

AUGUST 2021

AUDIT AND PROGRAM REVIEW SECTION DRAFT 2022 ANNUAL PLAN

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ACRONYMS

ADA	Americans with Disabilities Act
APR	Audit and Program Review Section
BACP	Department of Business Affairs and Consumer Protection
CDOT	Chicago Department of Transportation
CDPH	Chicago Department of Public Health
CFD	Chicago Fire Department
CPD	Chicago Police Department
DCASE	Department of Cultural Affairs and Special Events
DFSS	Department of Family and Support Services
DHR	Department of Human Resources
DOB	Department of Buildings
DOF	Department of Finance
DOH	Department of Housing
DOL	Department of Law
DPD	Department of Planning and Development
DPS	Department of Procurement Services
DSS	Department of Streets and Sanitation
DWM	Department of Water Management
EEO	Equal Employment Opportunity
GAS	Government Auditing Standards
ISO	Information Security Office
IT	Information Technology
JISC	Juvenile Intervention and Support Center
MCC	Municipal Code of Chicago
MOPD	Mayor's Office for People with Disabilities
OBM	Office of Budget and Management
OIG	Office of Inspector General
OLS	Office of Labor Standards
PBC	Public Building Commission
TBI	Troubled Buildings Initiative
TIF	Tax Increment Financing
ZBA	Zoning Board of Appeals

I. 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 operation of City government.

The Audit and Program Review (APR) section supports the OIG mission by conducting independent, objective analysis and evaluation of municipal programs and operations, issuing public reports, and making recommendations to strengthen and improve the delivery of public services.

APR conducts performance audits of Chicago municipal programs and operations in accordance with generally accepted government auditing standards (GAS or “Yellow Book,” 2018 revision) established by the United States Government Accountability Office. As defined in GAS 1.21,

Performance audits provide objective analysis, findings, and conclusions to assist management and those charged with governance and oversight with, among other things, improving program performance and operations, reducing costs, facilitating decision making by parties responsible for overseeing or initiating corrective action, and contributing to public accountability.

In addition to performance audits, APR may also generate non-audit work such as advisories, notifications, and descriptions of programs.

APR’s role is separate from, but complements, the work performed by the OIG Investigations and Public Safety sections. Investigations primarily examines allegations of individual misconduct or wrongdoing, and Public Safety focuses on the Chicago Police Department, Civilian Office of Police Accountability, and the Police Board, endeavoring to promote public safety, protect civil liberties and civil rights, and ensure the accountability of the police force. APR undertakes projects designed to help the City maximize the effectiveness and efficiency of programs and processes. APR is also distinct from the OIG Compliance section, which performs legally mandated reviews of the City’s hiring and employment practices to ensure compliance with the City’s various hiring Plans.

II. PURPOSE OF THE ANNUAL PLAN

The purpose of the APR Annual Plan is to identify potential projects for the upcoming fiscal year. Projects are selected based on OIG's prioritization criteria, which we describe below.

A. SUBJECT TO CHANGE

The Annual Plan is a guiding document that is subject to change; it does not prohibit APR from setting new priorities or initiating different projects over the course of the year. Circumstances that arise during the year may prompt OIG to undertake new, higher priority projects or reduce the priority of a planned project. Some topics on the Annual Plan may be deferred to following years. In addition, a project on the Annual Plan that originally begins as an audit may instead be completed as an OIG advisory, department notification, or other non-audit report, or terminated if OIG determines that further work will not bring substantial benefit to the City or is not cost effective for OIG.

B. DEPARTMENTAL ACTION

OIG encourages City departments to proactively assess any program included on the Plan and to alert OIG to any corrective action taken in advance of and/or during an APR performance audit. Such action will not necessarily deter APR from auditing the program, but the audit will assess and report on any proactive and promptly reactive measures the department has taken.

C. PROCESS

The Annual Plan is drafted in consultation with the Inspector General, senior OIG staff, and APR staff, with final approval by the Inspector General. OIG publishes a draft of the Annual Plan for public comment each September, and reviews, updates, and publishes the final Plan in December.

III. SELECTION OF TOPICS FOR INCLUSION IN THE ANNUAL PLAN

A. TOPIC SOURCES

OIG gathers potential audit topics from a variety of sources, including: complaints received from the public via the OIG tipline; suggestions from governmental leadership; past OIG reports; OIG investigations; OIG staff knowledge; other governments' performance audits, audited financial statements, internal audits, and risk assessments; new City initiatives; program performance targets and results; public hearings and proceedings; and public source information, including media, professional, and academic reports and publications.

We will release an online survey to accompany this draft plan and solicit feedback to inform the final plan to be published in December 2021. We encourage the public to submit suggestions anytime through the OIG website: igchicago.org/contact-us/help-improve-city-government/.

B. PRIORITIZATION CRITERIA

OIG considers numerous factors in selecting projects for the Annual Plan, including preliminary risk assessments of the programs or services involved in potential new project topics; the unique value a potential project might bring to City stakeholders; and the availability of APR resources, taking into account resources required to conduct follow-ups on past reports.

