



CHICAGO POLICE DEPARTMENT

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Terry G. Hillard, *Superintendent of Police*



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Effectively Managing the Challenges of Post 9/11 Security in a Financially Challenging Environment

The year 2002 will be remembered for generations as a year that challenged the very fabric of this country — both nationally and locally. It is a year where many of our citizens have realized the importance of our security and well-being, particularly those of us in big cities.

This is especially true in Chicago since we are one of the largest commercial centers in the country, a major transportation hub, and the host of many large-scale public events. It is no secret that all of these challenges are occurring during a time of significant fiscal challenges at the federal, state and local levels. It is incumbent upon all of us to address the challenge by doing more with less.

What does this mean to us as members of the Chicago Police Department? Our first role is to ensure public safety. I intend to see to it that we have all the necessary tools we need to do this job. But like any corporate leader with a billion dollar budget, I also know it is our obligation to our customers, Chicago residents, to perform our duty in the most efficient manner possible.

Many of you have heard that I have asked my Command staff to curtail the use of overtime, whenever possible. I know that many members think this means that no overtime will be allowed. This is not the case.

Let me clarify my position. All supervisors are accountable for the effective and efficient operation of the Department — twenty-four/seven. Incidents that demand the attention of police officers and investigators, however, often do not conveniently fit into schedules. Therefore, overtime in certain circumstances is not just inevitable, it's smart policing.

I have always said that overtime must be justified and it must be used wisely. My position has not changed. However, given the significant challenges we are facing, we now must manage overtime more closely than ever before.

Our challenge is a complex one. We must ensure the safety and security of all Chicagoans in a post 9/11 environment while continuing to fight more traditional crime in our neighborhoods — all against the backdrop of fiscal challenges.

As I have discussed with my command staff, overtime will be used if it is necessary to ensure public safety, or officer safety and protection; or if it contributes to the successful resolution of an on-going case.

Below, I have outlined some examples of where overtime may be considered. This is not an exhaustive list, but should provide you with some direction on what types of overtime may be allowed. Each deputy superintendent has devised his or her own examples of situations where overtime may be considered.

Public Safety

- P Homeland security initiatives
- P Security/traffic control for public events
- P HBT, HazMat or other major incidents

Officer Safety and Protection

- P Civil disturbance deployment
- P Allegation of police misconduct
- P Officer battery/resisting arrest investigations

Successful Resolution of an Investigation

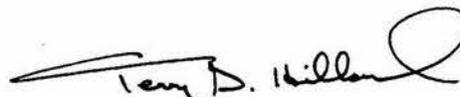
- P Arrestee processing
- P Obtaining charges on an arrestee
- P Collection and inventory of evidence

I also recognize the important role our community partners have played in our 10-year decrease in index crime in Chicago, therefore, beat officer attendance at CAPS meetings will remain a priority.

Finally, since much of our overtime is driven by requests from other criminal justice agencies, the Department will aggressively pursue strategies that will achieve maximum economies in those areas.

Your everyday commitment to our residents and this Department is the reason we are the best law enforcement agency in the world. I am asking you to help me rise to this challenge during these most difficult times.

God Bless you. Stay focused and stay safe.



Terry G. Hillard
Superintendent of Police