul style="list-style-type: none"> <li>▪ Trained and certified 72 newly promoted officers</li> <li>▪ Trained and certified 60 engineers</li> <li>▪ Trained and certified 140 candidate FF/EMTs</li> <li>▪ Delivered approximately 2000 hours of in-service fire training to companies in the field</li> </ul>	
Ethics	<ul style="list-style-type: none"> <li>▪ All CFD Personnel</li> </ul>	

Similar to other departments, the CFD is no different in that it has continued to look for ways to streamline operations, which will reduce costs, while ensuring that our core mission of protecting lives and property is not compromised. As a result, the CFD eliminated nine (9) management positions that will translate into a savings of \$1.08M, which will be reflected in the 2011 budget.

Accordingly, the CFD has received and continues to apply for grants that have bolstered training (as mentioned above), established an on-line recertification program for private sector high-rise safety directors and provided a state of the art fire boat. In addition, the CFD received \$4.8 M in stimulus funding for a new firehouse to be located at 39<sup>th</sup> Street and Wabash Avenue.

The CFD's public education initiative is equally important. Year after year, fire deaths continue to trend downward due to the CFD's aggressive outreach and education efforts. This year, through grant funding, the CFD has installed, free of charge, 3500 smoke detectors and has continued its "smoke detector give away" program. Approximately 20,000 free smoke detectors were distributed by neighborhood firehouses, aldermanic offices, at fire safety programs and during neighborhood canvasses in 2010.

Since 2005, the CFD has given away a total of 260,000 free smoke detectors and it will continue this vital program as a mechanism to promote fire safety. In 2010, CFD has conducted 10,929 programming initiatives that focus on life safety and also conducted 1581 high-rise life safety programs. In addition, more than 900 home-based daycare providers have been trained on fire safety, CPR and basic first aid.

As a nation-wide leader in the fire service industry, the CFD will continue to meet the requirement of the City of Chicago, while providing regional emergency response assistance to its suburban neighbors. While the basic mission of the CFD remains unchanged, the department's responsibilities have increase due to the realities of today's world.

## **INSPECTOR GENERAL'S OFFICE (IGO)**

---

See Quarterly reports listed on IGO website.

## DEPARTMENT OF BUILDINGS

---

During 2010, DOB focused on its two-part mission: protect public safety by enforcing the building code and issue permits in a timely fashion to encourage safe development.

Throughout 2010, one of our goals was to continue to provide core services while reducing costs and identifying future efficiencies. This approach includes adopting practices – such as document review for annual inspections – that will allow us to continue to complete our mission without impacting the integrity of our work.

We constantly search for new, efficient solutions as we review project plans, issue permits and inspect buildings to ensure that residential and commercial buildings adhere to the safety standards established in the Chicago Building Code.

### Key Programs and Initiatives

DOB continues to expand and refine programs that address the current needs of residents.

**Vacant Property Enforcement Program** - As the mortgage crisis and economy continues to impact buildings in neighborhoods across the city, one of the largest concerns for residents and the Department in 2010 was the increased number of vacant properties. The Vacant Property Enforcement Program, which works to eliminate dilapidated and deteriorated buildings throughout the city, continues to have a positive impact on the lives of residents.

In addition to conducting more inspections of vacant properties, DOB has increased its efforts to secure and demolish properties that pose a threat to communities. DOB boarded up and secure more than 350 properties and demolished more than 600 properties in 2010.

Communication is a key factor in our fight to keep neighborhoods safe from the dangers posed by vacant properties. We recently launched a web site dedicated to the problem of vacant properties. This site allows residents to report vacant buildings and follow the court actions against owners. It also allows owners of vacant property to register their buildings to keep compliant with the building code.

**Strategic Task Force/Gang and Drug House Enforcement** - DOB works in coordination with the Chicago Police Department and the Department of Law to enforce the Gang and Drug House ordinance. This program helps keep neighborhoods safe by holding building owners responsible for the activities inside their buildings. It also encourages landlords to properly screen all new tenants and to take actions against those that are destroying communities or risk significant fines and other actions.

**Special Inspection Program** - This bureau works to enforce the occupancy limit and prevent overcrowding in restaurants, bars, theatres and other public places of amusements. In addition to approving occupied space before an establishment is open, this bureau conducts more than 4,000 annual inspections to ensure that businesses have not adjusted layouts, added tables, chairs or booths, blocked exit doors or made other changes. It also communicates to the Police, Fire and Law Departments when a building has violated the code with regards to occupancy, to help prevent a tragedy in case of an emergency.

**Green Permit Program** - DOB continues to maintain Chicago's reputation as a leader in environmental design and construction by offering the Green Permit Program. Created in 2004, this program offers financial incentives and expedited service for developers who want to build green buildings. In 2005, we issued 19 permits. Despite the troubled economy, we issued more than 175 green permits in 2010.

This program is recognized as the first and most comprehensive Green Permit Program in the nation. We believe that the strong interest will continue as homebuyers demand more environmentally friendly homes and businesses look to operate buildings with increased energy efficiencies.

#### Internal Accomplishments

The following accomplishments have been met by the effort and dedication of DOB staff to continually improve our processes and eliminate administrative tasks.

**Web-based License Renewal** - DOB issues licenses to a variety of tradesmen, including plumbers, stationery engineers and electricians. The Department developed a web-based process for the renewal of these trade licenses, and the process eliminated the need of licensing staff to handle forms, checks and photos.

**Small Projects Program** - The Department created the small project program to quickly review plans and issue permits for a variety of repairs and additions, including adding dormers, repairing/replacing porches and interior renovations for residences smaller than three units. Small businesses can also be reviewed through this program for interior renovations and expansions up to 5,000 square feet.

**Adopting Technology** – DOB's Troubled Buildings Program is now using hand-held devices that will enable inspectors to provide real-time inspection results, including vital photo evidence, ported directly into the vacant building database. This means more accurate data in a more timely manner that allows the Department to process cases quicker.

**Reducing Time to Permit** - We continue our focus on providing better customer service and reducing the amount of time necessary to obtain a permit. Since 2004, without sacrificing the quality of reviews, we have successfully reduced the time to issue permits from 112 to 52 days.

**Increasing Number of Inspections** - DOB inspections are a core responsibility of our Department. Our team of inspectors will complete more than 238,000 inspections in 2010. The Department is creating new programs, such as document review for existing buildings that have passed previous inspections, which will allow the number of inspections– which includes new construction, annual, permit and license inspections – to remain at similar levels. In addition, DOB also responds to resident complaints regarding unsafe buildings. We will answer an estimated 42,800 complaints in 2010.

**Increasing City Revenue** - DOB has worked with Revenue and the Department of Innovation and Technology to develop a system that allows us to check for indebtedness to the city and deny permits for projects with plans until the collections are made.

#### Continuing Program Improvements

We have moved forward on a number of different projects. Improved technology is critical for many of these efforts, especially as we reduce our personnel costs.

**Annual Inspection Certification** - We are completing the first phase of our annual inspection certification program, which will allow third-party inspectors to complete annual inspections. This will increase code enforcement without an increase in Department staff.

The first phase of the program focuses on elevators in buildings in the central business district and is likely to expand to other annual inspections. Certified technicians complete inspections, and the data is reviewed by Department inspectors for compliance.



DOB has started the program with annual inspections for larger buildings. In order to participate, buildings will already have demonstrated compliance and the ability to maintain the integrity of the structure. If they meet these criteria, they can submit these inspection data on forms created by the Department.

This process is resulting in more inspections completed throughout the year and is allowing the Department to respond more quickly to requests for new construction inspections and 311 complaints.

**Web-based Application and Review** - We are creating processes that will allow the entire permit process to be handled electronically. Our goal is to create a system under which building owners, architects and contractors submit all plans digitally and our project managers review them via computer. Currently, only very large projects are handled exclusively online. Comments, requests for changes and approvals would also be handled electronically. This system has several benefits, including savings in printing costs and less travel time for customers.

**Updating the Building Code** - DOB is currently working to modernize the Chicago building code by updating the code and eliminating inspections that do not pose health or safety threats due to advanced technology. We are working with leaders in the private sector to give a comprehensive review of the building code with the goal of adopting new standards that meet advances in codes and technologies. We have already eliminated a variety of permits and annual inspections, and that allows our inspectors to focus on larger pieces of equipment and systems.

**License Integrity Assurance System** - DOB is planning a web-based system that will require general contractors and sub-contractors to confirm their identity and intent to complete work for a specific permit. The site will require contractors to verify by a personal ID number that they will in fact be performing the work. This will prevent contractor identity theft, and allowing unscrupulous general contractors from falsely listing contractors as doing the work and subsequently employing unlicensed and/or unskilled workers

During 2010, DOB has taken many steps to make our Department more efficient and more transparent. In the next year, we plan to continue our efforts to complete more inspections and provide better services to residents.

## **BUSINESS AFFAIRS AND CONSUMER PROTECTION (BACP)**

---

BACP is committed to ensuring a fair and vibrant market place for both businesses and consumers. We license Chicago's businesses, issue public way use permits, oversee the City's cable franchise agreements, and regulate the taxicab and public vehicle industries. BACP connects businesses with resources to enhance growth, while protecting consumers against fraud and deceptive practices by resolving consumer complaints and prosecuting unscrupulous businesses.

### Business Licensing & Public Way Use Permits

BACP supports over 70,000 businesses through licensing and public way use permits.

In 2010, we

- Consulted with over 35,000 in-person customers,
- Supported 65,000 calls through the business help line 74-GO-BIZ,
- Issued 11,000 new Business Licenses and renewed 29,000 Business Licenses,
- Issued over 350 new Liquor Licenses and renewed 2,500 Liquor Licenses,
- Issued 4,500 Public Way Use permits,
- 57% of Business Licenses renewed online, a 20% increase from 2009,
- Collected over \$27 million in license fees and over \$10 million in public way use permit fees.

### Enhanced Services

In 2010, BACP added services to the Business Assistance Center (BAC) to further Mayor Daley's vision of providing a one-stop-shop for businesses and making it easier to do business in Chicago.

- Through a cross-training program with the Department of Zoning, BACP staff is now providing business license zoning reviews for our business customers. This eliminates the need for customers to visit multiple departments and provides better customer service.
- A building inspector is on-site at the BAC. This inspector assists with Public Way Use and Building Sign Permits.
- A supervising health sanitarian is on-site to assist our customers in preparing for inspections and answering questions.
- In implementing the new Children Activity Facility License, BACP created informational materials and provided several seminars to assist business owners with the new license requirements.
- We have created materials and held seminars on the license requirements for the Vacation Rental License, which will be effective January 1, 2011.
- We prepared a License/Zoning Reference Guide to help business determine what licenses are necessary and what zoning restrictions may exist before they lease a commercial space. The guide and related supporting documentation is available on our website.

- We prepared a comprehensive investigation and inspection guide, The Business Owner's Guide to Inspections, to provide clarity and consistency as to what types of matters are investigated, in what manner, and what to expect if a violation is detected. This guide is also available on our website.

#### Making It Easier for Businesses

By improving the application process, BACP implemented significant changes that reduced costs associated with opening a business in Chicago.

- First-time applicants now pay a license fee that is directly proportional to the term of the license, doing away with zip code based renewals.
- An installment option is now available for all license types, allowing businesses to pay for their two-year license in one-year increments.
- BACP also implemented a "contingent approval" process for liquor license applicants that allows the Local Liquor Control Commission (LLCC) to approve an application contingent upon the business passing safety inspections. This program has reduced the number of liquor licenses denied for failing inspections from 25 in 2009 to zero in 2010.
- BACP expanded the types of liquor applicants that may seek "conditional approval" to include Taverns and Packaged Goods applicants. The process assists applicants in new construction or expansion by providing conditional approval on a license before applicants invest in a costly build out.

#### Public Way Use Permits

BACP oversees the issuance of 4,500 public way use permits including sidewalk cafes, canopies, awnings and other grants of privilege. BACP introduced a comprehensive amendment to the Public Way Use Ordinance that passed City Council in January, 2010. The ordinance:

- Allowed BACP to implement application process changes that have reduced the number of days to issue a public way use permit by more than two weeks.
- Established lower fees for common items and added a "bundled package" of the most common types of business permits that further lowers costs to businesses.
- Together with Zoning, CDOT and Buildings, BACP streamlined the process for permitting business identifying signs. Public Way Use and Building permits are now linked and issued simultaneously, lessening confusion for applicants. BACP was the lead department in the City's six month Business Sign Amnesty Program that allowed over 850 existing businesses to apply for missing permits with waived fines and fees.

#### Public Vehicle Licensing

The Public Vehicle Licensing and Permits Division regulates the public vehicle industry. Annually, the division:

- Licenses 14,000 public chauffeurs,
- Regulates 6,800 taxicab medallions,
- Licenses 1,200 livery vehicle,
- Issues valet parking licenses at over 300 locations,

- Conducts over 20,000 taxicab inspections,
- Collected over \$10.5 million in licensing and taxicab medallion transfer fees,
- Collected \$2.3 million in fine and penalties through November, 2010.

