



City of Chicago



F2017-39

Office of the City Clerk

Document Tracking Sheet

Meeting Date:	6/28/2017
Sponsor(s):	Dept./Agency
Type:	Report
Title:	Office of Inspector General First Annual Progress Report on the Procurement Reform Task Force
Committee(s) Assignment:	

OFFICE OF INSPECTOR GENERAL
City of Chicago



REPORT OF THE OFFICE OF INSPECTOR GENERAL:

***FIRST ANNUAL PROGRESS REPORT ON THE
PROCUREMENT REFORM TASK FORCE***

MAY 2017

866-IG-TIPLINE (866-448-4754)
www.chicagoinspectorgeneral.org



Joseph M. Ferguson
Inspector General

OFFICE OF INSPECTOR GENERAL *City of Chicago*

740 N. Sedgwick Street, Suite 200
Chicago, Illinois 60654
Telephone: (773) 478-7799
Fax: (773) 478-3949

May 30, 2017

To the Mayor, Members of the City Council, the City Clerk, the City Treasurer, the Members of the Chicago Procurement Reform Task Force, and the residents of the City of Chicago:

On May 27, 2015, Mayor Rahm Emanuel convened the Chicago Procurement Reform Task Force (PRTF). PRTF was co-chaired by the Chief Procurement Officer (CPO) and the Inspector General (OIG) for the City of the Chicago, and included the CEO, Executive Director, or Chancellor of six of the City's sister agencies: the Chicago Public Schools (CPS), the Chicago Transit Authority (CTA), the Chicago Housing Authority (CHA), the City Colleges of Chicago (CCC), the Chicago Park District (Parks), and the Public Building Commission (PBC). PRTF undertook a six-month project to identify opportunities for these entities (collectively, the Participating Members) to implement, in a uniform manner, best practices for awarding, managing, and overseeing public contracts. The Task Force's mission was to maximize operational efficiency, increase accountability, and economize public funds.

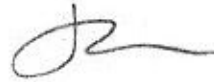
On November 17, 2015, PRTF reported its findings, grouped into five categories representing essential principles of government procurement: competition, efficiency, transparency, integrity, and uniformity. The Task Force also made recommendations designed to advance these principles, a 31-point blueprint for refining and standardizing the Participating Members' procurement operations. The recommendations in the 2015 Report of the Chicago Procurement Reform Task Force (2015 PRTF Report) fall into three categories: the first 15 were proposed for immediate implementation, i.e., by the end of March 2016; the next 12 for "mid-term" implementation, i.e., by the end of December 2016; and last 4 for "long-term" implementation, i.e., in "2017 and beyond."

Pursuant to an intergovernmental agreement executed under the authority of an ordinance passed by City Council and approved by the Mayor in January 2016, the Participating Members fulfilled PRTF's Recommendation #1 by creating a committee of CPOs (CPO Committee), and charging it with addressing the Task Force's recommendations, tracking their implementation, and issuing quarterly and annual reports. The ordinance also directed the Participating Members to begin work on Recommendation #5 by establishing a committee of Chief Information Officers (the Chicago Government IT Coordination Committee, or ITCC) to manage the technical aspects of the implementation process, and directed OIG to prepare and publish, within 90 days following the issuance of each CPO Committee Annual Report, an independent evaluation of the Participating Members' progress toward implementing the recommendations.

On March 1, 2017, the CPO Committee issued the 2016 Annual Report of the Chicago Procurement Reform Task Force (2016 Annual Report), which demonstrates that while the

Participating Members have not strictly complied with the implementation timetable agreed to in the 2015 PRTF Report, they have made significant progress toward achieving its goals.¹ OIG's independent review confirms this assessment. Below, we briefly summarize and evaluate the steps the CPO Committee has taken on each recommendation.²

Respectfully,



Joseph M. Ferguson
Inspector General, City of Chicago
Co-Chair, Procurement Reform Task Force

¹ For ease of reference, the 2015 PRTF Report can be found here: <https://www.cityofchicago.org/content/dam/city/depts/dps/PressReleases/ChicagoProcurementTaskForcepdf.pdf>; and the 2016 Annual Report here: https://www.cityofchicago.org/content/dam/city/depts/dps/Outreach/2016AnnualReport_PRTF_030107.pdf.

² Although we focus primarily on the Participating Members' accomplishments through the March 1, 2017, issuance of the 2016 Annual Report, we also acknowledge and take into account the CPO Committee's efforts between that time and the issuance of this progress report on May 30, 2017.

