

Chicago Climate Action Plan Lead by Example Project
September 2009
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Background:

In September 2008, the City of Chicago outlined – through the Chicago Climate Action Plan (CCAP) – steps to reduce Chicago’s greenhouse gas emissions and prepare for climate change impacts. CCAP identifies 26 different actions the City can take to mitigate climate change and provides a platform through which the City’s greenhouse gas reducing initiatives could be organized.

CCAP is a strong platform to provide City departments and sister agencies with succinct and actionable direction including a process and tools to facilitate planning for emissions reductions as well as a system of accountability.

In late May of 2009, A.T. Kearney – in partnership with the Civic Consulting Alliance – began an initiative, “CCAP Lead by Example,” to help 15 key City departments and sister agencies to define clear and actionable initiatives under the CCAP, including:

- Department of Aviation;
- Department of Buildings;
- Department of Community Development;
- Department of Environment;
- Department of Fleet Management
- Department of General Services;
- Department of Streets and Sanitation;
- Department of Transportation;
- Department of Water Management;
- Department of Zoning and Planning;
- Office of Emergency Management and Communications;
- Chicago Parks Department;
- Chicago Public Schools;
- Chicago Transit Authority; and
- Public Buildings Commission

The Lead by Example team worked with over 100 green staff, commissioners, and other relevant personnel to evaluate capabilities, consider emission reducing initiatives and set actionable goals. Throughout the process, A.T. Kearney collaborated with key stakeholders from the Department of Environment, leaning heavily on their expertise for guidance. They also met with the Office of Budget and Management and attended a performance measurement session to achieve an understanding of performance measurement and accountability at City departments.

Progress:

A.T. Kearney developed an individualized CCAP work plan for the 15 City departments and sister agencies, collaborating with each of them. They then facilitated meetings between the Mayor’s Office and each organization’s leader (commissioner, president, CEO, or executive

director), during which each organization committed to action on the initiatives in the work plan.

In total, nearly 400 initiatives to mitigate climate change were developed with quarterly milestones that extend through the next 18 months. Approximately 60% of these initiatives had not previously been identified by CCAP or the *Greenhouse Gas Inventory, Forecast, and Mitigation Analysis*. In many cases, planning for initiatives was underway, but the initiatives were not being acted upon and did not have commissioner-level visibility and support. In tandem with development of mitigation initiatives, 78 initiatives to adapt to climate change impacts were developed with milestones for 2010. There are also 54 mitigation initiatives that play an adaptation role – counting these, the number of CCAP initiatives that advance adaptation to climate change impacts is now 132.

In addition to identifying initiatives, the Lead by Example team established a system of performance measurement and governance to ensure departments and agencies would be held accountable. To the extent practical, existing processes were leveraged so that the system developed would be as intuitive, simple, and manageable as possible.

For performance measurement, A.T. Kearney created an individualized “CCAP Work Plan Tracking Spreadsheet” for each department and agency. This spreadsheet will serve as a tool to measure and report progress on each initiative and milestone.

For governance, A.T. Kearney designed a review cycle that includes three pre-existing meetings and two new meetings for each department and agency.

Pre-existing meetings include:

- Monthly green staff meetings with staff members from Departments and Agencies

- Regular performance measurement sessions

- Quarterly CCAP reviews through the cabinet-level Green Steering Committee

New meetings include:

- Annual sessions to revisit initiatives and set new milestones

- Annual CCAP review with mayor