



OFFICE OF INSPECTOR GENERAL
City of Chicago



REPORT OF THE OFFICE OF INSPECTOR GENERAL:

***CHICAGO FIRE DEPARTMENT
COMMISSARY TRANSACTIONS AUDIT***

APRIL 2016

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April 19, 2016

To the Mayor, Members of the City Council, City Clerk, City Treasurer, and residents of the City of Chicago:

The City of Chicago Office of Inspector General (OIG) has completed an audit of the Chicago Fire Department's (CFD) issuance, exchange, and repair of uniform items at the Department's vendor-run storefront, called the Commissary. As is typical in the cities OIG reviewed, CFD funds the initial issuance of uniform items as well as the exchange or repair of worn or damaged items. In addition, CFD provides a uniform benefit allowance, pursuant to the Collective Bargaining Agreement with the Chicago Fire Fighters Union, Local No. 2.

The objective of the audit was to determine if Commissary transactions adhered to CFD's policies and authorized operational practices. Based on the audit results, OIG concluded that 99.9% of the Commissary transactions from July 2014 through June 2015 adhered to CFD policies or authorized practices. However, we also found that the Department neither submitted nor was appropriated a Commissary budget that accurately reflected the funds it intended to spend on Commissary expenses. OIG concluded that CFD and the vendor effectively managed the Commissary transactions; however, OIG recommends that CFD should work with the Office of Budget and Management (OBM) to develop a Commissary budget that includes all funds it intends to spend on Commissary expenses. In response, CFD agreed to work with OBM to ensure that all intended uses of grant funds are properly budgeted in compliance with the City's Grants Management Policy.

We thank CFD and its Commissary vendor for their cooperation during the course of this audit.

Respectfully,

Joseph M. Ferguson
Inspector General
City of Chicago

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I. EXECUTIVE SUMMARY

The Office of Inspector General (OIG) conducted an audit of the Chicago Fire Department's (CFD) issuance and exchange of uniform items to CFD members at the Department's Commissary.

In its Collective Bargaining Agreement (CBA) with the Chicago Fire Fighters Union, Local No. 2, the City of Chicago agreed to provide all uniformed CFD members with free uniforms¹ and to replace or repair any items that are worn out or damaged as a result of normal use.² Depending on a member's rank and function, CFD provides summer and winter dress uniforms, summer and winter work clothes, and protective clothing.³ The Fire Commissioner may change the type and amount of required uniform items at his or her discretion.

In order to fulfill the City's obligation, CFD contracts with a vendor to maintain a store, called the Commissary, which issues, exchanges, and repairs all uniform items other than bunker gear.⁴ At the Commissary newly hired and promoted members receive items appropriate for their ranks and all uniformed members may exchange worn or damaged items. CFD pays for both the issuance of initial uniform items and the repair or exchange of worn or damaged items.

The objective of the audit was to determine if Commissary transactions including uniform repairs, such as re-stitching split seams, adhered to CFD's policies and authorized operational practices.

OIG reviewed the 58,257 Commissary transactions processed between July 14, 2014 and June 30, 2015, totaling \$1.7 million.⁵ We found that 58,192 transactions, or 99.9%, adhered to CFD policies or operational practices approved by CFD management. However, we also found that the Department neither submitted nor was appropriated a budget that accurately reflected the funds it intended to spend on Commissary expenses, hindering accountable financial evaluation by the Department and the City. Although we concluded that CFD and the vendor effectively managed the Commissary transactions, OIG recommends that CFD work with the Office of Budget and Management (OBM) to develop a Commissary budget that includes all funds it intends to spend on Commissary expenses. In response to our audit findings and recommendations, CFD stated that it would ensure that future Fire Academy Training and Improvement Grant funds would be processed in compliance with the City of Chicago Grants Management Policy, thus budgeting all intended Commissary funding.

¹ While all CFD uniformed members receive free uniforms and free replacements on an exchange basis, most members also receive an annual monetary stipend referred to as a uniform allowance, of \$1,250 or \$1,500, depending on position, pursuant to the CBA. According to CFD management, the uniform allowance is intended to pay for uniform maintenance and cleaning, but the value of the allowance is not based on an estimate of the cost of cleaning and maintaining the uniform items. Instead, the value is purely the result of negotiations between the City and the Chicago Fire Fighters Union, Local No. 2.

² It is against CFD policy for members to wear uniform items when off-duty or while engaged in any type of secondary employment.

³ Appendix A of this report lists all uniform items CFD issues to its members.

⁴ CFD provides bunker gear, which includes protective coats, trousers, and suspenders, to its members through another vendor. OIG did not review CFD's procedures for issuing and replacing bunker gear.

⁵ "Transactions," as used in this report, includes each item dispersed (either through initial issue or exchange) or altered.