#### International Association of Transportation Regulators Conference

Chicago was the 2010 host city of the International Association of Transportation Regulators (IATR), an annual conference that attracts transportation regulators from around the globe. Highlights of that conference include:

- The theme, "Regulating with a Purpose: Accessible, Safe, and Sustainable Streets," highlighted Chicago's leadership in providing wheelchair accessible taxicab service.
- National Highway Traffic Safety Administration (NHTSA) Administrator David Strickland, the keynote speaker, spoke about distracted driving and the costs, in human lives, of texting and cell phone use while driving.
- Over 120 individuals from jurisdictions across the US and Canada, as well as Abu Dhabi, Australia, The Netherlands, Brussels, Ireland, and Scotland were all in attendance. This was largest international presence in the Organization's 23 year history

#### Ensuring a Safe Public Vehicle Industry

BACP identified salvaged and rebuilt vehicles operating as taxicabs, in violation of the City's rules. BACP ordered the vehicles off the road and filed rule violation charges against several medallion owners and managers concerning 340 vehicles. The application process for replacing vehicles was strengthened to ensure that vehicles operating as taxis meet the City's strict safety standards.

#### Meeting the Goals of the Chicago Climate Action Plan

BACP is working with the public vehicle industry to reduce carbon emissions.

- Through incentives such as additional years of useful life and grant opportunities, we are encouraging taxi and livery owners to opt for hybrid vehicles.
- Since 2007, the industry has reduced CO2 emissions by 7,805 tons annually, which is equivalent to the work of 181,599 tree seedlings grown for 10 years, and increase of 134% over 2009.
- Funded in part by the Department of Environment's Clean City's Grant, we are working with the taxi industry to prepare a Compressed Natural Gas (CNG) infrastructure to provide taxi owners more options for alternative fuel vehicles than currently exist. The first station should open in February 2011.
- With Harold Washington College, BACP has incorporated Eco-driving training into our public chauffeur training curriculum.

#### Wheelchair Accessible Taxicabs

As highlighted at the IATR conference, Chicago is an international leader in providing wheelchair accessible taxicabs for passengers with disabilities, where ordering an accessible vehicle is as easy as calling a centralized number, 800-281-4466.

In 2010, BACP:

- Through the Central Dispatch, provided over 32,500 accessible taxicab rides, an 11% increase from 2009.
- Awarded two owner-operators with \$12,000 grants to cover the incremental costs of converting minivans into wheelchair accessible vehicles.
- Utilized a balanced approach of incentives and enforcement to encourage drivers to provide prompt and courteous service.

#### Redesigned Public Vehicle Facility

BACP and General Services completed a year long project to renovate the public vehicle facility located at Ogden Avenue. The facility was redesigned to improve customer flow and enhance customer service. The facility incorporates green design, the use of natural light and eco-friendly materials.

#### Business Support

BACP, through outreach and education, provides entrepreneurs with access to free business education and resources to help business grow and succeed. In 2010, BACP:

- Reached 23,336 entrepreneurs through outreach events,
- Connected 1,300 small businesses with technology solutions at the Chicago TechExpo 2010,
- Connected 500 businesses with resources through the Small Business Solution Station,
- Offered 100 free Business Workshops to entrepreneurs.

#### Chicago TechExpo 2010

This year, BACP offered the second Chicago TechExpo, the only conference and exhibition designed specifically to link small businesses with technology solutions. TechExpo 2010 was:

- Attended by 1,300 businesses seeking technology solutions,
- Sponsored by Microsoft, Western Union, Sofbang, Tribeca Flashpoint Academy, Harris Bank, and several other industry leaders,
- A platform for Chicago's booming technology industry where 85 technology firms exhibited in the exhibition hall.
- Offered 8 workshops, including "The Importance of Building Social Networks" presented by Howard Tullman, and "Como Aprovechar Su Sitio de Internet (How to Get the Most Out of Your Website)" presented in Spanish, and
- Presented lunch hour speakers Geneveive Thiers and Dan Ratner of Sittercity.com and Contact Karma, and Dick Burke of Cars.com.

#### Small Business Solution Station

Officially launched in 2010, the Small Business Solution Station, in partnership with three non-profits, provides free one-on-one counseling to businesses inside the BAC.

Of the entrepreneurs that visited the Solution Station:

- 40% sought legal advice from the Community Economic Development Law Project;

- 34% met with SCORE counselors for general business counseling and help with developing a business plan; and
- 26% inquired about loan packaging and financial assistance from ACCION Chicago.

#### Business Education Workshops & Business Works Seminars

Business education workshops are offered every Wednesday and Friday and cover a range of relevant topics for business owners such as business plans, marketing, social media, and city regulations such as licensing, inspections and city contracts.

In 2010, BACP:

- Offered nearly 100 workshops,
- Coordinated one workshop per month in Spanish. In 2011, we will add a series of "Green Business" workshops.
- Held four Business Works Seminars at local community colleges attended by over 400 entrepreneurs, providing access to government agencies, business resources, and workshops.

#### Business Enforcement and Investigations

BACP is charged with maintaining the integrity of Chicago's marketplace by enforcing the laws governing businesses, thus ensuring public safety and protecting consumers. BACP investigators ensure that businesses are properly licensed and not selling outdated merchandise or recalled items.

We anticipate that by year-end, BACP will:

- Perform 110,000 business investigations,
- Conduct nearly 20,000 cable inspections,
- Certify and inspect 12,000 gasoline pumps in the City to ensure accurate readings,
- Certify and inspect 7,000 scales to ensure proper weight is measured,
- Collect over \$4.6 million in fines and penalties,
- Impose fines of over \$450,000 in license adjudication cases.

#### Notice to Correct

BACP is committed to providing businesses with a level playing field. In 2010 we began issuing "Notice to Correct" warnings for minor violations so businesses have an opportunity to correct those items without a citation. Through November, we have issued 3,513 "Notice to Correct" warnings.

#### Massage Establishment Task Force

BACP initiated a task force made up of BACP, the Chicago Police Department and the Department of Law to identify and shut down massage establishments used as prostitution and/or human trafficking networks in Chicago. As a result, the number of prosecutions brought against massage establishments has increased, leading to over 40 revocation cases against massage establishments for prostitution and other violations, compared to two cases in 2009.

### Summary Closures

In late 2009 and during 2010, BACP, in conjunction with the Chicago Police Department and the Law Department, began to conduct summary closings of liquor license establishments that were an imminent danger to the health, safety and welfare of the community. Summary closings targeted liquor establishments that were involved in the selling of controlled substances.

### Tobacco Enforcement

BACP ensures that businesses are not selling tobacco to minors and have proper tax stamps. In 2010, we:

- Confiscated over 21,000 packs of unstamped cigarettes; and
- Found an 86% compliance rate in our Tobacco Sales to Minors program.

### Illegal Businesses

BACP's enforcement actions are critical in shutting down bad businesses. In 2010, BACP issued 292 Cease & Desist orders to unlicensed liquor or public place of amusement establishments, including 67 social clubs. Establishments that are not properly licensed create safety risks for patrons.

### License Commission

BACP acts in conjunction with License Commission (LC) and the Local Liquor Control Commission (LLCC) to adjudicate license suspension and revocation cases. By the end of 2010, BACP:

- Settled over 500 license suspension and revocation cases through pre-trial conference,
- Concluded the prosecution of over 100 license violation cases through contested hearings.
- Combined these cases will resulted in fines imposed of over \$450,000.

### Consumer Protection

BACP is Chicago's consumer watchdog holding unscrupulous businesses accountable for fraudulent business practices. In 2010, BACP:

- Responded to over 18,000 consumer complaints in areas of consumer fraud, home repair fraud, unlicensed businesses and public vehicles.
- Based on consumer complaints and departmental investigation, revoked seven public chauffeur licenses and denied 31 applicants for new or renewal of license.
- Created and posted an online list of home repair and consumer fraud offenders that is updated on a monthly basis.
- Sought nearly \$600,000 in restitution for defrauded consumers.

### Credit Repair Fraud

BACP prosecuted nine credit repair companies for falsely promising consumers they could erase debt from their credit reports. The City obtained judgments totaling nearly \$60,000 in fines and \$6,500 in restitution for consumers who were defrauded. The cases were followed by an ongoing awareness campaign to help inform consumers of their rights when it comes to credit.

### Bed Bug Contamination

After identifying several mattress sellers who were sources of mattresses infested with bed bugs, BACP traced a source of bed bug contamination. As a result, nearly 100 cases were filed against mattress retailers, wholesalers, and refurbishers for fraudulent business practices.

### Home Repair Fraud and Consumer Fraud

BACP filed actions against corporations and developers personally for misrepresentations in advertisements, hiring unlicensed subcontractors, failing to honor warranty, and other charges. In one case, for example, a condo association received restitution totaling \$255,161 for window replacement and other warranty repairs from the developer.

### Consumer Awareness

BACP's consumer awareness programs and initiatives allow Chicagoans to become better consumers. In 2010, BACP:

- Disseminated 65 product recalls,
- Destroyed over 66,000 pounds of personal documents in Identity Theft Prevention Shredder Days.

### Consumer Connection PSAs

BACP launched a series of PSAs keeping Chicago's consumers informed on potential fraudulent business practices and current scams in the marketplace. The PSAs will run on Chicago Municipal Television and range in subject matter.

### Development and Construction Disciplinary History Pilot Website (by Building Address)

In collaboration with the Departments of Buildings, Law, and DoIT, BACP launched a pilot website to inform and protect potential condo buyers from problem buildings and shoddy construction.

### Consumer Education Workshops

BACP conducted four consumer educational seminars throughout the year to inform consumers on relevant issues such as immigration rights, credit repair fraud, avoiding foreclosure, how to prevent mortgage lending fraud scams, and toy and internet safety for children.

### Cable Communications

BACP acts in conjunction with the Chicago Cable Commission to oversee and regulate franchised cable television operators in Chicago (currently Comcast, RCN, and WideOpenWest), to ensure compliance with legal, financial, and technical requirements of Chicago's Cable Ordinance and cable television franchise agreements.

- BACP collected \$21.5 million in cable franchise fees in 2010.

### Compliance with MBE/WBE requirements

The Cable Ordinance and Cable Franchise Agreements require cable companies to make best efforts to utilize minority contractors for 40 percent of their contracted spending and 12 percent with WBE firms. BACP and the Cable Commission efforts ensure that the franchisees meet and exceed these efforts.

- For the most recent reporting period (each operator's fiscal year), the three cable operators combined expended nearly \$27 million with MBE/WBE firms.



#### RCN Cable Transfer

In 2010, BACP transacted the transfer of the Chicago Area 1 and Area 2 cable television franchises from RCN Cable TV of Chicago ("RCN") to Yankee Cable Acquisition, LLC ("Yankee"). In anticipation of the June 2011 expiration of the RCN/Yankee franchise agreements, BACP began negotiations for a new franchise agreement.

#### Amendments to Cable Ethics Ordinance

BACP introduced an amended Cable Ethics Ordinance (Article XIII, chapter 4-284-020 through 4-284-210) which streamlines and simplifies the ethics protocols to City employees and officials for an application for a new cable communications franchise, or when an existing franchise applies to transfer ownership. The amended cable ethics ordinance eliminates and digitizes those antiquated procedural requirements that had become inefficient, redundant, and administratively burdensome, while maintaining ethical safeguards necessary to the integrity of the process.

#### MBE/WBE Participation

By the end of 2010, BACP projects it will have spent 61% of all contracted dollars with MBE/WBE firms.

- 47% with minority-owned firms,
- 14% with women-owned firms.

#### Revenue

For the past five years, BACP (and formerly DCS and DBA) has met and exceeded revenue projections. In 2010, with an anticipated successful taxi medallion auction, BACP will exceed our revenue projections of \$82 million by over \$2 million.

## DEPARTMENT OF ENVIRONMENT

---

The Department of Environment (DOE) is tasked with protecting human health and the environment, improving the urban quality of life and promoting economic development. This is accomplished through the development and implementation of the Chicago Climate Action Plan, ensuring the responsiveness of our local utilities, providing energy conservation resources to businesses and residents, education of the public about recycling, planting and maintenance of community gardens, cleaning up of abandoned industrial sites, and enforcement of our municipal code.