1. Risk Assessment

A risk factor is an observable and/or measurable indicator of conditions or events that could adversely affect an organization, absent effective internal controls. APR's assessment of topics is based on risk factors reflecting the nature and potential vulnerabilities of departments, programs, and vendors. APR considers a variety of risk factors, such as,

- Resources used to deliver service
 - Size (in dollars budgeted) of department/program
 - Number of staff working in department/program
- Public interest/impact
 - Critical to City's mission or core service provision
 - Affects public health or safety
 - Affects vulnerable populations
 - Affects equitable provision and distribution of City services and support
- Number of residents, employees, and/or businesses affected/served
 - Quality/quantity of service provision
 - Customer satisfaction
- Compliance with laws, regulations, or policies
- Volume, type, and dollar amount of financial transactions
- Quality of internal control systems, including,

- Existence of robust operational policies and procedures
- Existence and use of performance metrics
- Underfunded mandate or mismatch between program objectives and available resources

APR assesses risk based on discussions with departments and leadership, information requested from departments, information obtained from prior OIG work, publicly available information, and additional research. In some cases, OIG selects a project because there is a preliminary indication of specific program vulnerabilities. In other cases, OIG selects a project where there is little or no indication of program vulnerabilities, but the public and governmental leadership would benefit from independent evaluation and assurance that the program is working well.

2. OIG Role and Value Added

OIG seeks to add unique value arising from its role as the City's independent oversight agency by prioritizing APR projects that,

- analyze performance of governmental operations and programs where analysis requires data and information not available to external entities;
- analyze governmental operations and programs where no recent independent analysis exists;
- develop knowledge of the operation of municipal programs and services; and/or
- analyze narrow, obscure, or complex aspects of municipal operations that receive little attention (in addition to broad scope topics).

In addition, OIG strives to ensure that the selection of projects provides coverage across the full spectrum of governmental functions and services.

3. Follow-Up on Past APR Reports

APR evaluates each completed audit six months after publication to determine whether, when, and how to conduct follow-up. Factors considered in determining what, if any, follow-up action to take include the nature of the original findings and recommendations, changes in management or staff structure, and external circumstances affecting the department. For example, APR may decide to postpone follow-up for an additional six months, conduct another full audit with complete re-testing, or simply request and evaluate documentation of corrective actions from management.

Follow-up reports are an essential part of the oversight process because they enable OIG to evaluate the actions taken by a department or agency to address problems identified in the original audit report. For that reason, they take the highest priority when planning the activities of APR personnel.

4. Available Staff Resources

The number, experience, and specific expertise of staff available to APR affect the selection of project topics and their scope. APR will not undertake projects unless OIG has the required competencies available among its personnel or can procure them from external sources. APR will request assistance from other OIG staff when their specialized expertise (e.g., legal or data analysis) may benefit a project, and will adhere to all GAS requirements for the use of such internal specialists.

To maximize their utility, performance audits must be timely. Unexpected delays caused by an auditee, such as slow responses to APR requests, or problems with the quality of program data, are noted as findings or limitations in published audit reports. Proper planning requires the Deputy Inspector General and Chief Performance Analysts to assign adequate staff—or, if necessary, reduce audit scope—to ensure timely completion of all projects.

IV. 2022 NEW PROJECTS

As projects are completed and staff become available, APR reviews the topics on the Annual Plan and conducts additional research prior to launch. (“Launch” is the official opening of an audit with a department.) The final decision to launch a project requires approval by the Inspector General on a just-in-time basis, because circumstances affecting the decision of whether or when to launch a specific project are expected to change throughout the year.

APR groups the 26 potential project topics listed below into 5 broad categories corresponding with the functions and departments presented in the City’s Annual Appropriation Ordinance, Summary E. We do not rank the topics. The numbers below are provided solely for ease of identification. We are soliciting public comment on these topics and will use that feedback to determine which topics to include on the final 2022 Plan to be published in December. Each topic listed includes,

POTENTIAL OBJECTIVES: *Potential questions the project will seek to answer. APR refines the objectives after obtaining more information about the topic from the department.*

RATIONALE: *Relevance of and background on the topic.*

There are five projects on the 2021 Plan that have not been launched and will not be carried over to the 2022 Plan for the following reasons:

- COVID-19 Emergency Assistance Funds, because it was considered lower priority than other projects.
- Department of Family and Support Services Meals on Wheels Program Administration, because it was considered lower priority than other projects.
- Fee and Fine Write Downs and Unenforced Municipal Code Penalties, because a related audit is in progress. We will revisit this topic in 2023.
- Cloud Computing Tax Enforcement, because it was considered lower priority than other projects.
- Department of Assets, Information and Services’ Maintenance of Energy-Saving Systems in City Buildings, because it was considered lower priority than other projects.
- Chicago Fire Department Albrecht Decree Compliance, because OIG has a related project underway.

A. CITY DEVELOPMENT AND REGULATORY

1. Department of Business Affairs and Consumer Protection (BACP) Minimum Wage and Fair Workweek Enforcement

- POTENTIAL OBJECTIVES:
- Does BACP's Office of Labor Standards (OLS) ensure employer compliance with the City's Minimum Wage Ordinance by appropriately enforcing its provisions?
 - Do BACP's Minimum Wage Rules align with best practices?
 - Does OLS ensure employer compliance with the City's Fair Workweek Ordinance by appropriately enforcing its provisions?

RATIONALE: The City has approved several ordinances expanding labor rights with enforcement through a new BACP Office of Labor Standards. This audit will determine whether BACP has been effective in enforcing these ordinances.

2. Department of Cultural Affairs and Special Events (DCASE) Chicago Film Office

- POTENTIAL OBJECTIVES:
- Does DCASE ensure that production companies pay fees due to participating City agencies (CPD, CFD, and DSS), and do those fees recoup the full cost of City services?
 - Does the Film Office coordinate with City departments to respond to public complaints about film productions?
 - How does the Film Office hold productions accountable for complaints and any associated code violations?
 - Does the Film Office meet its community benefit commitments for neighborhoods impacted by filming?

RATIONALE: The Chicago Film Office serves as a liaison between other City departments and film productions taking place within Chicago. This audit would determine whether DCASE is ensuring that film productions reimburse the City appropriately for services, how the City responds to resident complaints about film productions, and whether the City meets its community benefit commitments to neighborhoods where film production takes place.