I. PROGRESS ON THE TASK FORCE RECOMMENDATIONS

In the 2016 Annual Report, the CPO Committee designates its work on each of PRTF's 31 recommendations as "completed" or "ongoing." In this report, OIG assesses the Committee's progress with more specific criteria, using the color-coded designations "completed" (green) "policy/process created; implementation ongoing" (blue), "partially completed" (orange), and "not yet begun" (red). The following table shows the CPO Committee and OIG assessments, which are addressed in more detail below.

PRTF Recommendation	CPO Committee Assessment	OIG Assessment
#1	Completed	Completed
#2	Ongoing	Process created; implementation ongoing
#3	Completed	Completed
#4	Ongoing	Partially completed
#5	Ongoing	Partially completed
#6	Ongoing ³	Partially completed
#7	Ongoing	Partially completed
#8	Completed	Policy created; implementation ongoing
#9	Completed	Process created; implementation ongoing
#10	Completed	Completed
#11	Completed	Partially completed
#12	Completed	Completed
#13	Completed	Completed
#14	Completed	Completed
#15	Ongoing	Partially completed
#16	Ongoing	Policy created; implementation ongoing
#17	Ongoing	Process created; implementation ongoing
#18	Ongoing	Partially completed
#19	Ongoing	Partially completed
#20	Ongoing	Partially completed
#21	Ongoing	Process created; implementation ongoing
#22	Ongoing	Process created; implementation ongoing
#23	Ongoing	Partially completed
#24	Ongoing	Partially completed
#25	Ongoing	Partially completed
#26	Ongoing	Partially completed
#27	Completed	Completed
#28	Not addressed	Not yet begun
#29	Not addressed	Not yet begun
#30	Not addressed	Not yet begun
#31	Not addressed	Not yet begun

³ In the 2016 Annual Report, only Recommendation #6 lacks the designation "completed" or "ongoing." We interpret the narrative accompanying the corresponding section of the Report as effectively equivalent to an "ongoing" designation.

At the outset, we note, as the 2016 Annual Report explains, that much of the remaining work to implement the PRTF recommendations relates directly or indirectly to the successful integration of the Participating Members' computer systems, particularly with regard to their public-facing (online) presentation of contracting opportunities and information. Moving forward, the Chicago Government Information Technology Coordination Committee (ITCC) will assume an increasingly central role in driving the reform project to completion. Based on its ongoing engagement with the process subsequent to the release of the 2016 Annual Report, the ITCC is well-positioned to inhabit this space in a rigorous and effective manner. In early May 2017, two of the ITCC's principals led the CPO's regular bi-weekly meeting, presenting the first version of the consolidated website contemplated in Recommendation #7, and soliciting initial feedback from the Participating Members on both the interface and the content the site will host. Specifically, ITCC has asked each Member to assign representatives (both subject matter and technical) to participate in requirements gathering for the build-out of the site's features. ITCC has indicated it will meet with these representatives in late May and early June, and then design an implementation plan, which it intends to present to the CPO Committee in July. The website is expected to launch in 2017, once the CPO feedback is received and addressed.

While this general timeline is reasonable, OIG further notes the 2015 PRTF Report's clear admonition that each of the Task Force's recommendations required some degree of immediate action to ensure that the risks identified were addressed, even where full implementation was a longer-term objective. We thus urge the CPO Committee to set, and hold the Participating Members to, specific projected delivery dates on the progressive elements of Recommendation #7, as well as each of the other recommendations designated "partially completed" and "not yet begun" (i.e., Recommendations #4-6, #11, #15, #18-20, and #23-26). Without specific self-imposed deadlines against which to measure the Committee's progress, OIG's ability to perform a meaningful evaluation is hampered.

A. The Immediate Recommendations

1. Recommendation #1

Create a Committee of the Participating Members' CPOs to rule on certain administrative decisions, address obstacles to coordination, and ensure best practices across the City and its sister agencies.

<i>Status Assessment in 2016 Annual Report</i>	Completed
<i>OIG Evaluation</i>	<u>Completed.</u> The Participating Members performed this threshold administrative task.

2. Recommendation #2

Charge the CPO Committee with addressing the Task Force recommendations, tracking their implementation, and issuing quarterly progress reports.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Process created; implementation ongoing.</u> The CPO Committee received its charge and remains engaged in fulfilling it.