### Chicago Climate Action Plan

The Chicago Climate Action Plan (CCAP) is a comprehensive and detailed roadmap to help lower greenhouse gas emissions and address climate change. The Plan has garnered national and international accolades, and the City has received over \$13 million in pro-bono support to create detailed implementation plans for key strategic areas over the past 2 years. CCAP has already had significant impact in both Chicago and the region. Notable 2010 milestones include:

- Retrofitted 19,694 homes and 620 businesses to become 30% more energy efficient
- Saved 54,000 metric tons of carbon dioxide equivalent (MTCO<sub>2e</sub>) and over \$5 million in energy for downtown commercial buildings through the Green Office Challenge
- Received \$25 million in federal funding for energy efficiency retrofits (with Chicago Metropolitan Agency for Planning)
- Recycled 30,540 appliances, resulting in ~\$5.0 million saved, 52,190 megawatt hours (MWh) conserved, and 0.087 million MTCO<sub>2e</sub> mitigated
- Established Chicago as a renewable energy corporate center with 14 wind companies headquartered in the city
- Partnered with Exelon and SunPower to develop the nation's largest urban solar power plant
- Saved 2,110 MTCO<sub>2e</sub> by using 240,000 gallons of biodiesel
- Secured \$2 million in state and federal funds and leveraged \$6.8 million in private investment to build electric vehicle charging stations across the city.
- Lowered amount of waste sent to landfills by over 7%
- Completed a citywide Waste Characterization Study
- Currently recycling 83% of Construction & Demolition waste of regulated City projects
- Impacted 265 development projects with the stormwater management ordinance, resulting in 20% increase in permeable area per site and increase of 55 acres of permeable surface area
- Launched the Urban Forest Agenda in conjunction with the Chicago Trees Initiative

The Department of Environment continues to pro-actively seek public and private funding to support programs and services. In 2010, DOE received over \$42 million in grant and settlement funding. This

funding was used to support a number of programs, including the first phase electric vehicle infrastructure deployment project

#### Utility Oversight

DOE serves a critical role in oversight of both local utilities. DOE ensures that Commonwealth Edison (ComEd) and Peoples Gas are reliably delivering energy to Chicago's residents and that both are upgrading their energy systems and responding promptly to disruptions and outages.

#### Energy Action Network and Low Cost Weatherization

Through an innovative partnership, 21 full time employees are working in community based organization to help residents with bill payment assistance and to facilitate their uptake of energy efficiency services. Because of this, thousands of residents receive direct technical and financial assistance. With volunteers from schools and community leaders, in addition to DOE's Greencorps Chicago ex-offender job training program, 6,500 homes were weatherized to be more energy efficient, affordable and comfortable.

#### Renewable Energy and Green Business

DOE helps the private sector take advantage of the growing market for green business products and services. For example, DOE is working with local renewable energy companies to apply to Federal and State sources for renewable energy installation incentives. We continue to work with the commercial, industrial and hospitality industries to save money while reducing their impact on the environment through the Green Office, Hotel and Museum programs and the Chicago Waste to Profit Network.

#### Recycling

Over 241,000 households are now involved in the blue cart recycling program. DOE has recruited 523 Recycling Block Captains to date. In addition, DOE implements programs for waste reduction and reuse. The Household Chemicals and Computer Recycling Facility (HCCRF) opened in October 2006. Since opening, the HCCRF has collected 989,484 pounds of household chemicals and 1,090,462 pounds of household electronics that were ultimately diverted from other means of disposal such as landfills or pouring down household drains. The HCCRF has served 38,000 households and participation increases every year. The DOE also teamed with the waste and paper industry to conduct a citywide paper drive. Twenty-four community and neighborhood organizations representing 19 wards collected office paper, mixed paper or newspaper/ magazines for two weeks. More than 23 tons of paper was collected for local recycling.

#### Green Jobs

DOE is administering \$7.494 million towards green job training and employment efforts to be implemented by 11 community based organizations in 2010 and 2011. Working with Greencorps Chicago and Safer Foundation's Safer Returns Initiative, and enhancing green businesses activities in landscaping, energy efficiency, waste reduction, recycling and renewable energy, 98 jobs were created in 2010 and will fund an additional 172 jobs in 2011 for hard to employ individuals, including the formerly incarcerated.

#### Greening Our Neighborhoods

In 2010 DOE's Greencorps Chicago program provided direct service to 600 community gardens participating in distribution days, 99 gardens receiving onsite assistance, and 182 public works projects. Greencorps Chicago planted 60 trees at community garden sites across the City in support of the Chicago Trees Initiative.

Development of the Calumet Open Space Reserve was accelerated in 2010 thanks to multiple significant grants and awards. Hegewisch Marsh has completed restoration and is now open to the public for tours and hiking. Work is underway at Big Marsh, Indian Ridge Marsh and Van Vlissingen Prairie. In total, 1,676 acres in the reserve are being restored and are accessible to the public while 610 acres are underway through remediation and the addition of necessary infrastructure.

### 2010 Brownfield Redevelopment

DOE's mission also includes cleaning up abandoned properties and returning them to productive use. In 2010, DOE was able to apply innovative strategies to reduce costs, including a \$6 million savings at the former AmForge property in West Pullman by utilizing on-site solutions to on-site contamination.

Another example of this type of re-development is the launch of Exelon's 10 megawatt solar field in West Pullman, which was formally launched in 2010. Built on a 40 acre former brownfield, this is now the largest urban solar field in the nation. It is both a pilot project to understand industrial scale renewable deployment, while at the same time providing important electricity generating capacity that is fed directly in Chicago's homes and businesses.

### Permitting and Enforcement

The majority of DOE's inspections are routine inspections at industrial sites, service stations, waste handling facilities, construction and demolition sites, and other sites permitted by DOE or sites that are likely to cause serious environmental problems if they are not managed properly. Many of the inspections are conducted pursuant to delegation agreements with the Illinois Environmental Protection Agency and the Office of the State Fire Marshal. DOE also conducts inspections in response to complaints.

Through the end of November, 2010 the Department has:

- Responded to 1,180 complaints from aldermanic offices and residents. DOE responds to all complaints in less than one day, on average.
- Conducted 10,179 inspections at permitted businesses or in response to citizen or aldermanic complaints.
- Issued 843 citations for environmental violations. These include citations to abate air pollution, prevent fly-dumping, and ensure the cleanliness of construction sites. The citations are adjudicated at the Department of Administrative Hearings (DOAH). DOE has a 94% success rate at the DOAH proceedings.

Issued 4,958 permits of its own and signed off on 886 demolition permits.

## CHICAGO ANIMAL CARE AND CONTROL

---

### Adoptions and Redemptions

The ongoing economic recession has created financial challenges for the City of Chicago, as it has for every other city in the country. However, in 2010 Chicago Animal Care and Control (ACC) received private grants from Don Levin, owner of the Chicago Wolves minor league hockey team, and Friends of Chicago Animal Care and Control, to support adoption and redemption services of lost and unwanted pets. Thanks in part to this very generous funding from the private sector, Animal Care and Control has the necessary resources to maintain staff seven days a week who can assist the public in their search for lost pets or to adopt animals.

In addition to an effort to increase redemptions and adoptions, our biggest opportunity to place ACC's animals is through transfers to licensed animal shelters and rescue organizations. By the end of 2010, we expect to transfer nearly 6,000 animals to our 141 partner agencies in the Chicago area. This represents an increase of 42 percent over 2009, with PAWS Chicago accounting for over 50 percent of the animals transferred.

### Operations and Service Delivery

During 2010, we will have responded to over 60,000 requests for assistance from 311. These requests will include animal bite attacks, stray and vicious animals, injured animal assistance, inhumane treatment complaints, animal business complaints, dangerous dog and animal fighting complaints.

Animal Control Inspectors will have responded to some 400 complaints of poor conditions in animal-related businesses by the end of this year. They also conduct inspections of circuses and animal exhibitions. There have been over 1,850 bite reports, and the animal control inspectors are responsible for following up on the most severe attacks as Dangerous Dog Investigations.

During 2010 we continued to work on the utilization of the "Chameleon" shelter software system which was implemented in late 2009. We are currently using the software system to record impoundments of all animals for inventory management. In addition, the software enables residents to go to a website and look for a lost pet that may be housed at our facility. In 2011, we will expand our usage of the software for enhanced management of shelter animals, including monitoring the health and status of all animals (including court case evidence dogs and biter animals).

ACC has an open admission policy and by law must take in any animal brought to its facility located at 2741 S. Western Avenue. As part of our core function as an animal in-take facility, ACC is committed to meeting the facility management mandates set forth by the State of Illinois for a 24-hour animal care and control facility. To that end, the Illinois Department of Agriculture has made two unannounced inspection visits to the facility this year and deemed the conditions of the facility satisfactory. We will continue to work together with other City and state departments to assess and address issues on a continuous basis to ensure the safe and humane treatment of the animals in our care.

### Budget Efficiencies

In an effort to maximize productivity, ACC is better utilizing technology, including GPS, to track field operations and "Chameleon" to manage shelter operations. In addition, ACC worked with the Department of Streets and Sanitation to streamline the duties of animal control officers. Animal control officers who arrive on location to find a deceased animal will now remove it, rather than waiting for Streets and Sanitation. ACC also secured a donation of microchip scanners from Schering-Plough Animal Health for use by Streets and Sanitation personnel to identify the owners of deceased pets that they pick up.

### Collaboration and Coordination

Since 2009, we have been continuously working with Chicago's Department of Public Health and the Illinois Department of Public Health monitoring bat rabies by submitting species for testing for rabies and providing City residents rabies information when affected.

ACC works closely with the Chicago Police Department and the Animal Crimes Unit assisting them as they respond to reports of dog fighting and animal cruelty. We assist the Cook County Sheriff and Cook County Animal Control upon request to shelter animals which have been victims of fighting or abuse.

This year, we began offering Low Cost Vaccination Clinics to the public and worked with our partner agencies - including PAWS Chicago, Animal Welfare League and Anti-Cruelty Society- to help meet the demand for low cost spay/neuter services. We will be expanding both programs in 2011.

We utilize a committed group of more than 180 volunteers who have been fingerprinted and cleared to walk and socialize adoptable pets, assist the public in finding lost pets, and staff off-site adoption events. Our "guest volunteer" program that was launched this summer has enabled us to bring in over a dozen groups of volunteers from the Anti-Cruelty Society, DePaul University, Northwestern Law School, in addition to several churches and corporate groups.

Our goal in 2011 is to continue to diligently respond to 311 requests as quickly as possible to protect quality of life in all of our neighborhoods. We will continue to prioritize the requests of animal bites and vicious animals to ensure a timely response to those public safety issues. And we will continue to partner with organizations with the goal of facilitating the redemption, transfer and adoption of as many animals from our shelter as possible.

## BOARD OF ETHICS

---

Now in its 24<sup>th</sup> year, the Board of Ethics administers, interprets and enforces Chicago's Governmental Ethics and Campaign Financing Ordinances. We conduct educational and regulatory programs that promote transparency and integrity in City government. In 2010, we advised more than 5,300 people confidentially each year on complying with these laws. The board also receive complaints alleging violations, conduct or refer investigations, and make determinations and recommendations for penalties or corrective action, in accordance with the laws' confidentiality provisions.

We have seven full-time employees and a full complement of seven independent Board members, all of whom serve staggered four year terms and are appointed by the Mayor and confirmed by City Council (as is the Executive Director). Our 2010 budget appropriation was \$562,814; our 2011 appropriation is \$598,994.

### 2010 Achievements/2011 Goals:

A. Education - Education is one of our most critical functions. For breadth, ease of use, and effectiveness, Chicago has a governmental ethics education program second to none among other ethics, lobbying and campaign financing commissions in the U.S. and Canada. The Board offers the following:

- Mandatory Annual On-line Ethics Training - Since 2006 the Governmental Ethics Ordinance has required all aldermen and ~33,550 full-time City employees to complete annual ethics training. We design, administer and revise this program every year, produce separate programs for aldermen and employees, and carefully track City-wide compliance. 92% of the City's workforce completes the training via our password-protected on-line training program, the rest by a DVD we produce. Chicago is one of the few jurisdictions requiring annual ethics education for all full-time personnel (and, as was begun in July 2010, all registered lobbyists).

With the assistance and coordination of Training Administrators in every City department and aldermanic office, we have achieved 100% compliance every year since 2006. For 2010, 33,540 employees are scheduled, and approximately 32,900-98%-have completed their training. Our perfect rate of compliance would be impossible without assistance from Training Administrators. In 2011, we will again rewrite the program and implement technical enhancements to assist them. Individuals who fail to attend or complete their required ethics training are subject to investigation and \$500 fines or employment sanctions.

- Mandatory Annual Lobbyist Training - As of July 2010, the Governmental Ethics Ordinance requires all lobbyists-currently 554-to complete an annual ethics training program designed and administered by the Board. Chicago is the only government entity in the country to require lobbyists to complete annual ethics training. The Board posted the program on a secure web server in late June 2010, with the assistance of the Chicago Police Department, at no cost to the City. The program takes about 45 minutes to complete. To date, 248 lobbyists have completed their training requirement. Lobbyists who fail to complete their annual ethics training requirements are subject to a \$750 fine. We will post an new version of the program in June 2011.
- Training Seminars - We conduct 90-minute face-to-face ethics training seminars for approximately 3,500 City personnel required by law to attend ethics training every four years (aldermen and staff, City Council Committee staff and senior executive service employees). We also design and conduct other seminars upon request. In 2010, 425 City employees and officials will have attended 29 "required" seminars; the Board will also have conducted, by request, 20 other seminars for nearly 2,400 City vendors, City employees and appointed officials and foreign delegations.

