CITY OF CHICAGO
Office of Inspector General

Audit and Program Review Section
2014 Annual Plan

Approved by the Inspector General December 24, 2013

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I.   MISSION

The City of Chicago Office of Inspector General (OIG) is an independent, non-partisan oversight agency whose mission is to promote economy, efficiency, effectiveness, and integrity in the administration of programs and operations of City government.

The OIG Audit and Program Review (APR) section supports the mission of the OIG by conducting independent, objective analysis and evaluation of City programs and operations, issuing public reports, and making recommendations to strengthen and improve the delivery of City services. All City department activities as well as contractors and vendors are subject to audit.

APR personnel primarily conduct performance audits as defined by the generally accepted Government Auditing Standards (GAS or "Yellow Book," December 2011 revision) established by the Comptroller General of the United States. Paragraph 2.10 states: "Performance audits are defined as audits that provide findings or conclusions based on an evaluation of sufficient, appropriate evidence against criteria." APR may also generate non-audit work such as OIG Advisories, descriptions of programs, or other non-evaluative reports that do not fit the GAS 2.10 definition of performance audit.

APR's role is separate from but complementary to OIG Investigations. While Investigations primarily examines allegations of individual misconduct or wrongdoing, APR focuses on the effectiveness and efficiency of programs and processes—not individuals.

II.   **PURPOSE OF ANNUAL PLAN**

The purpose of the APR Annual Plan is to express priorities for the Fiscal Year and outline a list of potential projects that fit those priorities.

A.   Subject to Change

The Annual Plan is a guiding document subject to change and does not prohibit the introduction of new priorities or topics throughout the year. Some topics on the Plan may not be initiated or completed in the Fiscal Year. This may occur if higher priority projects emerge during the year, or if circumstances arise that reduce the priority of a planned project. In addition, a project originally launched as an audit may instead be completed as an OIG Advisory or other non-audit report, or it may be terminated if the OIG determines that further work on the topic is not cost effective.

B.   Departmental Action

The OIG encourages City departments to proactively assess any programs included on the Plan and alert the OIG to any corrective action taken in advance of an OIG performance audit. Such action will not deter an OIG audit of the program, but the audit will assess and report on any proactive measures taken.

C.   Process

The Annual Plan is drafted by the Deputy Inspector General for APR in consultation with APR staff, senior OIG leadership, and the Inspector General, with final approval by the Inspector General. A draft Annual Plan is published for public comment each September. The draft Plan is reviewed, updated, and published no later than four weeks after the passage of the annual City Budget Appropriation by the City Council for the corresponding year.

III.   SELECTION OF TOPICS FOR INCLUSION IN ANNUAL PLAN

A.   Topic Sources

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

We encourage the public to submit suggestions anytime through the OIG website:

https://ChicagoInspectorGeneral.org/Get-Involved/Help-Improve-City-Government/

B.   Prioritization Criteria

The OIG selects projects for the Annual Plan based on a risk assessment of the programs or services involved in potential new project topics, the unique value added by the OIG, follow-up required on past APR reports, and available staff resources.

1.   Risk Assessment

A risk factor is an observable or measurable indicator of conditions or events that could adversely affect an organization. It can identify inherent risk (such as a large organizational structure) or organizational vulnerability (such as inadequate internal controls).

APR's assessment of potential topics is based on risk factors that reflect the nature of the City departments, vendors, and activities that may be evaluated. APR considers a number of risk factors, including:

- Resources used to deliver service
  - Size (in dollars budgeted) of department/program
  - Number of staff working in department/program
- Public interest
  - Critical to City's mission or core service provision
  - Affects public safety
- Number of residents, employees, and/or businesses affected/served
  - Quality/quantity of service provision
  - Customer satisfaction
- Compliance with laws, regulations, or policies
- Amount, type, and volume of financial transactions

- Quality of internal control systems, including:

    o Existence of robust operational policies and procedures

    o Existence and utilization of performance metrics

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

   2.   OIG Role and Value Added

The OIG considers whether it can add unique value stemming from its role as the City's independent oversight agency by prioritizing APR projects that,

- analyze performance of City operations and programs based on data and information not available to external entities;

- analyze City operations and programs where no recent independent analysis exists;

- analyze the breadth of City functions and services in the following areas:

    o City Development and Regulatory

    o Community Services

    o Finance and Administration

    o Infrastructure

    o Public Safety;

- develop knowledge of the operation of City programs and services; or

- analyze narrow or obscure aspects of City operations that receive little attention, in addition to broad scope topics.