3. Department of Housing (DOH) Troubled Buildings Initiative

- POTENTIAL OBJECTIVES:
- Does DOH ensure that Troubled Buildings Initiative (TBI) vendors and grant recipients meet contractual requirements?
 - Does TBI provide targeted enforcement in low- and moderate-income areas to complement strategic efforts to preserve the stock of affordable housing?

RATIONALE: TBI aims to preserve affordable housing by acquiring and improving vacant and abandoned structures. TBI works through the court system with private

receivers, community groups, and several City departments to return buildings to productive use. This audit would determine whether TBI grant recipients and vendors comply with program requirements, and whether DOH uses TBI in a strategic manner to coordinate with other City efforts to preserve affordable housing.

4. Department of Planning and Development (DPD) Jobs Covenants

- POTENTIAL OBJECTIVES:
- Does DPD include public benefit covenants in TIF redevelopment agreements with private entities?
 - Does DPD enforce its public benefit covenants with private entities?
- RATIONALE:
- When DPD uses City resources for economic development investments, it signs a Redevelopment Agreement (RDA) with the developer. These RDAs often include covenants requiring the developer to provide certain public benefits, such as a minimum number of jobs created. This audit will determine how often DPD includes such covenants in RDAs and whether it enforces these covenants.

5. DPD Large Lots Program and City-Owned Land Inventory

- POTENTIAL OBJECTIVES:
- Does DPD ensure program applicants provide all necessary information, and that property buyers meet the requirements set forth by the City in order to be eligible for property purchase?
 - Does DPD monitor compliance of lot owners to ensure the program is achieving its goals?
 - Does DPD prepare and maintain an accurate list of City-owned vacant land?
- RATIONALE:
- The Large Lots Program makes certain vacant, City-owned lots available for purchase by residents who own property in the same neighborhood. This audit will determine whether the City ensures that buyers meet program requirements and whether they comply with program requirements after purchase. This audit will also determine whether DPD maintains a complete inventory of City-owned real estate to facilitate this program.

6. Zoning Board of Appeals (ZBA) Decisions

- POTENTIAL OBJECTIVES:
- Does ZBA make decisions only within its authority?
 - Does ZBA make decisions consistent with approval criteria, evidence, hardships, and/or other review factors?
- RATIONALE:
- ZBA reviews requests for variances from the Zoning Ordinance, special use permits, and appeals of decisions by the zoning administrator. This audit will determine whether ZBA's variance decisions are within limits allowed by the

Zoning Ordinance and whether these decisions are allowable under one of the acceptable reasons specified in the Zoning Ordinance.

B. COMMUNITY SERVICES

1. Enforcement of Prohibition on Illegal Dumping

- POTENTIAL OBJECTIVES:
- Do the Chicago Department of Public Health (CDPH) and the Department of Streets and Sanitation (DSS) respond to illegal (“fly”) dumping complaints in an equitable and effective manner?
 - Does the Department of Law (DOL) ensure that illegal dumping cases are prosecuted in accordance with the Municipal Code of Chicago (MCC)?

RATIONALE: Illegal dumping creates physical and environmental hazards in the neighborhoods where it occurs. CDPH and DSS rely on complaints to identify cases of illegal dumping and provide a cash incentive to residents whose complaint is found to be valid. This audit would determine if the City responds effectively and equitably to complaints, and prosecutes illegal dumping cases under the MCC.

2. Mayor’s Office for People with Disabilities (MOPD) HomeMod Program

- POTENTIAL OBJECTIVES:
- Does MOPD’s HomeMod program conduct outreach to eligible residents?
 - Does MOPD’s HomeMod program ensure that applicants for services are eligible?
 - Does MOPD’s HomeMod program consistently expend its available resources?

RATIONALE: The City’s HomeMod program provides home accessibility modifications for low-income Chicago residents under age 60 with disabilities. This audit will determine whether the program conducts outreach to eligible residents, whether it ensures applicants are eligible, and whether the program uses its budgeted resources.

C. FINANCE AND ADMINISTRATION

1. Complaint-Driven Service Provision Advisory

- POTENTIAL OBJECTIVE:
- How can the City effectively balance complaint-driven service provision with proactive service provision?

RATIONALE: Multiple OIG audits have uncovered City services that are driven primarily or entirely by 311 service requests. While 311 is an important source of information, exclusive reliance on complaints to drive service provision is

neither efficient nor equitable. This advisory will suggest ways to design proactive programs to complement complaint-based service.

2. Administrative Fines for Vehicle Stickers Inquiry

- POTENTIAL OBJECTIVES:
- Has the City implemented all recommendations made by the Chicago Fines, Fees, and Access Collaborative?
- RATIONALE:
- In 2019, the Chicago Fines, Fees, and Access Collaborative, led by the Clerk's Office, released a set of recommendations related to fine and fee structures, payment plans, penalties, and debt collection. This inquiry will determine whether the City has implemented all recommendations to achieve equitable practices and compliance.

3. Prompt Payment

- POTENTIAL OBJECTIVE:
- Does the City pay invoices in a timely manner?
- RATIONALE:
- The City is generally required by contract to pay an invoice within 60 days of receiving it. This audit will determine whether the City pays invoices within that timeframe.

4. Workers' Compensation Program

- POTENTIAL OBJECTIVES:
- Has the City implemented recommendations made by Grant Thornton LLP in its 2019 audit of the workers' compensation program?
- RATIONALE:
- The City hired Grant Thornton to review the workers' compensation program in early 2019 and make recommendations to ensure the program's legal compliance, prevent fraud, and improve efficiency. This report will determine whether the City has implemented the recommendations.