II. BACKGROUND

In its Collective Bargaining Agreement (CBA) with the Chicago Fire Fighters Union, Local No. 2, the City of Chicago agreed to provide all uniformed CFD members with free uniforms⁶ and to replace or repair any items that are worn out or damaged as a result of normal use.⁷ In order to fulfill the City's obligation, CFD contracts with a vendor to maintain a store, called the Commissary, which issues, exchanges, and repairs uniform items. The City also obligated itself in the CBA to provide most uniformed members with an annual monetary stipend referred to as a uniform allowance, described further below.

A. CFD Commissary

With the exception of bunker gear, CFD issues, replaces, and repairs all uniform items at the Commissary.⁸ Depending on a member's rank and function, CFD provides summer and winter dress uniforms, summer and winter work clothes, and protective clothing. Appendix A of this report lists all uniform items CFD issues to its members. The Fire Commissioner may change the type and amount of uniform items at his or her discretion.

When CFD hires new candidate firefighters and paramedics, the Commissary issues the required uniform items in stages based on when they are needed in the training sequence. This process helps CFD avoid issuing items to candidates who do not complete the training program. For example, basic work pants, shirts, and shoes are issued during the first week of training, while protective gear and dress uniforms are issued later.

The Commissary also exchanges items damaged through normal use. CFD members must pay for replacement uniform items when items are damaged beyond repair "due to the employee's failure to use reasonable care, when items are lost or stolen, when the employee does not turn in items for exchange, or when alterations or replacements of items are due to excessive weight fluctuations."⁹ Members may also purchase items beyond their issued allotment at the Commissary at their own expense.¹⁰ The Commissary may issue or sell CFD-approved items only—and only to CFD employees.

From September 1996 until May 2014, one vendor continuously operated the CFD Commissary. When the City issued a new Request for Qualifications, the previous vendor chose not to enter a bid. In 2014 CFD signed a contract with a different vendor. The current contract runs from May 16, 2014 to May 15, 2019 with an estimated aggregate maximum compensation of \$11.7 million

⁶ Although the CBA applies only to uniformed members up through battalion chief, CFD has extended its provision of free uniforms to cover all uniformed members.

⁷ It is against CFD policy for members to wear uniform items when off-duty or while engaged in any type of secondary employment.

⁸ Bunker gear includes protective coats, trousers, and suspenders. Because another vendor provides bunker gear and CFD budgets for it differently, OIG did not review CFD's procedures for issuing and replacing bunker gear.

⁹ City of Chicago, "Labor Contract Between Chicago Fire Fighters Union, Local No. 2, and The City of Chicago, Illinois July 1 2012 through June 30, 2017," Section 16.9, accessed December 10, 2015, <http://www.cityofchicago.org/content/dam/city/depts/dol/Collective%20Bargaining%20Agreement3/POLICEFIRE-Local2CBA2012-2017final.pdf>

¹⁰ For example, some members choose to purchase additional dress or work shirts. The Commissary also carries a number of optional uniform items that members may purchase out-of-pocket.

over the life of the contract. The vendor owns the inventory until items are provided to or altered for a CFD member. The vendor invoices CFD on a monthly basis for issued items.

The current Commissary vendor maintains a staff of three employees who assist CFD members with exchanges and purchases, as well as two tailors who alter or repair members' uniforms.¹¹ In addition, CFD assigned a Captain to the Commissary to act as a liaison between the vendor's staff and CFD uniformed members.¹² CFD management stated that the purpose of the Commissary Liaison is to resolve uniform exchange disputes between members and the vendor. For example, management stated that in instances where the vendor questions the appropriateness of a uniform exchange, the Liaison can determine whether items are sufficiently worn to justify replacement.

B. Uniform Allowances

While all CFD uniformed members receive free uniforms and free replacements on an exchange basis, most members also receive an annual monetary stipend referred to as a uniform allowance. The table below illustrates which uniformed members receive a uniform allowance, the value of the allowance, and when the payments occur.

| Member Type | Allowance Value | Payment Schedule |
|---|-----------------|-------------------------------------|
| 24-hour Field Duty (Excluding EMS)¹³ | \$1,250 | \$625 on Mar. 1 and \$625 on Sep. 1 |
| 24-hour Field Duty EMS | \$0 | N/A |
| Regular Weekly Duty (Including EMS)¹⁴ | \$1,500 | \$750 on Mar. 1 and \$750 on Sep. 1 |

Source: OIG Analysis of the CBA

According to CFD management, the uniform allowance is intended to pay for uniform maintenance and cleaning, but the value of the allowance is not based on an analysis or estimate of the annual cost of cleaning and maintaining the uniform items, nor does CFD monitor how either platoon or non-platoon members spend their allowance once it has been disbursed.¹⁵ Instead, the amount is purely the result of negotiations between the City and the Chicago Fire Fighters Union, Local No. 2 divorced from any analysis of actual use or need.¹⁶

¹¹ CFD also pays for the costs of tailoring services.