   3.   Follow-Up on Past APR Reports

Each completed project is evaluated six months after its publication date to determine if, when, and how a follow-up should be conducted. APR considers factors such as the nature of the original findings and recommendations, changes in management or staff structure, and external circumstances affecting the department in determining what follow-up action to take. For example, APR may decide to postpone follow-up for an additional six months, conduct another full-blown audit with complete re-testing, or simply request and receive documentation of corrective actions from management.

Follow-up reports are an essential part of the oversight process because they are the means for determining whether or not a City department took action to correct problems identified in the original report. For that reason, they are the highest priority when planning the activities of APR personnel. However, because the determination of how to best follow-up on a previous report is

not finalized until at least six months after its completion, the amount of staff resources needed for follow-up is not predetermined.

4.   *Available Staff Resources*

The number, experience, and specific expertise of staff available all affect the selection of project topics and scope. The OIG will not conduct work for which it does not have the required competencies available among its personnel. APR will request assistance from other OIG staff when their specialized expertise (e.g., legal or data analysis) is needed and will adhere to all GAS requirements for the use of such internal specialists.

To be maximally useful, performance audits must be timely (see GAS A7.02(g)). All projects should be completed within six months of launch and must be completed within twelve months. Unexpected delays caused by an auditee are noted as findings or limitations in published audit reports. Proper planning requires that the Deputy Inspector General and/or Chief Performance Analysts assign adequate staff or reduce audit scope to ensure timely completion of all projects.

IV.   **2014 NEW PROJECTS**

As projects are completed and staff become available for new projects, 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 prior to launch, because circumstances affecting the decision of whether or when to launch a specific project are expected to change throughout the year.

We group the 24 potential project topics listed below into five broad categories, corresponding generally 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. Each topic listed includes,

POTENTIAL   *Potential questions the project will seek to answer. Objectives are refined after*
OBJECTIVES: *more information about the topic is obtained from the department.*

RATIONALE: *Significance of the topic.*

A.   City Development and Regulatory

      1.   *Special Service Area (SSA) Disbursements*

POTENTIAL   • Are disbursements supported by appropriate documentation and
OBJECTIVES: appropriately approved?
        • Are disbursements made in accordance with the approved SSA budget?

RATIONALE: Past OIG work found lax internal controls at SSA service provider agencies.

      2.   *Public Building Commission (PBC) Expenditures of Tax Increment Financing (TIF) Dollars*

POTENTIAL   • Has PBC returned all surplus TIF dollars to the City in a timely fashion?
OBJECTIVES: • Does PBC review all TIF expenditures for cost effectiveness?
        • Does PBC follow all applicable TIF laws and regulations?

RATIONALE: Past OIG work found PBC did not return surplus TIF funds to the City in a timely fashion, and PBC did not review expenditures for cost effectiveness.

      3.   *Taxi Inspection and Regulation*

POTENTIAL   • Are City taxi inspections conducted in accordance with ordinance and
OBJECTIVES: regulation?
        • Do all taxi medallion holders meet regulatory requirements when medallions are sold, transferred, or expire?

RATIONALE: Taxis affect many City residents and visitors, and effective regulation is an important City service. Audits in other cities have found fraud in taxi medallion transfers and sales.

     4.   Elevator Inspection

POTENTIAL
OBJECTIVES:
- Does the City ensure that elevator inspections are conducted as required by ordinance and regulation?
- Are inspection fees promptly collected?

RATIONALE: Elevator safety affects many City residents and visitors and effective regulation is an important City service.

     5.   Business Affairs and Consumer Protection Confiscated Property

POTENTIAL
OBJECTIVES:
- Does the City effectively inventory and dispose of items confiscated by City investigators during business inspections?

RATIONALE: OIG investigations have found that City employees stole contraband property confiscated from businesses. Additionally, other governmental oversight bodies have publicly reported this as an area of substandard controls and accountability. The integrity of the City's business inspection activities and internal controls over inventoried evidence is critical to effective regulatory performance and public trust.

B.   Community Services

     1.   Chicago Workforce Centers (WorkNet)

POTENTIAL
OBJECTIVES:
- Does WorkNet effectively serve its intended clients (both individuals and businesses)?
- Does WorkNet accurately measure appropriate program outputs and outcomes for the purpose of program improvement and make its findings publicly available?

RATIONALE: The OIG has received complaints about fraud and theft in the WorkNet program and concerns about return on investment.