3. Recommendation #3

Establish minimum standards by which all Participating Members will publish their anticipated sole source awards, receive public and vendor feedback, and make decisions about whether a solicitation is necessary.

<i>Status Assessment in 2016 Annual Report</i>	Completed
<i>OIG Evaluation</i>	<u>Completed.</u> The CPO Committee created and the Participating Members have implemented a process for posting proposed sole-source procurements. The central features of this standardized approach are online-posting requirements (for purposes of allowing public comment on the validity of utilizing a noncompetitive process) and the creation by each Participating Member of a Noncompetitive Review Committee, tasked with reviewing and approving proposed sole-source awards.

4. Recommendation #4

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

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> The CPO Committee retained Clark Hill PLC to undertake the project outlined in this recommendation on a pro bono basis. Clark Hill has completed standardized commodities and professional services master templates, as well as some of the miscellaneous "additional provision" templates. Regarding construction contracts, after a thorough review and analysis of the Participating Members' materials, Clark Hill was unable to develop a set of master templates due to the significant differences between the

	Members' needs. Thus, all that remains are further "additional provision" and solicitation templates. Once these are complete, the CPO Committee will begin to plan the implementation process. As a Task Force member, OIG would like to take this opportunity to thank to Clark Hill for its generous assistance with this aspect of the reform project.
--	--

5. Recommendation #5

Charge the Chicago Government IT Coordination Committee, which consists of the CIOs of the Participating Members, with identifying the procurement-related systems that can be shared and developed jointly and developing a schedule for implementation.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> The ITCC has completed an inventory of the Participating Member's procurement-related systems, providing a basis to develop collaboration opportunities. Now that the ITCC includes representatives from all Participating Members, a source of delay noted in the 2016 Annual Report, the ITCC should be positioned to begin identifying such opportunities.

6. Recommendation #6

Post all contracts, vendors, and subcontractors on agency websites in a user-friendly and searchable format.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> The specific presentation standards and search functionality for material presented online have not yet been finalized. OIG reminds the CPO Committee that one of the findings addressed by this recommendation relates to the absence of a single standard for disclosing information related to subcontractors. Given the importance of transparency to cultivating an ethical procurement culture, moving forward, the CPO Committee should focus on this aspect of Recommendation #6 while progress toward the consolidated website contemplated in Recommendation #7 remains ongoing.

7. Recommendation #7

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

Status Assessment in 2016 Annual Report	Ongoing
OIG Evaluation	Partially completed. As noted above, the ITCC is working to develop a website that consolidates information from and opportunities presented by the Participating Members. Once launched, OIG will aid in the assessment whether this resource helps achieve the Task Force's goals of increasing transparency, removing barriers to entry for vendors, and facilitating effective procurement planning across agencies.

8. Recommendation #8

Establish minimum disclosure requirements for subcontractors and require posting subcontractor information online.

Status Assessment in 2016 Annual Report	Completed
OIG Evaluation	<u>Policy created; implementation ongoing.</u> The CPO Committee developed a standard set of disclosure requirements for subcontractors. Each Participating Member has committed to including language consistent with these requirements in its solicitation templates and documents. The Members will also require contractors to certify that they and their subcontractors have not violated any pertinent federal, state, or local laws or regulations, or been subject to debarment or other disciplinary action by any governmental entity. Six of the seven Members have made these changes and the other anticipates completing the project in June 2017.

9. Recommendation #9

Establish minimum standards for conducting due diligence of vendors before entering into a contract.

<i>Status Assessment in 2016 Annual Report</i>	Completed
OIG Evaluation	Process created; <u>implementation ongoing</u> . Each Participating Member has agreed that, prior to entering into a contract, it will: check federal, state, and local no-contracting and debarment lists; check the potential contractor's corporate registration standing with the Illinois Secretary of State; check whether the potential contractor owes any debt to the City of Chicago; and perform a background check using an internet search engine. Four of the seven Members have implemented this process and the others anticipate achieving complete implementation in the near future.

10. Recommendation #10

Establish uniform rules governing resolicitation of contracts due to significant changes in scope or value.