¹² In the OIG's audit of Opportunities for Civilianization in the Chicago Fire Department, OIG recommended that CFD eliminate this position. CFD disagreed. See, <http://chicagoinspectorgeneral.org/wp-content/uploads/2016/01/Audit-of-Opportunities-for-Civilianization-at-CFD.pdf>

¹³ Platoon duty members work 24-hour shifts in the field.

¹⁴ Non-Platoon duty members work 40-hour per week schedules, typically, but not exclusively, in administrative or training roles.

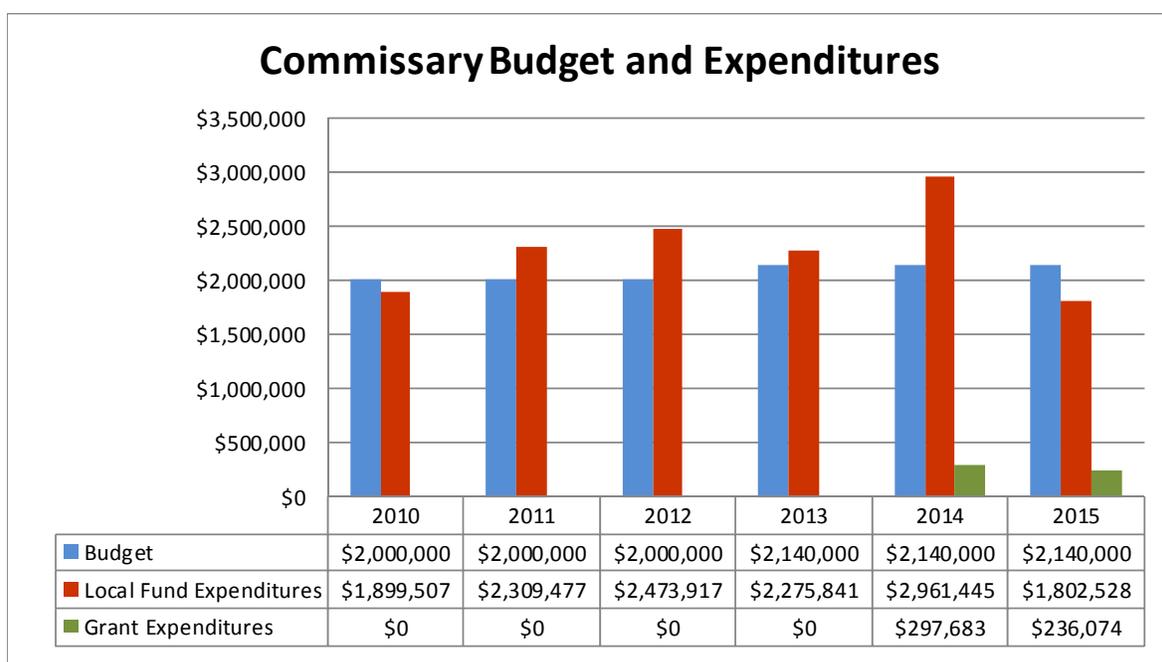
¹⁵ Members may also wash their laundry in their company's firehouse. CFD stated that washer/dryer equipment is provided by members and is not owned or maintained by CFD.

¹⁶ CFD management noted that Platoon EMS members previously received a uniform allowance, but agreed to stop receiving it in return for increased duty availability pay.

C. Budget

CFD and the Office of Budget and Management budgeted \$2.1 million for the Commissary in 2015. CFD based its budget estimate on the current five-year contract with its Commissary vendor. CFD management told OIG that the Department estimated the number of uniform items its members would require over a five-year period based on historical data and multiplied the volume of items by the prices its Commissary vendor charged for each item.

The Commissary exceeded its budget in four out of the past six years. CFD covered these overruns by shifting unused appropriations from other contracted services within the same budget line.¹⁷ In addition, in 2014 CFD began using grant money received from the State of Illinois to cover uniform items issued to new hires.¹⁸ CFD did not include grant funds in the Commissary budget. The figure below displays CFD’s Commissary budget, actual expenditures, and grant expenditures from 2010 through 2015.¹⁹



Source: OIG analysis of CFD budget and expenditure data. Budget data reflects final revised appropriations.