5. Contract Monitoring and Closeout Procedures

- POTENTIAL OBJECTIVE:
- Are the Department of Procurement Services' (DPS) contract compliance monitoring and closeout procedures aligned with best practices?
 - Do City departments effectively and consistently use contract compliance monitoring and closeout procedures to assess vendor performance?
- RATIONALE:
- In 2015, the Procurement Reform Task Force identified a lack of compliance monitoring and robust closeout processes as serious risks for the City and its sister agencies. This audit will determine whether DPS' contract compliance and closeout procedures are aligned with best practices, and whether DPS ensures these procedures are implemented consistently across departments so that contractors are held accountable for meeting contract terms.

6. Capital Project Implementation

POTENTIAL OBJECTIVE:	<ul style="list-style-type: none"> Does the capital project implementation process address identified capital needs? Is the City implementing capital projects according to best practices?
RATIONALE:	The City makes capital investments to improve or expand services, or to improve the internal functioning of the City itself. This audit will use a case study to determine whether a City department was able to meet its capital needs through the City's capital project implementation process, and to determine whether this process aligns with best practices.

D. INFRASTRUCTURE

1. Information Security Office (ISO) Information Technology (IT) Project Review

POTENTIAL OBJECTIVES:	<ul style="list-style-type: none"> Does ISO conduct readiness assessments on IT projects to ensure that the projects conform with the City's Information Security and Technology policies? Does ISO conduct periodic compliance assessments on active IT projects?
RATIONALE:	The City's Information Security and Technology Policies require the ISO to review all IT projects to ensure that they meet minimum security controls before moving into production. The ISO is also responsible for periodically reviewing active information systems to ensure that they remain in compliance with the policies. This audit will determine whether the ISO is reviewing projects and ensuring compliance as required.

2. Enforcement of Vehicle Idling Limits

POTENTIAL OBJECTIVES:	<ul style="list-style-type: none"> Does the City of Chicago enforce idling limits on private vehicles? Does the City of Chicago enforce idling restrictions on City-owned vehicles?
RATIONALE:	The MCC prohibits idling any vehicle with a diesel engine for more than three minutes at a time, and internal City polices prohibit idling in any City-owned vehicle. This audit will determine whether the City enforces this portion of the Code on privately-owned vehicles, and whether the City enforces its policies on users of City-owned vehicles.

3. Chicago Department of Transportation (CDOT) Street Resurfacing and Maintenance

POTENTIAL OBJECTIVES:

- Does CDOT manage streets in a cost-effective way that extends pavement life?

RATIONALE: In a 2015 audit, OIG found that CDOT's pavement management program did not meet federal guidelines and lacked sufficient street condition data, relying instead on constituent complaints and visual inspections. The audit also found that the City could save \$4.6 million annually by reallocating money from resurfacing to preventive maintenance. Poor street conditions continue to concern roadway users. This audit will re-examine the City's pavement management program.

4. Department of Streets and Sanitation (DSS) Tree Trimming, Planting, and Removal

POTENTIAL OBJECTIVES:

- Does the DSS Bureau of Forestry achieve its goal of responding to tree trimming requests within 45 days?
- Do the City's urban forest management practices meet best practices?
- Is tree removal and replacement conducted equitably across the City?

RATIONALE: OIG has received complaints about the length of time it takes the City to respond to tree-trimming requests, and a 2019 OIG advisory noted that the City's reliance on requests alone, rather than grid-based scheduled trimming, is neither equitable nor efficient. This audit will evaluate DSS' urban forestry practices against best practices.

5. Cleaning of and Service Provided to Encampments of People Experiencing Homelessness

POTENTIAL OBJECTIVES:

- Does the City provide adequate notice of encampment cleanings and evictions to individuals experiencing homelessness?
- Does the City protect the personal property of individuals experiencing homelessness during encampment cleanings and evictions?
- Does the City's provision of services to homeless encampments meet best practices?

RATIONALE: The City periodically performs cleanings, temporary evictions, and service outreach to encampments (or "tent cities") where people experiencing homelessness live. This audit will evaluate whether the City provides adequate notice to encampment residents, protects their personal property, and follows best practices for such cleanings.

6. DSS Street Sweeping Efficiency

POTENTIAL OBJECTIVES: • Do DSS' street sweeping routes maximize the equity, effectiveness, and efficiency of street sweeping citywide?

RATIONALE: Historically, DSS has organized street sweeping routes on a ward basis, generally assigning one sweeper to each ward and using laborers to hang temporary "No Parking" signs. Given the significant size differences among wards, this approach results in some streets being swept more often than others. This audit will evaluate DSS' performance of this function.

7. Department of Water Management (DWM) Sewer Cave-In Repair Time

POTENTIAL OBJECTIVES: • Does DWM conduct sewer cave-in inspections and repairs in a timely manner?

RATIONALE: OIG has received complaints about the amount of time it takes DWM to repair sewer cave-ins (holes in pavement caused by collapsed underground sewer infrastructure). This audit will evaluate the Department's sewer-cave in repair time.

8. Water Billing Accuracy

POTENTIAL OBJECTIVES: • Does the City credit or refund metered accounts the correct amount following an overcharge?
• Does the City effectively manage disconnecting water service for vacant properties?

RATIONALE: Several news stories have identified instances of overbilling for water and City residents having difficulty getting these issues resolved. This audit will determine whether the City responds appropriately to overbilling cases, as well as examine the City's management of water service disconnection for vacant properties.