- Ethics Officers and Training Administrators - Since 2002, we have worked with Ethics Officers or liaisons from every City agency and aldermanic office to distribute notices about ethics education, outside employment, post-employment and Statements of Financial Interests, and to direct employees here for advice. Officers file quarterly reports with us.
- Educational Materials - Our website includes Ordinances, Rules and Regulations, redacted opinions indexed by subject matter, educational brochures for the public, candidates, vendors and employees, Annual Reports, and, new for 2010, training videos. We published and distributed a newsletter in February 2010 advising City personnel on interacting with lobbyists.

B. Guidance and Casework - In 2010, the Board will have provided confidential guidance to nearly 5,400 persons (at all levels of government: elected officials, department heads and rank-and-file personnel), and issued more than 140 formal written advisory opinions, responses and investigative reports. These are record numbers. As provided by law, formal advisory opinions are available for public review, with confidential information removed. All formal advisory opinions (properly redacted) issued by the Board since 1986 are posted on our website—more than 580 opinions—and indexed by subject matter. A table of the numbers of advice and guidance requests we have received by topic for the years ending July 31, 2008, 2009 and 2010 is at the end of this Report.

Providing authoritative, confidential guidance about the ethics and campaign financing laws, and ethics generally is the solid core of the Board's mission. There must be a mechanism for citizens, City vendors, elected officials (including aldermen and their staffs), City department heads and all other City personnel to seek and receive, confidential trusted advice—without fear that their requests or our advice will be turned over to investigators. Without it there could be no "culture of ethics" in this (or any other) City. But because our work is confidential, and must remain so, we are denigrated as "the little known Board." This is truly unfortunate. We cooperate with the City's Inspector General wherever permitted by our laws, but do not seek media attention nor boast of the thousands of instances each year where persons have sought our advice and avoided conflicts of interest situations before they otherwise may have occurred.

C. Financial/Conflict of Interest Disclosure - The Ordinance requires about 1/3 of City employees and officials, and all candidates for elected City office, to file annual Statements of Financial Interests with the Board (except aldermen). The Board prints, distributes, reviews, maintains (for 7 years) these forms for public inspection. 10,810 persons have filed in 2010. At the Mayor's direction, in May 2010, all forms filed in 2009 were posted on the internet, and all forms filed in 2010 were posted in November 2010 (candidates' forms are posted as they arrive).

Only a small handful of government bodies make this information available on the internet. Currently, the Board is finalizing a system that will enable filers to file these Statements on line beginning in 2011, thereby reducing paper and postage costs, and enabling the Board to assist City departments in using the information disclosed on these forms to achieve greater compliance with relevant laws and policies. The City of Chicago will then be the only government entity in the country with both on-line filing and on-line availability of ethics statements.

The Board has collected \$12,320 in late filing fees in 2010, and conducted and completed 61 investigations of City employees and officials who failed to timely file their Statements. Board legal staff reviews all filings, and initiates appropriate follow-up action where noncompliance is indicated.

D. Lobbyist Regulation - All persons lobbying City personnel must register annually with the Board, pay an annual registration fee, and file semiannual activity reports of their activities and clients. Amendments to the Ordinance raised the registration fees for 2010. In 2010, registration revenues more than doubled from 2009, to \$294,000 (which represents half of our agency's 2011 budget). We expect this upward



trend to continue. There are currently 554 registered lobbyists, representing 1,400 clients. Each month, the Board posts on its website the current list of registered lobbyists and clients. Lobbyists who fail to timely register or report are subject to fines (as are their clients) and/or suspension of their registration; the City may cancel contracts awarded based on unregistered lobbying. The Board aggressively enforces these requirements. In 2010, the Board commenced 72 investigations of delinquent lobbyists. In three, it determined that a lobbyist failed to register as required, assessed fines, canceled the lobbyists' registration, and ordered that the fines would need to be paid were the lobbyists ever to engage in lobbying activity again.

- E. Campaign Financing - Chicago's Campaign Financing Ordinance limits the amount registered lobbyists and persons doing or seeking to do business with the City or its sister agencies may contribute to elected City officials and candidates for elected City office (or to their political committees). The Board enforces these limitations by regularly examining filings made by political committees of City elected officials and candidates with the State Board of Elections, and analyzing them together with City and sister agency records and City Council proceedings. In accordance with §2-156-475 of the Municipal Code, our website contains a link to the list of City contractors, and links to similar sites maintained by sister agencies. It also has a link to the Campaign Contribution Disclosure database maintained by the Illinois State Board of Elections. Board legal staff have become *de facto* experts on recent changes to Illinois's campaign financing laws well as U.S. Supreme Court developments, and advised appropriate City personnel accordingly.

The Board initiates, receives and investigates complaints alleging violations of the Campaign Financing Ordinance. Where campaign contributors appear to have exceeded the Campaign Financing Ordinance's limitations, the Board investigates, determines whether the contributors have violated the Ordinance, and if so, effects corrective action. In 2010, the Board commenced 48 investigations, determined that 19 contributors violated the Ordinance, and closed 29 after achieving corrective action.

- F. Complaints; Legislative Inspector General - In May 2010, the Municipal Code was amended to grant the Board the authority and responsibility to determine whether there is reasonable cause to investigate or direct the new Legislative Inspector General's Office to investigate signed and sworn complaints alleging misconduct by City Council members and employees. To date, a Legislative Inspector General has not been appointed.

In addition, the Board may: i) receive, initiate, refer or investigate complaints; ii) make determinations as to whether the Ordinances were violated; and iii) impose fines or recommend appropriate corrective action or penalties. All complaints, investigations and recommendations are confidential, as provided by Ordinance. Board legal staff determines whether there is reasonable cause to investigate any complaint; if there is, the Board investigates or refers the case. If there is not, the Board will refer the complaint or complainant where possible. In 2010, the Board received, dismissed and/or referred 23 complaints.

Subject Matter of Requests for Guidance/Yearly Comparisons Requested Received and handled for the Years ended July 31

<b>Subject Matter</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Outside Employment	94	62	86
Post-Employment	97	128	85
Gifts/Travel/Honoraria	332	283	624
Interest in City Business	38	25	25
Campaign Financing	59	78	139
Lobbying	584	702	1066
Financial Interests Disclosure	3135	2999	2003
Political Activity	48	50	93
City Property	51	39	41
Fiduciary Duty	22	31	51
Conflicts of Interest	46	41	48
Money for Advice	21	14	26
Representation of Others	38	16	41
Employment of Relatives/Domestic Partners	53	44	34
Confidential Information	9	9	9
General Information	79	82	90
No Jurisdiction	130	140	122
Prohibited Conduct	8	6	3
Other	61	71	177
Classes/Education	447	497	582
Freedom of Information	25	33	20
<b>TOTAL</b>	<b>5337</b>	<b>5350</b>	<b>5365</b>

## DEPARTMENT OF STREETS & SANITATION

---

The Department of Streets & Sanitation (DSS) oversaw the following improvements and initiatives in 2010:

- Re-deployment of Refuse Trucks – DSS analyzed its refuse collection operation and several opportunities for increased efficiency, including moving some of its larger (25 cu. yd.) trucks to high density areas with more refuse. Doing this significantly reduced the number of mid-day trips to dump sites, keeping trucks in the alleys and helping DSS stay on schedule during the 38-hour work weeks.
- Alley mapping – DSS also began tracking and reviewing the time each refuse and recycling truck spent in every alley. The department identified problem areas and worked to correct them, thus reducing lost work time in alleys and increasing productivity.
- Management accountability meetings – the department began holding bi-monthly meetings with field management to display our findings, discuss ways to improve upon crew performance and offer training to the superintendents. This practice delivered consistent expectations at every level of the department.
- Elimination of personal vehicle use – All 50 refuse collection coordinators were put in clearly marked existing City vehicles and instructed not to use their personal vehicles while on city time. This increased their visibility to refuse crews and residents eliminated their need for mileage reimbursement.
- Handheld wireless devices – The department issued over 125 Blackberry devices to field personnel (Ward Superintendents, Refuse Collection Coordinators, other DSS inspectors). These employees are using the devices to transmit city code violations directly to Administrative Hearings. This initiative has produced 48,215 citations, which is 20,000 more than 2009. Total fines imposed equal \$24.7 million, which is \$13 million higher than 2009.
- Revised department work orders – The department, in cooperation with the unions, revised and issued updated and clarified work orders to every coalition member in DSS. This eliminated confusion in the discipline process, provided a more fair standard of work for all to meet, and made the discipline process more equitable and effective.
- Snow event paging system (Stream) – The department had experienced service problems with the previous paging system. Rather than hire another vendor, the department developed an internal system, and the department now owns and services the computer server, eliminating dependency on remote vendors. The start up cost was a fraction of the annual fee we paid for the old system and will save \$90,000 a year going forward.

### Sanitation

- Flood cleanup – the city experienced severe flooding during the summer of 2010. The bureau collected over 13,300 additional tons of bulk refuse beyond what would normally have been produced.
- Clean and green – The bureau organized and directed the spring Clean and Green program. In 2010 over 12,000 residents in 462 community groups participated. This includes 37 schools and 2,000 participants from those schools.
- Recycling tonnage –DSS crews have collected more than 49,200 tons of recycled materials so far in 2010.
- Refuse tonnage – DSS crews have collected more than 900,400 tons of refuse so far this year, not counting flood-damaged bulk refuse.

- Street sweeping – DSS has swept more than 336,985 miles of city streets. These efforts collected and disposed of 10,277 tons of street dirt and refuse.

#### Rodent Control

- Rodent baiting – DSS has completed 33,568 for rodent baiting. Most of these requests require a follow-up visit to ensure effectiveness.
- Refuse cart deliveries – DSS has delivered 41,393 black refuse carts and 35,178 blue recycling carts for a total of 76,571 carts delivered in 2010.
- Dumpster task force – DSS has completed over 940 site inspections.

#### Forestry

- Storm cleanup – In June 2010 back-to-back windstorms damaged or uprooted an unprecedented number of trees. The bureau cleaned over 27,892 tree emergencies and completed 19,303 debris pick-ups in addition to their regular trimming and removal schedule.
- Sale of tree debris - The department also worked with Procurement to develop emergency contracts to sell the resulting debris rather than paying to have it hauled away. The department generated \$15,875 in revenue and saved approximately \$400,000 in disposal fees. The department is in the process of bidding out contracts to make this a permanent revenue stream. Selling tree debris rather than paying to haul it away will generate new revenue and save the city \$1.2 million per year.
- Tree trims – In 2010, DSS trimming crews completed 43,578 tree trims.
- Tree removals – In 2010, DSS removal crews completed 5,443 tree removals.
- Tree planting – In 2010, DSS planted 3,336 trees in 2010.

#### Traffic Services

- Special events – bureau personnel delivered and set up barricades and provided other support to 837 special events in 2010.
- Vehicles towed – Through November 2010 Traffic Services personnel towed and impounded 94,771 vehicles. An additional 13,446 vehicles were relocated but not impounded.
- Abandoned vehicle complaints – Traffic Services personnel completed 23,250 abandoned vehicle inspections and towed 1,860 abandoned vehicles in 2010.
- Mobile CSR – The department launched a new pilot program using mobile netbooks to input and close out CSR requests in the field. This eliminates the need to return to an office to enter data. It is faster than the old desk-top data entry and keeps field personnel in the field. The system also provides GPS data on the netbook user.
- Auto pound management – The city entered into a new contract for management of the pounds. The vendor provided new trailers with additional cashiering space, improved display terminals and phone lines.
- Traffic services also took over control of the Police Pound at 83rd Street. At the department's direction over 900 vehicles were relocated by the vendor to the 103rd Street site. Also DSS direction the vendor

has repaired fencing, lined the perimeter with empty cargo containers, installed cameras and added lighting to prevent theft.

#### Street Operations

- Snow removal – The bureau coordinated and directed the treatment and removal of over 50 inches of snow across 17 distinct snow events last season.
- Drop-shipping salt – the department began a new program of ordering salt. Rather than have the vendors deliver it to a central location then distribute it ourselves the department is ordering smaller quantities and having them delivered directly to the load sites. This saves city labor and equipment which can then be used elsewhere, making our operations more efficient and productive.
- Load-rite system – The department has installed computerized scale software on its front-end loaders. This provides real-time information on the tons of salt being loaded into trucks. For the first time the department will have a true accounting of salt usage rather than estimates.
- Graffiti removal – The bureau removed or painted over graffiti throughout the city. They addressed 148,484 occurrences of graffiti so far in 2010.
- Garage demolitions – so far this year the department has demolished and cleaned up over 360 condemned garage structures.
- Vacant lot cleanup – the bureau has removed overgrown weeds at 65,627 sites in the city, as well as cleaned 1,485 vacant lots and 503 used tire fly dumping sites.
- Re-entry programs –DSS worked in cooperation with the Dept. of Family Support Services to employ former offenders in an organized and monitored re-entry program. They work 20 hours per week, learn a trade / skill, and earn wages. In 2010 these re-entry workers cleaned 12,166 parkways and planted 1,123 trees.

#### Neighborhood Services

- Meetings and Community Events – Department staff attended 247 community events during 2010. The staff also completed 221 clean up surveys in coordination with railroads and sister agencies like CTA, CHA and Cook County.