     2.   Homeless Services: Chicago's Plan 2.0

POTENTIAL
OBJECTIVES:
- Are annual goals for the multi-year plan identified and measurable?
- Are outputs and outcomes of the program accurately measured, made publicly available, and used for program improvement?

RATIONALE: The 2.0 Plan involves many service providers, which, in the experience of the OIG, often results in substandard internal oversight.

C.   Finance and Administration

1.   *City Payroll-Related Operations*

POTENTIAL
OBJECTIVES:
- Are time and attendance records accurate, complete, and appropriately approved?
- Are leave payouts supported by complete and accurate documentation?
- Are extra payments (e.g., overtime) supported by complete and accurate documentation?
- Are City payroll-related operations conducted efficiently?

RATIONALE: OIG investigations have revealed many instances of payroll-related fraud and abuse by individuals and wide variation in internal controls across departments.

2.   *Ambulance Billing and Collections*

POTENTIAL
OBJECTIVES:
- Does the City accurately and timely bill for ambulance runs?
- Are the City's collection efforts cost effective and in-line with national standards for collection and bad debt write-off?

RATIONALE: The OIG receives complaints about inaccurate ambulance billing. Audits in other cities have found erroneous billing, inconsistent collection efforts, and lax monitoring.

3.   *Administrative Hearings Operations*

POTENTIAL
OBJECTIVES:
- Are performance measures effectively used to evaluate timeliness, balance workload, track case disposition, and otherwise measure performance?

RATIONALE: The efficacy of City regulations depends on the timely and equitable adjudication of citations and charges.

4.   *Local Records Act Compliance*

POTENTIAL
OBJECTIVES:
- Do City departments comply with the Illinois Local Records Act?

RATIONALE: Past OIG work has found evidence of inconsistent compliance with retention of official records as required by the Local Records Act, which would represent a significant liability for the City and undermine the values of accountability, transparency, and public trust which the Act exists to promote.

5.   *Information Technology General Controls over Financial Systems*

POTENTIAL
OBJECTIVES:
- Do departments follow City IT policies for user access to City financial information systems?

RATIONALE: General controls over information technology are critical for IT security, especially when users are dispersed across departments. Financial systems present the greatest risk to the City if IT controls are weak.

6. *Continuity Planning in City Departments*

POTENTIAL
OBJECTIVES:
- Do City departments have robust transition and training plans to ensure continuity of operations during leadership changes?

RATIONALE: Past OIG investigations have found substantial gaps in knowledge of, accountability for, and compliance with City policies and procedures following changes in department leadership.

D.   Infrastructure

1. *Street Paving and Patching*

POTENTIAL
OBJECTIVES:
- Does the City maintain streets in a way that minimizes pavement life-cycle costs, per industry standards and best practices?
- Is street maintenance effectively coordinated with utility companies to minimize redundant surface cuts and ensure high-quality patching?

RATIONALE: Street infrastructure is a critical and costly City service used by all City residents and visitors. In recent years the City has attempted to improve coordination with utility companies.

2. *Water Billing*

POTENTIAL
OBJECTIVES:
- Does the City maintain accurate records of all water service recipients, including exemptions?
- Does the City accurately bill metered and non-metered accounts?
- Does the City accurately measure the value of water/sewer service exemptions?

RATIONALE: Water and sewer services are collectively the biggest fee-based core service provided by the City to business and residents. The long-term effectiveness and sustainability of this core critical service and major revenue center depends on accurate billing based on robust recordkeeping for metered, non-metered, and exempt service recipients.

3. *Water Service Terminations*

POTENTIAL
OBJECTIVES:
- Does the City effectively monitor terminated water services to ensure that service is not illegally restored?
- Are all fees for illegal service restoration accurately assessed and collected?

RATIONALE: The OIG has received complaints about illegal water service restoration. If illegal service restorations were not detected and punished it would undermine public trust in water service billing.

4.   Enforcement of Garbage Collection Ordinance

POTENTIAL
OBJECTIVES:
- Does the City effectively ensure that only those buildings eligible for City garbage collection per City ordinance receive it?

RATIONALE: The OIG has received complaints about City garbage collection being illegally provided to buildings that are not eligible for the service. The OIG has found gaps in the City's controls, meant to ensure that service is provided only to eligible buildings and that the City is not providing free service to ineligible buildings whose owners are responsible for securing private collection services.

