



GOVERNMENT ASSISTANCE PROGRAM

at the Egan Urban Center

DePaul University

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2004
Annual Report

The mission of the Government Assistance Program (GAP) is to develop innovative partnerships with government organizations to encourage and strengthen their capacity to deliver excellent services to citizens.

GAP supports governments by working with them to:

- Identify the needs and expectations of citizens.
- Develop and deliver innovative solutions to public sector problems.
- Recruit, recognize and develop staff.
- Constructively collaborate with government and non-government agencies.

GAP aspires to be the premier non-profit provider of managerial training, professional development and consulting services to federal, state and local government. Working as a partner with government, GAP will develop and implement customized solutions to address the evolving needs of its clients and the personal growth of their employees.



GOVERNMENT ASSISTANCE PROGRAM

For more information,
please visit GAP's
enhanced website at

<http://depaul.edu/~gapweb>





THE GOVERNMENT ASSISTANCE PROGRAM

2003 Annual Recognition Event

The Government Assistance Program at DePaul University held its Annual Recognition Event on November 14, 2003 at the Union League Club of Chicago. Over 200 hundred guests were on hand to honor twelve government agencies for their achievements throughout the year. These agencies have achieved outstanding improvements in the capacity to deliver excellent services to the citizens they serve.

2003 RECOGNIZED AGENCIES

- Illinois Department of Transportation
- Illinois Department of Revenue
- Illinois Department of Commerce & Economic Opportunity
- Illinois Environmental Protection Agency
- Chicago Department of Aviation
- Chicago Housing Authority
- Chicago Department of Human Services
- Mayor's Office for People with Disabilities
- Mayor's Office of Workforce Development
- Chicago Office of Emergency Management and Communications
- Chicago Department of Fleet Management
- Chicago Department of Environment

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LETTER FROM THE

Chair

During the past year, our fellow citizens in public service have once again been called upon to do *even more* with less as governments at all levels face continually shrinking revenues. I believe it is the Government Assistance Program's special mission to help the public servants we all count on to meet these latest challenges.

GAP is uniquely suited for this mission due to its 15 years of unrivaled nuts-and-bolts-level experience and success in partnering with public sector employees to improve the delivery of government services.

GAP's mission has also included continuing efforts to recognize these often unsung achievements by public servants. Last year, these efforts were greatly enhanced through the leadership shown by the Richard H. Driehaus Foundation's creation of special awards for innovation in public service. We are grateful for the Foundation's decision to continue funding the awards and its partnership with GAP. We believe that the large number of nominations submitted for the first Driehaus Awards shows that the awards are much needed and that they will continue to grow in importance and prestige.

On behalf of GAP's Board of Directors, I thank our superb President, Mary Ann Sullivan, and the outstanding team of staff and facilitators she leads, for their dedication and enthusiasm is helping make government better for all of us. I also commend the many government leaders and staff that have partnered with GAP this past year for their resolve to insist that government can respond in these difficult times and continue to deliver the best services possible to the public. We all look forward to continued and new partnerships in the next year.

Christopher Dunn
Chair

STAFF

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LETTER FROM THE

President

This past year, governments at all levels have had to face challenging issues. Continued budget constraints and early retirement of employees have made agencies look at their service delivery in new ways. The demands are increasing while resources decrease.

That very challenge is where the experience of fifteen years as partners with government has given the Government Assistance Program the call to work with these agencies to plan more strategically, assess processes more efficiently, and train staff to take on new initiatives.

GAP has been fortunate to receive funding this past year from the Richard H. Driehaus Foundation to create a “Public Innovator Award” to recognize government agencies that despite constraints and challenges, have found innovative ways to deliver service to the public and save taxpayer dollars.

I want to thank all of GAP’s Board of Directors, facilitators/consultants, staff and interns for their dedication and hard work in making all of these efforts possible. We all continue to look at creative ways to highlight and improve the important work of government in the state.

Mary Ann Sullivan
President

FOUNDATION SUPPORT

The Chicago Community Trust
The Richard H. Driehaus Foundation

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Statement of Activities

Years ended June 30, 2003 and 2002

	2003	2002
Revenues and other support		
Contributions	\$ 174,622	\$ 137,032
Fees	549,576	589,803
Total revenues and other support	724,198	726,835
Expenses		
Program services		
GAP	580,828	571,338
Supporting services	147,982	159,650
Total Expenses	728,810	730,988
Change in net assets	(4,612)	(4,153)
Net assets at beginning of year	158,015	162,168
Net assets at end of year	\$ 153,403	\$ 158,015



ILLINOIS DEPARTMENT OF Commerce & Economic Opportunity

After helping the Illinois Department of Commerce & Economic Opportunity (DCEO) with the development of their agency's strategic plan, GAP assisted the department in conducting regional focus groups in the ten designated regions throughout the state from August to December of 2003. The focus groups consisted of local elected officials, chambers of commerce, educational institutions, and economic development organizations.