#### Administration

- Duty disability return to work – In 2010 the department managed over 680 duty disability cases and 266 leave of absence cases. The staff also processes employees and returns them to work once they receive medical clearance to return.
- Lease elimination – Some Division and Ward Superintendents were isolated from each other and their crews. The department brought them together in the same facility, improving communication, increasing efficiency and holding field managers more accountable for their crews' performance. As part of this initiative the department vacated three locations including the old 43<sup>rd</sup> ward yard, which was a leased property. Vacating those facilities saved the city \$150,000 in rental expense for 2010. 2011 savings will total \$458,240.
- Elimination of office trailers – a number of administrative functions were consolidated and moved into existing city buildings. 6 rented trailers were returned which saved \$9,000 in 2010 and will save the city \$19,500 in 2011.

- Reduction of shared cost lease vehicles – the department eliminated three shared lease vehicles, which will save \$1,800 per month. This saved \$10,800 in 2010 and will save \$21,600 in 2011.

## CHICAGO DEPARTMENT OF TRANSPORTATION

---

The Chicago Department of Transportation (CDOT) offers the following as its Annual Report which highlights the accomplishments achieved by the department over the past 12 months. Through the efforts and dedication of the department's staff, and cooperation received from other City agencies and external partners, CDOT was able to realize the successes indicated below and continue its mission.

### Increased Operational Efficiency and Accountability

Over the last year, CDOT has continued to improve its operations in all areas to ensure it is working in the most efficient and effective manner possible. Towards that end, management undertook several initiatives that resulted in changes to the department's organizational structure, and new and revised policies and procedures.

Among the initiatives was the establishment of better communications and coordination of construction activities with the Department of Water Management, Office of Emergency Management and Communications, Public Building Commission, and the Chicago Transit Authority. By establishing a single schedule accessible to all affected departments and agencies, the enhanced cooperation reduced duplication of effort and costs, and minimized resident service disruptions and inconveniences. Within the department, planning and construction activities benefited from the assembly of cross-functional design teams which solicited input from engineering, streetscapes, bike program and pedestrian program specialists for comprehensive initial project design and efficient project cost estimates.

CDOT was able to obtain significant gains in construction activities in 2010 by changing the method by which work schedules were developed. In the past, service requests were assigned based on date received with crews sent to individual locations. By switching to the current grid scheduling methodology which enables crews to complete multiple requests in a given area, efficiencies were achieved by reducing drive time to and from work sites.

Another key initiative being conducted by CDOT management is an ongoing assessment of how staff and activities are organized. An evaluation of department-wide activities in 2010 resulted in the consolidation of inspection activities. In 2010, Public Way and Signage inspection staff and activities were combined and assigned to one section. Inspectors have been cross-trained to monitor compliance with City regulations affecting the right-of-way at ground level and above. This re-grouping allows for an increased number of inspections to be conducted and uniform procedures to be administered. By year's end, both groups will be located in a single facility.

CDOT continues to incorporate technology into its operations to improve accountability and increase productivity. In 2010, the infrastructure management division's public way section implemented the use of netbooks for live access to NSR and CSR. Technology is also being used to improve accountability with the in-house construction and electrical operations divisions by equipping division vehicles and staff with CMAT GPS and Xora phones. Use of these accountability tools will expand in the coming months.

Finally, in an effort to improve use of limited state funds, members of CDOT together with the Comptroller's Office, and the Illinois Department of Transportation, recouped more than \$22 million associated with 90 projects temporarily funded by the City.

### Infrastructure Improvements

CDOT was able to accomplish more capital construction in 2010 than in any year in the recent history of the department despite interruptions caused by multiple storms and the resulting clean up, and a 3-week labor strike.

The department resurfaced over 38 miles of arterial streets as part of the American Recovery and Reinvestment Act (ARRA). CDOT was fortunate to receive more than \$86 million in ARRA stimulus funding in 2010. Major improvements include: Congress Streetscape, Wells to Michigan; Chicago Avenue, Laramie to Grand; LaSalle, Clark to Lake Shore Drive; and Lake Park Boulevard – 51<sup>st</sup> to 57<sup>th</sup>

In addition to the projects referenced above, CDOT's electrical operations division was able to make public safety improvements and gain energy efficiency as a result of a \$13 million stimulus fund grant, and an \$8 million grant from the State of Illinois. These funds supported the retrofitting of 16,000 street and alley lighting luminaries with new energy-efficient luminaries, and retrofitting of 940 traffic signal intersections with new LED signal heads, a technology Chicago has championed for other US cities to adopt.

CDOT also embarked on the 3-year project to reconstruct Wacker Drive, upper and lower levels, from Randolph to Congress Parkway. This \$350 million endeavor encompasses new Congress Parkway interchange roads and ramps, new landscaped medians, sidewalk planters, decorative light fixtures, improved lower-level vertical clearances, separation of the service drive and thru lanes on Lower Wacker, and utility improvements throughout the project corridor.

The department also oversaw the completion of two major bridge projects, Jackson Street Viaduct over Union Station and Lawrence Avenue Bridge over the Kennedy Expressway, as well as substantial repairs to the bridge at Canal Street over the river and the bridge at Division Street over Canal Street. Other activities included responses to more than 45,754 citizens' requests, filling more than 405,922 pot holes, safely executing 17,989 "commercial" bridge lifts and 1,486 "recreational" lifts, and completing 2,060 citizen requested concrete repairs to sidewalks and 184 repairs to vaulted sidewalks.

The department has started or completed planning activities associated with several major projects including: the East-West Corridor Bus Rapid Transit and Union Station bus facility made possible by a \$25 million FTA grant; the Near South Transportation and Parking Study; the West Loop Parking Study; the Chicago Trails Plan; the Chicago Rail Economic Opportunities Plan; the initial phase of Millennium Park Access Study; and the revisions to Mid-City Transitway Feasibility Studies.

### Neighborhood Enhancements

In 2010, improvements were made through the department's residential concrete and miscellaneous asphalt (RCMA) Program. The RCMA program processed and investigated approximately 12,500 sidewalk survey requests received through the City's 311 system, replaced or installed more than 80,000 linear feet of curb and gutter and over 550,000 square feet of sidewalk, and worked on 626 properties participating in the shared cost sidewalk program to replace or install 80,000 square feet of sidewalk.

The City's neighborhoods were also enhanced through various streetscape and sustainable design program projects that encompassed over 4.3 miles. Program efforts included the planting of more than 670 trees, installation of 53 bike racks and 34 benches, placement of 96 trash receptacles, and construction of over 3,500 square feet of textured crosswalks and more than 200 ADA ramps. In 2010, 5 major streetscape and urban design projects were completed: Morse Avenue from Clark to Sheridan and Glenwood Avenue from Lunt to Farwell; Clark Street from Ainslie to Montrose; Broadway from Wilson to Montrose; Irving Park Road from Western to Lincoln/Damen; and Downtown Pedway Signage.

CDOT's Bicycle Program continues to encourage residents to consider non-vehicular alternatives. In 2010,



the department installed an additional 4 miles of bike lanes and 3.5 miles of marked shared lanes for a new total of 148 miles of bikeways on Chicago streets. Chicago now has 12,245 bike racks for cyclists to secure their bikes to after the installation of 66 additional racks this year. The program's educational arm conducted 369 events, including 147 sessions at Chicago Park District day camps, through the Mayor's Bicycling Ambassadors and Junior Ambassadors Program that reached more than 60,000 residents. The accompanying media campaign reached over 2 million residents, and through a partnership with the CTA, the program promoted a crash prevention training video for bicyclists and CTA bus operators.

The department's Greenstreets Program not only provided the City's residential neighborhoods with greenery and environmental enhancements, but also beautified those areas frequented by tourists. This year the program installed 2,822 new balled and burlapped parkway trees citywide, including those associated with the Emerald Ash Borer abatement tree planting initiative, as well as plantings along the expressways and in the Central Business District.

The program also completed the seasonal floral rotation of 1,300 hanging baskets, 325 sidewalk planters, and 597 window and riverwalk flower boxes at City Hall, Cultural Center, Washington Street, Michigan Avenue, and several other locations.

#### Public Safety Improvements

The department's public way inspection and permitting group responded to over 18,000 CSR's submitted by residents and created over 15,000 CSR's for resolution by other City departments and/or contractors in 2010 in an effort to minimize risks for harm or injury to residents and visitors traversing the City's roadways, bridges, and sidewalks. Inspectors performed over 90,000 inspections citywide and through November, issued 101,136 public right-of-way permits. Between April and November, the group issued over 80,000 commercial refuse container permits.

CDOT's conducted over 200 traffic signal field checks in 2010 and effectively addressed over 850 requests for traffic engineering reviews and analysis of signal operations issues, and reviewed 900 signal timing plans for the LED replacement and pedestrian countdown installation projects. Additionally, the department conducted field investigations on 330 requests for stop signs, reviewed 100 arterial all-way stop and one-way requests; investigated 270 citizen requests for traffic sign studies received through the CSR system; reviewed 210 site development plans for traffic impacts to the surrounding street network; and conducted field assessments of the sites involved in 30 fatal pedestrian crashes.

The Western Avenue Transit Signal Priority (TSP) pilot project installed signal priority buses at several intersections on Western Avenue, and evaluated the impacts TSP on bus performance and general traffic. With the successful completion of this pilot, additional TSP deployment is being planned with the transit agencies.

CDOT continued its leadership in the CREATE program, a partnership between the US Department of Transportation, the State of Illinois, City of Chicago, Metra, Amtrak, and the nation's freight railroads, designed to implement critically needed improvements to increase the efficiency of the region's rail infrastructure and the quality of life of Chicago-area residents. In 2010, 3 freight rail projects were completed by the partners to improve operations and reduce conflicts between passenger and freight rail. The City will also benefit from the following associated awards: \$100 million through the ARRA TIGER competitive grant program; and \$133 million in ARRA High Speed Rail funds for the construction of a bridge to separate 70 freight and Amtrak trains from 78 Metra trains.

## DEPARTMENT OF WATER MANAGEMENT

---

The mission of DWM is to protect the public health in the most environmentally and fiscally responsible manner by delivering a sufficient supply of exceptional quality water and efficiently managing waste and storm water. We are committed to providing the highest level of professional services to meet our customers' needs now and for future generations. In 2010 we have successfully completed the following highlights by Bureau:

### Bureau of Operations & Distribution

Catch Basin Repair Program - The Bureau of Operations and Distribution used GIS mapping and computerized scheduling to assign all functions of catch basin repairs. The catch basin repairs in CSR were mapped and clustered into work zones. A dedicated group of employees in each of our three districts used the schedule provided to perform each function of the catch basin repair process. The project began in September of 2010. In the first 90 days of the project the crews completed 1,788 repairs total citywide. The three months prior to the project, the same number of crews only completed 955 total repairs.

This is an increase in productivity of nearly 90% without adding any additional resources. This program created efficiencies such as less wait time and minimal travel time for the crews dedicated to the program. Also, this program assists management in their ability to provide answers to inquiries and correspondence in reference to when particular catch basins would be repaired and operational. Further, the program provides management a daily schedule of each crew's location and where they are in the repair process, creating more accountability.

Catch Basin Cleaning Program - After the July 2010 record rains, the Department also revised its catch basin cleaning program. In August 2010, DWM wanted to ensure areas of the City that were hit the hardest were prioritized and cleaned. The Department used GIS mapping of all the complaints received during and after the flooding. Using computerized scheduling software, the Department assigned crews based on the complaint concentration and scheduled the locations. As a result, we nearly doubled our cleaning efforts without adding resources. The Department cleaned approximately 18,193 catch basins throughout the City between January and November 2010. This is in alignment with Environmental Protection Agency requirements for catch basin cleaning.

### Bureau of Engineering Services

Water Main Design - The Bureau of Engineering Services is on target to complete 34 miles of water main designs (18 miles for in-house water main installation crews and 16 miles for contractor water main installation crews). Included in these designs are new water main installations at the intersection of W. Madison and N. Franklin Streets and W. Monroe from S. Franklin to S. LaSalle Streets, all in the Central Business District. Additionally, we have designed, as part of our coordination efforts with CDOT, two water main installations projects at 1) Wacker Drive and Congress Interchange Reconstruction and, 2) Congress Parkway.

Water and Sewer Construction - Additionally, in 2010 we are on target to install almost 30 miles of water mains (16 miles in-house crews and 13.8 contractor crews). Further, we have installed 2.4 miles of new sewer mains. Our sewer lining program has completed 35.5 miles of sewer lining and lined 16,400 structures. The use of lining will extend the life of these facilities for decades without disrupting the community during construction.

Facility Projects - Designs are underway for the renewal of Mixing and Sediment Removal Equipment at the Jardine Water Purification Plant (JWPP), a new paging system upgrade for both water treatment plants and the replacement of a glass block wall at the South Water Purification Plant (SWPP). Designs were

completed in 2010 for the Southwest and Roseland Pumping Stations Variable Speed Drive Upgrades and for the conversion from steam to electric at the Springfield Pumping Station. Security as well as green initiatives are incorporated into all designs.