5.   Grid-Based Garbage Collection Efficiency and Savings

POTENTIAL
OBJECTIVES:
- What savings and efficiencies has the City realized as a result of the conversion of garbage collection from a ward-based to a grid-based system?
- Does the City sufficiently and reliably measure garbage collection performance in order to maximize efficiency?
- Is the supervisory structure of the grid-based system cost-effective and efficient?

RATIONALE: Garbage collection is a core City service that has undergone a substantial change in its operational model for the purpose of improving effectiveness, efficiency, and savings to the taxpayers. The OIG was precluded from auditing the efficiency of the new grid-based collection system in 2013 and, in response to broad and varied interest, will attempt to do so in 2014.

6.   Aldermanic Menu Program

POTENTIAL
OBJECTIVES:
- Does the City effectively coordinate Menu Program projects with the City's overall capital improvement plan to minimize lifecycle project costs?
- Is the City's management of the Menu Program transparent?

RATIONALE: The OIG has received complaints about a lack of transparency in the Menu Program. The Program presents a difficult coordination challenge because it involves input from many stakeholders and execution by multiple departments providing basic infrastructure services.

E.   Public Safety

1.   Office of Emergency Management and Communications Security Cameras

POTENTIAL
OBJECTIVES:
- Does the City effectively maintain and monitor the network of surveillance cameras managed by the Office of Emergency Management and Communications?
- Does the City make effective use of footage from security cameras?

RATIONALE: Past OIG work found gaps in the City's tracking and maintenance of its internal security cameras. The network of cameras can provide critical information for public safety and investigatory purposes.

2.   *911 Call Processing Times*

POTENTIAL
OBJECTIVES:
- Does the City have 911 call processing time goals? If so, are they equal to or better than the National Fire Protection Association standards (NFPA 1221)?
- Is the City meeting its goals for call handling and dispatch times?

RATIONALE: The administration of the 911 call system is a critical City service. Prevailing industry standards measure performance of this core municipal service on the basis of call handling and dispatch response times.

3.   *Emergency Preparedness Inventory*

POTENTIAL
OBJECTIVES:
- Does the City have an accurate inventory of all its emergency preparedness supplies (e.g., generators, drugs, water, respirators, radios, etc.)?
- Are Emergency Preparedness assets properly maintained (e.g., functional, serviced, inspected, and tracked on an appropriate replacement procurement schedule)?
- Are appropriate staff trained on the location and use of the items?
- If the inventory requires compatibility with another item (e.g., a spare or disposable part), is the inventory kept compatible, or can it be easily made compatible?

RATIONALE: Adequate preparation in the case of an emergency is a critical service for residents and visitors. Proper maintenance of the inventory needed in the case of an emergency is important.

4.   *Emergency Communications Interoperability*

POTENTIAL
OBJECTIVES:
- Does the City's emergency communications equipment work effectively across City departments, with external agencies (e.g., state, federal), and in all parts of Chicago?

RATIONALE: Past OIG work has found gaps in interoperability of emergency communications equipment and poor City reporting to the Federal Communications Commission.

5.   *Tracking of Officers Involved in Shootings*

POTENTIAL
OBJECTIVES:
- Does the City actively and accurately track which public safety officers have fired their weapons?
- Is this tracking part of a risk management plan to minimize wrongful action by officers and risk of lawsuits?

RATIONALE: Officer-involved shootings present a significant risk to the public and to the City in the form of lawsuits. Following a fatal shooting of a suspect by a police officer in 2011, the Police Department stated that it was making policy changes to better track officers involved in shootings.

V.   REPORTS PUBLISHED IN 2013

The following 16 reports were published in 2013 *(as of December 24, 2013).* All reports are available at ChicagoInspectorGeneral.org.

A.   City Development and Regulatory

    1.   *Commission on Animal Care and Control Shelter Operations Audit*

PUBLICATION
DATE: May 2, 2013

SUMMARY: The OIG audited the Commission on Animal Care and Control shelter operations and concluded that animals were housed for the minimum time frames required by ordinance. However, the Department was understaffed by 29.5% according to National Animal Control Association guidelines for minimum daily time spent cleaning and feeding animals; veterinary examinations were not performed within 24 hours of arrival for 38% of animals involved in neglect and abuse cases as required by policy; and animals that had been adopted more than a month prior to the audit were incorrectly shown in the Chameleon data system as still housed at the facility.

                In response, the Department stated that it would work to fill vacant positions, ensure veterinary examinations are timely completed, and appropriately update the data system.