E. PUBLIC SAFETY

Note: OIG's Public Safety section conducts inspections, evaluations, and reviews of City police and police accountability programs, operations, and policies. See the Public Safety Section's annual plan at <https://igchicago.org/wp-content/uploads/2021/01/Public-Safety-2021-Outlook-on-Police-Oversight-and-Accountability.pdf>

1. Chicago Police Department (CPD) and CFD Position Civilianization

POTENTIAL OBJECTIVES:

- Have CPD and CFD maximized opportunities for civilianizing positions?

RATIONALE: Past OIG reports identified positions in the police and fire departments that were filled by sworn or uniformed members but could be performed by civilians. This advisory will determine what progress each department has made and what barriers to civilianization may still exist.

2. CFD Fire Prevention Inspections

POTENTIAL OBJECTIVES:

- Does CFD's Fire Prevention Bureau conduct the annual inspections required by the MCC?
- Does CFD notify noncompliant building owners and conduct timely follow-up inspection of known violations?

RATIONALE: The inspection of buildings for adherence to the fire code and timely correction of violations is a critical component of public safety. CFD does not currently publish fire inspection activity on the City's Data Portal. This audit will evaluate the Department's performance of this role.

3. CFD Overtime Management

POTENTIAL OBJECTIVES:

- Does CFD allocate staff in a manner that minimizes overtime?
- Does CFD maintain and enforce policies that ensure appropriate and equitable assignment of overtime to staff?

RATIONALE: In recent years, spending on CFD overtime has increased significantly. While some use of overtime is expected, excessive or inequitably distributed overtime may indicate suboptimal personnel management. This audit will evaluate CFD's overtime practices.

4. Office of Emergency Management and Communications 311 Call Center Effectiveness

POTENTIAL OBJECTIVES:

- Does 311 meet best practices for call center performance?
- Does 311 ensure that City departments get an appropriate amount of information to carry out service requests?

RATIONALE: The City uses 311 as a primary point of contact for many service requests. This audit will determine if 311 is an effective means of collecting these requests and if it provides enough information to other City departments to allow them to respond to the requests they receive.

V. REPORTS PUBLISHED IN 2021

APR published the following 9 reports in 2021 (as of August 26, 2021). All are available at igchicago.org.

A. CITY DEVELOPMENT AND REGULATORY

1. Chicago Low-Income Housing Trust Fund Housing Quality Inspections Audit Follow-Up (#21-0444)

PUBLICATION
DATE: July 7, 2021

SUMMARY: OIG followed up on its December 2019 Chicago Low-Income Housing Trust Fund Housing Quality Inspections Audit. Based on the Trust Fund's responses, OIG concluded that the Trust Fund fully implemented 3 of 14 corrective actions related to the audit findings, substantially implemented 2, partially implemented 7, and had not implemented 2.

The purpose of the 2019 audit was to determine if the Trust Fund met its mission of providing "secure, safe, and sound" housing by ensuring that RSP properties,

- received their required annual Housing Quality Standards (HQS) inspections;
- had evidence of a lead safe housing certificate in their contracts;
- came into compliance after the discovery of housing deficiencies, including serious health and safety risks; and
- addressed unresolved Chicago Building Code violations.

Our audit found that in 2017, the Trust Fund did not ensure all properties met housing quality standards. The Trust Fund subsidized properties with Chicago Building Code violations and other serious housing quality deficiencies, had a payment system that inadequately protected against potential fraud and errors, paid properties with incomplete contract documentation, and published inaccurate and incomplete quarterly reports from 2014 through 2018.

Our follow-up found that the Trust Fund has partially implemented corrective actions related to inspection compliance tracking, payments, and record-keeping. The Trust Fund hired a new vendor to conduct housing inspections, and another to design an electronic portal that integrates its contract management and subsidy request systems. The Trust Fund has not completed the transition away from a manually updated spreadsheet, but expects to after it has fully implemented new software in the third quarter of 2021. The Trust

Fund cancelled 2020 HQS inspections due to the COVID-19 pandemic; it resumed in-person inspections in April 2021.

We urge the Trust Fund to fully implement an electronic system that allows it to actively monitor inspection and contract compliance, write instructions for how to identify building code violations, transition away from its manually updated spreadsheet, and implement controls to ensure accurate payments.

B. COMMUNITY SERVICES

1. Chicago Department of Public Health Air Pollution Enforcement Audit Follow-Up (#20-1167)

PUBLICATION
DATE: January 7, 2021

SUMMARY: OIG completed a follow-up to its September 2019 audit of the Chicago Department of Public Health's (CDPH) Air Pollution Enforcement. Based on the Department's responses, OIG concluded that CDPH fully implemented 10 out of 14 corrective actions, substantially implemented 2, and partially implemented 2.

The purpose of the 2019 audit was to determine if CDPH met its air quality inspection frequency goals, ensured that applicable facilities maintained a valid Certificate of Operations (COO), responded to air-quality complaints within 24 hours, and maintained complete and accurate records on the City's Data Portal. Our audit found that the Department was not meeting its internal goals for air-quality inspection frequency, was not consistently categorizing facilities based on their potential to emit pollution, and was not ensuring that facilities annually renew their required COO. We also determined that the Department did not ensure that violations identified by inspectors were resolved.

Our follow-up found that CDPH conducted a comprehensive review of its permit data and removed inactive records. The Department also developed an inspection priority index and dashboard to track progress towards these priorities. The priority index is based on factors such as a facility's history of COO compliance, emission level potential, and the pollution burden of the nearby community. CDPH also changed the date of COO renewal for all facilities to January 1, developed a dashboard that tracks the COO status of permitted facilities, and sends monthly notices to facilities whose renewals are overdue.