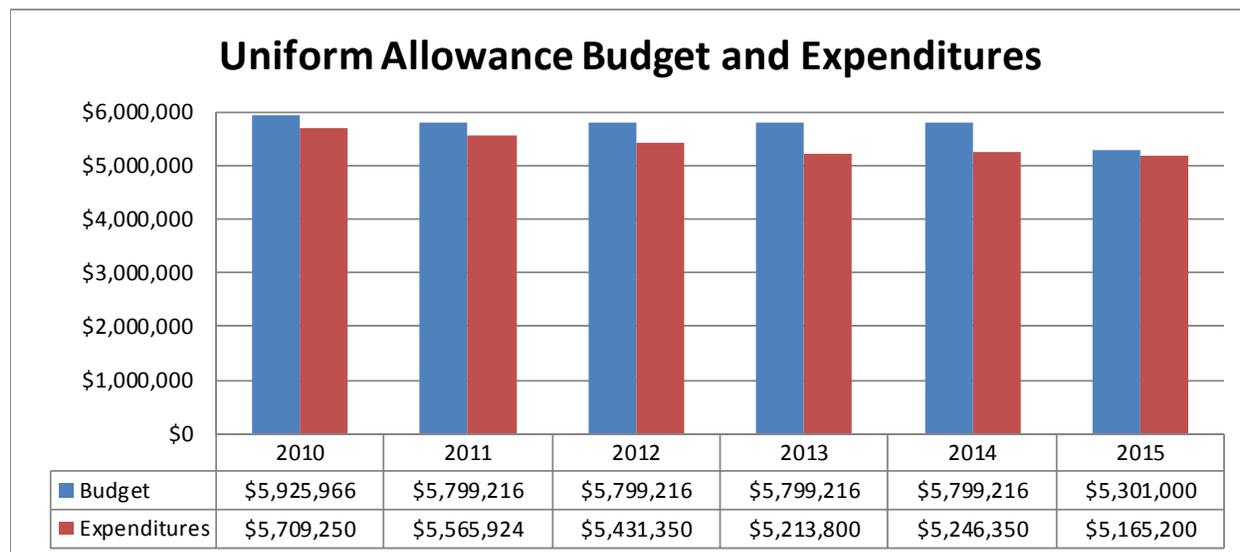
¹⁷ CFD accounts for the Commissary budget in the 0140 line “For Professional and Technical Services and Other Third Party Benefit Agreements” within its overall budget. In 2015, CFD budgeted \$3.8 million for items in the 0140 line. See City of Chicago, Office of Budget and Management, “Annual Appropriation Ordinance for Year 2015,” 168, accessed November 19, 2015. Since 2010, CFD has budgeted \$2 million from the Corporate Fund to pay for Commissary expenses. Starting in 2013, CFD budgeted an additional \$140,000 combined from the Midway and O’Hare Airport Funds.

http://www.cityofchicago.org/content/dam/city/depts/obm/supp_info/2015Budget/2015_Ordinance.pdf.

¹⁸ Prior to 2014, CFD budgeted and paid for Commissary expenses using Corporate, Midway, and O’Hare Airport funds only.

¹⁹ CFD recorded expenditures from the Corporate, Midway, and O’Hare Airport funds when items were issued or exchanged. However, CFD recorded grant fund expenditures based on the year the grant was initially issued. For example, CFD recorded payments made in 2014 for items issued or exchanged in 2014 as 2012 payments, because it used 2012 grant funds. To better reflect CFD’s operations we charted CFD’s grant expenditures based on the year it expended funds, rather than the year the grant funds became available. The 2015 expenditures are those paid as of March 3, 2016.

CFD budgets uniform allowance payments separately from the Commissary budget.²⁰ For 2015, the City allocated roughly \$5.0 million to CFD uniform allowances. As illustrated in the figure below, CFD met its annual uniform allowance budget every year between 2010 and 2015. The Department met its annual uniform allowance budget because it employed fewer members—and thus provided fewer uniform allowances—than it had allocated in the budget.



Source: OIG analysis of CFD budget and payroll data. Budget data reflects final revised appropriations.

D. CFD’s Uniform Benefits Cost in Comparison to other Cities

During the course of this audit, OIG collected data regarding uniform issuances, exchanges, and allowances from fire departments in New York City, Philadelphia, Toronto, Dallas, San Diego, and Indianapolis. We found that CFD’s total first year uniform benefit costs for new firefighters is the highest among the similarly situated departments we surveyed. CFD does issue fewer dress and work uniform items to new hires than most of the other fire departments.²¹ In addition, CFD spends less, on a per-person basis, to issue dress and work uniforms to new hires than any other department we examined. However, that comparative advantage is more than offset by CFD’s annual uniform allowance, which is more generous than that provided to firefighters in any of the other cities that, like Chicago, allow free uniform exchanges.²²

²⁰ CFD accounts for uniform allowance payments in the 0091 line “Uniform Allowance” within its overall budget. See City of Chicago, Office of Budget and Management, “Annual Appropriation Ordinance for Year 2015,” 168, accessed November 19, 2015, http://www.cityofchicago.org/content/dam/city/depts/obm/supp_info/2015Budget/2015_Ordinance.pdf.

²¹ We compared the number and cost of dress and work uniform items issued to new hires only. Fire departments in Chicago and elsewhere also issue new hires protective gear, such as helmets, firefighting gloves, and bunker gear. Because CFD issues bunker gear separately from other protective clothing, we did not include protective clothing in this comparison.

²² Annual uniform allowance for platoon-duty firefighters: Chicago, \$1,250; Philadelphia, \$1,100; Indianapolis, \$900; Toronto, \$480; San Diego, \$475; New York, \$450; and Dallas, \$0. Philadelphia is distinguished from the other cities in that it does not permit free uniform exchanges.