<i>Status Assessment in 2016 Annual Report</i>	Completed
OIG Evaluation	<u>Completed</u> . Each Participating Member has adopted uniform policies regarding contract amendments. Under these policies, any modification that constitutes a major deviation from the purpose of the contract or requires work that is significantly different than that described in the contract will trigger resolicitation. The policies also limit contract amendments such that extensions, individually or in the aggregate, cannot exceed one year, and the total increase in value cannot exceed 50% of the original contract value. (In the case of CCC, pursuant to state statute, the maximum increase is 10%.)

11. Recommendation #11

Evaluate the consistency of MBE/WBE/DBE certifications accepted by Participating Members.

<i>Status Assessment in 2016 Annual Report</i>	Completed
OIG Evaluation	<u>Partially completed</u> . Each Participating Member provided its list of accepted certifications, which include significant overlap but are not entirely consistent. As a next, related step, the Members are evaluating the certifications issued by entities other than the City of Chicago and Cook County to determine which, if any, they will collectively agree to accept. This information will inform the

	<p>development of a cross-Member list of acceptable certifications.</p> <p>OIG encourages the CPO Committee, in determining which certifications are acceptable, to ensure that the standards applied by the certifying entities are sufficiently rigorous to achieve the goal of accommodating only firms that are legitimately entitled to the contracting opportunities reserved for MBEs, WBEs, and DBEs.</p>
--	---

12. Recommendation #12

Implement the uniform criteria and processes for evaluating Good Faith Efforts regarding requests for waivers of MBE/WBE/DBE goals that are currently being developed and will be recommended by the Government Procurement Compliance Forum.

<i>Status Assessment in 2016 Annual Report</i>	Completed
<i>OIG Evaluation</i>	<u>Completed.</u> With the input of stakeholders such as the federal government and local business support and membership organizations, the Participating Members compiled a checklist of considerations for determining whether a contract bidder has undertaken good-faith efforts to meet diversity goals. This checklist should help to ensure that good-faith efforts determinations are more uniform and the process is sufficiently rigorous. The Members have also adopted a Vendor Guide that lays out these considerations, and the considerations will be incorporated into the contracts themselves.

13. Recommendation #13

Require a written, publicly posted protest process for each Participating Member.

<i>Status Assessment in 2016 Annual Report</i>	Completed
<i>OIG Evaluation</i>	<u>Completed.</u> The CPO Committee conducted a survey of the relevant Participating Members to identify key elements of the bid-protest process. (This recommendation does not affect CTA, which is subject to a federal review requirement.) The Members then collaborated on uniform standards, which each Member has adopted, with slight variations as required to meet unique, member-specific legal mandates.

14. Recommendation #14

Examine whether Participating Members should support a change in state law to eliminate the newspaper notice requirement for contract solicitations.

<i>Status Assessment in 2016 Annual Report</i>	Completed
OIG Evaluation	<u>Completed.</u> After researching the issue, the CPO Committee decided to preserve the status quo. This decision was based on an estimate of the resources that would be required to pursue the change and educate the vendor community, and the CPO Committee's judgment that its current resources should be dedicated to other aspects of reform.

15. Recommendation #15

Establish a process for information-sharing and collaboration among Participating Members on personnel matters such as professional development efforts and recruitment.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
OIG Evaluation	<u>Partially completed.</u> The CPO Committee has evaluated each Participating Member's current management of personnel-related practices, and is engaged in efforts to determine effective approaches to job listings, inter-Member employee transfers, and cross-Member participation in training programs.

B. The Mid-Term Recommendations

16. Recommendation #16

Establish uniform standards based on best practices for approval of noncompetitive awards, including small purchase, emergency, and sole source.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
OIG Evaluation	<u>Policy created; implementation ongoing.</u> To the extent this recommendation relates to sole source contracts, it overlaps with Recommendation #3, addressed above. The CPO Committee has made substantial progress on the small-purchase component, developing and circulating a draft policy document for consideration

	<p>and adoption by Participating Members. Briefly, this policy contemplates setting a small-purchase price threshold, requires solicitation of quotations from a reasonable number of sources, provides guidelines for determining how many sources is “reasonable” in a particular context, and sets standards for when phone quotations are allowable and how such quotations should be recorded.</p> <p>The CPO Committee has made less progress on developing emergency contract standards. However, the CPO Committee created and presented to the Members a draft process flow/checklist that provides a basis for further work on the issue. This proposal requires a Member facing an operational emergency first to determine whether the need the emergency creates can be met through an existing contract or a modification to an existing contract. If not, the next option is a small purchase contract. If neither of these approaches is feasible, the Member is required to prepare a written justification describing the nature of the emergency, estimating the cost, and listing potential contractors. This justification must be approved by the relevant department head, the CPO, and the General or Corporation Counsel. Time permitting, the emergency procurement will be posted online and awarded via a streamlined email solicitation process. Finally, the Member will submit each emergency contract and a report detailing the circumstances leading to its award to the Member’s Board or City Council.</p>
--	--

