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

In January 2013, the City of Chicago Office of Inspector General (OIG) published a *Review of Opportunities for Civilianization in the Chicago Police Department*.¹ This follow-up provides an update on CPD's reported actions related to civilianization. Based on CPD's follow-up response, the OIG concludes that the Department's civilianization effort remains a work in progress.

The OIG's original report analyzed 370 full-duty sworn positions across 30 CPD units that perform primarily non law-enforcement functions. We found that 292 full-time equivalent positions (79%) could be filled by civilians because they required 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 that the City could save 16% to 41% per position through civilianization, for a total annual savings of \$6.4 million to \$16.6 million depending on the salary paid to the replacement civilians.

The OIG made two recommendations in its January 2013 report:

- 1) CPD should civilianize the 292 full-time equivalent positions identified; and
- 2) CPD should conduct a similar analysis for each CPD unit.

In response to these recommendations, CPD stated that:

- 1) "[CPD] supports civilianization of certain positions and is committed to reviewing whether the positions identified by the IG should be civilianized;" and
- 2) "CPD will continue to conduct an ongoing analysis of what positions should be civilianized. The Bureau of Organizational Development has been tasked with developing a comprehensive analysis of sworn and civilian positions in all bureaus of the department, and to provide recommendation for future civilianization actions."

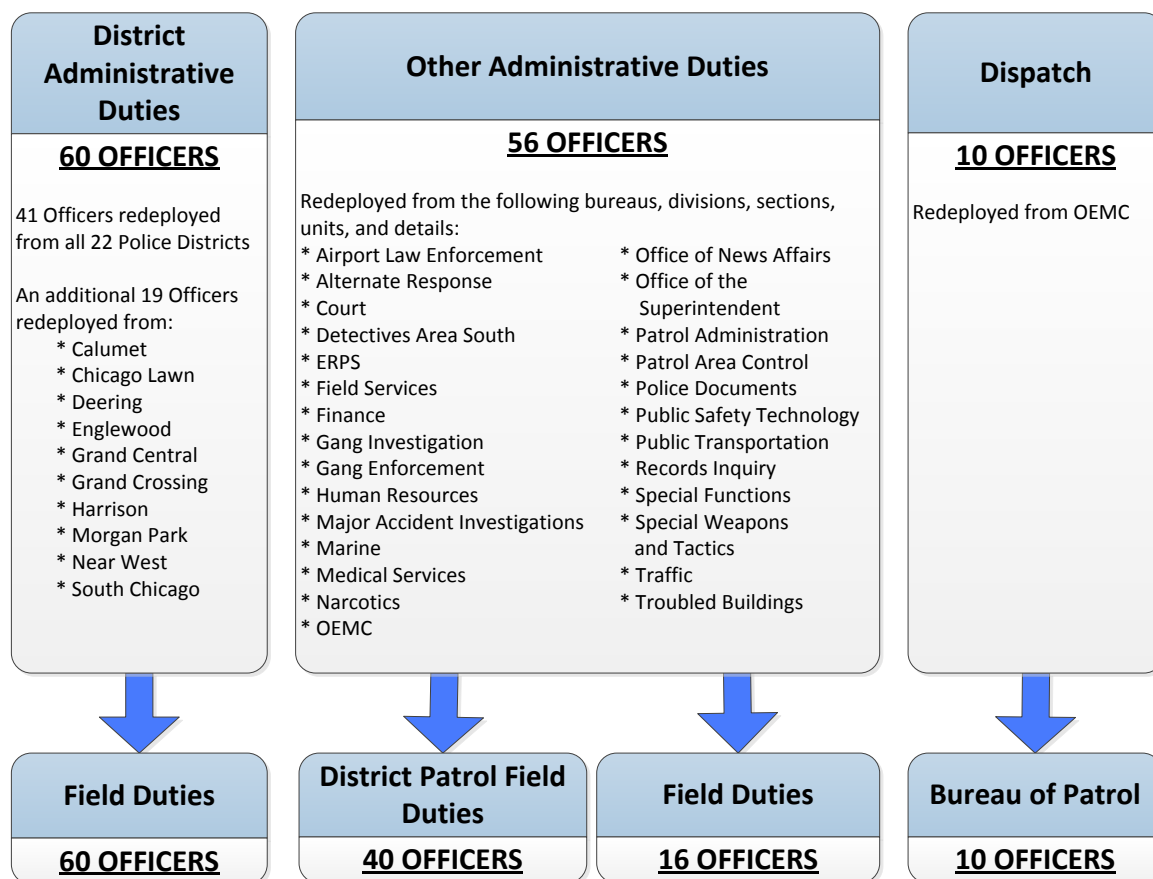
This fall, the OIG inquired with CPD on its progress towards civilianization review and implementation. In response, CPD provided the OIG with an overview of the civilianization of

¹ The January 2013 review is available on the OIG website: <http://chicagoinspectorgeneral.org/wp-content/uploads/2013/01/IGO-Opportunities-for-Civilianization-within-CPD-Final-1-23-13.pdf>.

certain positions since the issuance of the OIG’s January 2013 report. We did not conduct a full audit to test the accuracy of the civilianization actions reported by CPD and thus make no determination as to their completeness and effectiveness.

More specifically, CPD restated its general commitment to continuing its civilianization efforts. CPD noted a number of reasons why the civilianization process takes a considerable amount of time, including ensuring that all relevant regulations and collective bargaining agreement provisions are followed, training new hires, and working within the current year’s budget. CPD stated that it identifies opportunities for civilianization on an ongoing basis. It has not, however, undertaken a comprehensive written analysis identifying positions for civilianization across the Department.

CPD reported that it had moved 126 sworn officers from administrative and dispatch positions to field duties between January 2013 and October 11, 2013. On the basis of the information supplied by CPD and summarized in the following table, the OIG was unable to determine if these positions correspond to the 292 positions recommended in the OIG’s January report.



CPD also reported that it identified 65 positions to be filled by civilians. Fifty of those have been filled and 15 are in the hiring process. CPD noted that 13 of the 50 civilians hired were already employed by CPD in other roles, resulting in vacancies in 13 non-sworn positions which must be occupied by civilians when filled. Based on CPD’s information, the OIG was unable to

determine if any of these 65 total positions identified for civilianization correspond to the 126 positions from which CPD reportedly removed sworn officers. As mentioned above, the OIG was also unable to establish if any of the 65 positions correspond to those identified in the OIG's original report.

CPD further reported that it was reviewing statutory requirements related to law enforcement positions to identify further opportunities to civilianize positions. For example, it successfully advocated for an amendment to a state law governing service of subpoenas. The amended law now permits the service of summons by retired police officers as well as active duty officers.² CPD stated that once the Department of Law hires civilians to perform this function, CPD will return more sworn officers to field duties.

The OIG concludes that CPD's civilianization efforts remain a work in progress. The OIG believes that many, and possibly all, of CPD's civilianization actions may reasonably be expected to achieve personnel cost savings over the long term and to more economically utilize the law enforcement skills and training of sworn officers. CPD is to be credited for its continuing efforts. However, the OIG still believes that CPD would be well served by conducting a department-wide review and written analysis to identify positions in all sections that can be performed by civilian personnel when and as institutional circumstances allow. Finally, CPD should also ensure that it does not fill any new positions with sworn officers unless law enforcement powers or skills are required for the position.

We thank CPD for its cooperation during the original review and responsiveness to our follow-up inquiries.

Respectfully,



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² Public Act 098-0503 amended 65 ILCS 5/1-2-11 and was effective August 16, 2013.