III. OBJECTIVE, SCOPE, AND METHODOLOGY

A. Objective

The objective of the audit was to determine if Commissary transactions adhered to CFD's policies and authorized operational practices.

B. Scope

In this audit, OIG reviewed all Commissary transactions between July 14, 2014 and June 30, 2015.²³ These transactions included issuances, exchanges, and repairs of dress, work, and protective clothing to employees.

OIG did not review CFD's disbursement of bunker gear, which the Department procures and provides separately from the uniform items under review. We also did not evaluate CFD's process for determining the type or number of uniform items it provides to members, which the Commissioner determines at his or her discretion. Lastly, OIG did not review the Department's process of negotiating the uniform allowance with the Chicago Fire Fighters Union, Local No. 2.

C. Methodology

To assess whether Commissary transactions adhered to CFD's policies and authorized operational practices, we determined whether the Commissary,

- issued and exchanged uniform items to eligible CFD employees only;
- issued and exchanged only authorized uniform items; and
- issued and exchanged the correct number of items.

To determine whether the Commissary issued and exchanged uniform items only to eligible CFD employees, we compared Commissary transaction data to City employment records.²⁴

To assess whether the Commissary issued and exchanged only authorized uniform items, we compared Commissary transaction data to CFD's internal policies.

To determine whether the Commissary issued and exchanged the correct number of items, we calculated the number of uniform items—and the total cost of those items—issued and exchanged to individual CFD members. We identified cases of potential overuse and evaluated whether individuals had a valid reason for procuring additional items. For example, recently promoted members receive more items than members who have not been promoted.

OIG also interviewed CFD management and staff to gain an understanding of authorized operational practices not articulated in its internal policies.²⁵ We compared any transactions that

²³ CFD's current Commissary vendor began operations on July 14, 2014.

²⁴ OIG assessed the reliability of Commissary transaction data by interviewing CFD and vendor employees knowledgeable about the data. OIG determined that the data were sufficiently reliable for the purposes of this report.

were not covered by CFD policies to these operational practices. We also discussed CFD's budget practices with Department management.

D. Standards

We conducted this audit in accordance with generally accepted Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

E. Authority and Role

The authority to perform this audit is established in the City of Chicago Municipal Code § 2-56-030 which states that the Office of Inspector General has the power and duty to review the programs of City government in order to identify any inefficiencies, waste, and potential for misconduct, and to promote economy, efficiency, effectiveness, and integrity in the administration of City programs and operations.

The role of OIG is to review City operations and make recommendations for improvement.

City management is responsible for establishing and maintaining processes to ensure that City programs operate economically, efficiently, effectively, and with integrity.

²⁵ Operational practices that were not articulated in CFD's internal policies included, for example, the procurement of gifts that Department officials gave to visiting delegations and the provision of sweatsuits to instructors who participate in physical training.

IV. FINDINGS AND RECOMMENDATIONS

Finding 1: Commissary transactions adhered to CFD's policies and authorized operational practices.

OIG reviewed the 58,257 Commissary transactions processed between July 14, 2014 and June 30, 2015 totaling \$1.7 million. We found that 58,192, or 99.9%, adhered to CFD policies or operational practices approved by CFD management. We concluded that CFD and the vendor effectively managed Commissary transactions, therefore no corrective action is needed at this time.

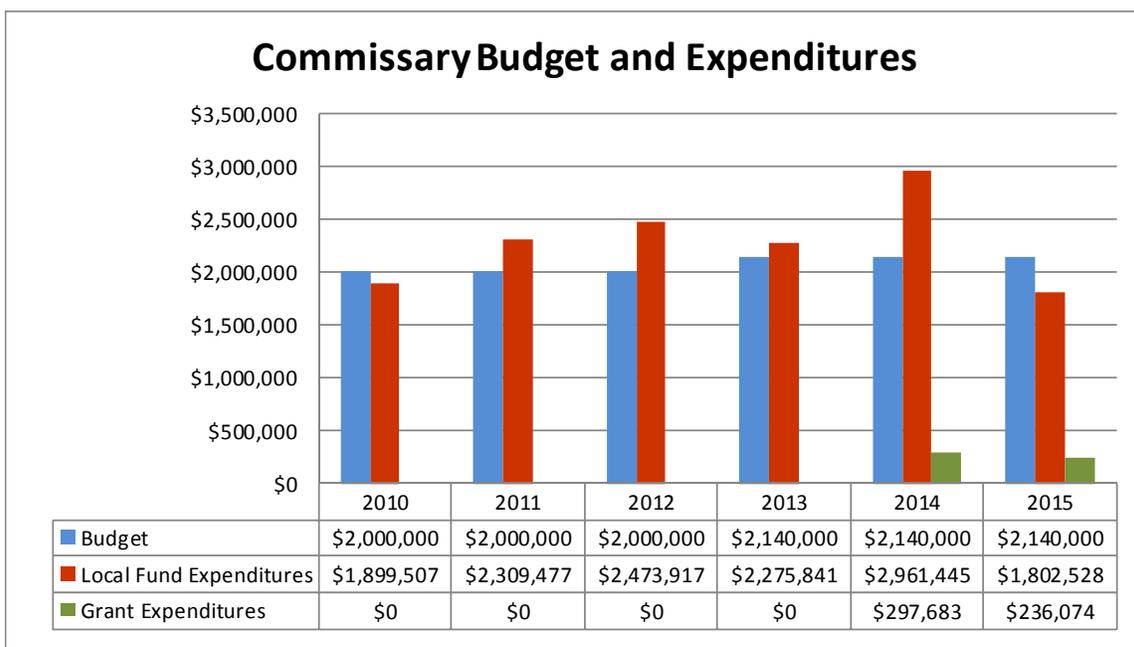
It should be noted that OIG's audit prompted CFD to identify procedural changes to further reduce the risk of waste or abuse. Specifically, the Department,