South Water Purification Plant Chlorine Building - In 2010 DWM completed the installation of a new \$57 million State-of-the-Art chlorine facility at the SWPP. SWPP uses chlorine stored in 1 ton cylinders to disinfect Lake Michigan water as part of the treatment process in accordance with Illinois EPA and USEPA regulations. These improvements provide increased system capacity, improved flexibility of operations, and enhanced safety in the handling and use of chlorine. This new building provides a safe and secure location for unloading and handling of the chlorine cylinders; replaces the 1970's chlorine feed equipment; replaces instrumentation, control and security camera equipment to improve monitoring of the operations; replaces the emergency scrubber system that has a more effective leak detection system, scrubber, and equipment maintenance.

Special building arrangement and layout features isolate the chlorine building process and work areas, and an under-floor leak collection system provides for state-of-the-art collection and delivery of chlorine leaks to the new chlorine scrubbers. While safety features and controls are provided to minimize the potential and magnitude of chlorine leaks, safety in the event of a leakage is also provided for with dual scrubbers, a breathable air system for protection of plant personnel, and other features to help contain and handle chlorine leaks. This project has earned LEED Certification and is an ACEC-IL and ACEC National Award winning project.

SCADA System Improvements - For the last few years we have been integrating our pump Supervisory Control and Data Acquisition System from our 12 pumping stations to our Control Center at JWPP. This allows the department to monitor and control our citywide water distribution system for major pressure decreases caused by water main breaks.

Lexington Pumping Station Electrical Improvements and Photovoltaic System - We partnered with the DuPage Water Commission to make improvements to the Lexington Pumping Station by adding two buildings for electrical upgrades and generation and installing a photovoltaic system or solar panels. The project includes a backup generator facility with 2 new buildings and 5 new 2.5 MW diesel standby generators. We replaced 2 existing Variable Frequency Drives (VFDs) in the existing pumping station as well as site work that included the relocation of an existing 36" water main, lining the existing 60" storm sewer pipe, road improvements and landscape improvements.

The photovoltaic system is the largest in the Midwest. DWM also obtained a grant from the Illinois Department of Commerce and Economic Opportunity that allowed us to increase the photovoltaic system. The design of this project was registered with the U.S. Green Building Council as a sustainable building. The construction improvements are projected to achieve Gold LEED (Leadership in Energy & Environmental Design) certification while continuing to strive for a Platinum certification.

The construction elements used to receive Gold status derived from preventing activity pollution, protecting and restoring the site, utilizing recycled and low-emitting materials. Elements of design for LEED consisted of quality control of storm water, water efficiency, indoor air quality, innovation and design, and optimizing energy performance. Project acceptance is scheduled for 2011.

Southwest Pumping Station Hydraulic Modeling Study - We are in the final stages of a hydraulic modeling study at the Southwest Pumping Station. The study includes computer modeling of the tunnels and pumping station intakes to determine if the capacity of the pumping station could be increased by 50 Millions Gallon per Day (MGD). The study determined that the capacity could be increased by this amount, but recommended some minor hydraulic improvements to address concerns at very high flow rates. The study

also investigated the construction cost of a new pumping station, tunnel extension and feeder main connections to provide 100% redundancy of the Southwest Pumping Station.

Thomas Jefferson Pumping Station Electrical and Control Improvements - The Thomas Jefferson Pumping Station has four main pumps each with 1750 HP motors. This project made improvements to the electrical and control systems adding variable speed drives to two of the existing pumps at the station. This allows for more efficient operation of the pumps, lower energy costs and reduction of hydraulic impacts on the pumps and the distribution piping system. The project included construction of a building addition that houses the variable speed drive and electrical equipment required for the project. The project also includes modification to the electrical switchgear to accommodate the new variable speed drives, modifications to the control and SCADA Systems to incorporate the new equipment, removal of asbestos and lead, and modifications to the HVAC system to accommodate the new equipment.

68th Street Pump Station Building Façade Rehabilitation and Security Fence Installation - DWM is completing the 68th Street Pump Station Building Façade Rehabilitation and Security Fence Installation Project. The work includes the following: tuck pointing the building; window and door repair or replacement; interior wall refinishing, lead paint removal, and repainting; ventilator and HVAC repair; security fencing; construction of an internal security room to house security equipment and monitoring computers; and upgrading of interior of existing offices. Security upgrades include card access system, window and door contacts, motion sensors, intercom call stations, intercom master station, power supplies, computer work stations, and all equipment, devices, hardware, software, and programming required for operating, monitoring, and coordinating the security system with other DWM security facilities. We are installing closed circuit TV camera equipment including power supplies, cameras, recorders, monitors, and all equipment, devices, computer work stations, hardware, software, and programming required for operating, monitoring, and coordinating the security system with other DWM security facilities.

Microwave Installation Reviews - DWM is required to review new microwave installation designs to confirm that there will be no interference with the DWM microwave communication systems to the cribs. A total of 1459 microwave installations were reviewed as between January 1 and mid December 2010.

Rainblockers - In 2010 DWM has initiated an international design contest to redesign our catch basin restrictor on residential streets. This is the first of its kind engineering challenge which provides Chicago access to global talent. To date, participants from more than five countries have registered to compete. Final designs will be selected next year. DWM also redesigned our restrictors on arterial streets to minimize the maintenance requirements. In addition, we redesigned the catch basin lids to minimize the maintenance requirement.

The combination of these two features will extend the useful life of the catch basin and minimize maintenance. Replacement of current restrictors with the new restrictors will begin in early 2011. The restrictors will be installed in the catch basins that were previously lined in 2009 and 2010 as well as the catch basins to be lined in 2011.

Trunk Sewer Model - Using a GIS based modeling tool we have modeled 42-inch and larger sewers, the sewers in the loop area and those connected to a combined sewer overflow (CSO) to: 1) Identify system deficiencies (based on rain data; GIS sewer assets; unusual pipe shapes; paper atlases and drawings; GIS land use, buildings, roads, etc.); 2) Develop improvement recommendations; 3) Determine allowable release rate for developers; and, 4) Estimate CSO. We are now incorporating this model into planning, design and operations of our sewers. This modeling enhances the optimization of sewer designs and establishes a framework for future investment while improving the efficacy of the sewer system.

Inter-Department Cooperation and Coordination with Contractors - DWM has established regular coordination meetings with the Chicago Department of Transportation (CDOT), and other agencies and utilities to timely complete projects ahead or behind the other. An example of this improved coordination is the resurfacing of Monroe St. from Wacker to Michigan Ave. Through enhanced coordination DWM replaced an 1880's water main prior to CDOT resurfacing the street. In addition to the reduction of public inconvenience, DWM will save the cost of ADA ramp installation and street repaving. These costs will now be paid through CDOT's state and federal sources.

DWM is holding monthly accountability sessions with our contractors ensuring that they are storing water pipes safely, complying with traffic control standards so that drivers and pedestrians are well informed of our presence, and other safety and construction measures.

#### Bureau of Water Supply

New Straight Shift Schedule for Local 399 Operating Engineers - In an effort to reduce overtime expenditures for over 200 Operating Engineers within the Bureau of Water Supply, DWM has instituted a transition from its rotating shift schedule with a built-in 6<sup>th</sup> day overtime to a standard shift rotation. The built-in overtime in some instances accounted for up to 40% of the total overtime earned by the Bureau annually with the exception of holidays. At the onset of this initiative, the Department implemented an additional rotation shift to cover the built-in and scheduled overtime. In its first month the Bureau saw savings that, if continued, would have been in excess of 40% in overtime without compromising staffing requirements. This schedule will begin January 2, 2011. This new straight shift, 5 days on 2 days off, schedule allows for the accommodation to those with shift-worker syndrome. The Department projects savings on overtime to be approximately 40% (not including holiday overtime) without compromising staffing requirements.

Reduction in Bulk Chemical Usage through Treatment Optimization - Optimizing water treatment strategies were used to determine the appropriate dosage of Aluminum Sulfate (alum) on a given water quality condition for water treatment versus a given target dosage for the season. The end result of this strategy while maintaining our water quality standards was a reduction of Aluminum Sulfate used and an approximate 20-25% reduction of sediment production from water treatment discharged to Metropolitan Water Reclamation District (MWRD); thereby, reducing alum costs by approximately \$700,000. Sediment cost savings will be realized in next years billing by MWRD.

Asset Management/DataStream/SCADA - BWS has proceeded in implementing DataStream Version 7i for Inventory Management, Computerized Maintenance Management, Customer Service Request and Purchase documentation. DataStream Computerized Maintenance Management System (CMMS) software has sufficient functionality to support the Bureau of Water Supply's requirements. The system provides an equipment and spare parts asset numbering system for the 12 pumping stations and the 2 treatment plants. Inventory Management System has been implemented at the 12 pumping stations; Asset Tags/ Part Numbers are being issued. CMMS has been implemented at all pumping stations. Station personnel including Chief Operating Engineers, Assistant Chief Operating Engineers and Trades' Foremen have completed training on the system. Training continues for Operating Engineer's training. Report generation is ongoing.

Emerging Contaminant Study Analysis of Endocrine Disrupting Chemicals, Pharmaceuticals, and Personal Care Products - The Water Quality Division (WQD) is completing a water quality study to monitor some compounds that have not historically been considered to be contaminants of concern, but have been recently documented at trace concentrations in our nation's waterbodies. The study is part of a 2 year, 6 round sampling program that started in 2009. This study includes compounds known as Endocrine Disrupting Chemicals (EDCs) and Pharmaceuticals & Personal Care Products (PPCPs), which are considered to be emerging contaminants.

EDCs are compounds with potential to interfere with natural hormone systems. PPCPs are a group of compounds consisting of prescription or over-the-counter therapeutic drugs, veterinary drugs, and consumer products such as sun-screen, lotions, insect repellent, and fragrances. Since most of these compounds are not regulated, EDC and PPCP laboratory tests do not have standardized analyte lists, methods, or reporting limits. Therefore, WQD decided to send samples to 3 independent laboratories with extensive experience doing EDC and PPCP analyses. This allows for the evaluation of intra-laboratory variability, inter-laboratory variability, and the seasonal patterns and levels of occurrence of a large number of EDCs and PPCPs. The 3 laboratories each use different analytical methods, have partially overlapping analyte lists, and claim a range of parts per trillion reporting limits. By sending samples to multiple laboratories, it is possible to comment on both lab performance and the actual occurrence patterns of EDCs and PPCPs.

IDEXX System for Total Coliform Analysis - The Microbiology Unit has acquired an IDEXX system for total coliform analysis. This system conducts a relatively rapid and simple test that combines the coliform test and E. coli verification test in one step, saving valuable time and speeds up the decision making process in comparison to the former slower membrane filtration procedure. The IDEXX system is being evaluated on a trial basis to assess its efficacy and adaptability to our unique situation. After a successful evaluation the Microbiology Unit will seek certification by Illinois Department of Public Health to use the IDEXX system for compliance tests.

Division of Water Pumping - The Division of Water Pumping rehabilitated Main Pumping Unit No. 4 at the Mayfair Pumping Station Pumping, installed a second diesel powered emergency generator at the Springfield Ave. Pumping Station; completed the replacement of tube bundles for two steam turbine condensers at the Springfield Avenue Pumping Station; installed an electrical power/fire alarm system at 9536 S. Genoa Avenue; replaced a fire alarm system at the Thomas Jefferson Pumping Station; replaced a 36" ball valve for main pumping unit no. 2A at the Roseland Pumping Station; installed a new radar system/auto pilot for the DWM tugboat, James J. Versluis; installed explosives storage magazines at DWM water intake cribs in accordance with State of Illinois, Dept. of Natural Resources rules and guidelines; rehabilitated Main Motor No. 2 at the Chicago Avenue Pumping Station; replaced interior and exterior lighting at the 68th Street Crib; installed shore electrical power system at the DWMtugboat dock located at 1150 N. North Branch.

Division of Water Treatment at JWPP - DWM rehabbed two passenger elevators to meet code requirements; completed control system upgrades of low lift pump; Upgraded the Chlorine Control, Ventilation and Emergency Systems; continue to upgrade drive units in Flocculation process; initiated SCADA upgrade; completed JWPP manual data entry into SCADA; replaced switchgear of sediment system; utilized JOC to replace 79th Street Outlet Catwalk and to remove damaged navigational bumpers.

Division of Water Treatment at SWPP - At SWPP the Division of Water Treatment performed cleaning and maintenance on basins #2 and #4; overhauled the rapid mix in basin #4; removed and replaced process water pump #3; relined alum tank #137; completed SWPP manual data entry into SCADA; rehabbed #1 Sullair air compressor; replaced the distillation unit for the Control Laboratory; repaired the settled water expansion joint at the 43 line, elev. -14; turbined boilers #1, #2 and #3 ; removed and replaced the sediment pump for basin #1; and completed repairs to the administration buildings roof, the wash tank room and the filter building.