17. Recommendation #17

Develop a common electronic Economic Disclosure Statement system that: allows for the submission of uniform information for all Participating Members’ vendors and subcontractors; integrates disclosures and certifications into Participating Members’ procurement databases; automates conflict checks and due diligence; and can be updated in real time.

Status Assessment in 2016 Annual Report	Ongoing
OIG Evaluation	<p>Process created; implementation ongoing. The ITCC has designed a cross-Member Economic Disclosure Statement system. The CPO Committee intends to seek funding to implement the system via the 2018 City budget process. Ensuring that such disclosures are made timely, thoroughly, and accurately, and can be searched easily, is essential to a transparent procurement process. OIG strongly urges the City to support this budget priority.</p>

18. Recommendation #18

Establish a process for the use of joint pre-qualified vendor pools that recognizes the different statutory requirements applicable to Participating Members.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> The CPO Committee has collected each Participating Member's pre-qualified vendor lists, arranged by type of service and goods provided. The City's Department of Procurement Services (DPS) will take the lead in combining them into one or more master lists, based on an assessment of which vendors are appropriate candidates for joint pools, and organize the lists in a manner accounting for the Members' various legal restrictions. This is intended to help reduce duplication of effort by the Members, thereby making procurement administration less expensive.

19. Recommendation #19

Develop best practices for routine audits of procurement functions and contract awards, and evaluate use of shared services to perform this function.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> The CPO Committee is in the process of gathering materials related to past internal and external audits performed by the Participating Members themselves and their designees. As under Recommendation #18, the bulk of the task lies ahead; the CPO Committee intends to research best practices in this area in an effort to devise an effective approach to routine audits, and to determine to what extent Members could use shared services to complete those audits.

20. Recommendation #20

Require each Participating Member to create a comprehensive procurement manual for its staff that is user-friendly and available to the public.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing

OIG Evaluation	<u>Partially completed.</u> The CPO Committee has reviewed the Participating Members' existing manuals and identified elements missing from some that should be included in all. Based on this list of indispensable elements, the Members will revise their manuals and resubmit them to the CPO Committee for review. The 2016 Annual Report does not address the public-availability component of the recommendation, although this could be achieved in the near-term through posting on Participating Members' individual websites while the consolidated web site described in Recommendation #7 is under construction.
-----------------------	---

21. Recommendation #21

Codify and provide training to Participating Members' employees on procurement rules and regulations, including appropriate authority, prohibited communications, and reporting obligations.

Status Assessment in 2016 Annual Report	Ongoing
OIG Evaluation	<u>Process created; implementation ongoing.</u> DPS has begun, and will continue, to host training sessions designed to educate the Participating Members' personnel on their responsibilities under procurement-related laws and regulations.

22. Recommendation #22

Develop universal programming for vendor outreach and training.

Status Assessment in 2016 Annual Report	Ongoing
OIG Evaluation	<u>Process created; implementation ongoing.</u> DPS has taken steps to include the other Participating Members in the City's already extensive vendor-training-and-outreach program. Additionally, a project is underway whereby all Members will have access to DPS's online livestreaming capability as a means of broadcasting training workshops.

23. Recommendation #23

Develop uniform, minimum contract close-out procedures for use by all Participating Members.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> Having completed a survey of the Participating Members' procedures, the CPO Committee drafted a close-out checklist and is finalizing associated FAQs and a "tips" document.

24. Recommendation #24

Develop minimum standards for project managers and other on-site review personnel to ensure vendor compliance.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> The CPO Committee created a Site Visit Guide, draft FAQs, and "Tips for On-Site Personnel," and has circulated the proposals to the Participating Members for review and comment.

25. Recommendation #25

Establish a process for information-sharing among Participating Members regarding poor performance, noncompliance, or wrongdoing of a vendor.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> Efforts are underway to create a process for cross-Member communication on vendor issues, beyond sharing debarment lists. The anticipated subjects include incidents of noncompliance and/or default, and remedies to cure.