We urge CDPH to continue working towards developing inspection frequency goals for all permitted facilities based on the inspection priorities it has

developed, issuing refunds to permit holders who overpaid for their annual COO, and updating its Inspection Manual to reflect the many policy changes the Department has made.

2. Audit of the Department of Public Health COVID-19 Contact Tracing Program: Data Privacy and Cybersecurity (#20-1263)

PUBLICATION
DATE:

April 29, 2021

SUMMARY:

OIG evaluated CDPH's COVID-19 contact tracing program to determine if the Chicago Department of Public Health (CDPH) mitigated privacy and security risks associated with the collection, storage, and transmittal of COVID-19 contact tracing data in accordance with the City's Information Security and Technology Policies (ISTP) and the Centers for Disease Control and Prevention guidance.

OIG found that CDPH's COVID-19 contact tracing program mitigates data privacy and cybersecurity risks. CDPH's case management tool, CARES, met the security requirements of the City's ISTP. Training for contact tracers aligns with the City's ISTP, and CDPH maintains a record of all contact tracers' completion of training. The case management tool's access controls met the security requirements of the ISTP, but CDPH did not promptly remove access for all terminated users. The case management tool prompts contact tracers to inform individuals that all information will be confidential and secure, and requires individuals' consent to be recorded, but does not prompt notification of how long the City will store the information. CDPH has policies to mitigate risks when exchanging confidential information through electronic communications. CDPH also has policies that designate persons responsible for reviewing data requests but does not provide explicit criteria for determining whether to release data.

The Department agreed with OIG's recommendations to adjust its process for promptly removing access to CARES for terminated users, update the call script to inform patients and contacts how long the City will retain their data, and update their data release policy to include explicit criteria for staff to reference to when determining whether to grant data requests.

C. FINANCE AND ADMINISTRATION

1. Department of Human Resources Employee Performance Evaluation Audit Follow-Up (#21-0724)

PUBLICATION
DATE: July 13, 2021

SUMMARY: OIG followed up on its October 2020 audit of the Department of Human Resources' (DHR) management of the City's employee performance evaluation process. Based on the Department's responses, OIG concluded that the Department partially implemented two, and did not implement four of the six corrective actions related to the audit findings.

The purpose of the 2020 audit was to determine whether DHR ensured that City departments evaluated their employees as required by its Personnel Rules, and, if so, whether the evaluation process aligned with national best practices. Our audit found that DHR did not ensure that departments evaluated all employees or clearly define evaluation roles and responsibilities. As a result, 13 departments—comprising more than 6,000 City employees—reported they did not conduct annual performance evaluations of all of their employees, and another 7 City departments—comprising more than 10,000 employees—reported they did not conduct any performance evaluations whatsoever.

Based on the results of the audit, OIG recommended that DHR develop a Citywide performance evaluation system with standardized procedures, conduct a staffing assessment to determine the number of staff needed to administer this system, consider implementing an automated evaluation process, revise Personnel Rule XIV to clearly define performance evaluation expectations and responsibilities, and report on departmental compliance to the Mayor's Office.

Our follow-up found that the Department has identified ways to use existing City data systems to monitor departments' completion of annual evaluations, but has not yet created or implemented a Citywide evaluation policy. The Department attributed this to technical issues and operational changes in response to COVID-19, and stated it intends to issue a policy by the end of 2021. We urge the Department to fully implement the audit's recommendations.

2. Follow-Up on Audit of Delays in Providing Notice of Sanitation Code Violations (#21-0229)

PUBLICATION
DATE: July 29, 2021

SUMMARY: OIG completed a follow-up to its 2019 audit of the Department of Law’s (DOL) delay in providing sanitation violation notifications. In the 2019 audit, OIG found that DOL notified property owners an average of 289 days—more than 9 months—after the alleged violation.

Based on the results of the audit, OIG recommended that DOL work with the Department of Streets and Sanitation to set a target for the maximum number of days from violation to notification and implement performance monitoring. OIG further recommended ways for DOL to address its backlog of violations, including hiring temporary staff or forgiving older violations. In its response to the audit, DOL stated that OIG’s recommendations were “unfeasible” and did not commit to implementing any of them.

In February 2021, OIG inquired about corrective actions taken by DOL in response to the audit. Based on the Department’s follow-up response, OIG concludes that DOL has not implemented any corrective actions. Specifically, DOL has not developed a target or goal for the time to notification and has not implemented performance monitoring. Similar to its response to the audit, DOL again stated that OIG’s recommendations are not feasible.

D. INFRASTRUCTURE

1. Department of Water Management Overtime Monitoring Audit Follow-Up (#20-1268)

PUBLICATION
DATE: February 25, 2021

SUMMARY: In October 2020, OIG inquired about the status of corrective actions taken by the Department of Water Management (DWM) in response to its March 2020 audit of overtime monitoring, and followed up again as the Department took further corrective action in December 2020 and January 2021. OIG concluded that DWM had made progress on the audit's recommendations, fully implementing 7 of 13 corrective actions related to the audit findings, substantially implementing 3, and partially implementing 3.

The purpose of the 2020 audit was to determine if DWM effectively monitored overtime to prevent waste and abuse. Our audit found that DWM had policies and tools to manage overtime but did not use the resources consistently. Also,

DWM management could not ensure overtime was offered in accordance with collective bargaining agreements and established practices because it was unaware of the full range of overtime processes in use across the Department, did not provide robust oversight, and did not consistently retain overtime records. Our follow-up found that DWM had updated and begun distributing its overtime policy; begun operationalizing a new overtime reporting tool; standardized some overtime call-out processes; and made improvements to its transfer request form design, processing, and retention.

