



OFFICE OF MAYOR RAHM EMANUEL  
CITY OF CHICAGO

April 15, 2016

Mr. Joseph M. Ferguson  
Inspector General  
Office of the Inspector General  
740 N. Sedgwick Street, Suite 200  
Chicago, IL 60654

Dear Mr. Ferguson:

We greatly appreciate the OIG's time and work on this report, and agree that the management of policies and procedures is an important component of efficient and accountable operations.

In recognition of the importance of having thorough and well-communicated policies and procedures, the Mayor's Office plans to institute a framework for policy practices by departments and to take certain additional measures with respect to Citywide policies.

First, in order to establish baseline expectations for departments and understand the current practices of departments, in the coming months the Mayor's Office will send a policy memorandum to department heads reiterating that each department should: define and document the specific procedures related to the creation, review, approval, notification, and disbursement of departmental policies; establish a common location where all policies and procedures are maintained; ensure that departmental staff are notified of all policies; periodically review policies and procedures to determine whether they reflect actual operating activities; and periodically audit operations to ensure policies are followed. We will also request that each department submit a description of their policy creation and notification processes, including a description of where policies are posted/stored so that they can be accessed, as well as the titles of individuals in the department who are responsible for ensuring policies and procedures are documented and kept current.

Second, in order to encourage regular review and updating of policies, departments will be required to provide an annual policy review report, in which they outline (1) their review process for the year, (2) any significant policy changes or updates made during the course of the year, and (3) any audits conducted to ensure that policies are being followed.

In addition, it will be reinforced to departments that make Citywide policies that those policies should be provided to their liaison in the Mayor's Office for review and approval prior to finalization. Over the course of the next year, the performance management group in the Office of Budget and Management, with the full support of Mayor's Office staff, will be tasked with compiling all existing Citywide policies, developing a common repository for those policies, and evaluating whether a common template should be utilized for all or a subset of Citywide policies. Any template(s) developed for Citywide policies will be shared with departments for their

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internal use, if/as appropriate. Once a common repository is developed for all Citywide policies, we will evaluate the costs and benefits of expanding the repository to include departmental policies.

Again, we value the information gathered by the OIG through their advisory process and the suggestions provided in this report, and we look forward to coordinating with departments to ensure that policies and procedures are developed and maintained in a manner that is rational, accessible, and effective.

Sincerely,



A. Joseph Deal  
Chief Operating Officer  
Office of the Mayor