26. Recommendation #26

Seek to establish reciprocal debarment among Participating Members through the use of a debarment review board or another mechanism as permitted by law.

<i>Status Assessment in 2016 Annual Report</i>	Ongoing
<i>OIG Evaluation</i>	<u>Partially completed.</u> The CPO Committee researched the possibility

	of creating a debarment review board, but determined that the utility of such an entity would not justify the effort necessary to devise and implement it. Instead, the CPO Committee has recommended, and the Participating Members are considering, revising debarment policies to include language allowing, though not requiring, automatic debarment of a vendor in the event another Member has already debarred the firm or individual on the basis of certain, particularly serious, grounds, such as a criminal offense. Where one Member has debarred a vendor on less-serious grounds, the standardized revision reserves for the other Members the option of utilizing their own processes to determine whether to debar.
--	---

27. Recommendation #27

Establish uniform practices, where permitted by law, to expand preferences for local vendors and support a workforce development or similar contract award preference.

Status Assessment in 2016 Annual Report	Completed
OIG Evaluation	<u>Completed.</u> Only the City of Chicago, as a home-rule unit, has the unilateral authority to preference local vendors and labor. Additionally, as noted in the 2015 PRTF Report, there are few incentives directing the billions of dollars spent by Participating Members each year on goods and services toward workforce development program graduates who would benefit from such support. The CPO Committee determined that implementing a uniform approach to these sorts of contract preferences would require securing amendments to state law. While achieving such contract preferences will likely require considerable time and resources, OIG urges the Participating Members to consider the tremendous local benefits the CPO committee could help to realize by prioritizing these issues and securing resources for legislative initiatives in this area.

C. The Long-Term Recommendations

28. Recommendation #28

Implement a universal procurement system that serves as a single point of entry for posting and responding to all Participating Members' procurement opportunities, and as a central repository for all contract and vendor information.

29. Recommendation #29

Identify compliance functions that can be shared among Participating Members, including MBE/WBE compliance activities, and establish a joint compliance field team.

30. Recommendation #30

Secure a pro bono study regarding the financial impact of the City's risk shifting contractual provisions.

31. Recommendation #31

Evaluate the benefits of center-led or consolidated procurement among the Participating Members.

<i>Status Assessments in 2016 Annual Report</i>	Not addressed
<i>OIG Evaluations</i>	Not yet begun. The 2015 PRTF Report anticipated that the Participating Members would engage with these recommendations in "2017 and beyond." Five months into 2017, no work has been done. The CPO Committee should set a schedule whereby at least initial steps on Recommendations #28, #29, #30, and #31 occur before year's end.

II. CONCLUSION

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

CITY OF CHICAGO OFFICE OF THE INSPECTOR GENERAL

Public Inquiries	Danielle Perry, (773) 478-0534 dperry@chicagoinspectorgeneral.org
To Suggest Ways to Improve City Government	Visit our website: https://chicagoinspectorgeneral.org/get-involved/help-improve-city-government/
To Report Fraud, Waste, and Abuse in City Programs	Call OIG's toll-free hotline 866-IG-TIPLINE (866-448-4754). Talk to an investigator from 8:30 a.m. to 5:00 p.m. Monday-Friday. Or visit our website: http://chicagoinspectorgeneral.org/get-involved/fight-waste-fraud-and-abuse/

MISSION

The City of Chicago Office of Inspector General (OIG) is an independent, nonpartisan oversight agency whose mission is to promote economy, efficiency, effectiveness, and integrity in the administration of programs and operations of City government. OIG achieves this mission through,

- administrative and criminal investigations;
- audits of City programs and operations; and
- reviews of City programs, operations, and policies.

From these activities, OIG issues reports of findings and disciplinary and other recommendations to assure that City officials, employees, and vendors are held accountable for the provision of efficient, cost-effective government operations and further to prevent, detect, identify, expose and eliminate waste, inefficiency, misconduct, fraud, corruption, and abuse of public authority and resources.

AUTHORITY

The authority to produce reports and recommendations on ways to improve City operations is established in the City of Chicago Municipal Code § 2-56-030(c), which confers upon the Inspector General the following power and duty:

To promote economy, efficiency, effectiveness and integrity in the administration of the programs and operations of the city government by reviewing programs, identifying any inefficiencies, waste and potential for misconduct therein, and recommending to the mayor and the city council policies and methods for the elimination of inefficiencies and waste, and the prevention of misconduct.