We urged the Department to distribute its revised overtime policy to all employees; fully catalog its various overtime call-out processes from beginning to end, in order to streamline or consolidate such processes; complete its update of document retention policies; and provide additional guidance to employees on the transfer request process as needed.

2. Department of Streets and Sanitation Weed-Cutting Program Audit Follow-Up (#21-0446)

PUBLICATION
DATE:

July 29, 2021

SUMMARY:

In March 2021, OIG inquired about the status of corrective actions taken in response to its July 2020 Audit of the Department of Streets and Sanitation's (DSS) weed-cutting program. Based on the auditee's responses, OIG concludes that DSS has fully implemented one corrective action, partially implemented one and has not implemented five.

The purpose of the July 2020 audit was to determine whether DSS met its goals of mowing all City-owned vacant land at least 4 times during the growing season, and addressed all overgrown weed complaints within 42 days. Our audit found that DSS did not have a complete or accurate list of City-owned vacant lots, therefore the Department could not ensure that City-owned vacant lots were cut at least four times per year. Ward superintendents often entered citations into the Mobile Electronic Ticketing System (METS) for City-owned properties, leaving it up to the Department of Law (DOL) to review and reject these erroneous charges. In addition, DSS staff resolved complaints in a variety of ways, but the flaws in the Department's data system made it difficult to determine the specifics of any particular closed-out complaint work order. Therefore, the Department could not determine if it addressed weed complaints in a timely manner.

Based on the results of the audit, OIG recommended that DSS work with the Department of Planning and Development (DPD) and DOL to compile an accurate list of City-owned vacant lots, adjust ward superintendents

responsibilities to be responsible only for identifying sanitation nuisances and responding to complaints, develop and communicate performance-based weed cutting goals, and improve data entry practices to capture the information necessary to assess its weed-cutting performance. In its response, DSS described corrective actions it would take.

Based on the Department's follow-up response, OIG concludes that DSS has made some progress on the audit's recommendations. Specifically, DSS has,

- developed and communicated performance-based goals for the weed-cutting process, complaint response, and management of City-owned land;
- begun to actively work with DPD to compile a more accurate inventory of City-owned property.

To fully satisfy the audit's recommendations, DSS should implement changes for ward superintendents' responsibilities, begin using a route planning tool to optimize routes, address data quality issues in Salesforce, and better link data between the different systems utilized to track weed-cutting.

3. Chicago Department of Transportation Commercial Driveway Billing Audit Second Follow-Up (#21-0399)

PUBLICATION
DATE: August 5, 2021

SUMMARY: OIG has completed a second follow-up to its July 2019 audit of the Chicago Department of Transportation's (CDOT) billing process for commercial driveway permit annual fees. The purpose of the 2019 audit was to determine whether CDOT accurately and completely billed commercial property owners for driveways that use the public way. Our audit found that the Department either did not bill, or inaccurately billed, an estimated 6,713 permitholders, had no confidence that all relevant driveways were recorded in its driveway permit system, and did not actively pursue payment for driveway permit fees that were past due.

OIG recommended several steps that CDOT should take to correct data problems hampering its billing operations and to prevent such problems in the future. Furthermore, we recommended that CDOT collaborate with other departments to include driveway permit fees in the City's standardized debt collection process.

In February 2020, OIG inquired about the status of corrective actions taken by CDOT to correct data problems and collect debt. Based on CDOT's follow-up response, OIG concluded that CDOT had partially implemented corrective

actions. In March 2021, OIG inquired about the status of corrective actions again. Based on CDOT's second follow-up response, OIG concludes that CDOT still has only partially implemented corrective actions. While the department has migrated data to IPS and created internal controls to prevent future inaccuracies and monitor at-risk permits, CDOT still has not corrected all inaccurate permit records, identified undocumented driveways, credited and reimbursed overbilled accounts, nor pursued driveway debt. Many of the remaining corrective actions are contingent on the correction of inaccurate permit records. Until then, the City will continue to experience revenue loss.

E. PUBLIC SAFETY

1. Audit of Policies and Practices Related to Discrimination and Sexual Harassment Within the Chicago Fire Department (#19-0547)

PUBLICATION
DATE: April 14, 2021

SUMMARY: OIG evaluated the Chicago Fire Department's (CFD) policies and practices related to discrimination and sexual harassment. The Department—which is 90% male and 66% White—has been a defendant in multiple discrimination and sexual harassment lawsuits.

OIG found that while CFD's policies comply with federal, state, and local laws, the policies themselves, as well as the complaint process and training used to enforce and promote them, are insufficient to meet the environmental challenges posed by a command and control emergency service operation like CFD. OIG also learned that CFD's process for scheduling interviews for members who made formal complaints about discrimination or harassment placed them at risk of retaliation and potentially discouraged them from reporting misconduct. We notified the Department about the potential flaws in its complaint interviewing process before release of the audit and suggested revising its approach. In response, CFD implemented changes to its complaint and investigation policy.

OIG recommended that CFD implement supplementary training for its staff that is specific to the fire service and that is provided by trainers with fire service experience. We also recommended that CFD appoint a diversity, equity, and inclusion officer to consult on issues of diversity, discrimination, and sexual harassment, and that CFD develop a strategy to include more safeguards to protect reporting members and victims from potential retaliation.

The Department agreed to implement OIG's recommendations, but stated it would not commit to a strategy to do so until a new commissioner is appointed.

VI. FOLLOW-UP REPORTS TO CONDUCT IN 2022

The following published reports will be evaluated for follow-up in 2022. APR first considers a report for follow-up six months after publication. Follow-up may be postponed until 12 or more months after report publication depending on the nature and scope of corrective actions required. Summaries of the original reports are in the previous and following sections of this Plan.