Feedback was gathered on the plan's objectives and priorities were established on specific economic development projects relative to each of the regions' needs. The data was incorporated into the final plan.

As part of the strategic plan and from feedback received at the focus groups, regional directors were in place to represent DCEO in each of the ten regions. In February 2004, GAP helped plan and train the directors and staff to prepare them for their new role.

In June 2004, GAP partnered with DCEO again to build state-wide capacity by designing and conducting training on EEO policies for WIA Title 1B Administrators and EO Officers.



U. S. Railroad RETIREMENT BOARD

GAP designed a budget-driven process to assist the executive committee of the U.S. Railroad Retirement Board (USRRB) in discovering how to face the challenge of continued service with declining resources. They held five planning sessions on May 13, May 20, June 2, June 10 and June 17, 2004.

Since the USRRB has already made severe cut-backs in staffing in recent years, they hoped to achieve further savings by doing things differently. The specific task before the executive committee was to make clear recommendations on changes in budget and business processes to their board.

The first session focused on listing all the possibilities for reductions in a brainstorming manner. Since the goal was to think about doing things differently, this brainstorming meeting set the tone for subsequent sessions and discussions.

The executive committee also asked the GAP facilitator to meet with various departmental teams to seek their input on the recommendations. These sub-sessions were effective and added to the quality of the recommendations. The executive committee will present these recommendations to the board in a final report.



2003 AWARDEES

*"Cook County Integrated
Criminal Justice
Information Systems
Strategic Plan"*
Cook County Clerk
of the Circuit Court

"Green Initiatives"
Chicago Department
of Environment

*"Implementation of
ProjectNet"*
Chicago Transit
Authority



RICHARD H. DRIEHAUS FOUNDATION

Public Innovator Awards

The Government Assistance Program at DePaul University awarded the 1st Annual Richard H. Drieaus Foundation Public Innovator Awards, recognizing public service teams that have improved their service delivery, addressed problems and demonstrated measurable results.

The Public Innovator Award honors agencies that complete innovative projects in one of the

three following categories: design of physical space, e-governance and capacity building. Winners of the award must be members of a cross-departmental or inter-agency team. Their projects must be based in Illinois and prove tangible results, such as cost savings or increased efficiency. Projects also must include a community and/or stakeholder input component.

Each of the three winners received a \$5,000 award, which must be applied toward public awareness or education, funding a new staff member or consultant for a new project, or to purchase equipment and materials associated with a project.

The Richard H. Drieaus Foundation, founded in 1983, encourages and celebrates the services and the development of ground-breaking programs in government.



MAYOR'S OFFICE FOR

People with Disabilities

In its first phase, the Mayoral Task Force on Employment of People with Disabilities presented the Mayor with preliminary findings and recommendations for increasing employment among people with disabilities. The task force consists of five work groups: Chicago as a Model City, Opportunities for Youth, Partnerships for Economic Opportunity, Procurement & Entrepreneurial Opportunities, and Supply Side Development & Coordination.

In Phase II, each work group was given a charge and specific deliverables to produce. Each work group met monthly, while the task force chairs and work group leaders met on a quarterly basis. GAP worked with the task force to establish a process and structure through which the work groups documented progress and reported to the task force chairs.

The task force hosted a breakfast in June, where each work group leader presented Phase II accomplishments and goals for Phase III to the Mayor.



CHICAGO DEPARTMENT OF

Aviation

The Department of Aviation initiated a project in 2004 to identify and adopt the best practices in eleven areas of airport operations. The eleven work processes were identified relative to the current strategic plan, addressing crucial issues such as increasing customer satisfaction and reducing costs or errors. The eleven chosen included several mundane, and yet necessary processes like maintaining the operation of all people mover systems and the process for maintaining DOA facilities (such as restrooms).

GAP worked with DOA to update its strategic plan in 2003. For this project, GAP professional facilitators worked with DOA executive staff to identify and select the eleven project teams and the team leaders that brought action to the Strategic Directions. Team leaders received a comprehensive workbook "Benchmarking for Best Practices" and a training to guide their process analysis, benchmarking activities, and the development of recommendations for change or improvement. Professional facilitators served as coaches to the project teams during the five-month work time. Periodic check-ins were held to assist teams in sharing their progress and to discuss emerging issues.