#### Bureau of Metered Services

Automatic Meter Reading (AMR) Program - In 2007 DWM embarked on a 3-year program to install new, or upgrade, existing metered services with AMR technology. AMR allows meter reading to be obtained as a truck drives down the street rather than a person having to enter the premise and manually read the meter. A blend of city forces and contractor forces has completed the installation of over 153,000 AMR devices. In-

house forces are completing any remaining accounts. The overall actual reading percentage for these AMR devices is 98%, well above our manual reading percentages prior to 2007.

MeterSave Program - Since March 2009 more than 8,800 non-metered single-family and two-flat home owners have volunteered to have a water meter installed their homes. We have completed over 3,500 installations. The Illinois EPA supports the efforts DWM has made and has provided \$2 million of state revolving loans and ARRA funding for the Metersave program. Non-metered customers can enroll in the program on-line, place a call to customer service or call 311. Most importantly, customers can also utilize our on-line scheduling tool to schedule the installation. In 2011 we we will improve our marketing and outreach using on-line social media, bus shelter ads, posters, the City's cable channel, working with sister agencies, including the Chicago Public Schools, mailings and other media.

Transition of Collections to the Department of Revenue - In the beginning of this year, we transitioned our billing and customer service section to the Department of Revenue so that both departments could focus on their core competencies. As a result of this transition the following highlights are noted:

- In 2010, the City collected \$582.3 million in water/sewer fees to date. This was a \$64.4 million or 12.4% increase over 2009.
- In 2010, the on-line bill payments generated 170,973 payments totaling \$39.5 million or \$8.5 million over 2009, a 28% increase.
- In 2010, the Interactive Voice Response system (IVRS) generated 56,372 payments totaling \$13.4 million or \$3.5 million over 2009, a 35% increase.
- In 2010, customers made 45,793 water bill payments for \$9.8 million via the EZ Pay Kiosk Stations. This was an increase of \$2.3 million, a 31% increase.
- In 2010, 44,225 delinquent accounts owing \$37.9 million were posted for shut off, of which 32,341 accounts paid \$13.5 million within 30 days for being posted for shut off. This is an increase of \$4.8 million or 55% over 2009 without any additional staff. Also, 2,982 accounts were shut off for non-payment. Of the \$3.5 million amount outstanding for accounts shut off, \$353,378 was paid within 30 days after water service was terminated.
- In 2010, DWM automated its notification process of the water permits to DWM from the Department of Buildings. DWM is able to track each water meter permit as well as measure the duration of time between permit issuance and meter installation.
- Conducted Customer Billing and Information System Gap Analysis
  - Coordinated the Vendors Evaluation Processing;
  - Directed the vendor to document the existing business processes to identify requirements and opportunities for the business process transformation;
- Assisted the vendor preparing a Request for Proposal (RFP) to be released in 2011 for the selection of a new Customer Information System (CIS) to improve efficiencies within DWM and DOR.
- Continue working with the mailing vendors to improve the mailing delivery process from OneCode in 2009 to Intelligent Mail BarCode system in 2010
  - In 2010, the total National Change of Address requests have been captured and updated in DWM's CIS system for 14,493 accounts

- In 2010, the total Returned Mail have been captured and documented in DWM's CIS system with specific returned reasons on 141,800 records; including updating existing mailing addresses for 4,372 accounts.
- Other IT Project Management Functions
  - Conducting DWM Domain Migration Project;
  - Assisted the City wide Active Directory Migration Project;
  - Assisted the Banner Application Server Migration Project;

### Security

DWM has implemented several enhancements within our Security Section. The enhancements were designed to increase our security awareness and our presence at important DWM facilities. These changes included changes in shift schedules to provide better coverage and to save money. These include:

- Eliminating the 16 hour Shift- Reassigned watchmen to an 8-hour shift rotation.
- 11:00 AM to 7:00 PM Shift (Monday – Friday) - Implemented an 11:00 AM -7:00PM shift applicable at both JWPP and SWPP. The position performs foot patrol of the interior of the facilities and provides relief coverage for lunch and breaks for the dayshift officer(s), in the Lobby and the Command Center.
- Wednesday through Sunday Operations Schedule-Implemented a Wednesday-Sunday schedule at both JWPP and SWPP to provide sufficient coverage for DWM facilities.
- Mobile Patrol-Implemented a mobile patrol function which serves to check various DWM facilities, which currently do not have fixed coverage, throughout the system on all shifts. Each patrol unit patrol facilities that are within proximity of the two purification plants and various trailer locations. During these patrols the watchmen report any instances of theft, damage, vandalism or other incidents.
- Uniforms-DWM has re-instituted its uniform policy for all DWM watchmen. All watchmen were measured for uniforms and issued a full complement (shirts, pants and hat(s), with the department insignia) and are worn by all watchmen while on duty.

Finally, we continue to partner and participate with various agencies including the Joint Terrorism Task Force, MPEA (Navy Pier), EPA and Chicago Police to ensure infrastructure protection.



## CHICAGO DEPARTMENT OF AVIATION

---

Safety and security for passengers and employees is the Chicago Department of Aviation's (CDA) highest priority.

### Emergency Response Training

- In 2010, the CDA hosted multi-agency emergency response exercises on land the City acquired from Bensenville for the O'Hare Modernization Program (OMP). CDA worked with the Office of Emergency Management and Communications (OEMC), Federal Bureau of Investigations (FBI), U.S. Secret Service, Illinois National Guard, Bureau of Alcohol, Tobacco and Firearms, Chicago Police Department (CPD), Chicago Fire Department (CFD), Underwriter's Laboratory (UL), Village of Bensenville, and many other city, county, state, federal and assist agencies.
- The CDA completed the Airport Emergency Plan - an annex to the Airport Emergency Operation Plan (EOP).

### Incident Management Center

- The CDA designed and constructed the O'Hare Incident Management Center (IMC) - an operations center used to facilitate policy making, coordination, and overall support of responding forces in support of large-scale emergency situations.

### Access Control:

- As of July 15, 2010, all airfield vehicle access posts staffed by CDA security officers employ 100% biometric identity verification. In addition, an inspection is conducted of employee vehicles in these locations to ensure no unauthorized passengers gain access. At Post #1 alone, this results in doing cursory inspections of vehicles used by approximately 10,000 employees.

### Cameras:

- 161 cameras were added at both airports to enhance law enforcement surveillance. New analytical software in cameras puts greater emphasis on certain activities and situations to immediately alert dispatchers.
- We expect to utilize up to 90 HD surveillance cameras by year's end at security checkpoints and other areas of both airports, which provide greater video clarity and detail for the viewer.

### License Plate Recognition (LPR)

- LPR provides instant alerts to dispatchers when license plates "of interest" to law enforcement are identified. There are now 18 cameras at both airports including entrance/access points. This system allows law enforcement to input specific plate information and define actions to take upon detection.

### ID Badging/Compliance

- A web-based application was developed to assist in the badging application process. It is more user-friendly than the previous paper application and prevents data entry errors.
- Driver testing was converted to a computer-based program, which is more user-friendly and will cut testing time by 50%.
- We amended City Ordinance to include ability to charge companies for background checks.
- The CDA signed an agreement with the Transportation Security Clearinghouse (TSC) to implement an automated integration services system. This will provide a more efficient system by providing quicker results on applicant approvals. TSC also offers a discount on background check charges for airports which will provide an estimated savings of more than \$37,000 for O'Hare and nearly \$6,000 for Midway.

- The CDA will construct a new badging facility at O'Hare to consolidate two existing locations into one. In addition to resolving space planning issues, this relocation will add efficiencies and provide a higher level of customer service. The facility is expected to be completed in the first or second quarter of 2011.

### Safety

- The CDA finished the final draft of O'Hare/Midway Ground Vehicle regulations - a working document outlining airfield rules and regulations. It is a critical and regulated component of CFR 14 Part 139.
- In 2010 we also developed our first ever Occupational Condition Program. This program teaches employees the importance of health and wellness exercises. This program was developed at no cost to the CDA by our insurance company. The two initial target groups are CDA trades and aviation security officers.
- The Chicago HeartSave Program continues to lead the world in public access defibrillation with a +65% survival rate from sudden cardiac arrest. The program had 58 life-saving events at both airports since its inception in 1999. More than 1,800 participants (airport vendors, Transportation Security Administration (TSA), Customs, CDA and our airline partners) have been trained to use AEDs.

### O'Hare Modernization Program (OMP)

Progress continues on the O'Hare Modernization Program (OMP) to reconfigure O'Hare's intersecting runway system into a parallel runway layout.

#### OMP Phase One update:

- Construction work on east/west ends of Runway 10C-28C was substantially completed in November.
- The contractor is finishing work on the new FedEx Sort Building to replace the existing facility. The new building features 4 acres of green roof space, making it the largest green roof at an airport in the U.S. The new facility will allow for demolition of existing facility in preparation for continued construction of Runway 10C-28C. FedEx is installing its sort system equipment, and is scheduled to begin operations in the new facility next summer.
- The CDA began construction work on two of the four projects required for relocation of the Union Pacific Railroad. One of these projects, which includes construction of new railroad bridges over the Canadian Pacific Railroad and Metra, is nearing completion. The other two construction contracts will be awarded in the next one to two months and construction is set to begin in spring 2011.
- Design work is nearing completion for the center section of Runway 10C-28C, runway navigational systems, and cargo tunnel extension. Work is scheduled to begin next spring and will complete OMP Phase One work.

#### OMP Completion Phase:

Includes two new runways, a runway extension and a new South Air Traffic Control Tower (SATCT).

- In April 2010, the U.S. Department of Transportation issued a Letter of Interest to provide \$410 million toward funding runway projects.
- On November 15, 2010, the FAA announced it will provide \$3.6 million in funding for design of the SATCT.
- On November 24, 2010, the City received the FAA's authorization to use approximately \$700 million of PFCs for construction of projects.
- Design work for most projects is underway with many of the designs being at least 50% complete. The City opened bids for the first project and a contract award is pending. We will bid three more projects this winter with construction scheduled to begin in the spring/summer.
- The CDA expects to complete a \$1 billion bond deal in February 2011. This funding, which was authorized by the City Council in September 2010, will be used for construction work scheduled to begin in 2011.

### OMP Job Creation

- The CDA estimates an average of 1,600 jobs per year have been created since the beginning of OMP, and that an additional 3,300 annual jobs will be created during the Completion Phase.

### Fiscal Efficiencies in 2010

The CDA identified ways to better manage resources and reduce overtime this year, including:

- Saved more than \$600,000 by implementing a driver staffing optimization plan whereby seasonal drivers are sent home after two hours on days if snow does not occur when it was expected.
- Saved more than \$300,000 by transitioning aviation security officers (ASOs) to a rotating day-off schedule which led to reduced sick days and overtime. Mobile and foot patrol unit assignments were combined to maximize resources and all watches were rebalanced to better align with operational activity.
- Realized a cost savings of \$640,000 by hiring 17 park laborers for weekend only shifts at both airports, which reduced the need for laborers to work weekends at overtime rates.
- Realized \$3.1 million in savings over the past 12 months as a result of voluntary cost reduction efforts taken by companies that do business with the CDA.

### Standard Operating Procedures (SOPs)

- The CDA has developed updated SOPs for the following divisions: Human Resources (HR), Contracts, Vehicles Services, Facilities, Security, Information Technology and Telecommunications, and Midway/O'Hare Airfield Operations. We expect to have SOPs completed for all CDA divisions by mid-2011.
- The SOPs are posted on the Department's intranet and video sessions of the HR SOPs have been created and posted for future training of new employees or refresher courses. The Department's goal is to have all SOPs on the Web and developed into an online format.

### Employee Training

- In cooperation with the City's Department of Human Resources and the Office of Compliance, we offer training in Violence in the Workplace, Diversity, Sexual Harassment, Drug & Alcohol Testing and Code of Conduct.
- In addition to the City's online ethics training, the CDA has also implemented mandatory annual ethics training for all CDA employees and contractors. Disability awareness annual training is also mandatory for all CDA employees.

### Contracts

- The CDA continuously strives to improve its M/W/DBE participation through outreach, target market opportunities and strong participation goals.
- In 2010, CDA had over 470 vendors (both primes and subs) participate in CDA contracts and made payments of approximately \$516 million for regular operation and maintenance, and capital improvement work. 35% (more than \$182 million) of this amount went to M/W/DBE firms.
- In addition, the CDA awarded more than \$75 million in new contracts during the 2010 budget year, and 37% (\$27.6 million) of this amount went to M/W/DBE firms.
- As part of the continuing OMP, More than CDA had over 670 vendors participated in OMP-related work during 2010. CDA made payments of approximately \$269 million for OMP related projects, both

for professional services and construction, 34% (\$91.5 million) of this amount was paid to M/W/DBE vendors.

- Additionally, CDA awarded over \$93 million in new contracts for OMP-related projects. 33% (\$30.5 million) of this amount in new contracts was awarded to M/W/DBE firms.

### 2010 Capital Improvement Program (CIP)

#### Construction

- Approximately \$64 million worth of non-OMP projects were under construction at O'Hare and Midway, resulting in about 250 construction jobs for trades. Projects included airfield pavement, facilities and mechanical systems. The most prominent was a \$26 million Concourse A Infill and Expansion at Midway.