- implemented a new policy prohibiting CFD members from procuring uniform items for other members;
- modified the point during training at which candidate paramedics are measured for and receive uniform items in order to better avoid purchasing items for candidates who drop out of the program;²⁶ and
- required the Commissary vendor to review the past usage of individual members at the time of new transactions to reduce the risk of excessive purchases or exchanges.

²⁶ CFD will not have an opportunity to implement these plans until the Department's next hiring cycle.

Finding 2: CFD’s Commissary budget did not accurately reflect all funds it intended to spend on Commissary expenses, hindering accountable financial evaluation.

In 2014 and 2015, CFD spent a combined \$535,757 of unbudgeted 2012 and 2013 Illinois Fire Academy Training and Improvement Grant²⁷ funds to pay for new uniforms issued to candidates.²⁸ This amount is represented by the green bars in the chart below.²⁹ CFD’s detailed budget, which supports the line items in public budget documents, specified the amount of Corporate, Midway, and O’Hare Airport funds (the “local funds” below) it planned to spend on the Commissary. However, CFD did not budget use of the Illinois Fire Academy Training and Improvement Grant funds, whether Commissary-related or otherwise. CFD could not explain the reason, except that it had been the historical practice.



Source: OIG analysis of CFD budget and expenditure data. Budget data reflects final revised appropriations.

The grant was ultimately the funding source for 10.5% of CFD’s combined 2014-2015 Commissary expenditures.

²⁷ The grant agreement between the State of Illinois, Office of the State Fire Marshal and the City of Chicago authorizes payments from the state for “maintenance, expenses, facilities, and structures directly incident to the City’s Training Program.”

²⁸ While the City of Chicago budget allocated grant funds towards personnel and contractual expenditures, CFD’s detailed budget, which it creates in collaboration with OBM, did not reflect its intention to spend grant funds on the Commissary. See City of Chicago, Office of Budget and Management, “Annual Appropriation Ordinance for Year 2015,” 237, accessed November 19, 2015, http://www.cityofchicago.org/content/dam/city/depts/obm/supp_info/2016Budget/2016_GRANT_DETAIL_Ordinance.pdf

²⁹ CFD recorded expenditures from the Corporate, Midway, and O’Hare Airport funds when items were issued or exchanged. However, CFD recorded grant fund expenditures based on the year the grant was initially issued. For example, CFD recorded payments made in 2014 for items issued or exchanged in 2014 as 2012 payments, because it used 2012 grant funds. To better reflect CFD’s operations we charted CFD’s grant expenditures based on the year it expended funds, rather than the year the grant funds became available. The 2015 expenditures are those paid as of March 3, 2016.

The Government Finance Officers Association (GFOA) recommends that governments evaluate financials by comparing actual expenditures to their budgeted figures. According to GFOA, “Regular monitoring of budgetary performance provides an early warning of potential problems and gives decision makers time to consider actions that may be needed if major deviations in budget-to-actual results become evident. It is also an essential input in demonstrating accountability.”³⁰

By omitting a funding source from its budget for the Commissary, CFD did not present a complete picture of its planned expenditures, thus hindering its and OBM’s ability to effectively and transparently monitor budgetary performance.

Recommendation:

CFD should work with OBM to ensure that it budgets for all Commissary-related expenditures and, likewise, that all intended uses of the Fire Academy Training and Improvement Grant funds are budgeted.

Management Response:

“The Fire Department will continue to work with the Office of Budget and Management and the Department of Finance to ensure that all intended uses of the Fire Academy Training and Improvement Grant funds are budgeted in compliance with the City of Chicago Grants Management Policy (OBM-GMU-2014-01).”³¹

³⁰ Government Finance Officers Association, National Advisory Council on State and Local Budgeting, “Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting,” 64, 1998, accessed February 23, 2016, <http://www.gfoa.org/sites/default/files/RecommendedBudgetPractices.pdf>

³¹ The Grants Management Policy was issued by OBM in January of 2014 and established “policies and procedures for the review and approval of grant applications and awards.” The policy states, “Creating a clear process to help streamline the grant review will help safe-guard the City’s finances and ensure that funds are used appropriately and in accordance with the requirements of each grant.”

