



CHICAGO DEPARTMENT OF AVIATION
CITY OF CHICAGO

February 17, 2012

Mr. Joseph Ferguson
Inspector General
Office of the Inspector General
740 North Sedgwick, Suite 200
Chicago Illinois 60654

Subject: *I.G. Case No. 10-0873*

Dear Inspector General:

Please accept this as the Chicago Department of Aviation's ("CDA") response to the report of the investigation issued by the Inspector General's Office ("IGO") on February 2, 2012 with respect to the above-referenced matter. We appreciate the IGO Report acknowledging that "CDA responded to the IGO's pending investigation and began to take several steps to correct the situation." IGO Report, p. 12. As you know from CDA's cooperation during the investigation period, we take this issue very seriously and seek to eliminate any unnecessary expenses or technologies.

CDA's response will address the four recommendations made in the IGO's report: (1) CDA take all necessary steps to comply with the City's existing mobile communications and GPS policies to ensure full and effective use of GPS technology; (2) CDA review best practices for use of GPS technology and to establish comprehensive, written policies and procedures specific to CDA's use of GPS and other technology initiatives; (3) Establish policies that require regular audits of all technology use, costs, and any available alternatives that may provide more cost-effective options; and (4) Review current operating procedure to ensure that appropriate CDA employees are held accountable for full and effective use of any assigned technology as well as the implementation of all applicable policies.

- 1. Take all necessary steps to comply with the City's existing mobile communications and GPS policies to ensure full and effective use of GPS technology.*

As an initial matter, the report acknowledges that the issues stemming from this investigation "spanned the terms of three CDA Commissioners" as the investigation dates back to 2007. IGO Report p. 1. However, as discussed below, corrective actions have been taken under current leadership. The report notes that the investigation was initiated

after a "review of GPS records show[ed] the CDA's minimal use of its GPS technology." IGO Report p. 1.

CDA does not dispute that the GPS technology paid for since 2007 was not utilized to its full potential. It is for this reason that last year, prior to the issuance of this report, CDA deactivated the GPS service on 122 cell phones and 13 vehicles. Clearly the maximum level of productivity out of these devices was not achieved, and it is for these reasons that CDA deactivated the services.

Further, CDA will continue to comply with the City of Chicago's Mobile Communications Policy by continuing to review the inventory of mobile communications devices and services to confirm accuracy, continued justification and value to the City.

II. Review best practices for use of GPS technology and to establish comprehensive, written policies and procedures specific to CDA's use of GPS and other technology initiatives.

CDA continuously seeks out the best use of GPS technology to be utilized at both O'Hare and Midway International Airports. From an operational standpoint, having appropriate GPS technology and reviewing best practices for the use of such technology will assist with safety on the airfield. To be certain, when tracking a vehicle (operational vehicle, snow plows, etc) on the airfield, the position update rate is all important. Currently, the commercial GPS based vehicle tracking typically would be accurate to 3 meters (approximately 10 feet), with updates around 15 – 30 seconds. However, determining the location of a vehicle needs to be more accurate and the position must be more current (within a few seconds). Accurate position reporting and rapid updates provide situational awareness and prevent runway incursions (the improper presence of a vehicle or person on a runway).

For this reason, CDA has been working with the Federal Aviation Administration ("FAA") to identify those best practices on the use of GPS. The Next Generation technology "NextGen" of FAA services will provide situational awareness and other products to equip aircraft and vehicles. This will be done through Automatic Dependent Surveillance – broadcast, ADS-B, and would allow CDA to see their equipped vehicles through transponders with data being gathered through ASDE-X and Multilateration. This technology will significantly increase the effectiveness and utility of GPS on the airfield by providing accurate position reporting.

Notwithstanding, CDA will continue to evaluate all best practices in the use of GPS on the airfields.

III. Establish policies that require regular audits of all technology use, costs, and any available alternatives that may provide more cost-effective options.

CDA will ensure that the users of GPS technology (and other technology) provide more written input to their supervisors on the effectiveness of the technology. This in turn

will be used to analyze whether the use of the technology is necessary or if there are other technologies that CDA needs to explore to achieve better results on the intended purpose of the technology compared to our operational needs. Further, as is required in the current City Mobile Communications Policy, CDA will continue to review the inventory of mobile communications devices and services to confirm their accuracy, continued justification and value to the City. In addition, like the 122 phones and 13 vehicle GPS systems deactivated prior to the issuance of this report, CDA will terminate or suspend any unneeded services.

IV. Review current operating procedure to ensure that appropriate CDA employees are held accountable for full and effective use of any assigned technology as well as the implementation of all applicable policies

As explained above, CDA will seek input from the users of various technologies to ensure that the services are necessary and justified. In addition, CDA does make its employees sign a receipt for City owned equipment as well as a cell phone usage contract (both attached).

Again, we appreciate the opportunity to respond to the IGO's report and will continue to explore best practices on the use of GPS and other technologies as well as ensure accountability for the use of such technology.

Sincerely,


Rosemarie S. Andolino
Commissioner

RSA/JDL
Attachments

Chicago Department of Aviation
Receipt for City Owned Equipment

As an employee for the Department of Aviation, I understand that I am required to use certain types of equipment to perform my job duties. For this reason, I am acknowledging receipt of the equipment listed below, which I will use to perform these duties.

The specific equipment assigned to me is as follows:

NEXTEL RADIO

Model: i365

Phone #:

DC #:

SIM ID:

MSN:

IMEI:

BOX:

EMPLOYEE INFORMATION

Badge #:

First Name:

Last (4) Social Security Number:

Signature: _____

Date:

COMMENTS:



Department of Innovation and Technology Cell Phone Usage Contract

CITY OF CHICAGO CELLULAR AND DATA SERVICE USAGE CONTRACT

Name: _____

Title: _____

Department: _____

Bureau: _____

I have read and agree to abide by the City of Chicago Mobile Communications Policy.

I understand that the purpose of having a cellular or hand-held data-transmitting device is to improve productivity and/or enhance public safety. By receiving this device, I agree to keep all calls to the minimum length possible, to activate the electronic lock in order to prevent unauthorized calls (if applicable), and to ensure the physical security of the device. I understand that there is no expectation of privacy to any communication, email, phone, text or SMS/MMS arising out of the use of the mobile device or any other City-issued devices.

If the device is lost, stolen or damaged, I will report it immediately (24/7/365) to the Service Center Help Desk (877 248 9443 or 312 744 3282 or 4-DATA). **Employees must limit personal use of their City Mobile Communication devices to emergency, incidental, and or reasonably necessary calls.**

This cellular and data device contract is valid for my current position title in my current department only. If I accept a new position title with this department or another department, or outside the City, I will return the mobile communication device to my department's Cell Phone Coordinator or sign a new usage contract. Any violation of the above requirements is grounds for discipline.

EMPLOYEE SIGNATURE

DATE

DEPARTMENT HEAD

The employee has a valid need for cellular or hand-held data-transmitting device in order to execute required functional duties.

DEPARTMENT HEAD SIGNATURE

DATE