Each team provided an oral and written report of their project and key recommendations to the Commissioner, senior staff, and GAP facilitators. Highlights included:

- Develop a QA/TQM Program to maintain DOA's advantage in Management, Inspection and Oversight of Facilities.
- Inspect restrooms at Midway over 20 times per day.



MAYOR'S OFFICE OF

Workforce Development

GAP facilitated six meetings between the commissioner, deputy commissioners and senior staff of the Mayor's Office of Workforce Development (MOWD) to assist the department in identifying key areas on which to focus over the next year. The process consisted of having the commissioner and the deputies articulate strategic areas that needed additional discussion by a wide range of MOWD leaders. Once the topics were developed, an expanded group of 18 MOWD senior staff joined in the discussions. Some of the topics included: Balancing the Workforce, Internal Communications, External Communications, Return on Investments and How Does MOWD Become a Demand Driven Operation.

The senior managers developed and presented recommendations to the commissioner and deputies, after which the commissioner and deputies determined the best course of action for attacking these recommendations. The deputies were charged with the task of creating and leading teams to develop an implementation plan for the four major topical areas.

The strategy sessions fostered a spirit of cooperation and teamwork in moving MOWD toward achieving its mission.



CHICAGO

Housing Authority

As a result of a successful launch of "Procurement Teams" last year to streamline the procurement process, the CHA's Department of Purchases and Contracts is looking to build upon that success and improve the "P-Team" process. GAP was asked to assess the "P-Team" process and participants and determine if any changes, improvements, or skill-enhancements were needed to insure that CHA's procurement process continues to be streamlined and participants are operating at optimal levels. As a result, training sessions were designed to build "P-Team" skills.



ILLINOIS DEPARTMENT OF

Revenue

In an effort to improve efficiency and performance in the agency, the Illinois Department of Revenue (IDOR) is committed to providing their managers information, training and tools to help them be successful at their jobs. IDOR asked the Government Assistance Program to assess management needs and available resources in order to develop recommendations and priorities on skill-building for managers. GAP conducted a series of interviews with senior managers and surveyed 200 mid-managers. GAP then presented a summary to IDOR to inform them on management training priorities.



CHICAGO DEPARTMENT OF Environment

This project involved the assessment of the department's process for handling noise complaints, and provided recommendations for improvement of the process. A GAP facilitator worked with department contacts to flowchart the processes, identify strengths and issues, and brainstorm possible ways for improving the processes. In addition to gathering ideas from five other large cities, conversations were held with contacts from the City of Chicago's Department of Water Management and the Center for Conflict Resolution.

The Department is evaluating the recommendations and determining their next steps. They are considering ways to assist citizens whose noise complaints are not covered by the ordinance. The Department is also looking at ways to proactively communicate to citizens information about minimizing noise. They will be reaching out to other City departments to assist in addressing certain concerns about noise-related annoyances.

In 2004, with the assistance of a GAP consultant, the Chicago Department of Environment initiated a Professional Development Program to strengthen the capacity and to improve the professionalism of the administrative staff. The first phase of the project involved a needs analysis designed to survey supervisors, identify key capacity issues and to clarify roles and

responsibilities. The next phase involved the design and implementation of a training program covering the following topics: Teambuilding, Management Skills, Effective Communication, Customer Service Excellence and Problem-Solving.

During the final phase, each administrative staff person received in-depth on-site coaching and created Individual Development Plans. The outcomes of the project were identified by DOE staff as a unique opportunity for professional growth and development and the enhancement of teamwork.



CHICAGO DEPARTMENT OF Fleet Management

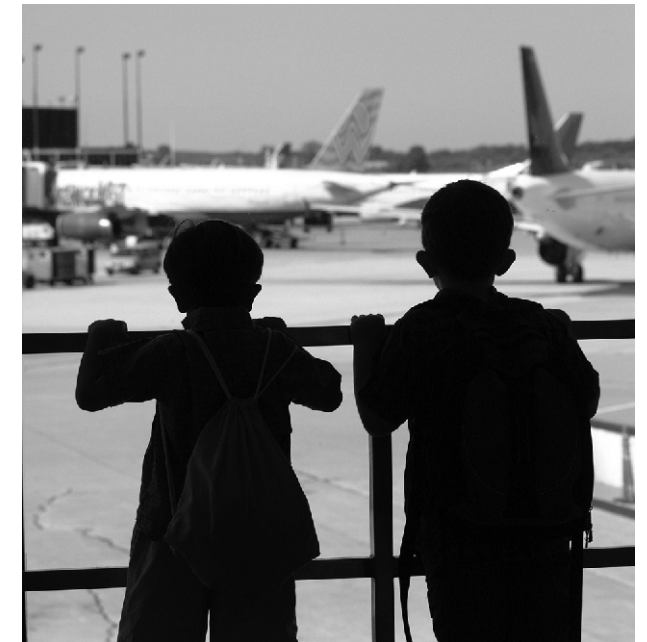
Commissioner Picardi chartered a team to work on improving the overall professionalism and responsiveness of the Dispatch Office. Team members visited other dispatch operations within the City and created a plan with recommendations for upgrading their operation.