1. Audit of Policies and Practices Related to Discrimination and Sexual Harassment Within the Chicago Fire Department (published April 14, 2021)
2. Audit of City Council Committee and Employee Administration (publication date pending)
3. Audit of the Municipal Depository Designation Process (publication date pending)
4. Audit of the Public Building Commission's Administration of Building Commissioning (publication date pending)
5. Audit of the City's Compliance with the Tax Increment Financing Sunshine Ordinance and Surplus Executive Order (publication date pending)

VII. PROJECTS IN PROGRESS

The following 14 projects are underway as of August 26, 2021.

A. CITY DEVELOPMENT AND REGULATORY

1. Audit of the City's Compliance with the Tax Increment Financing (TIF) Sunshine Ordinance and Surplus Executive Order (#19-1047)

This audit evaluates the Department of Planning and Development's compliance with the TIF Sunshine Ordinance (MCC § 2-45-155) and Executive Order 2013-3 (Declaration of TIF surplus funds in TIF eligible areas).

2. Audit of the Department of Buildings (DOB) Permit Issuance and Inspections (#20-0831)

This audit evaluates whether DOB performs the required permit-related building inspections, included those necessary for Certificates of Occupancy.

3. Audit of DOB and Department of Law's Prosecution and Resolution of Off-Premise Sign Permit Violations (#20-1285)

This audit evaluates the departments' efforts to remediate off-premise sign permit violations by imposing penalties, ensuring valid permits are obtained, or removing unpermitted off-premise signs.

4. Audit of the Department of Planning and Development's (DPD) Neighborhood Opportunity Fund Administration (#21-0395)

This audit evaluates DPD's administration of the Neighborhood Opportunity Fund to ensure consistent application of program rules, outcome monitoring, and performance measurement.

B. COMMUNITY SERVICES

1. Audit of the Chicago Department of Public Health (CDPH) Construction and Demolition Debris Recycling (#20-1562)

This audit evaluates CDPH's enforcement of the ordinances requiring contractors to recycle certain amounts of debris from demolition and construction projects.

2. Audit of the Department of Family and Support Services' (DFSS) Strategic Contracting (#20-1629)

This audit evaluates whether DFSS' strategic contracting processes for selecting delegate agencies meet the requirements of the Commitment to Outcomes.

3. CDPH COVID-19 Contact Tracing Data Privacy and Security Audit Follow-Up (#21-1199)

This inquiry follows up on corrective actions taken in response to OIG's 2021 audit of CDPH's policies and procedures related to safeguarding the privacy and security of personal information gathered through COVID-19 contact tracing.

C. FINANCE AND ADMINISTRATION

1. Audit of City Council Committee and Employee Administration (#20-0285)

This audit evaluates whether City Council committees comply with municipal code requirements regarding committee budgets, expenditures, and personnel usage.

2. Audit of the Municipal Depository Designation Process (#20-1024)

This audit evaluates whether the Department of Finance enforces the municipal code provisions requiring banks that hold City money to report lending and deposit information, and whether the designation process serves the City's goal of partnering with institutions that not only have the capacity to fulfill its banking needs but also provide financial services to Chicago communities in an inclusive and equitable manner.

3. Environmental Programs Advisory (#21-0886)

This advisory compiles examples of problems with programs and services formerly provided by the Department of Environment—which was disbanded in 2011—suggests ways the City could better support these services.

4. City Data Quality Advisory (#21-1035)

This advisory compiles examples of incomplete, inaccurate, or otherwise unusable data in City files and databases and suggests ways the Mayor's Office may drive better data quality.

D. INFRASTRUCTURE

1. Audit of the Public Building Commission's (PBC) Administration of Building Commissioning (#20-0830)

This audit evaluates whether PBC provides clients with all required commissioning and equipment documentation within the timeframes specified in the Chicago Energy Conservation Code (MCC Title 14N).

E. PUBLIC SAFETY

1. Audit of Chicago Fire Department (CFD) Response Times (#20-0567)

This audit evaluates whether CFD has fire and emergency medical response time goals that are consistent with state and national standards, and whether CFD meets those goals.

2. Chicago Police Department and DFSS' Administration of the Juvenile Intervention and Support Center (JISC) Audit Follow-Up (#21-0580)

This inquiry follows up on corrective actions taken in response to OIG's 2020 audit of CPD and DFSS's administration of the JISC.

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 by its Investigations Section;
- performance audits of City programs and operations by its Audit and Program Review Section;
- inspections, evaluations and reviews of City police and police accountability programs, operations, and policies by its Public Safety Section; and
- compliance audit and monitoring of City hiring and human resources activities by its Compliance Section.

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 violations of laws and policies; to improve the efficiency, cost-effectiveness government operations and further to prevent, detect, identify, expose and eliminate waste, inefficiency, misconduct, fraud, corruption, and abuse of public authority and resources.

OIG's authority to produce reports of its findings and recommendations is established in the City of Chicago Municipal Code §§ 2-56-030(d), -035(c), -110, -230, and -240.

PUBLIC INQUIRIES

Communications: (773) 478-8417 | communications@igchicago.org

TO SUGGEST WAYS TO IMPROVE CITY GOVERNMENT

Visit: igchicago.org/contact-us/help-improve-city-government

TO REPORT FRAUD, WASTE, AND ABUSE IN CITY PROGRAMS

Call OIG's toll-free hotline: (866) 448-4754 / TTY: (773) 478-2066

Or visit: igchicago.org/contact-us/report-fraud-waste-abuse/

Alternate formats available upon request.