V. APPENDIX A: CFD UNIFORM ITEMS—COST AND NUMBER OF ITEMS BY POSITION

The table below shows all the uniform items (excluding bunker gear) that CFD provided to members at the time of the audit. It shows the cost per item and number of items provided to each rank. The total cost and number of all items by rank is summed on the third page of the table.

| Uniform Item | Cost Per Item/Set/Pair ³² | Number of Items Provided Upon Hire and Promotion | | | | | | | | | | | | | | | |
|---------------------|--------------------------------------|--|------------|---------------------|---------------------|----------------------|----------------------|-------------------------------|-------------------------------|-------------------|-------------------|-------------------------------|-------------------------------|-----------|-----------------------|-----------------|-----------------------------------|
| | | Firefighters ³³ | Paramedics | Engineers (Platoon) | Engineers (40-hour) | Lieutenant (Platoon) | Lieutenant (40-hour) | Paramedic in Charge (Platoon) | Paramedic in Charge (40-hour) | Captain (Platoon) | Captain (40-hour) | Ambulance Commander (Platoon) | Ambulance Commander (40-hour) | Commander | Paramedic Field Chief | Battalion Chief | Exempt Rank Members ³⁴ |
| S/S Work Shirt | \$60.00 | 2 | 2 | 2 | | 2 | | 2 | | 2 | | | | | | | |
| Work Trousers | \$84.00 | 2 | 2 | | | | | | | | | | | | | | |
| Accountability Tag | \$10.00 | 2 | 2 | | | | | | | | | | | | | | |
| Firefighting Gloves | \$38.00 | 2 | | | | | | | | | | | | | | | |
| Protective Hood | \$29.00 | 2 | | | | | | | | | | | | | | | |
| L/S Dress Shirt | \$30.00 | 1 | 1 | 1 | 3 | 1 | 3 | 1 | 1 | 1 | 3 | 1 | 3 | 2 | 3 | 3 | 2 |
| Helmet Shield | \$35.00 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Helmet Sticker | \$3.50 | 1 | 1 | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | | | |
| Dress Trousers | \$63.00 | 1 | 1 | | | | 2 | | 2 | | 2 | | 2 | 2 | 2 | 2 | 2 |
| Dress Cap | \$41.00 | 1 | 1 | | | | | 1 | 1 | | | | | | | | |
| Nameplate | \$8.00 | 1 | 1 | | | | | | | | | | | 1 | 1 | 1 | 1 |
| Belt | \$13.50 | 1 | 1 | | | | | | | | | | | 1 | 1 | 1 | 1 |
| Helmet | \$215.00 | 1 | 1 | | | | | | | | | | | 1 | 1 | 1 | 1 |
| Necktie | \$4.95 | 1 | 1 | | | | | | | | | | | | 1 | 1 | |
| Top Coat | \$168.00 | 1 | 1 | | | | | | | | | | | | | | |

³² Some items for male and female members differ in price. For ease of comparison, we list the price for male uniform items only.

³³ Note that the city comparisons found in the Background section of this report do not include insignia, name plates, or protective uniform items.

³⁴ Depending on rank, exempt rank members receive additional insignia not included in this table.