With each recommendation, there was a cost and benefit analysis. The recommendations included transitioning to using a computer for tracking rather than a manual board and providing work stations and computers to each dispatcher. The dispatch operation is computerized, and the dispatch office is now under construction. The new center will be complete by this fall.

The work groups accomplished a great deal over the year including, but not limited to: updating and expanding the City's Reasonable Accommodation in Hiring and Employment Practices Policy; implementing the Business Enterprises (owned and operated by) People with Disabilities (BEPD) certification program; and working with the business community to establish the Chicago-land Business Leadership Network (CBLN). The CBLN is a business organization aimed at encouraging its members and other businesses to hire people with disabilities.

Phase III of the task force is underway as the work groups continue to move toward achieving their goals. GAP plans to assist the task force in Phase III of the project by managing the overall process, providing "on-call coaching" for work group leaders, conducting a program evaluation, and developing and facilitating a staff process to plan for self-sufficiency and sustainability.

- Add LED signage at eye level, also adding revenue to DOA.
- Draft a Tenant Information and Operations Manual.
- Work with TSA to implement their best practices collection.
- Safety first, then speed in reopening runways while following SOPs and not cutting corners and adding durable and quick drying materials to construction vehicles in order to reduce delays.
- Move ahead with global positioning equipment for DOA vehicles, reducing the potential for runway incursions.
- Develop a venue and forum for passengers to easily give feedback and get it to the appropriate section for review and action.
- Post SOPs on intranet to direct the Deputies on all procedures related to invoice payment process and provide extensive training and coordination with invoice approvers, Contracts Administration and Finance.
- Utilize in-house photography and design skills to update the website, make it Wi-Fi compatible and more dynamic.





ILLINOIS DEPARTMENT OF

Children & Family Services

In October of 2003, Governor Blagojevich, Maryville Academy, and the Illinois Department of Children & Family Services announced a plan to convert Maryville's Des Plaines campus into the State's premiere academic enrichment center serving children in Illinois' child welfare system.

Because of our expertise in working with multiple stakeholder efforts, DCFS and Maryville asked GAP to create a process to bring all partners together to create a common plan and determine action steps to move the academic enrichment center forward. Over 3-4 months, a GAP facilitator guided a steering committee consisting of

representatives from Maryville, DCFS and School District 214. Sub-committees were also developed in several areas including: education, recruitment, selection, resident life, administration, evaluation, staff development, and enrichment.

During the course of the meetings, progress updates and consensus was reached to move the plan forward. The group made great progress in a short period of time and feels this initiative will serve as a national model. GAP will continue working with the group in its implementation phase, scheduled for kick-off in January 2005.



South Suburban MANAGEMENT INSTITUTE

In partnership with the South Suburban Mayors and Managers Association, the Government Assistance Program created the South Suburban Management Institute (SSMI), a customized management development program designed specifically for mid-level managers working in south suburban municipalities. The purpose of the program is to build the capacity of municipal staff through the development of critical and practical management skills.

Sessions topics included Grant Writing Strategies and Resource Development, Effective Communication Strategies, Personnel Management and Performance Management, and Building and Managing Highly Effective Project Teams, among others.

In May 2004, GAP brought in F.U.N.D. Consulting for an evaluation of SSMI to determine whether it met the desired outcomes at the outset of the project: Improved Skills for Participants, Enhanced Network among Participants, Improved Organizational Capacity, Enhanced Regional Capacity, and Marketable Program for GAP.

Among the findings of the evaluation:

- 96% of participants agreed or strongly agreed that the program was a worthwhile use of their time.
- All participating mayors who responded indicated that their staff's participation was a worthwhile use of time.
- 95% of participants agreed or strongly agreed that the program topics were appropriate.
- 96% of participants agreed or strongly agreed that they learned things in the program that they have already been able to or will be able to use on the job.
- 73% agreed that their participation in SSMI might improve the ways they communicate and work with other municipalities. Participant comments included:

"The fact that others have similar situations and different ways to deal with them will be helpful in the future."

"The opportunity to meet members of other towns has helped in developing contacts for future projects."

"The diverse employment levels, backgrounds, and municipalities proved interesting."