B.   Community Services

    1.   *OIG Advisory Concerning the Potential Use of a Fiscal Intermediary by the Chicago Department of Public Health*

PUBLICATION
DATE: March 13, 2013

SUMMARY: In response to a request from the Commissioner of the Chicago Department of Public Health, the OIG attempted to evaluate whether use of a fiscal intermediary to help administer grants would conform to the City's rules and regulations. The OIG also sought to determine if using a fiscal intermediary would improve efficiency and effectiveness. The OIG found that a full evaluation could not be completed until the Department measured the strengths and weaknesses in its current operations.

                The Department responded that it would strive to collect and analyze the information needed to evaluate current operations.

2.   *Follow-Up Report on 2012 OIG Audit of Department of Family and Support Services Grant Monitoring*

PUBLICATION
DATE: April 25, 2013

SUMMARY: The OIG followed up on its April 2012 audit of the Department of Family and Support Services's Grant Monitoring function to determine if corrective actions had been taken. The follow-up report concluded that the Department had taken actions that could reasonably be expected to correct the problems identified in the original audit.

C.   Finance and Administration

1.   *OIG Advisory Regarding City Employee Indebtedness*

PUBLICATION
DATE: February 25, 2013

SUMMARY: The OIG found widely divergent practices among City departments and sister agencies in their attempts to enforce compliance with personnel rules regarding overdue debts that City employees owe to the City. The Advisory provided information about these practices to the Mayor's Office with suggestions from City departments on how the debt collection program could be improved.

The Mayor's Office responded with appreciation for the review and stated that it would attempt to conduct additional trainings on the matter.

D.   Infrastructure

1.   *Department of Water Management Material Truck Haul Program Audit*

PUBLICATION
DATE: February 15, 2013

SUMMARY: The OIG audited the administration of the Material Truck Haul Program and found that vendor invoicing was accurate and that the coordinator appropriately assigned service requests to the lowest-priced vendors. However, the Department had underpaid vendors by more than $600,000, had paid late for nearly $10 million in goods and services, and had lax controls over delivery confirmation signatures.

In response, the Department stated that it would improve payment procedures to ensure vendors were timely and accurately paid and that it would revise the authorized signature list.

2.   *Red-Light Camera Installation Audit*

PUBLICATION
DATE: May 14, 2013

SUMMARY: The OIG sought to determine if the City's red-light camera installation decisions were based on the City's stated criterion of reducing angle crashes to increase safety. We designed the audit to answer nine questions posed by six members of the City Council seeking to hold a hearing on the program. We found that the Chicago Department of Transportation was unable to substantiate its claims that the City chose to install red-light cameras at intersections with the highest angle crash rates. We also found a basic lack of recordkeeping and analysis by the Department.

The Department responded that it would review the installation criteria for modifications going forward and would work with a new vendor to review location decision documentation.

3.   *Department of Streets and Sanitation Grid-Based Garbage Collection Audit*

PUBLICATION
DATE: July 8, 2013

SUMMARY: The OIG attempted to audit the efficiency of the new grid-based garbage collection system, the Department's intended method of maximizing operational efficiency going forward, and the adequacy of the supervisory structure. The Commissioner walked out of an audit meeting and did not respond to a request to continue the discussion; therefore the OIG was precluded from completing the audit.

4.   *Department of Water Management Inventory Process Follow-Up Audit*

PUBLICATION
DATE: November 5, 2013

SUMMARY: The OIG audited the inventory processes at the Department of Water Management's Bureau of Operations and Distribution storage facilities. The report followed up on a 2012 OIG audit that found 43% of physical inventory amounts did not match the inventory amounts recorded in the Department's asset management system. The report found that physical inventory amounts failed to match electronic records in 40% of the parts sampled (only a 3% improvement from the OIG's 2012 audit) and the Department had not corrected a recordkeeping problem related to hydrant repair. The Department had improved security since 2012 and had corrected a database error that had caused an inventory balance understatement.

In response, the Department stated that it would take steps to improve internal controls over inventory operations and correct the problems identified by the OIG.

     5.   *Follow-Up Report on 2013 OIG Audit of the Department of Water Management Material Truck Haul Program*

PUBLICATION
DATE: December 19, 2013

SUMMARY: The OIG followed up on its February 2013 audit of the administration of the Material Truck Haul Program to determine if corrective actions related to vendor payments and authorized signatures had been taken. The follow-up report concluded that the Department had fully implemented the corrective actions.