#### Procurement

- Seven projects were bid through DPS with an estimated value of \$90 million; most notable being the Consolidated Rental Car Facility at Midway scheduled for construction in 2011.

#### Design

- A number of projects are in planning/design that will result in new bid packages next year, with construction in late 2011 and into 2012. We plan to request additional funding for design and construction in 2011 from our airline partners.

### Air Service Development

The CDA continues to pursue new passenger and air cargo service for Chicago.

#### O'Hare – New Service

- New international nonstop services added in 2010 include: American Airlines to Beijing, China; Air India to Delhi, India; Pakistan International Airlines to Barcelona, Spain with continuing service to Karachi, Pakistan; and TACA Airlines to San Salvador City, El Salvador.
- More than 20 nonstop domestic services added at O'Hare this year including new carrier Air Choice One to Burlington, Iowa and Decatur, Illinois.
- In August 2010, Qatar Airways initiated cargo service from O'Hare to Doha, via Amsterdam.
- Cathay Pacific Airways just announced it will begin nonstop passenger service from O'Hare to Hong Kong in September 2011.

#### Midway – New Service

- In September, Branson AirExpress began new seasonal service from Midway to Branson, Missouri
- A new carrier for Midway, Volaris Airlines, initiated operations from Chicago to Guadalajara, Mexico on December 13, 2010.
- Southwest continues its commitment to Chicago with the announcement that in 2011 it will add two flights to both Charleston and Greenville-Spartanburg from Midway, as well as six flights to Newark International Airport. With these increases, Midway is the number one market in Southwest's network.

### Planning

- A perishable cargo center (flowers and foods) is in development to open this winter in an existing airport facility to enhance customs efficiencies, attract new direct flights from South America and increase cargo commerce at O'Hare. The CDA is working with Senator Durbin and Congressman Quigley to facilitate the logistics of opening the center.

- A cargo ramp phasing plan, including a new ramp area, has been developed to keep a secondary cargo aircraft area on the northeast airfield in operation during OMP construction. This plan will help retain cargo flights and attract new cargo airlines.
- In 2010, CDA worked with IDOT and CDOT to complete planning and engineering of an I-190 modernization program, which will enhance capacity and relieve congestion into and out of O'Hare. Design and construction of some components will begin in 2011 under IDOT.

### Real Estate

- In 2010, the CDA introduced and began the collection of a Customer Facility Charge (CFC) for the purpose of planning, designing and building a Consolidated Rental Car Facility (CRCF) at O'Hare. The CFC is \$8 per rental day and the estimated cost of the CRCF is \$400 million.
- The CDA concluded its lease negotiations with rental car companies for a CRCF at Midway with construction anticipated to begin early 2011.
- The CDA continues to manage airport assets to maximize development potential, ensure maximum revenue is generated and address compliance and tenant needs.
- In 2011, we will begin implementation of computer system to improve the efficiency of managing airport assets, and improve support for all other CDA divisions.

### Concessions

- In June, the CDA identified Westfield Concessions Management II LLC as the successful respondent to negotiate an agreement to design, redevelop and operate a new concessions program for the International Terminal at O'Hare. The proposal provides for a complete re-design of the terminal's concessions program to include new food and beverage, news and gifts, specialty retail, and duty-free locations. The enhanced concessions program will feature local, national and international brands, providing a more expansive shopping experience for international travelers and potential for increased revenue generation.
- The CDA is advertising a Request for Proposals (RFP) to lease, develop and operate specialty retail and services concessions at O'Hare, as well as a RFP to lease, develop and operate specialty retail, news & gifts and coffee concessions at Midway.
- In celebration of Oprah Winfrey Show's final season, the CDA now features Oprah's iconic products at retail stores and promotional signage in the concourses at O'Hare and Midway.
- In November, Eli's Cheesecake Cafe opened an expanded location featuring its famous cheesecakes, desserts, sandwiches, salads and specialty items in Terminal 1 at O'Hare.
- Award-winning chef-restaurateur Rick Bayless signed a license agreement to bring two new restaurants to O'Hare, which are scheduled to open next year in Terminals 1 and 3.
- Wicker Park Sushi opened this month in Terminal 2 at O'Hare offering sushi, oysters and specialty salads; and America's Dog will open later this month in Terminal 1.
- At Midway in 2010, the CDA welcomed Sprigs, a fresh, contemporary, salad concept offering a variety of healthy choices; and Red Mango, featuring nutritious and healthy frozen yogurt desserts.

### Sustainability

- Chicago's airports now have 232,534 square feet of vegetated roof space including the FedEx World Service Center, which will pursue LEED Silver Certification. There is also an additional 126,456 square feet of green roof included for proposed facilities at O'Hare and Midway.
- The CDA worked with Enterprise Rent-A-Car to construct a green facility at O'Hare that is now pursuing LEED certification.

- We continue to implement a Balanced Earthwork Plan (BEP) in all OMP work. To date, the OMP has handled approximately 18 million cubic yards of soil to build the runways and supporting infrastructure projects. By implementing the BEP, all of this soil has been kept onsite instead of being hauled away and dumped at area landfills. This green approach has also saved more than \$120 million.
- The CDA is coordinating with other City Departments (DGS, DOE) and sister agencies (CTA, CHA, PBC, CPS), as well as Energy Service Companies (ESCO), experts from the Civic Consulting Alliance and the Clinton Climate Initiative on use of ESCO to determine best opportunities for CDA to utilize this performance contracting tool.
- The CDA held its 3rd Annual "Airports Going Green" conference on November 15-17, 2010. More than 300 U.S. and international airport executives, aviation industry leaders and environmental experts participated.
- The CDA released the Sustainable Airport Manual (SAM) Version 2.0 on November 15, 2010. The updated manual expands on the previous SAM with three additional chapters covering airport planning, daily operations and maintenance, and concessions and tenants.
- The CDA formed a Sustainability Evaluation and Recommendation Team (SERT) in June 2010 to evaluate and recommend sustainability initiatives and ideas for potential applicability at O'Hare and Midway.
- The CDA has rescued more than 75 trees from the demolition sites acquired by the City in Bensenville for the OMP. The trees were re-planted this spring at various sites and locations on the grounds at O'Hare.
- The CDA began a new airport compatible landscaping community education program by donating 100 trees to the local community near Midway and developing an Airport Landscaping Resource Guide for residents and businesses.
- In August, the CDA hosted the U.S. Green Building Council: LEED 201 course at O'Hare. CDA employees who attended this session are now eligible to sit for USGBC Associate Green Certification.

#### Customer Service and Passenger Amenities

- In April 2010, the CDA and MOPD launched a Disability Awareness and Assistance program to train airport employees on how to more effectively recognize and help travelers who may require additional assistance.
- Working with the MOPD, the CDA will launch a visual paging system to assist passengers with hearing disabilities by the first quarter of 2011. The system will provide visual messages of customer service announcements as well as emergency notifications. The messages will be displayed on the current FIDS boards located throughout the terminal.
- In conjunction with the Office of Tourism, the CDA hosted "Glitter in the Air" fashion sidewalk sales this month at both airports. Approximately 20 Chicago fashion designers showcased and sold a mix of jewelry, accessories, and apparel.
- Travelers Aid, a social service agency based at O'Hare, assisted more than 460,000 passengers this year through November 2010.
- The CDA developed a new passenger amenity kit, which is distributed to travelers who remain overnight due to flight delays or cancellations. The new kits include upgraded products, brochures highlighting airport amenities and concessions, as well as coupons redeemable for discounts at any retail, food or beverage concession at the airport.
- This year, the CDA expanded entertainment programming at O'Hare and Midway and implemented a calendar of events to celebrate national holidays. The CDA hosted "Taste of Chicago at the Airports" at both airports to coincide with the City's downtown festival. The CDA also provided expanded entertainment for passengers this year, including Irish dancers on St. Patrick's Day, a Halloween parade in October, and many other festive activities throughout the year.

- The CDA will offer complimentary gift-wrapping services at both airports on December 17, and December 20 thru 23.

### Outreach

- In 2010, the CDA has hosted or participated in 22 contracting outreach events to provide information to interested businesses of all types and sizes about opportunities at the airports. The CDA has worked with several City departments and sister agencies, including: DPS, BACP, the Office of Compliance and City Treasurer's Office.
- This year the CDA hosted three Concessions Open House events. More than 800 business owners and entrepreneurs registered to network and learn about airport concessions opportunities.
- The CDA has already issued 195 Web Alerts in 2010. The CDA Web Alert system provides current news and events via email to a growing list of more than 9,000 subscribers. Topics include announcements for bid package opportunities, job openings and upcoming events; as well as news stories, current activities, special programs and department accomplishments.

### Connecting Airports Conference

- On December 8, the CDA hosted executives from Midwest regional airports and beyond at O'Hare for first-ever "Connecting Airports Conference". The event brought together airports that have connecting flights through O'Hare to meet with the CDA, airlines and FAA officials. The CDA expects to host again on an annual or semi-annual basis.

### International Delegations

- Since 2009, the CDA has hosted international delegations from Latin America; the Caribbean; Singapore; Serbia; Abu Dhabi, UAE; China; South Korea; Russia; Nigeria, Africa and countries of the former Soviet Union and the United Kingdom.

### Health and Wellness

- In the fourth quarter of 2010, the CDA launched its first annual Safety, Health & Wellness Expo at O'Hare and Midway to increase employee safety awareness on the job, and to empower employees to improve their health and well-being.
- The UIC Medical Clinic offers flu shots for passengers and airport employees from multiple locations at O'Hare and Midway. The cost is \$35/passenger and \$25/airport employees.

### Honoring Military Personnel

- In honor of Veterans Day this year, we dedicated the Armed Services Plaza at O'Hare, recognizing those who have served and are currently serving our country. The oval-shaped plaza measures 60-foot long and 48-foot wide. The exterior walls are inscribed with the words "In Honor of Those Who Serve". Within the oval are nine flagpoles carrying the American, POW, State of Illinois, City of Chicago, five branches of service and USO flags. The site, at the entrance to O'Hare, will remind everyone who enters or leaves O'Hare of the service and sacrifices of our military personnel.
- This year at Midway, Honor Flight Chicago, Southwest Airlines and the CDA teamed up to honor Chicagoland's WWII veterans with 11 flights to Washington DC to visit their memorials. At O'Hare, American and United Airlines also provide Honor Flights and amenities for veterans throughout the year.
- On December 10, American Airlines and the USO of Illinois opened a "Cyber Canteen" for U.S. troops at O'Hare. The new facility seats approximately 120 military personnel and their families. It features

"home away from home" comforts for traveling military and their families, including free Wi-Fi Internet access, refreshments and a lounge area. The facility is open seven days a week from 6 a.m. until 10 p.m.

### CDA Awards in 2010

The CDA received awards and accolades in 2010, including:

- For the eleventh consecutive year, O'Hare was named "Best Airport in North America" by a premier travel industry magazine (2005-2010/Global Traveler, 2000-2004/Business Traveler)
- O'Hare received the 2009-2010 Balchen/Post Award for excellence in airport snow removal from the Northeast Chapter of AAAE.
- The FAA Great Lakes Region recognized the CDA for its commitment to safety and efficiency at O'Hare by presenting an award plaque to the department.
- The Air Line Pilots Association (ALPA) named O'Hare its "Airport of the Year".
- Commissioner Andolino received the 2010 Heartland Sustainability Award (along with U.S.D.O.T. Secretary Ray LaHood) at the Innovations Conference on Asphalt and Transportation in Peoria, Illinois.

### Art Installations

- This summer, we partnered with the Department of Cultural Affairs and Office of Tourism on Chicago's "Neighborhoods" campaign. Posters and banners were displayed throughout O'Hare and Midway to encourage visitors to explore Chicago's 77 distinct community areas and diverse neighborhoods.
- In the first quarter of 2011, a large sculpture, entitled "The Runners", donated from the Chicago-Athens Sister City Committee of the Chicago Sister Cities International Program (CSCIP) will be permanently installed at O'Hare along the I-190 south side embankment. The sculpture, designed by Theodoros Papagiannis, features five runners emerging from antiquity to meet the present. "The Runners" will serve as a tie between Athens and Chicago, and also as a landmark within the City.
- The "Gems of O'Hare" sculpture by Ming Fay will be installed in Terminal 2 (landside) in the third quarter of 2011. The piece consists of a 20-foot tree with several giant, rose-colored tree gems on the tip of each branch carved with a negative relief of a cardinal in flight. The installation of the gems will exude a soft red color in the terminal, a nod to the cardinal, the state bird of Illinois.
- "Somewhere" by Chicago artist Jo Hormuth will be commissioned within the landside ticketing area of Terminal 3 in the third quarter of 2011. The artwork involves covering the existing columns that run along the length of the terminal with materials painted in sky blue and the colors of the rainbow. Each column will be inlaid with translucent lettering to spell out "Somewhere Over the Rainbow". The primary inspiration for the piece is The Wonderful Wizard of Oz by L. Frank Baum, written and published in Chicago in 1900.