| Uniform Item | Cost Per Item/Set/Pair ³² | Number of Items Provided Upon Hire and Promotion | | | | | | | | | | | | | | | |
|--------------------------------|--------------------------------------|--|------------|---------------------|---------------------|----------------------|----------------------|-------------------------------|-------------------------------|-------------------|-------------------|-------------------------------|-------------------------------|-----------|-----------------------|-----------------|-----------------------------------|
| | | Firefighters ³³ | Paramedics | Engineers (Platoon) | Engineers (40-hour) | Lieutenant (Platoon) | Lieutenant (40-hour) | Paramedic in Charge (Platoon) | Paramedic in Charge (40-hour) | Captain (Platoon) | Captain (40-hour) | Ambulance Commander (Platoon) | Ambulance Commander (40-hour) | Commander | Paramedic Field Chief | Battalion Chief | Exempt Rank Members ³⁴ |
| Dress Jacket/Blouse | \$169.00 | 1 | 1 | | | | | | | | | | | | | | |
| Dress Gloves | \$4.89 | 1 | 1 | | | | | | | | | | | | | | |
| Modified Dress Shoes | \$64.00 | 1 | 1 | | | | | | | | | | | | | | |
| S/S Navy Dress Shirt | \$29.00 | 1 | 1 | | | | | | | | | | | | | | |
| Station Shoes | \$95.00 | 1 | 1 | | | | | | | | | | | | | | |
| ¼ Zip Sweatshirt | \$42.00 | 1 | 1 | | | | | | | | | | | | | | |
| Sleepwear, T-Shirt | \$7.75 | 1 | 1 | | | | | | | | | | | | | | |
| Sleepwear, Shorts | \$13.00 | 1 | 1 | | | | | | | | | | | | | | |
| Sweatsuit (Shirt and Pants) | \$23.00 | 1 | 1 | | | | | | | | | | | | | | |
| T-Shirt | \$3.95 | 1 | 1 | | | | | | | | | | | | | | |
| Utility Belt | \$180.00 | 1 | | | | | | | | | | | | | | | |
| Webbing | \$1.05 | 1 | | | | | | | | | | | | | | | |
| Carabineer | \$42.00 | 1 | | | | | | | | | | | | | | | |
| Flashlight | \$58.00 | 1 | | | | | | | | | | | | | | | |
| Rubber Boots, Steel Toe | \$166.00 | 1 | | | | | | | | | | | | | | | |
| Training Gloves | \$29.00 | | 1 | | | | | | | | | | | | | | |
| High Vis Jacket | \$125.00 | | 1 | | | | | | | | | | | | | | |
| Pin Collar Insignia | \$9.00 | | | 2 | 2 | | | | | | | | | | | | |
| Patches, Rocker | \$1.15 | | | 2 | | | 2 | | | | | | | 7 | | | |
| S/S White Dress Shirt | \$28.00 | | | 1 | 3 | 1 | 3 | 1 | 1 | 1 | 3 | 3 | 3 | 2 | 3 | 3 | 2 |
| Modified Dress Trousers | \$55.00 | | | | 2 | | | | | | | | | | | | |
| Modified Dress Jacket | \$78.00 | | | | 1 | | 1 | | 1 | | 1 | | 1 | 1 | 1 | 1 | 1 |
| Coat/Shirt Insignia, One Bugle | \$14.00 | | | | | 3 | 3 | | | | | | | | | | |
| Rosettes | \$2.20 | | | | | 1 | 1 | | | 1 | 1 | | | 1 | 1 | 1 | 1 |

| Uniform Item | Cost Per Item/Set/Pair ³² | Number of Items Provided Upon Hire and Promotion | | | | | | | | | | | | | | | |
|--|--------------------------------------|--|-------------------|---------------------|---------------------|----------------------|----------------------|-------------------------------|-------------------------------|-------------------|-------------------|-------------------------------|-------------------------------|-----------------|-----------------------|-------------------|-----------------------------------|
| | | Firefighters ³³ | Paramedics | Engineers (Platoon) | Engineers (40-hour) | Lieutenant (Platoon) | Lieutenant (40-hour) | Paramedic in Charge (Platoon) | Paramedic in Charge (40-hour) | Captain (Platoon) | Captain (40-hour) | Ambulance Commander (Platoon) | Ambulance Commander (40-hour) | Commander | Paramedic Field Chief | Battalion Chief | Exempt Rank Members ³⁴ |
| Dress Cap, Captain | \$55.00 | | | | | 1 | 1 | | | 1 | 1 | | | | 1 | 1 | 1 |
| Cap Insignia, Company/Bureau Designation | \$6.00 | | | | | 1 | 1 | | | 1 | 1 | | | | | | |
| Cap Insignia, One Vertical Bugle | \$12.00 | | | | | 1 | 1 | | | | | | | | | | |
| Raincoat | \$76.00 | | | | | | 1 | | 1 | | 1 | | 1 | | 1 | 1 | |
| Double Bar Insignia | \$10.00 | | | | | | | 3 | 3 | | | 3 | 3 | | | | |
| Coat/Shirt Insignia, Two Parallel Bugle | \$16.00 | | | | | | | | | 3 | 3 | | | | | | |
| Cap Insignia, Two Vertical Bugle | \$17.00 | | | | | | | | | 2 | | | | | | | |
| Coat/Shirt Insignia, Eagle | \$9.00 | | | | | | | | | | | | | 6 | | | |
| Belt with Gold Buckle | \$17.00 | | | | | | | | | | | | | 1 | 1 | 1 | 1 |
| Dress Cap, Battalion Chief | \$83.00 | | | | | | | | | | | | | 1 | | | |
| Coat/Shirt Insignia, Two Cross Bugle | \$23.00 | | | | | | | | | | | | | | 6 | 6 | 6 |
| Dress Shoes | \$58.00 | | | | | | | | | | | | | | 1 | 1 | |
| Total Number of Items | | 36 | 29 | 9 | 13 | 13 | 19 | 12 | 12 | 14 | 18 | 9 | 15 | 20 | 32 | 25 | 20 |
| Total Cost | | \$1,926.09 | \$1,499.04 | \$233.30 | \$418.50 | \$333.70 | \$609.70 | \$289.80 | \$447.50 | \$361.70 | \$603.70 | \$182.50 | \$522.50 | \$747.70 | \$1,008.70 | \$1,000.65 | \$803.70 |

CITY OF CHICAGO OFFICE OF INSPECTOR GENERAL

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| Public Inquiries | Rachel Leven (773) 478-0534 rleven@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.