E.   Public Safety

     1.   *Review of Opportunities for Civilianization in the Chicago Police Department*

PUBLICATION
DATE: January 23, 2013

SUMMARY: The OIG analyzed 370 full-duty sworn positions, and concluded that 292 full-time equivalent positions (79%) could be filled by civilians because they require neither the police powers granted to a sworn officer by State statute, nor the skills, knowledge, or experience specific to sworn officers. The OIG estimated the potential savings at $6.4 million to $16.6 million annually.

                  The Police Department responded that it supported civilianization of some positions and was conducting its own analysis of positions.

     2.   *Description of the Sources and Uses of City of Chicago Funding for the 2012 Chicago NATO Summit*

PUBLICATION
DATE: February 1, 2013

SUMMARY: The report summarized the origin and final uses of $27.4 million the City spent on the 2012 NATO Summit. It found that the City used funds from eight government sources, including seven federal grants and $7 million provided by the NATO Host Committee. The majority of expenditures were overtime for City employees doing work related to the Summit ($19 million). The report did not make any recommendations.

     3.   *Follow-Up Report on 2012 OIG Audit of the Chicago Police Department Tuition Reimbursement Program*

PUBLICATION
DATE: July 24, 2013

SUMMARY: The OIG followed up on its December 2012 audit of processes related to the Chicago Police Department Tuition Reimbursement Program to determine if corrective actions had been taken. The follow-up report concluded that the Department had not yet fully implemented the corrective actions.

4.   *Follow-Up Report on 2012 OIG Audit of the Chicago Police Department Evidence and Recovered Property Section*

PUBLICATION
DATE: October 10, 2013

SUMMARY: The OIG followed up on its September 2012 audit of internal controls over inventory in the Chicago Police Department Evidence and Recovered Property Section to determine if corrective actions had been taken. The follow-up report concluded that the Department had not yet fully implemented the corrective actions.

5.   *Chicago Fire Department Fire and Medical Incident Response Times Audit*

PUBLICATION
DATE: October 18, 2013

SUMMARY: The OIG audited the Fire Department's response times to fire and medical incidents for calendar year 2012. The audit determined that the Department was not meeting the response times for National Fire Protection Association (NFPA) Standard 1710 that it had historically claimed to meet or exceed. It also found that CFD's internal reports lacked the elements necessary to assess whether the Department was in fact meeting or exceeding the standards it claimed to be meeting.

In response, the Department agreed that it was not strictly meeting NFPA standards. It argues that NFPA standards are useful as guidelines rather than stringent rules for fire departments. It committed to clarifying its public accounts of standards and achievements in the future.

6.   *Chicago Police Department Gun Turn-In Program Audit*

PUBLICATION
DATE: November 13, 2013

SUMMARY: The OIG audited the Police Department's 2012 Gun Turn-In Event. The audit concluded that the Department appropriately accounted for the gift cards distributed to event participants; misclassified up to 6.52% of the replicas as firearms, which could have resulted in up to $4,680 in overpayments; and maintains a "no questions asked" policy that precludes the Department, or anyone else, from determining how effective the program is in achieving its publicly stated objective of removing guns from the streets of Chicago.

In response, the Department stated that it would improve its written policies and training related to the program. It also stated that any gun turned in through the program is beneficial, regardless of the gun's origin and, presumably, the residence of its owner.

> 7.   *Follow-Up Report on 2013 OIG Review of Opportunities for Civilianization in the Chicago Police Department*

PUBLICATION
DATE: December 5, 2013

SUMMARY: The OIG followed up on its January 2013 review of opportunities for civilianization of positions in the Chicago Police Department to determine if the Department had made progress toward civilianization review and implementation. The CPD reported that it had moved 126 sworn officers from administrative and dispatch positions to field duties, but had not undertaken a comprehensive written analysis identifying positions for civilianization. The follow-up report concluded that the Department's civilianization efforts remain a work in progress.

VI.   FOLLOW-UP REPORTS TO CONDUCT IN 2014

The following reports will be evaluated for follow-up in 2014. Reports are first considered for follow-up six months after publication. Follow-up may be postponed until 12 months after report publication depending on the nature and scope of corrective actions required. Summaries of the original reports are in the previous section of this Plan.

1. Commission on Animal Care and Control Shelter Operations Audit (published May 2, 2013)

2. Chicago Fire Department Fire and Medical Incident Response Times Audit (published October 18, 2013)

3. Chicago Police Department Gun Turn-In Program Audit (published November 13, 2013)